

President's Report to the St. Mary's College of Maryland Board of Trustees

October 2026

Overview

St. Mary's College of Maryland is a strong and impactful stand-alone honors college, ranked in the top ten nationally for public liberal arts colleges. We have much to celebrate and build upon for long term success in an increasingly competitive higher education marketplace. Since St. Mary's occupies a niche and unique space in higher ed, we can highlight positive outcomes that our education model provides. Here are some key metrics that illustrate the impact we have on our students. These metrics directly align with the [2026–2030 Maryland State Plan for Higher Education](#), titled *Maryland's Moment: Lighting the Way Forward*. Several major objectives we are asked to pursue reflect our progress and results – with a few as the highest ranked in the State.

- 22nd Highest Public Completion Rate *Nationwide* (not the 22% percentile, we are #22 nationally among 800+ peers)
- \$125,800 Mid-Career Median Salary, aligns with Economic and Social Mobility objective (10 years from graduation, likely the highest in the State among public universities).
- 94% Career Outcome Rate, aligns with Economic and Social Mobility objective. This is job or continuing education placement six months from graduation. (Note Pell eligible cohorts have the highest rate at 96%; 93% students of color; and 94% each for first generation and all students).
- \$21,000 Net Average Student Debt, aligns with Affordability, Aid and Debt objectives. Note net average debt for Maryland's private liberal arts institutions – our comparative peers – is \$25,669 while nationally, net average debt across all institutions is \$40,467.

Year 2 has commenced amidst much action and anticipation. As reported at the prior Board of Trustees meeting, the first year presented operational challenges to overcome, along with many opportunities to explore alongside strengths to recognize and elevate. At this point, several process and policy changes have been implemented with improvements being realized across financial, facility, student affairs and academic areas. Reorganization across several units has occurred, with key hiring and restructuring of focus and actions taking place. New tools, including the recent release of an app, are enabling more real time engagement and information access. New protocols and strategies continue to be implemented, including improved communications and marketing. As always, the overall goal is to position SMCM for

thriving now and into the future. The following provides various highlights and updates since the May 2026 board meeting.

Excellence Reimagined: Strategic Action Planning

The current plan, *Excellence Reimagined: Honors at the Helmi* was approved by the Board of Trustees during the May 2026 meeting. Implementation began on July 1, 2026. There are five major priority areas in the plan, reflecting the needs and desires of the SMCM community to continue to move forward. The following lists these areas:

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

Each major priority area has a working group comprised of President's Cabinet and other members to help lead actions for achieving the stated goals and desirable outcomes. While there are several initiatives or actions already in progress to support the plan, there are also a few that continued from the prior plan. This includes continued development of the Honors College Promise and Learning through Experiential and Applied Discovery (LEAD). Additionally, the momentum continues for exploring feasibility and design of new graduate and undergraduate programs to support growth.

Each unit across the College is aligning workplans for AY26-27 with the plan. This includes assigning resources and talent to continue work on the areas already in progress while starting new initiatives. A President Cabinet's retreat held in August outlined some of the initial activities while planning for assignments across the academic year. The Office of Institutional Research and Planning continues to work with the Office of the President and other units on assessment and metrics to support plan implementation.

Progress is being made on each of the areas and at the same time, there is much more to accomplish. Some examples include: 1. Communications and marketing plan designed and being implemented; 2. Process for transitioning to the new Enterprise Resource Planning (ERP) software, Workday, has been initiated; 3. Developing new or expanded approaches to marketing for recruitment; 4. Improving onboarding and various human resources processes; and 5. Designing and implementing fundraising strategies. There are many more actions being taken across the College - this provides some initial examples from the last few months since July 1.

Resources are a major element influencing the ability to effectively implement the plan. We are seeking ways to capitalize various actions; while some of the funds are already identified, more will have to be re-assigned or gained via fundraising. One area where

more initial investment is needed is for renovation of student housing. This is the largest capital investment needed currently. In process now is strategy development for identifying potential avenues for funding. Improvements in this arena will influence several other priority areas, not the least of which is enrollment and retention.

As mentioned, *Reimagining Excellence* will help guide continued improvements and future growth. Because it is intentional and action-oriented, we anticipate more direct outcomes produced in each year of the three-year timeframe. The future is more uncertain since higher education is in the midst of rapid, accelerated changes, both from policy levels and the surge of AI usage and impact. Just as we endeavor to help our students learn to be flexible, adaptive thinkers, so must we be as an organization. The plan and its implementation will aid us as the year unfolds ahead.

Looking Forward

Implementing the strategic plan will be the major focus, especially for the first-year actions needed to continue forward progress. As we allocate resources of time, talent and financial resources, the intent is to implement actions for supporting goals. As always, I continue to be eager to work with all members of our community to help SMCM continue to excel and strive to position our college for a sustainable, thriving future.



BOARD OF TRUSTEES

RETREAT MINUTES

Date of Meeting: August 7-8, 2026

Status: APPROVED

Board Members Present: Chair John Bell '95; Vice Chair Paula Collins; Treasurer John Wobensmith '93; Secretary Nicolas Abrams '99; Susan Bass; Peter Bruns; Antoinette Coleman; Susan Dyer; Elizabeth Graves '95; Bonnie Green '74; Kristen Greenaway; Talib Horne '93; Kimberly B. Kelley; Micheline Lopez-Estrada; Heidi Murdy-Michael; Jesse Price '92; Julia Rapier; Melanie Rosalez '92; Michele Shipley '92; Aaron Tomarchio '96; Raymond Wernecke; Danielle Troyan '92; and President Rhonda Phillips.

Board Members Absent: Judith Fillius '79 and Rep. Steny H. Hoyer

Others Present: Mary Broadwater (OAG); Donny Bryan '73; Brandon S. Engle '18; David L. Hautanen; Patrick Hogan; Jerri D. Howland; Samantha J. Katz; Shontay Kincaid; Elizabeth H. Mitchell; Renea P. Morris; Eileen E. Petula; Stephen Portch; and David Sushinsky '02.

FRIDAY, AUGUST 7, 2026

- I. Call to Order
Chair Bell called the meeting to order at 9:00 a.m.
- II. Welcome, Retreat Objectives, and Agenda Overview
Chair Bell and Vice Chair Collins welcomed the Board and reviewed the agenda for the retreat.
- III. Reflections on First Year, State of the College, and Strategic Priorities
President Phillips reflected on her first year as President and the development of the College's strategic plan.
- IV. The Changing Landscape of Higher Education
Stephen Portch, retreat facilitator, presented an overview of key national trends and emerging issues shaping the higher education landscape. His remarks addressed challenges and opportunities related to enrollment, institutional sustainability, governance, public confidence, intercollegiate athletics, student learning outcomes, and the growing impact of technological advances.

V. What Should Distinguish SMCM in 2030?

Antoinette Coleman, incoming Chair of the Academic Affairs Committee; Provost and Dean of Faculty Katie Gantz; and Kimberly Kelley, Chair of the Academic Affairs Committee, facilitated a discussion regarding the academic and institutional strengths that should define the College in the future. The conversation focused on the evolving role and relevance of an honors college, including how SMCM can remain distinctive in a changing higher education landscape.

Lunch Speaker

Secretary Abrams '99 introduced the Honorable Brandon Scott '06, Mayor of Baltimore City, as the luncheon keynote speaker. Mayor Scott discussed the importance of expanding educational access and opportunity for Baltimore City students and explored potential pathways to strengthen engagement between Baltimore City schools and the College.

VI. Enrollment, Recruitment, Retention, and Student Success

David Hautanen, Vice President for Enrollment Management, and Raymond Wernecke, Chair of the Admissions and Financial Aid Committee, led a discussion on enrollment, recruitment, retention, and student success.

VII. Reputation, Positioning, and Institutional Visibility

Renea Morris, Vice President for Communications and Marketing, presented insights regarding how SMCM is perceived by prospective students, families, alumni, policymakers, and external partners.

VIII. Advancement and Alumni Engagement

Elizabeth Mitchell, Vice President for Institutional Advancement, and David Sushinsky, Assistant Vice President of Alumni Relations, discussed advancement and alumni engagement as strategic priorities for the College.

IX. Closing Comments and Adjournment

Chair Bell and President Phillips thanked the Board for its engagement and contributions throughout the day and previewed the evening program and final day of the retreat.

X. Dinner Speaker

Trustee Aaron Tomarchio '96, Government Relations Liaison, introduced Mark Anthony Thomas, President and Chief Executive Officer of the Greater Baltimore Committee (GBC). Mr. Thomas discussed GBC's efforts to advance economic vitality, workforce development, business competitiveness, and regional growth across the Baltimore area.

SATURDAY, AUGUST 8, 2026

I. Call to Order

Chair Bell called the meeting to order at 9:00 a.m.

II. Strategic Themes and Emerging Priorities from Friday's Session

Stephen Portch summarized key themes from the previous session, including the role of honors education as a distinguishing feature of the College and the Board's commitment to supporting the strategic plan.

- III. The St. Mary's College Experience from the Student Perspective
Jerri Howland, Vice President for Student Affairs, and Nicolas Abrams '99, Chair of the Campus Life Committee, led a discussion on the most impactful aspects of the student experience at SMCM.

Student Trustee Julia Rapier '27 offered a student perspective on the growing influence of artificial intelligence in higher education and its implications for student learning and campus life.

- IV. Government Relations: Risks and Opportunities for Public Higher Education and Positioning SMCM for the Future
Brandon Engle, Director of Government Relations; Aaron Tomarchio '96, Government Relations Liaison; and Patrick Hogan, Principal at Cornerstone Government Affairs, shared an overview of the policy, funding, and legislative landscape shaping public higher education.

- V. Retreat Wrap-Up and Next Steps
Chair Bell and President Phillips concluded the retreat by thanking trustees and staff for their active participation and thoughtful engagement throughout the sessions.

There being no further business, the meeting adjourned at 11:20 a.m. on Saturday, August 8, 2026.

BOARD OF TRUSTEES OPEN SESSION MINUTES

Date of Meeting: July 1, 2026

Status: APPROVED

Board Members Present: Chair John Bell '95, Vice Chair Paula Collins, Treasurer John Wobensmith '93, Secretary Nicolas Abrams '99, Anirban Basu, Susan Bass, Peter Bruns, Antoinette Coleman, Susan Dyer, Judith Fillius '79, Elizabeth Graves '95, Bonnie Green '74, Kristen Greenaway, Talib Horne '93, Rep. Steny H. Hoyer, Kimberly B. Kelley, Micheline Lopez-Estrada, Heidi Murdy-Michael, Julia Rapier, Melanie Rosalez '92, Michele Shipley '92, Danielle Troyan '92, President Rhonda Phillips

Board Members Absent: Jesse Price '92, Aaron Tomarchio '96, Raymond Wernecke

Others Present: Robert A. Artiga-Valencia, Donny Bryan '73, Kathryn C. Dao, Brandon S. Engle, David L. Hautanen, Jerri D. Howland, Samantha J. Katz, Eileen E. Petula, Gretchen D. Phillips, S Wilson.

Executive Summary

The St. Mary's College of Maryland Board of Trustees held an open session special meeting on July 1, 2026. Participation was virtual. Board Chair John Bell presided. The meeting opened at 8:05 am.

Chair Bell noted that the Board would have several action items during the meeting. He asked that any Trustee making a motion or offering a second state their name clearly for the record.

The Board voted to move into closed session in accordance with the written closing statement. After completing the closed session agenda items, the Board returned to open session and considered Human Resources policy items. The Board approved the Paid Family and Medical Leave Policy, deferred a second Human Resources policy for regular committee review, and adjourned the meeting.

Motion to Close the Meeting

Chair John Bell stated that the Board would meet in closed session pursuant to Maryland General Provisions Article § 3-305(b)(1) and § 3-305(b)(14), for the purposes set forth in the written closing statement. The Board would discuss personnel matters involving an appointee, employee, or official over whom it has jurisdiction and, before a contract was awarded or bids were opened, matters related to negotiation strategy or the contents of a bid or proposal concerning the ERP contract, where public discussion or disclosure would adversely affect the College's ability to participate in the competitive bidding or proposal process.

Trustee Talib Horne moved to enter closed session. Trustee Susan Dyer seconded the motion, which carried unanimously. The Board entered closed session at 8:10 a.m.

Closed Session Summary

During the closed session, the Board received an update from the Enterprise Resource Planning Working Group regarding the proposed transition from Anthology to Workday, including the revised contract structure and Phase Zero ("0") pre-implementation approach. Following discussion, Trustee Micheline Lopez Estrada moved to approve proceeding with the transition from Anthology to Workday, consistent with the revised contract structure and Phase 0 approach presented by the ERP Working Group. Trustee Susan Dyer seconded the motion, which carried unanimously.

The Board also considered the proposed elevation of the Assistant Vice President for Communications and Marketing position to Vice President for Communications and Marketing. Chair John Bell '95 moved to approve the elevation of the position. Trustee Judy Fillius '79 seconded the motion, which carried unanimously.

Return to Open Session

Chair John Bell requested a motion to return to open session. Vice Chair Paula Collins moved to return to open session. Trustee Danielle Troyan seconded the motion. The motion carried unanimously. The Board returned to open session at 9:02 a.m. and continued with the following updates:

Paid Family and Medical Leave Policy

Vice President for Business and CFO Eileen Petula presented the proposed Paid Family and Medical Leave Policy, which establishes paid, job-protected leave for eligible employees in accordance with Maryland law. The policy provides up to 12 weeks of leave for qualifying family and medical reasons, or up to 24 weeks in certain circumstances involving both an employee's serious health condition and parental leave.

The Board's approval is required because the policy establishes institution-wide employee compensation, benefits, leave entitlements, and employment protections. The policy was reviewed by Assistant Vice President for Human Resources Kathleen Dao and Assistant Attorney General Mary Broadwater.

Trustees discussed the policy's potential applicability to employees of Historic St. Mary's City and its relationship to the College's existing parental leave benefit. Ms. Petula and Ms. Dao agreed to review those matters and return to the Board if revisions are necessary.

Criminal Background Check and Credit History Check Policy

Ms. Petula noted that a second Human Resources policy, Criminal Background Check and Credit History Check Policy, was outdated and in need of review. The materials had been drafted with the expectation that the item would proceed first through the Finance, Investment, and Audit Committee before coming to the full Board, but was presented at this meeting in conjunction with PFML.

As the policy was not urgent, the Board agreed to defer the item and allow it to proceed through the regular committee review process for consideration at a future meeting. No vote was taken.

Adjournment

There being no further business, Chair Bell requested a motion to adjourn the July 1, 2026 special meeting of the St. Mary's College of Maryland Board of Trustees. Trustee Anirban Basu moved to adjourn, Trustee Susan Dyer seconded the motion, and the motion carried unanimously. The meeting adjourned at 9:14 a.m.

Action Items

Action Item 2627-01: Approval of Enterprise Resource Planning Transition from Anthology to Workday

The ERP Working Group recommended that the Board approve proceeding with the College's transition from Anthology to Workday, subject to completion of a 22-week Phase Zero ("0") pre-implementation period beginning August 3, 2026. Phase 0 would address remaining implementation-readiness needs related to staffing, governance, technology, business processes, and project management before the College proceeds to full implementation.

The proposed contract structure included a 10-year Workday subscription and phased implementation services through Cognizant/Collaborative Solutions. The College would provide monthly progress reports to the ERP Working Group and return to the Board with a readiness briefing before exercising the option to proceed to Phase 1.

Action Item 2627-2: Approval of elevating AVP to VP Communications and Marketing

The President recommended that the Board of Trustees approve elevating the Marketing and Communications position from Assistant Vice President to Vice President. The recommendation reflected the growing importance of this work to St. Mary's College of Maryland's enrollment, reputation, visibility, and public mission. Elevating the role would provide the scope, authority, and institutional alignment needed to support the President and Cabinet on matters directly affecting the College's reputation, positioning, and long-term success. The change recognized Marketing and Communications as a strategic institutional function and aligned the position with the level of responsibility and leadership required.

Action Item 2627-03: Approval of the Paid Family and Medical Leave Policy

The Committee recommended that the Board of Trustees approve the Policy on Paid Family and Medical Leave as presented, effective July 1, 2026, to establish the College's institutional paid family and medical leave benefit in compliance with the Annotated Code of Maryland, State Personnel and Pensions Article, § 9-1003 et seq.



The new policy establishes institution-wide rights and obligations for eligible employees, including paid, job-protected leave, continuation of benefits, return-to-work protections, coordination with other leave programs, and procedures for leave determinations, reconsideration, and appeal. Because the policy governs employee compensation, benefits, and employment rights and is required by Maryland law, Board approval is required before institutional adoption.

Trustee Susan Dyer moved to approve the Paid Family and Medical Leave Policy, effective July 1, 2026, to establish the College's institutional paid family and medical leave benefit in compliance with Maryland law. Trustee Judy Fillius seconded. The motion carried unanimously.

Action Item 2627-04: Additional Human Resources Policy

The Board considered a proposed policy governing criminal background checks and, when appropriate, credit history checks for employees and other affiliated individuals. The policy is intended to promote campus safety, protect College resources, and ensure fair and legally compliant screening practices. It provides that background information will be evaluated based on job-relatedness and business necessity and will not automatically disqualify an individual from employment. No vote was taken and the item was tabled until the next meeting.

BOARD OF TRUSTEES

OPEN SESSION MINUTES

Date of Meeting: July 8, 2026

Status of Minutes: APPROVED

Trustees Present: Chair John J. Bell '95, Vice Chair Paula Collins, Secretary Nick Abrams '99, Peter Bruns, Antoinette Coleman, Judy Filius '79, Elizabeth Graves '95, Bonnie Green '74, Kristen Greenaway, Talib Horne '93, Steny Hoyer, Kimberly Kelley, Micheline Lopez-Estrada, Heidi Murdy-Michael, Jesse Price '92, Julia Rapier, Melanie Rosalez '92, Michele Shipley '92, Aaron Tomarchio '96, Danielle Troyan '92, Raymond Wernecke.

Trustees Absent: Treasurer John Wobensmith '93, Susan Bass, Susan Dyer.

Staff Members Present: Samantha Katz (President's Office) Robert Artiga-Valencia '21 (President's Office), Brandon Engle '18 (President's Office).

Others Present: Mary Broadwater (OAG).

Call to Order & Motion to Close

The meeting was called to order at approximately 8:03am. Chair Bell read the closing statement, and a motion to close was made by Trustee Green and seconded by Trustee Filius. No dissenting votes were cast, nor did any Trustees abstain.

Return to Open Session & Adjournment

At approximately 8:31am the meeting returned to open session. The Board approved the Governance Committee's recommendation to submit a candidate to the Governor's Office to fill a current vacancy on the Board. The Board briefly introduced another personnel matter but determined to postpone that discussion to another date. The meeting adjourned at approximately 8:34am.



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

**OPEN SESSION
MINUTES**

Date of Meeting: May 15, 2026

Status: Approved

Board Members Present: Chair John Bell '95, Secretary Nicolas Abrams '99, Treasurer John Wobensmith '93, Peter Bruns, Antoinette Coleman, Susan Dyer, Judy Fillius '79, Kate Fritz '04, Elizabeth Graves '95, Kristen Greenaway, Tim Heely, Talib Horne '93, Kimberly Kelley, Student Trustee Summer LaRocco '26, Micheline Lopez-Estrada, Heidi Murdy-Michael, Jesse Price '92, Melanie Rosalez '92, Aaron Tomarchio '96, Danielle Troyan '92, Ray Wernecke

Board Members Attending Remotely: Susan Bass

Board Members Absent: Anirban Basu, Vice Chair Paula Collins, Steny Hoyer

Others Present: President Rhonda Phillips, Katie Arnett, Robert Artiga-Valencia '21, Sandra Benson, Silvio Borrero, Anne Marie Brady '93, Mary Broadwater, Donny Bryan '73, Patrice Darby, Todd Eberly, Brandon Engle '18, Jennifer Falkowski, Wanda Fenwick, Katherine Gantz, Mary Grube, David Hautanen, Jerri Howland, Samantha Katz, Jenn Kersch, Felix Martinez, Stephen McDaniel, Robert Maddox, Leslie Mangold, Sarah Miller Martin, Pamela Mertz, Kelly Neiles, Kelly O'Grady, Eileen Petula, Gretchen Phillips, Rose Phillips, Karen Raley, Julia Rapier, William Roberts, Lauren Sampson, Jenell Sargent, Brock Sassler, Barbara Scanlon, Shanen Sherrer, Michele Shipley '92, Jennifer Sivak, Jackie Wright, Anna Yates, Rafael Zapata

Executive Summary

The St. Mary's College of Maryland Board of Trustees held an open session meeting on May 15, 2026. Participation was both in-person and virtual. Board Chair John Bell called the meeting to order at 9:06 a.m.

President Phillips welcomed Associate Vice President of Human Resources Kathryn Dao and Steven Power, who is managing the ERP project, as new members of the campus community.

The College's current strategic plan will end on June 30, 2026. In Fall 2025, the process of creating a new strategic plan began. The new strategic plan *Excellence Reimagined: Honors at the Helm* will be brought forth for Board approval at the meeting. Its content is focused, the goals are measurable, and it sets the tone for the president's vision for the College. Its tactical

format provides the opportunity to look at priorities and measure performance. Any baselines not yet established will be by July 1, 2026. Many of the goals are expected to be met within the first year. If approved, implementation will begin on July 1, 2026.

Much progress has been made to improve processes to maintain and expand excellence across operational and academic dimensions. Physical infrastructure improvements are a priority with a focus on academic spaces and support facilities. Housing options for both students and employees are being explored.

Communications and Marketing Update

Interim Assistant Vice President for Communications and Marketing Renea Morris shared the recent efforts and future plans of the communications and marketing team. The first priorities were the inauguration and the strategic planning process. Now the focus will be on extending visibility and engagement, followed by the development of finalized strategies. Communication is paramount in supporting institutional change and enrollment objectives. Trustee Elizabeth Graves emphasized the importance of increasing social media presence.

Academic Affairs Committee

Committee Chair Kim Kelley thanked Faculty Senate President Todd Eberly for his service, and for role in the Academic Affairs Committee. Associate Professor of Neurobiology Sarah Latchney will assume the Faculty Senate President position in academic year 2026-2027.

Eberly reported on the Faculty Pulse Survey results. The faculty's satisfaction with shared governance has increased considerably since 2024. Ninety-one percent of faculty have made use of digital accessibility training, a requirement for Title II compliance. The faculty bylaws were recently updated to reflect the recent administration restructuring.

Provost and Dean of Faculty Katie Gantz presented the Provost's Report, highlighting the work of the Faculty Workgroup on AI Governance and the "Essential Questions" Project. The report also included updates on recent grant awards and related initiatives.

Admissions and Financial Aid Committee

Committee Chair Ray Wernecke provided updates on recent efforts to strengthen recruitment, including community college transfer programs, personalized recruitment strategies, recruitment pipeline partnerships, and a dual admission initiative with Montgomery College that is currently underway.

Vice President for Enrollment Management David Hautanen provided an enrollment update. As of April 12, 2026, the College received 2,925 applications for Fall 2026 admission, a 14% decrease compared to the number received for Fall 2025. The first-year fall trendline showed the numbers increasing from November 1 to May 1, 2026, with the greatest increase during the month of April, likely due to the extended deadline for enrollment. Hautanen noted that students choose colleges based on their interest in specific programs or sports. The stable implementation of new programs and partnerships in athletics has increased interest among prospective students. Provost and Dean of Faculty Katie Gantz noted that faculty and departments are making changes to assist with increasing enrollment.

The College offered admission to 2,277 applicants, compared to 2,491 and 2,288 for Fall 2025 and 2024, respectively, and 251 students have submitted their enrollment deposit. 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 out-of-state students compared to in-state students. Trustee Dyer noted that the new strategic plan and the changes in athletics will be beneficial to recruitment. Students are also realizing the benefits of a liberal arts education and many are taking advantage of the opportunity to design their own major.

Athletics and Recreation Subcommittee

Subcommittee Chair Elizabeth Graves stated that two athletes were recently added to the Council. A search is underway to hire an outside firm to prepare a strategic plan. Current Director of Athletics and Recreation Crystal Gibson will leave her position at the College in July. The search for a permanent vice president for the department continues.

Interim Vice President for Athletics and Recreation Donny Bryan has met with the athletics staff to identify areas that need improvement. Director of Capital Planning, Design, and Construction Jonathan Dobry used his extensive knowledge of coaching to develop a partnership with the Baltimore Ravens, in coordination with the NFL, to create a women's flag football team. The Ravens will sponsor the College's team and will provide all the equipment, including custom created jerseys created by Under Armor. This sponsorship by the Ravens is of no cost to the College. A women's flag football team will assist with recruiting efforts.

Institutional Advancement Report

Committee Chair Judy Fillius reviewed new initiatives, the Burton Morris commemorative art project developments and the Foster Care Initiative. There are currently three final candidates for the vice president for institutional advancement position and the position is expected to be filled this summer.

Interim Vice President for Institutional Advancement Stephen McDaniel reported on the progress of the Academic and Research Industry Cluster Initiative. McDaniel plans to meet with Trustee Emerita Bonnie Green '74 to discuss possible opportunities, given her robust program with the naval air station. Acquiring funds for student internships is challenging and developing relationships with nearby contractors could present opportunities for sponsorships and serve as a pipeline for employment. McDaniel noted that there are several contractors who have expressed interest in recruiting our students.

The College exceeded its goal of \$1.8M. Moving forward, the College's annual goal for fundraising should be \$3M to \$4M annually. Some of the campaign successes include scholarship funds for the marine science program and the funding of a faculty line. There are 14,942 alumni that can be asked to contribute. We are at the midpoint of the national average for alumni donations.

Trustee and Alumni Council President Kate Fritz reported that Alumni Weekend will take place on June 11. There are 1,100 alumni currently registered, and an additional 1,500 typically show up without registering. A travel program available to alumni has been developed and will begin this fall. The program will include trips to the Southwestern National Parks, the Galapagos

Islands, and Tuscany, to name a few. The College is also reviving the personalized state license plate and plans to create a virtual book club led by retired English faculty.

Campus Life Committee

Committee Chair Nick Abrams thanked Student Trustee Summer LaRocco for her service to the Board and wished her success in her future endeavors. Student Trustee Summer LaRocco expressed concern about the lack of support and services available to commuter students. Eighteen percent of St. Mary's students are commuters and there is limited parking available for them. As a result of discussions with Dr. Howland, additional designated parking areas for commuters will be made available. LaRocco also stressed the importance of student housing and its effect on retention.

Technology, Buildings, and Grounds Committee

Committee Chair Talib Horne reported that the proposed FY28 capital budget, which includes funding for the refurbishment of Kent Hall, was endorsed by the Committee and would be brought forward to the Board for approval through the Finance, Investment, and Audit Committee.

Trustee Tim Heely provided an update from the Historic St. Mary's City Commission. The City continues to investigate the possibility of building a hotel. The Visitor's Center is still on track to open July 26. Trustee Emerita Bonnie Green '74 will replace Tim Heely on the Board of Trustees as the Historic St. Mary's City representative.

Housing and Campus Planning Working Group

Trustee Judy Fillius reported that the Working Group had received information on the P3 process, which would primarily focus on student housing, and have the advantage of a tax break. If student housing is renovated, alternative living space must be provided for the affected students. The Working Group plans to meet with Morgan State University to learn more about their experience with P3s.

Trustee Governance Committee

The Trustee Governance Committee adopted a calendar of major actions which require Board of Trustee Approval. The calendar was created to improve situational awareness across campus constituencies who may be interested in, or impacted by, these actions. It does not serve as a binding requirement, but to enhance transparency, strengthen shared governance, and improve coordination by providing a forward-looking framework of significant decisions and support engagement between the Board of Trustees, the Faculty Senate, Staff Senate, and Student Government Association.

Finance, Investment, and Audit Committee

Committee Chair John Wobensmith noted that five action items would be brought forward for approval. (See action items section for more detail.)

ERP Working Group Update

Vice President for Business and CFO Eileen Petula provided an update from the ERP Working Group. Deer Brook has conducted interviews, surveys, and working sessions to assess the

deployment of Anthology, and has established a cross-functional Anthology Stabilization Task Force to prioritize remediation. The financial aid automation and confirmation of data accuracy for the registrar is in progress.

A procurement strategy to purchase Workday, leveraging the University of Maryland College Park's master subscription agreement, has been identified. This will result in a 30% cost savings. The College hired Steven Power to manage and lead the daily execution of the ERP project. The potential hire of a DBA student is under consideration, and a search is underway for a business analyst.

The College expects to submit the procurement contract to the Board of Public Works for approval on June 3, with anticipated approval on June 18, 2026. The goal is to complete the execution of the Workday order by June 30 to receive an additional discount. The College will continue to use Anthology Student until May 2029.

Government Relations Report

Trustee Aaron Tomarchio reported that the 2026 legislative session went great and that President Phillips was well received by legislators. Although the state had many fiscal challenges, the College's budget was fully funded and approved by the legislature. Tomarchio complimented Director of Government Relations Brandon Engle for his excellent representation of the College in Annapolis. Engle provided an update regarding legislation that was relevant to the operations of the institution.

Action Items

Action item 2526-21: Approval of the 2026-2029 Strategic Plan

The 2026-2029 Strategic Plan - *Excellence Reimagined: Honors at the Helm* 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. Its goals, objectives, and tactics are based on the College's mission, vision, and core values and was developed with extensive input from the Student Government Association, the Staff Senate, and the Faculty Senate. The strategic plan was intentionally developed for three years, rather than a longer period to allow flexibility and recalibration as institutional conditions evolve. Board Chair John Bell asked for a motion to approve the Strategic Plan as presented. A motion was made by Trustee Susan Dyer and seconded by Trustee Danielle Troyan. A vote was taken and the action passed unanimously.

Action Item 2526-22: Recommendation to Approve the 2026 Candidates for Graduation

The Board of Trustees is vested with all the powers, rights, and privileges attending the responsibility of full governance of St. Mary's College of Maryland. The Board of Trustees has the authority to approve all earned degrees. A motion was made by Committee Chair Kim Kelley and seconded by Trustee Susan Dyer. A vote was taken and the action passed. Student Trustee Summer LaRocco abstained.

Action Item 2526-23: Recommendation to Approve the Public Health Undergraduate Major

The demand for jobs in public health is growing with an expected 12-15% increase nationally by 2033. This demand is driven by an increasing awareness of public health challenges and a growing need for skilled professionals to address these challenges. The public health major will directly address this increasing demand and attract students who wish to pursue a career in that

area. This curriculum will draw upon courses and faculty expertise from multiple academic departments and give students a well-rounded understanding of public health. The new major proposal will be forwarded to the Maryland Higher Education Commission for review and approval. The Office of Academic Affairs will ensure that all compliance steps are followed. A motion was made by Trustee Peter Bruns and seconded by Trustee Susan Dyer. A vote was taken and the action passed unanimously.

Action Item 2526-24: Recommendation to Approve the Indirect Cost Distribution Policy

This policy provides a framework for the distribution and use of recovered indirect costs associated with externally sponsored programs. Indirect costs represent expenses that support research and sponsored activities that cannot be directly assigned to a specific project, such as administrative operations, facilities maintenance, and utilities. This policy will ensure compliance with federal regulations, promote transparency in the allocation of funds, and support institutional infrastructure, academic programs, and senior personnel engaged in sponsored research. A motion was made by Committee Chair Kim Kelley and seconded by Trustee Peter Bruns. A vote was taken and the action passed unanimously.

Action Item 2526-25: Approval of the Faculty and Staff Release for Sponsored Research Participation Policy

This policy provides a framework for faculty and professional staff to obtain a 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, maintains compliance with relevant institutional, state, and federal policies, and addresses how release time is calculated, approved, and recorded. A motion was made by Committee Chair Kim Kelly and seconded by Trustee Ray Wernecke. A vote was taken and the action passed unanimously.

Action Item 2526-26: Approval of the Cultural Diversity Report

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 and to the Maryland Higher Education Commission (MHEC) by September 1 annually. MHEC 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 and report its findings to the legislature by December 1 of each year. A motion was made by Trustee Talib Horne and seconded by Trustee Ray Wernecke. A vote was taken and the action passed unanimously.

Action Item 2526-27: Approval of the Board of Trustees Three-Year Meeting Schedule

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. A motion was made by Committee Chair Kristen Greenaway and seconded by Trustee Melanie Rosalez. A vote was taken and the action passed unanimously.

Action Item 2526-28: Approval of the Preliminary FY27 Current Fund Operating Budget

Maryland law entrusts the development and approval of the operating budget 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. A motion was made by Committee Chair John Wobensmith and seconded by Trustee Ray Wernecke. A vote was taken and the action passed unanimously.

Action Item 2526-29: Approval of the FY28-FY32 State Capital Budget Proposal

The proposed FY28-FY32 state capital budget proposal, endorsed by the Technology, Buildings, and Grounds Committee, includes funding for the design and renovation of Montgomery Hall, various campus infrastructure improvements, the Schaefer Hall laboratory and greenhouse replacement. The projects proposed for FY28-FY32 include Kent Hall infrastructure improvements, Hilda C. Landers Library/OIT generator and transfer switch replacement, roof replacement for the Hilda C. Landers Library and the Michael P. O'Brien Athletics and Recreation Center and other projects and improvements. The total request for infrastructure projects is \$9.6M. A motion was made by Committee Chair John Wobensmith and seconded by Trustee Susan Dyer. A vote was taken and the action passed unanimously.

Action Item 2526-30: Approval of Revisions to the Secondary Employment Policy

The proposed revisions to the 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 will ensure transparency, avoid conflicts of interest, uphold public trust, and protect the integrity of the College and its employees from ethical violations. A motion was made by Committee Chair John Wobensmith and seconded by Trustee Kim Kelley. A vote was taken and the action passed unanimously.

Action Item 2526-31: Approval of Revisions to the Conflict-of-Interest Policy

The policy was revised to closely align with the State of Maryland's Conflict of Interest Policy and the Secondary Employment Policy. A motion was made by Committee Chair John Wobensmith and seconded by Trustee Susan Dyer. A vote was taken and the action passed unanimously.

Action Item 2526-32: Approval of the Authority and Responsibility Matrix

The Authority and Responsibility Matrix was developed to provide an accurate and clear summary of the responsibilities delegated to the Board of Trustees, the president, and to the officers of the College, regarding various functions and operations. The Authority and Responsibility Matrix highlights actions that require Board of Trustees approval. Specific revisions to the matrix were provided in the meeting materials. The Authority and Responsibility Matrix last received approval of the Board of Trustees on May 10, 2025. A motion was made by Committee Chair John Wobensmith and seconded by Trustee Susan Dyer. A vote was taken and the action passed unanimously.

Adjournment

Board Chair John Bell asked for a motion to close the open session meeting. A motion was made by Trustee Heidi Murdy-Michael and seconded by Trustee Talib Horne. A vote was taken and the motion passed unanimously. The open session was adjourned at 2:09 p.m.

The Board of Trustees entered closed session at 2:19 p.m. during which the following topics were discussed:

1. Proposals for Campus Store operations
2. ERP Transition update
3. Legal Report
4. Personnel matters

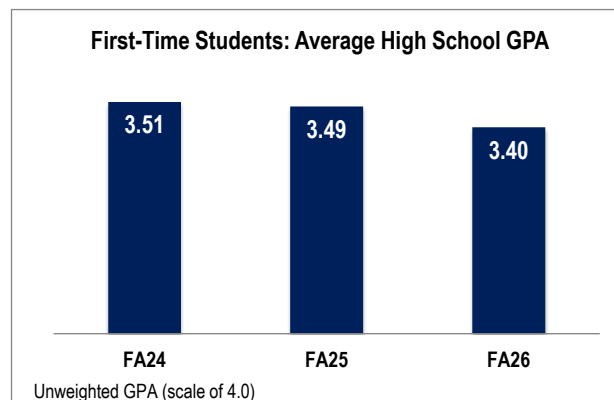
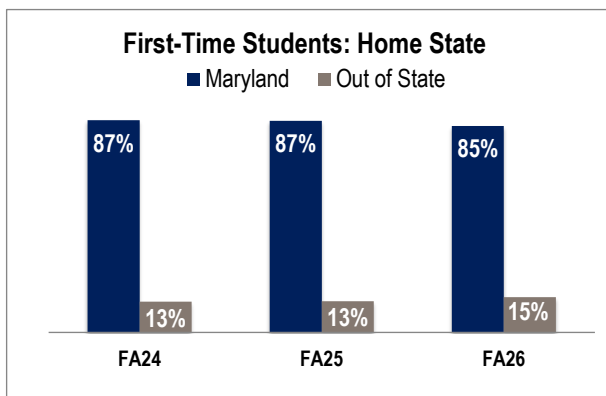
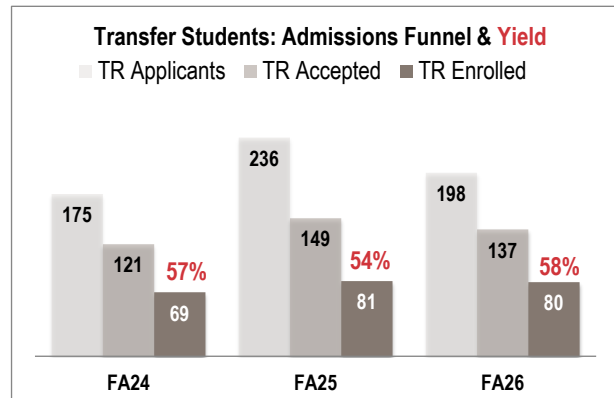
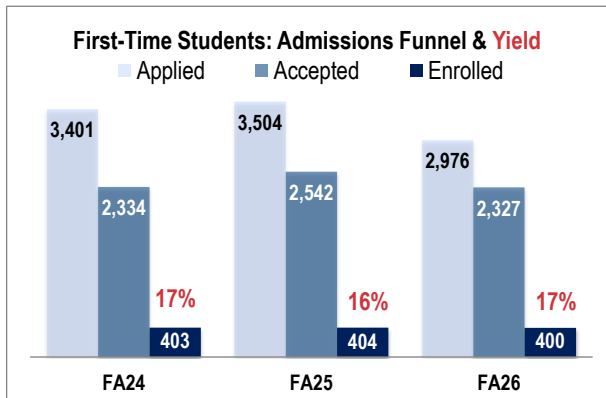
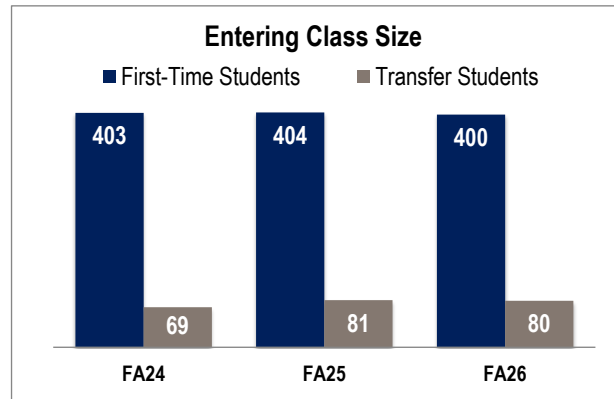
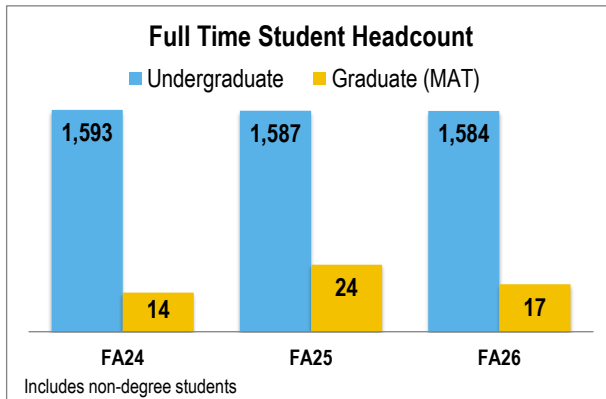
The topics discussed were permitted in closed session, under Md. Gen. Prov. Code Ann. Section 3-305(b), and include the following:

1. The appointment, employment, assignment, promotion, discipline, demotion, compensation, resignation, or performance evaluation of appointees, employees, or officials over whom the Board has jurisdiction or any other personnel matter that affects one or more individuals.
2. To consult with counsel to obtain legal advice and receive information regarding pending or potential litigation
3. To discuss a matter directly related to a negotiation strategy or the contents of a bid or proposal, specifically the outsourcing of the campus bookstore and the Enterprise Resource Project.

Board of Trustees Dashboard - October 2026

Student Characteristics in Enrollment

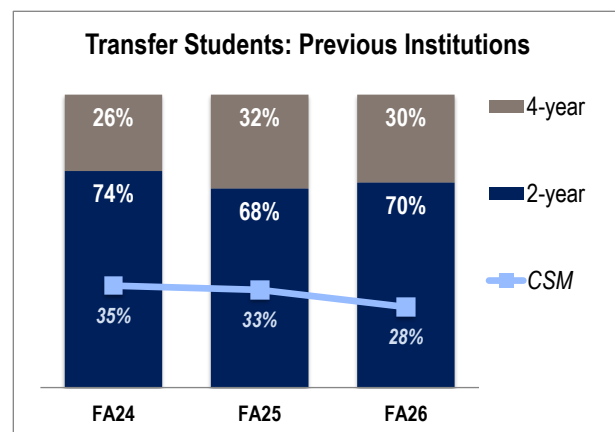
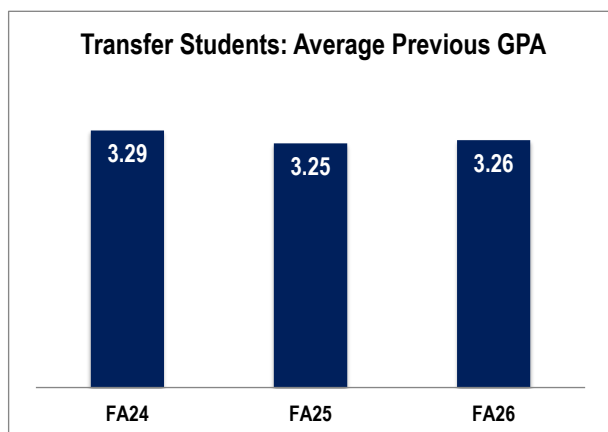
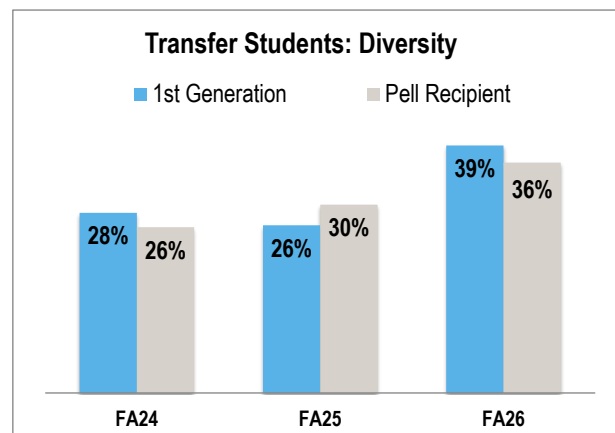
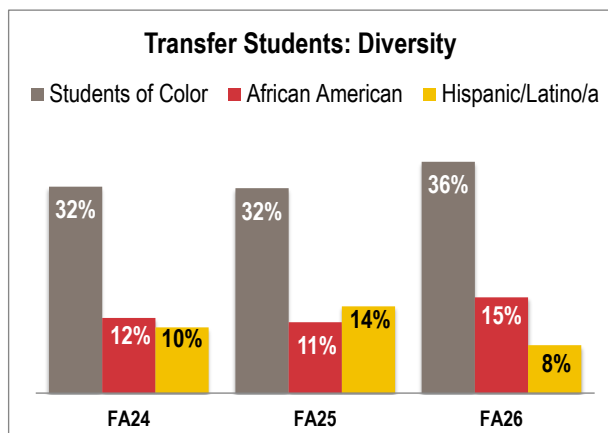
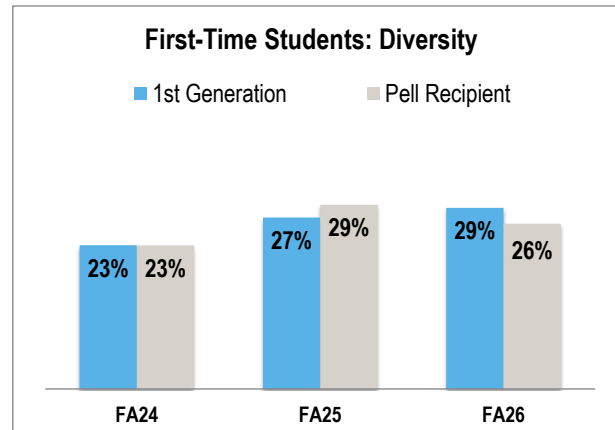
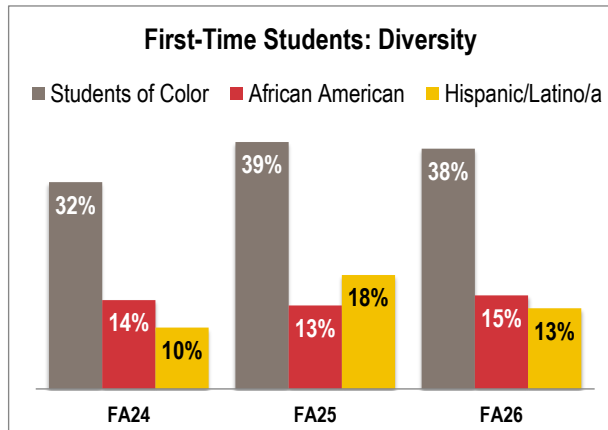
Fall 2026 figures based on preliminary data, 9/14/26



Board of Trustees Dashboard - October 2026

Student Characteristics in Enrollment

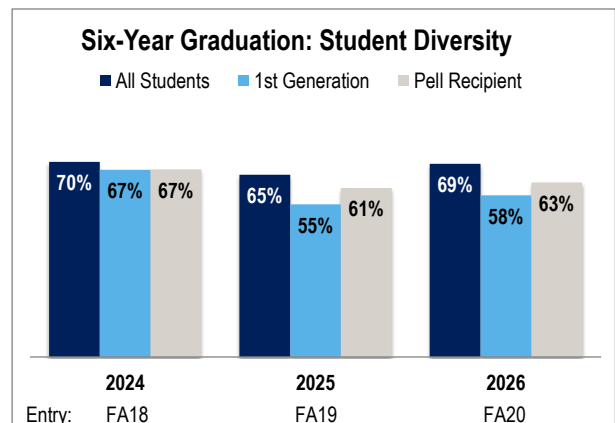
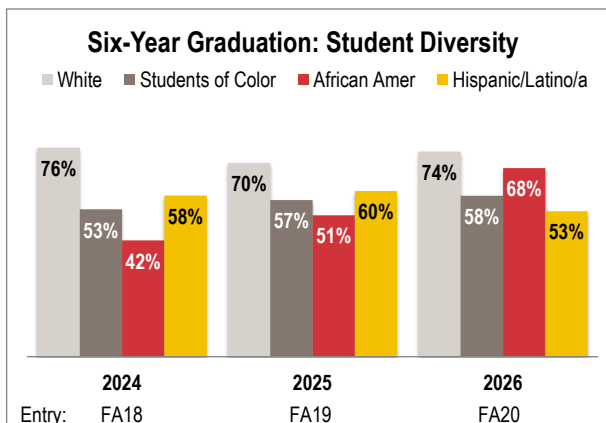
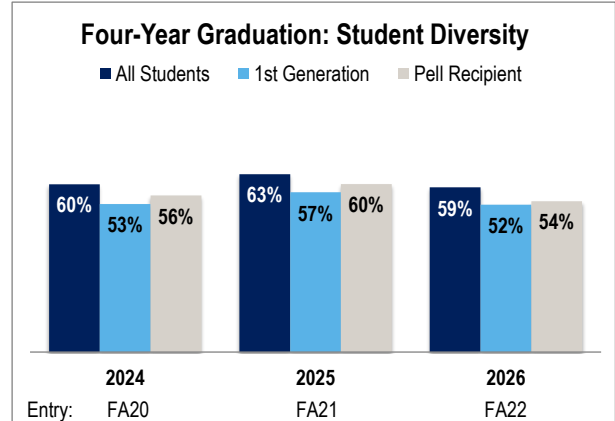
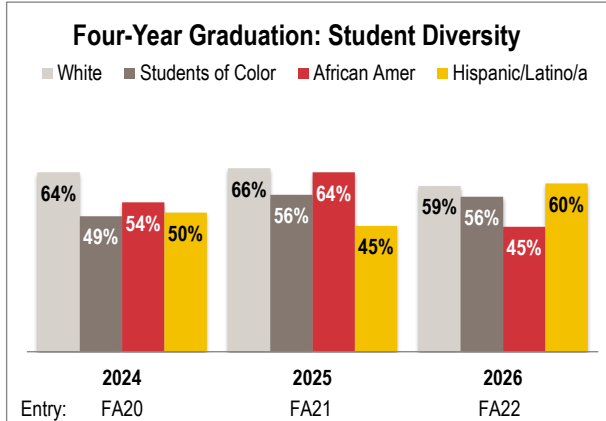
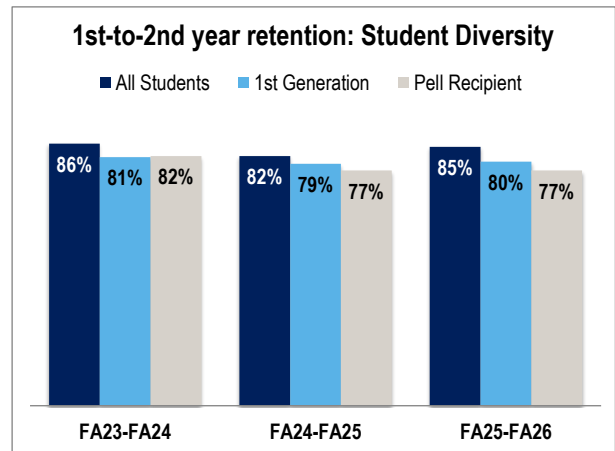
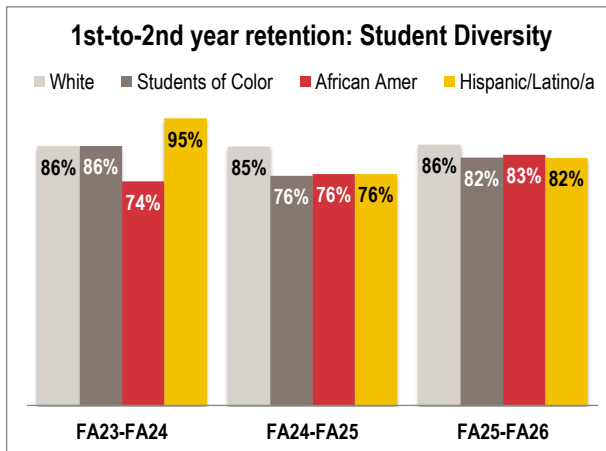
Fall 2026 figures based on preliminary data, 9/14/26



Board of Trustees Dashboard - October 2026

Student Retention and Persistence (First-Time Students)

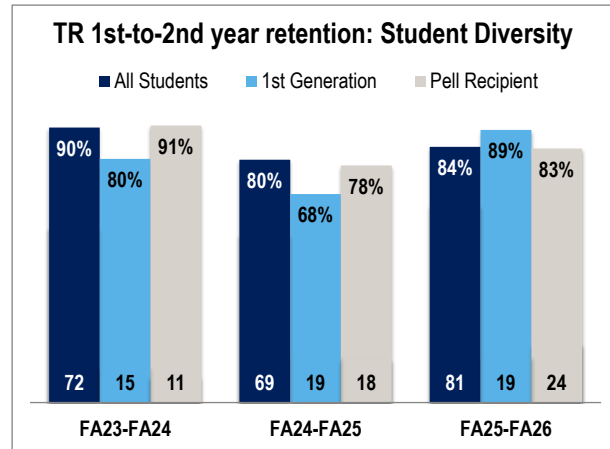
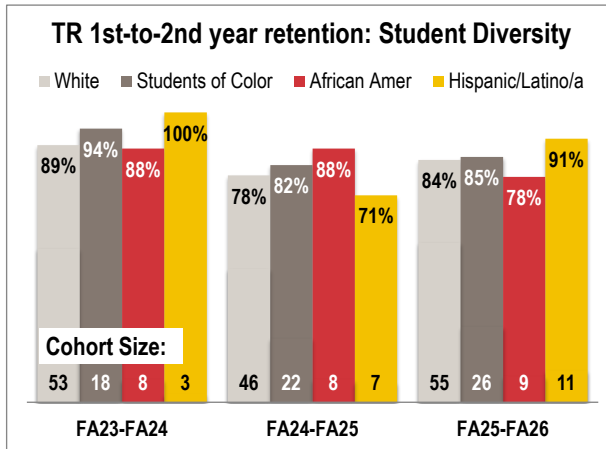
Fall 2026 figures based on preliminary data, 9/14/26



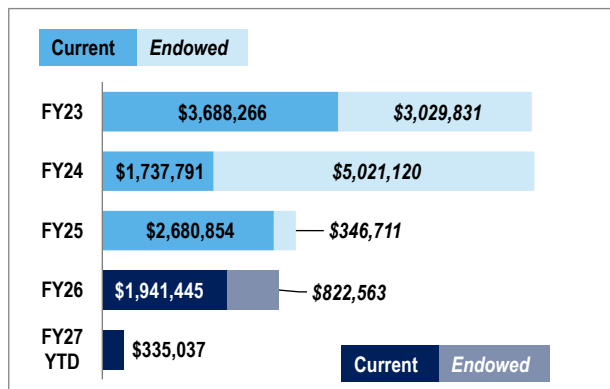
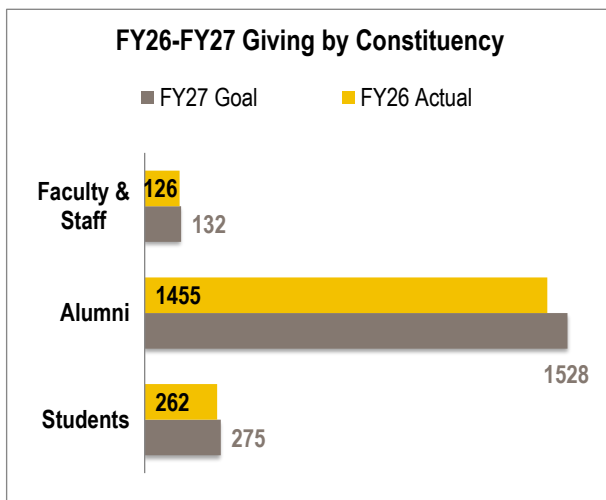
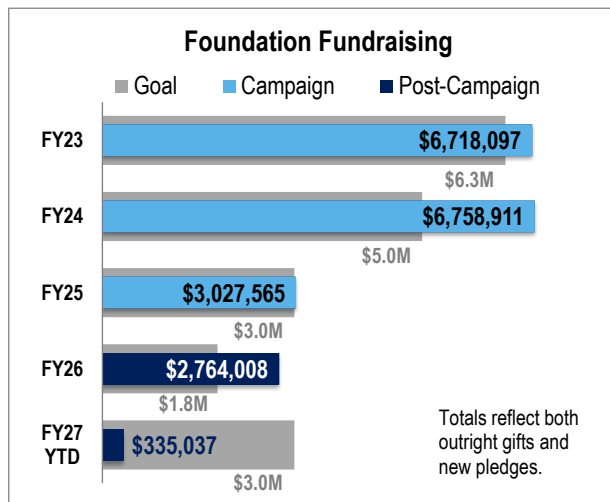
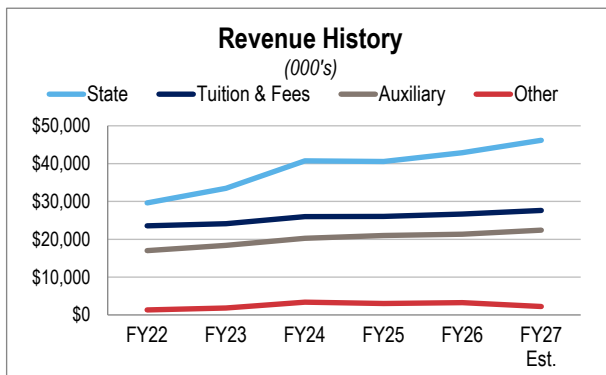
Board of Trustees Dashboard - October 2026

Student Retention and Persistence (Transfer Students)

Fall 2026 figures based on preliminary data, 9/14/26



Revenue and Fundraising





BOARD OF TRUSTEES
TRUSTEE GOVERNANCE COMMITTEE

AGENDA
SEPTEMBER 23, 2026

I. CALL TO ORDER

II. INFORMATION ITEM

A. Minutes from the meeting held on April 27, 2026.

III. DISCUSSION ITEM

A. Shared Governance – Year in Review

IV. MOTION TO CLOSE & CLOSING STATEMENT

V. DISCUSSION ITEM

A. Update on Prospective Trustee Nominees

VI. ADJOURNMENT



BOARD OF TRUSTEES TRUSTEE GOVERNANCE COMMITTEE MEETING OPEN SESSION MINUTES

Date of Meeting: April 27, 2026

Status of Minutes: Approved

Trustees Present: Board Chair John J. Bell '95, Committee Chair Kristen Greenaway, Paula Collins, Heidi Murdy-Michael, Melanie Rosalez '92, Ray Wernecke, Pres. Rhonda Phillips.

Trustees Absent: Aaron Tomarchio '96, John Wobensmith '93.

Staff Members Present: Robert Artiga-Valencia '21 (President's Office), Brandon Engle '18 (President's Office), Anna Yates (President's Office), Anne Marie Brady '93 (Institutional Research & Planning).

Others Present: Mary Broadwater (OAG).

Executive Summary

The meeting was called to order at 10:01 am. Trustees approved the Board's Three Year Meeting Schedule and discussed the Shared Governance Working Group's proposed Calendar of Major Board Actions. Following this discussion, the Committee voted to close the meeting at 10:18 am in accordance with §3-305(b)(1)(i)-(ii) and (b)(2) of the General Provisions Article of the Maryland Annotated Code. During this time the Committee discussed prospective candidates

for the Board of Trustees following the expiration of term of current Trustees, the nomination of Board Officers for academic year 2026-2027, and nominees to the Order of the Ark & the Dove.

Action Items

Three-Year Meeting Schedule

Trustees discussed the proposed three-year meeting schedule to establish working parameters for Board business, with Chair Greenaway noting that the Committee has endeavored to ensure maximum availability and flexibility, especially with regard to summer retreats which are dependent on venue requirements. Trustee Collins noted that the Schedule should generally avoid federal and/or state holidays, as well as major campus events which typically occur in late January, early February and October. Trustee Wernecke motioned to approve the Schedule contingent upon confirmation of appropriate dates, and that motion was seconded by Trustee Rosalez '92. No dissenting votes were cast.

Shared Governance – Calendar of Major Board Actions

Trustees discussed the proposed Calendar of Major Board Actions as developed by the Shared Governance Working Group. Trustee Murdy-Michael, who serves on the Working Group, shared that 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 further enhance transparency, strengthen shared governance, and improve coordination across the institution. Pres. Phillips noted that the timeline for some items on the Calendar, such as decisions to grant sabbatical leave and to approve tuition, fee, and room and board schedules, may not be accurate. Trustee Collins also noted that items which are approved by multiple Committees should be updated to reflect that dual responsibility, and that some items, including reports delivered to, or approved by, the Board in

accordance with Title IX and the Jeanne Clery Act are not currently reflected by the Calendar. Trustee Wernecke also noted that some content and formatting items did not reflect the full scope of the Board's work each year.

Separately, AAG Broadwater noted that a "policy on policies" might be beneficial to coordination of the Board and the College's work, and offered to share examples from other institutions. Trustee Rosalez '92 agreed to engage in further discussion on this item given her professional background and experience in this space. Following this discussion, the Calendar was tabled for the purpose of alteration.

Motion to Close

A motion to close in accordance with Maryland General Provisions §3-305 (b) was made at 10:19 am by Trustee Wernecke and seconded by Trustee Rosalez '92. No dissenting votes were cast.

Return to Open Session & Adjournment

After returning to open session at 10:46 am, Chair Greenaway summarized closed session discussion items – including the status of prospective candidates for the Board of Trustees following the expiration of term of current Trustees, the nomination of Board Officers for academic year 2026-2027, and nominees to the Order of the Ark & the Dove – and invited further comments or discussion on any additional items. None was raised.

At 10:47 am, a motion to adjourn was made by Trustee Wernecke and seconded by Trustee Rosalez '92. The meeting adjourned at 10:48 am.

Shared Governance Working Group



A Year in Review

September 23rd, 2026

The
**NATIONAL
PUBLIC
HONORS**
College

Charter & Composition



- ❖ Established by Pres. Phillips in October of 2025 to develop a statement on principles of shared governance and to identify specific recommendations for the administration to improve shared governance at St. Mary's College of Maryland.
- ❖ Members include the Presidents of the Faculty Senate, Staff Senate, and Student Government Association, plus an additional designee from each constituency, as well as one trustee and one representative from the President's Office.

Action One: Statement on Principles



- ❖ Drafted during the winter of 2025 to articulate both guiding and operating principles of shared governance at SMCM.
- ❖ Grounded by the St. Mary's Way and sector-wide best practices, principles include accountability, effective communication, inclusiveness, transparency, and trust.
- ❖ Approved by the Board of Trustees in February of 2026.

Action Two: Annual Board Calendar



- ❖ Drafted during the spring of 2026 to improve situational awareness across campus constituencies regarding Board timelines and decisions.
- ❖ Provides an annual breakdown of Board actions by meeting and by Committee of jurisdiction.
- ❖ Published in May of 2026.

Action Three: Additional “Quick Wins”



- ❖ Identified during the spring of 2026 to address specific concerns raised by faculty, staff, and student representatives.
- ❖ Highlights include: the return of Staff Senate reports to the Board, regular meetings between constituency representatives and the Board Chair / President, increased communication before and after Board meetings, and equal access to email communication channels.
- ❖ Implemented during the summer and fall of 2026.

Fall '26 Plans: Town Hall Series



- ❖ Purpose: Share SGWG progress and create meaningful engagement opportunities for all faculty, staff, and students to share ideas, concerns, and recommendations regarding campus governance procedures.
- ❖ Structure: Constituency-based and conversational.
- ❖ Schedule
 - ❖ Staff – November 4th at 10:30am
 - ❖ Students – November 5th at 11:30am
 - ❖ Faculty – November 9th at 11:30am



Thank you! Questions?



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE
MEETING OF SEPTEMBER 10, 2026**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Faculty Senate Report
 - B. Provost & Dean of Faculty Report
 - C. 2026 PAR (Performance Accountability Report)
 - D. Discussion of the Financial Conflict of Interest Revision for Research and Sponsored Programs
- III. ACTION ITEM**
 - A. Financial Conflict of Interest Revision for Research and Sponsored Programs
 - B. Vote to Approve the 2026 PAR
- IV. INFORMATION ITEM**
 - A. Research and Sponsored Programs Updates
 - B. Minutes of the May 1, 2026 meeting

The committee expects to close a portion of this meeting.

ST MARY'S

COLLEGE of MARYLAND

The National Public Honors College

BOARD OF TRUSTEES

ACADEMIC AFFAIRS COMMITTEE

PRESIDENT OF THE FACULTY SENATE'S REPORT

August 27, 2026

Introduction

I began my tenure at St. Mary's College of Maryland in 2019 as a jointly appointed faculty member in Biology and Neuroscience. While a junior faculty member, I served a term on the Faculty Senate as an At-Large Senator and was subsequently elected Vice President. Since that time, I have earned tenure and was promoted to Associate Professor in Spring 2025. Following my previous service on the Senate, I was asked to return to faculty governance and was elected Faculty Senate President.

My first term on the Senate gave me perspective on how the College operates beyond academic programs and helped me understand how governance functions between faculty and College leadership. I was drawn to the opportunity to serve as Senate President because I strongly believe in active faculty participation, and I view the role as a way to support that participation and ensure that faculty perspectives are represented through established governance processes. I look forward to returning from a year-long sabbatical to a College that has experienced a number of positive changes and building on the progress made during Dr. Todd Eberly's tenure as Senate President. In particular, his emphasis on following established processes and promoting transparency between the faculty and College leadership, and I intend to carry those principles forward while also bringing my own perspective to the role.

Shared Governance

One of my goals as the incoming Faculty Senate President is to continue the work to strengthen shared governance at St. Mary's. The College has made progress in this area in recent years, and I believe we are well-positioned to build on that momentum. As Dr. Eberly noted in his April 2026 report to the Board, the percentage of faculty reporting satisfaction with shared governance increased to 42%, compared with 23% in 2024 and 14% in 2023. At the same time, the percentage reporting dissatisfaction decreased to 13%, compared with 46% in 2024 and 57% in 2023. These changes suggest that faculty perceptions of shared governance are moving in a positive direction.

The College has also taken important steps to clarify and strengthen the principles underlying shared governance. In Fall 2025, the Shared Governance Working Group developed recommendations and drafted a Statement on Shared Governance outlining guiding principles for the College. I view this work as a step toward

greater clarity around the roles and responsibilities of the various members of our community. As Senate President, I hope to build on this foundation by working with the Shared Governance Working Group, the Faculty Senate, faculty, and College leadership to ensure that a broad range of perspectives are heard and incorporated into the governance process.

New Curricular Programs

One of the first things the Faculty Senate will consider this fall is the addition of three new academic programs to the College: a minor in Social Work, a minor in Engineering Science, and a major in Educational Studies. Although the fall semester had not yet begun at the time of writing this report and the Senate had not yet held its first meeting, these proposals are already moving through the established curriculum review process. The Senate will consider the two minor proposals at its first meeting on September 9, 2026, followed by consideration of the Educational Studies major proposal later in September.

Of note, the Faculty Senate voted unanimously to expedite the review timeline for the Educational Studies major so that it can proceed through established governance processes in time for implementation in Fall 2027. At the time of this report, our Curriculum Review Committee (CRC) was reviewing the proposal in preparation for forwarding it to the Senate. The Senate's willingness to facilitate an expedited review while maintaining established governance processes is an encouraging example of how shared governance can support the College's academic priorities and respond thoughtfully to new opportunities.

Stellic and Academic Advising

As discussed in previous reports to the Board, the College has experienced challenges with Anthology as its academic advising platform. These challenges have affected both students and faculty, limiting faculty members' ability to provide meaningful advising and mentorship that are important to our students' educational experience. To address these challenges, the College has announced its transition to Stellic, a new platform intended to support academic advising more holistically, extending beyond the mechanics of tracking graduation requirements, majors, and minors. The transition to a new advising platform presents an opportunity to improve the advising experience for both students and faculty. As implementation moves forward, I hope the Senate can help ensure that the new system enhances, rather than creates barriers to, the advising relationships that are so central to our students' experience at St. Mary's.

Title II and Digital Accessibility

In Dr. Eberly's last report to the Board, he described challenges faculty faced in preparing to meet the new Title II digital accessibility requirements. He summarized five areas in which faculty had expressed concerns and a need for support: additional staff support, more time, clear guidance and tools, greater clarity around requirements amid rapidly changing guidelines, and improved software. With the one-year extension to the compliance timeline, many of these needs are now being addressed. The Center for Inclusive Teaching and Learning (CITL) has hired additional staff to provide targeted support to faculty and the extension has also provided more time to better understand the specific requirements and identify tools and resources that can assist faculty in meeting them. The College is also exploring or implementing a range of tools to support accessibility across different types of educational materials, including Grackle tools within the Google

Workspace, PDF conversion tools, and resources to improve the accessibility of materials created using LaTeX and statistical software. These efforts should help faculty move towards compliance while maintaining the quality of the educational materials we provide to our students. As this work continues, the Faculty Senate will deploy additional Faculty Pulse Surveys to gather feedback on progress and identify any remaining areas where support may be needed.

Bylaws Update

Lastly, to align the Faculty Bylaws with the title changes announced by President Phillips last year and to correct an error in Table 2, Box 10a, of Materials To Be Included in Librarians' Evaluation Files, the [Faculty Senate approved technical changes to the bylaws](#) (highlighted in the linked document). No substantive changes were made. All bylaws revisions require two votes by the faculty; the first vote was held on March 30, 2026, and the second vote was held on April 27, 2026. No objections were raised, and both votes were unanimous in favor of the technical amendments. At this time, we request that the Board approve the technical corrections.

Conclusion

As I begin my second term on the Faculty Senate and submit my first report to the Board, the fall semester has not yet begun. Therefore, there are no formal Senate actions or recommendations to report to the Board other than approval of technical amendments to the Faculty Bylaws. Following a year-long sabbatical, I return to an institution with a sense of renewed momentum as we move forward with several important initiatives, including strengthening shared governance, reviewing new curricular offerings, and improving the student experience through efforts such as Title II compliance and a more holistic, student-centered approach to academic advising. As the Senate's work progresses throughout the semester, I anticipate it will result in actions and recommendations that I will share in future reports.

Respectfully submitted,



Sarah Latchney, Ph.D.
President, Faculty Senate



The National Public Honors College

**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE
SEPTEMBER 10, 2026**

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.

Provost's Overview:

This report provides a status update on several key initiatives central to our new strategic plan, "Excellence Reimagined: Honors at the Helm." From expanding our recruitment reach through new institutional partnerships to modernizing our academic infrastructure and degree pathways, our focus remains on fostering an equitable, high-impact educational environment that supports enrollment, retention, and student success.

Each item below notes its link to one of the strategic plan's five priority areas and related goals.

Hiring Updates

Enrollment Growth and Student Experience

3.3 Foster a transformational educational experience

As we move into the fall semester, I will provide my annual report on plans for our AY27-28 faculty searches. This year, academic programs will conduct a total of 7 searches for 6 tenure-track faculty and one lecturer. These positions include the following:

Anthropology & Sociology	Assistant Professor of Biological Anthropology
Art History/Museum Studies	Lecturer (split line)
Biology	Assistant Professor of Biology (renewed from failed search in AY25-26; final search in Bio/Chem/Biochem cluster hire)
Biology	Assistant Professor of Biology
Economics & Business Administration	Assistant Professor of Economics
Masters Program in Counseling and Clinical Psychology	Assistant Professor and Internship Coordinator in Counseling and Clinical Psychology
Psychology	Assistant Professor of Psychology

Our searches were prepared over the summer for launch by Sept. 1. We continue to shift our hiring season to early fall to reach the most qualified and competitive candidates. Hiring will continue through the academic year; as is our practice, the committee will be updated on our progress at each meeting.

New Academic Partnerships and Pipelines

Identity and Communications

1.1 Expand marketing and exposure

1.2 Elevate reputation

Our new partnerships with the McDonogh School and Towson University strategically expand our recruitment funnel and provide clear, high-value career pathways for our students, directly advancing the goals of "Excellence Reimagined".

McDonogh School: Together with our colleagues in Admission and Enrollment Management, we have organized a dual enrollment program with the [McDonogh School](#), a private, non-denominational K-12 school in Owings Mills. The leadership at McDonogh notes a strong overlap between SMC M and their own interdisciplinary curriculum, their emphasis on environmental studies, and experiential learning. Beginning this fall, our agreement will pilot dual degree coursework in Art. Environmental Studies coursework will be added shortly. The faculty from our two institutions have also met to discuss in-person enrichment opportunities for McDonogh students on site, introducing them to faculty in two of our fastest-growing majors.

Towson University: We have established a Graduate Pathway Program with Towson University, which provides our students with assured admission into a wide range of Master of Science (MS) programs. Only the second of its kind with Towson, this partnership encompasses preferred enrollment pathways for our students in nine graduate programs, selected on the basis of curricular relevance to SMCM coursework (to minimize the number of additional prerequisites students would need to take before matriculating), and no competing graduate program availability at the College. These programs include:

- Actuarial Science and Predictive Analytics
- Computer Science
- Economic Analytics
- Forensic Science
- Health Science
- Human Resource Development
- Nursing
- Professional Writing
- Supply Chain Management.

The Graduate Pathway Program offers several key advantages, including assured admission to select TU Master of Science programs for our students who successfully complete their SMCM degree and meet established eligibility conditions. Additionally, students benefit from an application fee waiver for TU admission. To support their progress, students receive co-advising from both SMCM and TU, providing guidance on prerequisites and graduation requirements.

Curricular Advancements

Enrollment Growth and Student Experience

3.3 Foster a transformational educational experience

3.4 Align resources to support increased enrollment

This fall, the Division of Academic Affairs will focus on a range of new and emerging programs, all of which have direct bearing on the enrollment goals of the College. The MHEC proposal for the recently approved Public Health major will be submitted in September; pending successful review, coursework will launch in fall 2027.

In addition, I wish to alert the Committee to two additional programs presently under shared governance review that we hope to advance to the Board later this fall.

First: our Physics has **proposed a new Engineering Science minor**, which offers strategic benefits for both students and the College. This program provides students with targeted career support in engineering and applied science, facilitates increased enrollment in the dual-degree

Engineering program with Washington University, and provides a formal transcript designation that is more advantageous for employment and graduate school applications than informal course pathways. Simultaneously, the minor optimizes institutional resources by transitioning the low-enrollment Materials Science minor (now without faculty leadership following the retirement of Dr. Troy Townsend) into a sustainable program using existing courses, while also serving as a powerful recruiting tool that positions the College competitively against our peer institutions by offering a structured, formal engineering credential within our liberal arts framework.

As a reminder, a new minor must be approved by all stages of shared governance (department, Curricular Review Committee, Faculty Senate, full faculty, Provost, President, Academic Affairs Committee, Board of Trustees). However, a minor is not required to undergo MHEC approval.

Second: In addition to the existing minor in Educational Studies, the department has proposed a new, highly flexible 48-credit **Bachelor of Arts in Educational Studies** designed to restore the College's competitive edge in teacher preparation and directly address the state's critical classroom shortages. Strongly aligned with our strategic plan, this major accommodates three distinct student pipelines: a flexible path preparing students for education-adjacent fields like counseling or speech pathology, a pre-MAT path that serves as a prerequisite bridge to our existing graduate teacher licensure program, and a direct undergraduate elementary licensure path that enables aspiring teachers to enter the workforce sooner while qualifying for the four-year, fully-funded Teaching Fellows for Maryland Scholarship. Full details, detailed market demand analyses, will be formally circulated to the Board of Trustees shortly.

Governance and Curricular Review Processes

At the request of President Phillips, I have worked with the Faculty Senate to establish an accelerated shared governance review timeline for these proposals. Given the institutional importance of launching the Educational Studies major, we are coordinating with Faculty Senate leadership and the AAC Chair to ensure a comprehensive yet timely review. Additionally, I am currently collaborating with the Faculty Senate to update our broader curriculum change processes; our objective is to ensure that all proposals move through the full shared governance cycle and receive President's review prior to the end of the academic year, enabling board-level review in the following fall cycle.

The Dallas P. Dean Scholars Program

Enrollment Growth and Student Experience

3.4 Align resources to support increased enrollment

Closely aligned with the proposed Educational Studies major, the Dallas P. Dean Scholars Program aims to support SMCM's enrollment goals by attracting new prospective undergraduates and retaining students who might otherwise exit the program to teach on a

conditional license. Just as significantly, the initiative within the Educational Studies department is designed to transform teacher education and address teacher shortages in Maryland.

The program creates a pathway for aspiring teachers to apply to the Master of Arts in Teaching (MAT) program concurrently with their application to SMCM, or at any point during their undergraduate studies. It is specifically designed to be attractive to all aspiring teachers, with a particular focus on those interested in elementary education and students of color.

A central component of the program is a 3+1 track, which allows students to streamline their path to certification. As undergraduate students, the Dean Scholars complete their bachelor's degree in three years. In their fourth year, they complete their graduate studies in the MAT program.

Key Benefits for Scholars

Students accepted into the Dallas P. Dean Scholars program receive a robust package of benefits designed to support their academic and professional success. These include assured admission to the MAT program upon meeting established academic milestones, as well as a \$4,000 scholarship for their MAT year, funded through the College's Dallas Dean foundation account. Scholars also benefit from dedicated guidance from an Educational Studies advisor, guaranteed (though not subsidized) campus housing during their MAT year for those in the 3+1 track, and eligibility for the state-sponsored "Teaching Fellows for Maryland" (TFM) scholarship, which can cover tuition, fees, and housing for commitments to teach in high-need Maryland K-12 schools.

Implementation of Stellic, the new stand-alone advising platform

Infrastructure and Technology

2.3 Update and modernize campus data systems

Enrollment Growth and Student Experience

3.2 Invigorate first-to-second-year student retention initiatives

3.3 Foster a transformational educational experience

I am pleased to report on the institutional rollout of Stellic, our comprehensive new interface for student advising and academic degree mapping. As discussed with AAC last year, our existing ERP posed profound—and indeed prohibitive—challenges to our ability to effectively and accurately advise our students. Among those challenges: faculty did not have access to their class rosters; advisors and students saw different versions of student transcripts, and very often, with incorrect data; class registration was unable to flag course prerequisites; and we had inconsistent access to students' chosen names.

Serving as a critical bridge between our existing ERP and future functionalities in the next ERP, Stellic is a centralized advising and degree-planning platform designed to modernize how

students navigate their academic progression. Moving away from our current fragmented, homegrown tracking tools, Stellic's intuitive interface empowers students and their advisors to map out their major, minor, and graduation requirements within a single system. This rollout has included mandatory training for all academic advisors, and will include follow-up training throughout the year as Stellic's functionality expands. This approach marks a broader cultural shift away from the College's legacy "one-and-done" training models and isolated communication channels, establishing a more continuous, cross-departmental approach.



Policy Title: Financial Conflict of Interest

Policy Statement: St. Mary's College of Maryland is committed to maintaining the integrity, objectivity, and public trust in its research and sponsored programs. This policy establishes requirements for the disclosure, review, and management of financial interests that may constitute a financial conflict of interest in research and sponsored programs. The policy is designed to ensure that financial interests do not compromise, or appear to compromise, the objectivity of research and to ensure compliance with applicable federal regulations, including federal financial conflict of interest requirements, sponsor requirements, and institutional policies.

Responsible College Administrator: Provost and Dean of Faculty

Effective Date: September 10, 2026

Date of Last Review/Update: August 20, 2026

Responsible College Office: Office of Research and Sponsored Programs

I. Audience

This policy applies to all St. Mary's College of Maryland Investigators who are planning to participate in or are participating in externally funded research or sponsored activities subject to applicable federal financial conflict of interest requirements, including the Principal Investigator/Project Director and any other individual, regardless of title or position, who is responsible for the design, conduct, or reporting of federally funded research

II. Purpose

St. Mary's College of Maryland ("St. Mary's") adopts this Policy and Procedures (the "Policy") as required to implement and to comply with U.S. Public Health Service ("PHS") regulations on Responsibility of Applicants for Promoting Objectivity in Research for which PHS Funding is sought (42 C.F.R. Part 50, Subpart F), regulations on Responsible Prospective Contractors (45 C.F.R. Subtitle A, Subchapter A, Part 94), and provisions of the National Science Foundation ("NSF") Investigator Financial Disclosure Policy (60 FR 35820). The purpose of this Policy is to comply with NSF provisions and PHS regulatory requirements and their goal of promoting objectivity in federally funded research by establishing standards that provide a reasonable expectation that the design, conduct, and reporting of research funded under NSF and PHS grants, cooperative agreements and contracts will be free from bias resulting from Investigators' Financial Conflicts of Interest.

III. Applicability

This Policy applies to any application for or receipt of federally funded research ("Funded Research") from PHS, including the National Institutes of Health ("NIH"), or NSF, whether such funding is by means of a grant, cooperative agreement, or contract. This Policy applies to any investigator of Funded Research. This Policy, however, shall only apply to Funded Research with an issue date of the Notice of Award on or after the Effective Date of this Policy. Notwithstanding anything contained herein, this Policy does not apply to any Small Business Innovation Research Program ("SBIR") or Small Business Technology Transfer ("STTR") Program Phase I applications.

IV. Definitions

- A. Effective Date:** This Policy was presented to the St. Mary's College of Maryland Board of Trustees for approval at its meeting on September 10, 2026.
- B. Family:** Any member of the Investigator's immediate family, specifically, any dependent children and spouse or partner.
- C. Funded Research:** Any research funded by or proposed to be funded by PHS, including the National Institutes of Health ("NIH"), and NSF by means of a grant, cooperative agreement, or contract.
- D. Financial Conflict of Interest ("FCOI"):** A Significant Financial Interest that could directly and significantly affect the design, conduct, or reporting of Funded Research.
- E. Financial Interest:** Anything of monetary value, whether or not the value is readily attainable.
- F. Institution:** St. Mary's College of Maryland, generally referred to as St. Mary's.
- G. Institutional Official:** The individual within the Institution who has been designated to

solicit and review disclosures from Investigators (and their families) of significant financial interests related to the Investigator's institutional responsibilities. For purposes of this Policy, the Institutional Official will be the Provost, or a designated representative.

H. Institutional Responsibilities: An Investigator's professional responsibilities on behalf of St. Mary's, and as defined by its Policy, to include (but may not be limited to): research, research consultation, teaching, professional practice, institutional committee memberships, and service on panels such as institutional review boards.

I. Investigator: The project director, the principal investigator, co-principal investigators, co-project directors and any other person, regardless of title or position at St. Mary's, who is responsible for the design, conduct, or reporting of Funded Research or proposed for such funding, including but not limited to collaborators or consultants.

J. Public Health Service (PHS): The Public Health Service of the U.S. Department of Health and Human Services, and any components of the PHS to which the authority involved may be delegated, including the National Institutes of Health (NIH).

K. Research: A systematic investigation, study or experiment designed to develop or contribute to generalizable knowledge relating broadly to science and public health, including behavioral and social-sciences research. The term encompasses basic and applied research (e.g., a published article, book, or book chapter) and product development (e.g., a diagnostic test or drug). As used in this policy, the term includes any such activity for which research funding is available from NSF or a PHS Awarding Component through a contract, whether authorized under the PHS Act or other statutory authority.

L. Significant Financial Interest:

1. A foreign (non-US) or domestic financial interest includes one or more of the following financial interests of the Investigator or an Investigator's family member (spouse, domestic partner, dependent children), that reasonably appears to be related to the Investigator's institutional responsibilities performed on behalf of the College, and consists of one or more of the following:
 - a. With regard to any publicly traded entity, a significant financial interest exists if the value of any remuneration received from the entity in the twelve months preceding the disclosure and the value of any equity interest in the entity as of the date of disclosure, when aggregated, exceeds \$5,000. For purposes of this definition, remuneration includes salary and any payment for services not otherwise identified as salary (e.g., consulting fees, honoraria, paid authorship); equity interest includes any stock, stock option, or other ownership interest, as determined through reference to public prices or other reasonable measures of fair market value;
 - b. With regard to any non-publicly traded entity, a significant financial interest exists if the value of any remuneration received from the entity in the twelve months preceding the disclosure, when aggregated, exceeds \$5,000, or when the Investigator (or the Investigator's spouse, domestic partner, or dependent children) holds any equity interest (e.g., stock, stock option, or other ownership interest);
 - c. With regard to intellectual property rights and interests (e.g., patents, copyrights), a

significant financial interest exists if receipt of income related to intellectual property rights or interests (e.g., patents, copyrights), exceeds \$5,000 during the 12 months preceding the disclosure, related to such rights and interests.

- d. Any reimbursed or sponsored travel (*i.e.*, that which is paid on behalf of the Investigator and not reimbursed to the Investigator so that the exact monetary value may not be readily available), related to their Institutional responsibilities; provided, however, that this disclosure requirement does not apply to travel that is reimbursed or sponsored by a Federal, state, or local government agency, an Institution of higher education as defined at 20 U.S.C. 1001(a), an academic teaching hospital, a medical center, or a research institute that is affiliated with an Institution of higher education.
2. The term “Significant Financial Interest” does **not** include the following:
- a. Salary, royalties, or other remuneration paid by St. Mary’s to the Investigator if the Investigator is currently employed or otherwise appointed by St. Mary’s, including intellectual property rights assigned to St. Mary’s and agreements to share in royalties related to such rights;
 - b. Income from investment vehicles, such as mutual funds and retirement accounts, as long as the Investigator does not directly control the investment decisions made in these vehicles;
 - c. An asset in a blind trust, but only if (i) the asset is not known to the Investigator (e.g., it was purchased by the trust with proceeds from assets originally placed in the trust), and (ii) the trust is managed by an independent fiduciary;
 - d. Income from seminars, lectures, or teaching engagements sponsored by a federal, state, or local government agency; an institution of higher education (as defined at 20 U.S.C. §1001(a)); an academic teaching hospital; a medical center; or a research institute that is affiliated with an institution of higher education;
 - e. Income from service on advisory committees or review panels of a federal, state, or local government agency; an institution of higher education (as defined at 20 U.S.C. §1001(a)); an academic teaching hospital; a medical center; or a research institute that is affiliated with an institution of higher education.
- M. Foreign Financial Interests:** Investigators must disclose all financial interests originating outside the United States, including income from seminars, lectures, teaching engagements, service on advisory committees or review panels, and reimbursed or sponsored travel, received from any foreign entity. This includes foreign institutions of higher education and foreign governments (including local or provincial governments). Disclosure is required when the aggregated amount of such income meets the threshold for disclosure (e.g., income in excess of \$5,000).

V. Required Training for Investigators:

- A. Each Investigator who is planning to participate in, or is participating in, NSF and PHS Funded Research must acknowledge review of the institutions FCOI policy, complete training (CITI platform) related to financial conflicts of interest (regardless of whether or

not a Financial Conflict of Interest exists).

B. Training must be completed:

1. Prior to engaging in NSF and PHS Funded Research
2. At least every four (4) years if participating in NSF and PHS Funded Research;
3. If the Investigator is new to St. Mary's College of Maryland, within sixty (60) days of the commencement of employment but not later than the beginning of NSF/PHS Funded Research by the Investigator;
4. If Institutional Financial Conflict of Interest policies change in a manner that affects Investigator requirements; or
5. When so directed as a result of an Investigator's non-compliance with this Policy or any Management Plan.

C. Training, or access to training, shall be facilitated by St. Mary's College and shall include information regarding this Policy, PHS regulations, and the Investigator's responsibilities under this Policy and the PHS Regulations to disclose Significant Financial Interests of the Investigator (and of the Investigator's spouse, domestic partner and dependent children). As part of this training investigators need to complete the on-line training certificate program Collaborative Institutional Training Initiative (CITI) module on FCOI.

VI. Disclosure Requirements:

A. Investigators will disclose their SFIs that are related to their "institutional responsibilities" as defined in the policy. The disclosure will not be limited to an Investigator's research responsibilities or their funded research as this is too narrow in scope and not consistent with the 2011 regulations. The Investigator SFI Disclosures will be retained by the Institution as part of the record maintenance requirements.

B. As required by federal regulations, all significant financial interests must be disclosed prior to the time a proposal is submitted to the relevant federal government agency (i.e., NIH via the eRA Commons FCOI Module, NSF). All financial disclosures must be updated by investigators during the period of the award, at least annually or within 30 days of discovering or acquiring a new reportable significant financial interest and within 30 days of each sponsored travel occurrence.

C. Required Disclosures Include:

1. Investigators disclose their SFIs, including those of their spouse, domestic partner and dependent children, that reasonably appear to be related to the "Investigator's institutional responsibilities" performed on behalf of the Institution.

D. Procedures for Reporting Disclosures:

1. Each investigator who has a significant financial interest requiring disclosure shall complete a Financial Interest Disclosure Form.
2. The completed disclosure form must be submitted with the NSF or PHS grant proposal and the St. Mary's College proposal approval form (PAF) to the research & sponsored programs office.

E. Ad Hoc Disclosures: The following circumstances require ad hoc disclosures:

1. New Hires

All Investigators involved with PHS- or NSF-funded research, must disclose their Significant Financial Interests to the St. Mary's Institutional Official, within 30 days of being appointed or employed.

2. New Grant Proposal or Sub-award

Before submitting grant proposals for PHS or NSF funding or entering into sub-award agreements for PHS or NSF funded research, each Investigator must submit to the Institutional Official an ad hoc updated disclosure of his or her Significant Financial Interests.

3. Significant New Financial Interest

Investigators must update their most recently filed disclosure form within thirty (30) days of discovering or acquiring (e.g., through purchase, marriage, or inheritance) a Significant Financial Interest; as well as after or discovering a Significant Financial Interest that was improperly omitted from a prior disclosure form.

4. Travel

Investigators must update their most recently filed disclosure form within thirty (30) days of the event for which Travel Payments were or are expected to be sponsored or reimbursed. When describing applicable reimbursed or sponsored travel, the Investigator must include at a minimum, a description of the purpose of the trip, the identity of the sponsor/organizer, the destination, and the duration.

VII. Review of Disclosures:

- A.** The provost, or her/his designated representative, is responsible for reviewing all SFI disclosures. This review will proceed in two steps: (1) Relatedness: a significant financial interest is related to the Funded Research when the Institutional Official reasonably determines that the interest could be affected by the Funded Research, or that the interest is held in an entity whose financial interests could be affected by the Funded Research (the Investigator may be consulted in making this determination); and (2) Financial Conflict of Interest: an FCOI exists when the Institutional Official reasonably determines that a related significant financial interest could directly and significantly affect the design, conduct, or reporting of the Funded Research, where "significantly" means the interest would have a material effect on the research. The provost shall determine what conditions or restrictions, if any, should be imposed by the institution to manage actual or potential conflicts of interest arising from disclosed significant financial interests.
- B.** Review During an Ongoing Award: When a new Investigator joins a Funded Research project after an award has been made, or when an existing Investigator discloses a new Significant Financial Interest during the period of an award, the Institutional Official will, within sixty (60) days: (1) review the disclosure; (2) determine whether the significant financial interest is related to the Funded Research; (3) determine whether a Financial Conflict of Interest exists; and, if so, (4) implement, on at least an interim basis, a management plan specifying the actions that have been, and will be, taken to manage the Financial Conflict of Interest.

VIII. Management of SFIs that Pose an FCOI:

- A.** Prior to consideration by the provost, the investigator in collaboration with the research and sponsored programs office shall develop and present a Conflict of Interest Resolution Plan that details proposed steps that will be taken to manage, reduce, or eliminate any

actual or potential conflict of interest presented by a significant financial interest in accordance with this Policy and the PHS Regulations.

- B.** At a minimum the resolution plan shall address such issues as:
 - 1. Public disclosure of FCOI (e.g., when presenting or publishing the Research, to study personnel, to the IRB or IACUC, to the Data Safety Monitoring Board);
 - 2. Review of research protocol by independent reviewers; and
 - 3. Appointment of an independent monitor to protect against bias in the design, conduct, and reporting of the research; and
 - 4. For human subjects' research, disclosure of the Financial Conflict of Interest to research participants in the informed consent document.
- C.** The provost shall approve the resolution plan after review and consideration of additional conditions or restrictions that may include any of the following:
 - 1. Modification of the research plan;
 - 2. Disqualification from participation in all or a portion of the research funded;
 - 3. Divestiture of Significant Financial Interests; or
 - 4. Severance of relationships that create actual or potential conflicts of interest.
- D.** An approved resolution plan shall be incorporated into a Memorandum of Understanding (MOU) between St. Mary's College of Maryland and the investigator that details the conditions or restrictions imposed upon the investigator in the conduct of the project or in the relationship with the business or entity. The MOU shall be signed by the investigator, associate dean and provost.
- E.** The provost, or designated representative will certify that actual or potential conflicts of interests will be satisfactorily managed, reduced, or eliminated in accordance with these guidelines prior to expending any funds from the applicable federal award or that such conflict will be disclosed to the sponsored agency for action.
- F.** St. Mary's and the provost, or designated representative, will monitor Investigator compliance with an approved management plan for the duration of the Funded Research project, including review of relevant publications, presentations, and other written materials as needed to confirm compliance.

IX. External Reporting of Financial Conflicts of Interests:

- A.** Public Accessibility of the FCOI Policy and Financial Conflicts of Interest Held by Senior/Key Personnel:
 - 1. The Institution will post a copy of this Policy on its publicly accessible website and will submit a copy of this Policy to NIH via the eRA Commons Institution Profile Module, updating that submission whenever the Policy is revised.
 - 2. Before the expenditure of any funds under a PHS/NIH award, St. Mary's will ensure public accessibility by providing a written response within five (5) business days of a request to information about any Significant Financial Interest that (1) was disclosed and is still held by Senior/Key Personnel, (2) St. Mary's has determined is related to the PHS/NIH-funded research, and (3) St. Mary's has determined constitutes a Financial Conflict of Interest.
 - a. When applicable, St. Mary's will make available at least the following: the Investigator's name and title/role on the project; the name of the entity in which

the interest is held; the nature of the interest; and its approximate dollar value within the following ranges: \$0–\$4,999; \$5,000–\$9,999; \$10,000–\$19,999; increments of \$20,000 between \$20,000 and \$100,000; increments of \$50,000 above \$100,000; or a statement that the value cannot be readily determined by public prices or reasonable fair market value measures.

- b. This information will be updated at least annually and within sixty (60) days of identifying a new reportable Financial Conflict of Interest and will remain available for at least three (3) years from the date of the most recent update.

B. PHS and NSF reporting: The provost, or designated representative, is responsible for ensuring that all significant Financial Conflict of Interest reports and other information are submitted to the PHS Unit or NSF, as required by the PHS and NSF Regulations. For PHS/NIH awards, reports will be submitted via the eRA Commons FCOI Module. The provost will designate an institutional official to serve as the FCOI Signing Official (FCOI SO), authorized to submit FCOI reports to NIH on the College's behalf. Such FCOI reports must be filed:

1. Prior to St. Mary's College of Maryland expenditure of funds under an NSF/PHS Funded Research project;
2. Within sixty (60) days, with respect to any Significant Financial Interest that is identified as a Financial Conflict of Interest subsequent to the initial FCOI report during an ongoing NSF/PHS Funded Research project (e.g., upon the participation of an Investigator who is new to the PHS Funded Research project); and
3. Annually with respect to any Financial Conflict of Interest previously reported with regard to an ongoing NSF/PHS Funded Research project.
 - a. Initial FCOI reports to PHS/NIH will include, at minimum the grant or award number; the name of the PD/PI; the name of the entity in which the Significant Financial Interest is held; the nature of the interest; its value, expressed in the dollar ranges set out in Section VI.2.a, or a statement that the value cannot be readily determined; a description of how the interest relates to the Funded Research and the basis for the Institutional Official's determination that it constitutes a Financial Conflict of Interest; and the key elements of the management plan.
 - b. Annual FCOI reports will state whether each previously reported Financial Conflict of Interest is still being managed or no longer exists, and describe any changes to the management plan, submitted at the same time as the annual or multi-year progress report, or at the time of a grant extension.
 - c. Revision and Mitigation Reports: Following a retrospective review under Section VI, St. Mary's will submit a Revision report to PHS/NIH if new information about the Financial Conflict of Interest is discovered, or a Mitigation Report if the review finds that the design, conduct, or reporting of the Funded Research was biased.

X. Retention of Records of Financial Disclosures:

The Institution will maintain all records of all Investigator financial interest disclosures and the Institution's review of, and response to, such disclosures (whether or not a disclosure resulted in the Institution's determination of a FCOI), and all actions under the Institution's policy or retrospective review, if applicable, for at least three (3) years from the date the final expenditures report is submitted to the PHS/NIH or, where applicable, from other dates specified for different situations, per 2 CFR 200. The Institution will retain records for each competitive segment as

provided in the regulation and this Policy. Copies of Investigator management plans will be retained as part of the Institution's records and not submitted to the NIH per NIH's FAQ guidance.

XI. Policy Violations:

Whenever an investigator has violated this policy or the terms of the MOU, the provost shall recommend actions consistent with PHS regulation and St. Mary's College of Maryland research misconduct policy.

- A.** Whenever St. Mary's identifies a Significant Financial Interest that was not disclosed in a timely manner by an Investigator, or that was not previously reviewed by St. Mary's during an ongoing Funded Research project (including a Significant Financial Interest that was not timely reviewed or reported by a subrecipient), the provost will, within sixty (60) days of discovery, review the Significant Financial Interest, determine whether it is related to the Funded Research, determine whether a Financial Conflict of Interest exists, and, if so, implement, on at least an interim basis, a management plan specifying the actions that have been, and will be, taken to manage the Financial Conflict of Interest going forward. St. Mary's will submit an FCOI report to PHS/NIH via the eRA Commons FCOI Module as applicable.
- B.** Whenever a Financial Conflict of Interest is not identified or managed in a timely manner, including failure by an Investigator to disclose a Significant Financial Interest later determined to be a Financial Conflict of Interest, failure by St. Mary's to review or manage a Financial Conflict of Interest, or failure by an Investigator to comply with an established management plan, St. Mary's will, within one hundred twenty (120) days of determining noncompliance:
 - 1.** Complete a retrospective review of the Investigator's activities and the Funded Research to determine whether the research, or any part of it, was biased in its design, conduct, or reporting; and
 - 2.** Document the retrospective review including at a minimum: the project number and title; the PD/PI; the name of the Investigator with the Financial Conflict of Interest; the name of the entity in which the interest is held; the reasons for the review; the methodology used; and the findings and conclusions of the review.
 - 3.** If the retrospective review finds that the design, conduct, or reporting of the Funded Research was biased, St. Mary's will promptly notify PHS/NIH and submit a Mitigation Report describing the impact of the bias on the research and the corrective action taken or to be taken to eliminate or mitigate its effect.
 - a.** If bias is not found, St. Mary's will update the FCOI report as needed based on the results of the review.
 - b.** If bias is found, St. Mary's will promptly notify the PHS/NIH Awarding Component whenever an Investigator's noncompliance with this Policy or an approved management plan appears to have biased the design, conduct, or reporting of PHS/NIH-funded research. If the failure of an Investigator to comply with an Institution's FCOI or a FCOI management plan appears to have biased the design, conduct, or reporting of the PHS/NIH-funded research, the Institution shall promptly notify the PHS/NIH Awarding Component of the corrective action taken or to be taken. The PHS/NIH Awarding Component will consider the situation and, as necessary, take appropriate action, or refer the matter to the Institution for further action, which may include directions to the Institution on how to maintain appropriate objectivity in the PHS/NIH-funded research project.

PHS may, for example, require Institutions employing such an Investigator to enforce any applicable corrective actions prior to a PHS/NIH award or when the transfer of a PHS/NIH grant(s) involves such an Investigator.

XII. Clinical Research Requirements:

If the Department of Health and Human Services determines that a PHS-funded clinical research project evaluating the safety or effectiveness of a drug, medical device, or treatment was designed, conducted, or reported by an Investigator with an unmanaged or unreported FCOI, any participating institutions, to include St. Mary's if applicable, will require the Investigator to disclose the conflict in every public presentation of the research results and to request an addendum to previously published presentations.

XIII. Required Disclosures by Collaborators

A subrecipient relationship exists when federal funds flow from or through St. Mary's to another individual or entity that will carry out a substantive portion of PHS or NSF Funded Research and is accountable to St. Mary's for programmatic and compliance outcomes. All collaborators from other institutions paid as sub-recipients of federal PHS or NSF funds must provide certification that their institutions are in compliance with federal policies regarding Significant Financial Interest disclosure and that their portion of the project is in compliance with their institutional policies. St. Mary's will specify in each written subrecipient agreement whether St. Mary's FCOI Policy or the subrecipient's own FCOI policy will apply to the subrecipient's Investigators:

- A. If the subrecipient's FCOI policy applies: The subrecipient institution must certify in the agreement that its policy complies with federal FCOI regulations. The agreement will specify the timeframe for the subrecipient to report identified FCOIs to St. Mary's in time for St. Mary's to meet NIH reporting deadlines. Typically, this means requiring subrecipients to report FCOIs to St. Mary's within 50–55 days of identification. The provost or designated representative will then submit the subrecipient FCOI report to NIH through the eRA Commons FCOI Module.
- B. If the subrecipient cannot certify compliance: The agreement will specify that St. Mary's FCOI Policy applies. In this case, subrecipient Investigators must disclose their SFIs to St. Mary's. The SFI disclosure must include SFIs that are directly related to the subrecipient's work for St. Mary's. The agreement will allow sufficient time for St. Mary's to review, manage, and report any resulting FCOIs. When an FCOI is identified, St. Mary's will implement a management plan, monitor compliance by the subrecipient Investigator, and submit the required FCOI report to NIH via the eRA Commons FCOI Module.

XIV Regulatory Authority:

Enforcement actions available to St. Mary's for Investigator noncompliance may include, as appropriate: a formal letter of reprimand or warning; restriction on the use of research funds; disqualification from further participation in PHS/NIH-funded research; and termination of employment or contract, consistent with St. Mary's Research Misconduct Policy and applicable personnel policies.

XV. Useful FCOI and NIH Resources:

- A. CITI platform St. Mary's Institutional FCOI training: <https://about.citiprogram.org/>
- B. NIH e-mail address for FCOI-related inquiries: fcoicompliance@mail.nih.gov
- C. FCOI Regulation 42 CFR Part 50 Subpart F—Promoting Objectivity in Research:
<https://www.ecfr.gov/current/title-42/chapter-I/subchapter-D/part-50/subpart-F>
- D. NIH Financial Conflict of interest website:
<https://grants.nih.gov/policy-and-compliance/policy-topics/fcoi>
- E. NIH FCOI Training:
<https://grants.nih.gov/policy-and-compliance/policy-topics/fcoi/fcoi-training>
- F. NIH FCOI Frequently Asked Questions (FAQs):
<https://grants.nih.gov/faqs#/financial-conflict-of-interest.htm>
- G. NIH Grants Policy Statement Section 4.1.10 Financial Conflict of Interest:
https://grants.nih.gov/grants/policy/nihgps/HTML5/section_4/4.1.10_financial_conflict_of_interest.htm

St. Mary's College of Maryland Faculty Bylaws 2024

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1 I. Introduction

2 A. Purpose of the Faculty Bylaws

3 These Faculty Bylaws set forth the policies of faculty governance as established by the vote of the
4 faculty and approved by the Board of Trustees. These policies include policies and procedures for
5 faculty appointment, evaluation and tenure; for organizing the administration of the faculty and
6 the curriculum; for organizing the Faculty Senate, faculty committees and meetings. The Faculty
7 Bylaws are accompanied by the Faculty Handbook, which provides interpretive details relevant to
8 faculty governance but do not rise to the level of Faculty Bylaws. Provisions in the Handbook are
9 established by vote of the faculty and approved by the Dean of the Faculty. More general
10 College policies and procedures are detailed in the Employee Handbook, which is maintained by
11 the Office of Human Resources.

12 Persons appointed to tenured and tenure-track teaching positions and tenured and tenure-
13 track librarians are collectively referred to as tenured and tenure-track faculty in these bylaws.
14 Although the evaluation processes are described separately for teaching faculty and librarians,
15 tenured and tenure-track teaching positions and tenured and tenure-track librarian positions have
16 the same rights and responsibilities. Persons appointed to other teaching positions, such as part-
17 time positions, summer school positions, teaching assistantships, lectureships, and visiting and
18 term appointments, shall be deemed to be temporary faculty members. The temporary faculty
19 member's contract shall formalize the appointment of all temporary faculty members, and such
20 appointments shall be subject to the approval of the President and the Board of Trustees. The
21 appointment of the temporary faculty member shall automatically terminate at the end of the
22 period stated in the temporary faculty member's contract. No provision of these Faculty Bylaws
23 hereafter following shall apply to temporary faculty members except as expressly provided.

24 B. College Governance

25 The College is governed pursuant to and in accordance with the statutes of the State of Maryland,
26 the College Bylaws promulgated by the Board of Trustees and these Faculty Bylaws approved by
27 the Board of Trustees. The statutes of the State of Maryland prevail over any College Bylaw or
28 Faculty Bylaw in the event of any inconsistency. In turn, the College Bylaws prevail over any
29 Faculty Bylaw in the event of any inconsistency. Pursuant to its statutory authority for the care,
30 management and control of the College, the Board of Trustees may amend the College Bylaws
31 and the Faculty Bylaws in the event the Board determines it is necessary and proper to do so
32 under the law.

33 C. Academic Freedom

34 Institutions of higher education, including St. Mary's College of Maryland, exist for the common
35 good. The common good depends on the free search for truth and its free expression. Academic
36 freedom is the freedom to discuss all relevant matters in the classroom, to explore all avenues of
37 scholarship, research, and creative expression, and to speak or write without institutional
38 discipline or restraint on matters of public concern as well as on matters related to professional
39 duties and the functioning of the College.

40 Academic responsibility implies the faithful performance of professional duties and
41 obligations, the recognition of the demands of the academic enterprise, and the candor to make it
42 clear that when one is speaking on matters of public interest, one is not speaking for the
43 institution. All faculty members must maintain their professional competence and their ability to
44 display it in their lectures, performances, publications, and exhibitions.

45 D. Amendments to These Bylaws

- 46 1. Amendments to these bylaws by the faculty may be proposed by either one of the following:
47 a. Two-thirds of the Faculty Senate

- 48 b. The presentation of a petition signed by at least thirty percent of the faculty
- 49 2. Adoption of Amendments
- 50 a. Each amendment must be presented to the faculty one week in advance for consideration
- 51 at a duly convened faculty meeting. If the proposed amendment is approved by a simple
- 52 majority of that meeting, then it shall appear on the agenda of a faculty meeting not less
- 53 than two weeks later. On the second consideration of the amendment, approval of the
- 54 proposed amendment requires an affirmative vote by a majority of the faculty who count
- 55 toward a quorum.
- 56 b. In the event that approval of the proposed amendment by a majority of the faculty who
- 57 count toward a quorum is not obtained at the second meeting, an electronic ballot may be
- 58 authorized at the second meeting by a majority of those present who count towards a
- 59 quorum. If an electronic ballot occurs, an affirmative vote by sixty percent of the faculty
- 60 who count toward a quorum will be required to pass the amendment.
- 61 3. Approval of the Board of Trustees
- 62 a. Amendments to these bylaws that have been approved by the faculty shall be forwarded
- 63 to the Dean of Faculty, who will make a recommendation to the President.
- 64 b. The President will, in turn, make a recommendation to the Board of Trustees for its
- 65 consideration and the bylaws shall become effective if board approval is given.
- 66

67 II. Academic Organization

68 A. The Provost and Dean of Faculty

- 69 1. The Provost and Dean of Faculty (hereafter referred to as Dean of Faculty) is the chief
- 70 academic officer of the College and provides leadership in all areas related to the academic
- 71 life of the College.
- 72 2. The Dean of the Faculty is selected upon final recommendation of the President to the Board.
- 73 3. Appointment of the Dean of Faculty
- 74 When a vacancy occurs in the Office of the Dean of Faculty, the President of the College
- 75 shall so announce to the College community and consult with the Faculty Senate and follow
- 76 the procedure for the selection of a new Dean of Faculty as outlined below:
- 77 a. Initial Meeting
- 78 Upon becoming aware of a vacancy or potential vacancy in the position of the Dean of
- 79 Faculty, the President shall meet with the Faculty Senate. After consultation with the
- 80 Faculty Senate, the President shall determine whether an Interim Dean of Faculty should
- 81 be appointed or if a search should ensue.
- 82 b. Search Committee
- 83 1) Selection and Make-up of the Committee
- 84 The Search Committee shall consist of the President, two members of the College
- 85 community selected by the President and four faculty members selected by the
- 86 faculty. Once notified of an impending search, the Faculty Senate shall convene a
- 87 special faculty meeting at which four members of the seven-member committee shall
- 88 be selected by the faculty, with no two members elected from the same department.
- 89 2) Duties of the Search Committee
- 90 The Search Committee shall solicit and review applications and interview candidates.
- 91 The Search Committee shall then recommend acceptable candidates to the President.
- 92 The President shall recommend one of the proposed candidates to the Board of
- 93 Trustees or direct the Search Committee to re-open the search and submit further
- 94 candidates.

95 4. Evaluation of the Dean of Faculty

96 The President shall conduct an annual evaluation of the Dean of Faculty. Prior to conducting
97 the evaluation of the Dean of Faculty, the President shall meet with the Faculty Senate. At
98 that meeting the Faculty Senate shall provide the President, either orally or in writing, with an
99 evaluation of the Dean of Faculty. All discussions and written material presented at that
100 meeting shall remain confidential.

101 5. Removal of the Dean of Faculty

102 At any time, the President or three-fourths of the full-time faculty members may express their
103 lack of confidence in the Dean of Faculty to the Board of Trustees. If the board concurs, the
104 Dean of Faculty shall relinquish office and be allowed to serve on the faculty for at least three
105 years.

106 B. Academic Programs

107 1. Unless otherwise stated, the term “academic program” or “program” shall refer to an
108 approved curriculum resulting in Maryland Higher Education Commission - recognized
109 credentials (a major or a minor). The term “department” shall refer to an administrative unit,
110 comprising faculty delivering one or more programs of study.

111 2. Academic departments are organized into three divisions, each of which elect divisional
112 senators and committee representatives, and are supported by a specific Associate Dean of
113 Faculty.

114 3. Authorities and Responsibilities of Academic Programs

115 a. For purposes of instruction, program, budget, and evaluation, the faculty is organized into
116 academic programs consisting of discipline-based departments and cross-disciplinary
117 programs.

118 b. The academic program is responsible for the development, execution, review, and
119 assessment of its curriculum and policies.

120 c. Each academic department is administered by a department chair who leads the
121 department faculty and oversees its programs.

122 1) The department faculty consists of all persons occupying full-time teaching positions
123 (including visiting and term positions) and persons occupying lecturer positions
124 assigned to the department.

125 2) The department faculty may invite members of the professional staff and part-time
126 faculty who contribute to department programs to participate in decisions on
127 curriculum and policy matters.

128 d. Each cross-disciplinary program is administered by a program coordinator who leads a
129 steering committee of faculty members.

130 1) The Steering Committee for a cross-disciplinary program may consist of all faculty
131 members who are affiliated with that program or may be an elected subgroup of
132 affiliated faculty.

133 2) The program faculty may invite members of the professional staff and part-time
134 faculty who contribute to the program to participate in decisions on curriculum and
135 policy matters.

136 C. Department Chairs and Program Coordinators

137 1. The Responsibilities of the Department Chair and Program Coordinators

138 a. Department chairs and program coordinators provide leadership for their programs,
139 coordinate and evaluate the work of the faculty and staff in their programs and represent
140 their programs’ interests in the College and beyond.

141 2. Appointment procedures for Department Chairs and Program Coordinators

- 142 a. The department chair or program coordinator must be a full-time faculty member and
143 should be a tenured member of the program at the time of appointment to the position.
144 b. When a department chair or coordinator vacancy is anticipated, program faculty shall
145 meet to discuss their needs and elect a candidate whose name will be forwarded to the
146 Dean of Faculty for consideration.
147 c. The Dean of Faculty shall either make the appointment or meet with the department to
148 resolve differences.
149 d. In case a chair or coordinator becomes unable, unwilling, or is found to be unfit to serve a
150 full term of appointment, the Dean of Faculty will initiate the selection of a new chair or
151 coordinator.
152 e. The typical term for a chair or coordinator is four years, which may be renewed following
153 the procedure outlined above. Chairs and coordinators remain on a ten-month faculty
154 contract and may receive additional remuneration for the service as department chair
155 and/or course equivalency as necessary depending on the size and /or complexity of the
156 program.
- 157 D. Faculty
- 158 1. The faculty of St. Mary's College of Maryland shall consist of:
- 159 a. all persons occupying tenured and tenure-track positions;
160 b. all persons occupying lecturer, visiting, term, or adjunct positions;
161 c. the Associate Deans of Faculty who are appointed from the faculty;
162 d. the Associate Provost who is appointed from the faculty;
163 e. the Dean of Faculty;
164 f. the President;
- 165 2. Academic Decision-Making
- 166 a. To exercise its responsibility, the faculty formulates recommendations through the
167 academic decision-making procedures specified in these bylaws.
168 b. When a faculty recommendation has been finalized, it is transmitted to the Dean of
169 Faculty for action. The Dean of Faculty will either act upon the recommendation or
170 recommend a different course of action to the President.
171 c. The President, in turn, may either act upon the Dean of Faculty's recommendation or
172 recommend a different course of action to the Board of Trustees.
173 d. Actions or recommendations of the Dean of Faculty that are adverse to the faculty's
174 recommendation may be appealed by the Faculty Senate to the President; actions or
175 recommendations of the President that are adverse to the faculty's recommendation may
176 be appealed by the Faculty Senate to the Board of Trustees.
- 177 3. Responsibility of the Faculty
- 178 a. The faculty has primary responsibility for recommendations on the academic affairs of
179 the College through the delegated functions of formulating policy proposals and
180 recommending courses of action to the Dean of Faculty who will recommend a course of
181 action to the President of St. Mary's College of Maryland. This responsibility shall
182 include, but not be limited to:
- 183 1) The academic objectives of the College;
184 2) The curriculum, including the subject matter and methods of instruction;
185 3) The standards and policies governing admission to the College, graduation from the
186 College, and continuing matriculation at the College;
187 4) The recruitment, evaluation, and development of the faculty;
188 5) The long-range academic development of the College;

- 189 6) The allocation of educational resources; and
190 7) Those aspects of student life that are related to the educational process.
- 191 b. On matters that are the primary responsibility of the faculty, including those enumerated
192 above, the Dean of Faculty is given deference. The power of review or final decision,
193 however, is lodged in the Board of Trustees or delegated by it to the President in all
194 circumstances. Reasons for any decisions of the President and/or the Board that are
195 adverse to faculty recommendations shall be communicated to the faculty.
- 196 4. Faculty Appointment Procedures
- 197 a. General
- 198 1) Most faculty positions are awarded to an academic department, but positions can also
199 be awarded to a cross-disciplinary program or awarded jointly. For positions in
200 which a faculty member is appointed jointly to two or more academic programs
201 (departments and/or cross-disciplinary programs), hiring procedures shall adhere to
202 those specified for positions within a single program unless otherwise specified in
203 these Bylaws.
- 204 2) The Dean of Faculty will call for faculty line requests periodically, usually on an
205 annual basis. The Academic Planning Committee will recommend allocation of
206 faculty line positions to the Faculty Senate, which will make its recommendation to
207 the Dean of Faculty.
- 208 3) Each full-time faculty member at St. Mary's College of Maryland will serve in one of
209 the four ranks: professor, associate professor, assistant professor, instructor. Each
210 lecturer will serve in one of three ranks: lecturer, senior lecturer, master lecturer. It is
211 expected that most faculty members will be either on tenured or on tenure-track
212 appointments with contracts appropriate to their rank.
- 213 4) Appointment of full-time faculty members shall be made by the President.
- 214 5) Special appointments of faculty members may be made between Board meetings by
215 electronic mail ballot or by specific authorization to the President to fill a particular
216 vacancy.
- 217 6) As outlined above, this policy does not apply to appointment of non-tenure track
218 positions.
- 219 b. Search and Hiring Procedures for Full-Time Teaching Faculty
- 220 1) The search committee for a position assigned to a single academic program shall
221 typically be composed of the program chair or coordinator, one or two faculty
222 members selected by the program faculty, and one faculty member from outside the
223 program. The chair of the committee shall normally be the program chair or
224 coordinator. For positions designed to be joint appointments, the search committee
225 shall be composed of each program chair or coordinator, one faculty member elected
226 by the faculty within each program, and one faculty member from outside the
227 programs. The chair of the search committee shall normally be one of the program
228 chairs or coordinators, chosen by the Dean of Faculty.
- 229 2) After conducting its search and consulting with program faculty, the search
230 committee will make a recommendation, which the chair will communicate to the
231 Dean of Faculty who, in turn, will make a recommendation to the President. In the
232 event that the Dean of Faculty or the President does not concur with the
233 recommendation of the search committee, the search committee will meet with the
234 Dean of Faculty or the President and then make another recommendation.

- 235 3) Faculty contracts are extended by the President on the basis of recommendations by
236 the department chair and the Dean of Faculty. The President informs the Board of
237 Trustees of all successful hires .
- 238 4) Each appointment of a faculty member is validated by a formal written contract
239 between the appointee and the College.
- 240 5) The contract will state the rank, salary, length of agreement, and other considerations
241 of appointment. In the case of a joint appointment, the contract will clearly state the
242 expectations for work within each program and the means by which the faculty
243 member will be evaluated. A memorandum of understanding (MOU) may be used to
244 provide details of the appointment. In such cases the MOU shall be agreed to and
245 signed by the appointee, each program chair or coordinator, and the Dean of Faculty.
246 The conditions of the MOU must be consistent with the Faculty Bylaws. A copy of
247 the contract is presented to each prospective faculty member prior to acceptance of
248 the offered appointment.
- 249 6) The contract will be in the possession of both the College and the appointee before
250 the appointment is consummated.
- 251 7) The signed acceptance of the offered contract constitutes an obligation of the
252 appointee to be bound by all terms of the contract. The signature of the President of
253 the College will signify the institution's commitment to the contract.
- 254 8) The appointment is made upon the recommendation of the Dean of Faculty to the
255 President and the President to the Board of Trustees.
- 256 c. Appointment Types
- 257 1) Temporary appointments (Non-Lecturer)
- 258 a) The rank of temporary faculty members will be determined using the same
259 criteria for appointing tenured or tenure-track faculty to a rank, with the
260 exception of criteria for service to the College.
- 261 b) Visiting appointments are typically full-time appointments made to replace
262 faculty on leave or when the College has been unable to fill a tenure-track or a
263 tenured position. Normally, a faculty member will serve in a visiting capacity for
264 one to three years.
- 265 c) Term appointments are typically one- or three-year full-time appointments that
266 may be renewed for a total stay at the College normally not to exceed six years.
267 Term appointments are made for positions that are not suited for a tenure-track
268 appointment or where it is undesirable to make a tenure-track appointment due to
269 current staffing patterns or expected enrollment or program changes.
- 270 d) Adjunct faculty typically teach part-time, offering expertise to supplement the
271 available expertise of the program faculty. Adjunct appointments are made as
272 needed, typically one semester at a time.
- 273 2) Lecturer Appointments
- 274 a) The Lecturer title series is reserved for instructional positions with an increased
275 emphasis on teaching. Positions within the Lecturer title series carry modest
276 expectations of scholarly activity directed at academic and professional currency.
277 Modest service to the College beyond basic departmental citizenship is valued
278 but not required for these positions.
- 279 b) Faculty employed within the Lecturer title series are not eligible for tenure
280 regardless of their length of service to the College. In the event that a faculty
281 member in the Lecturer series applies for and accepts a tenure-track faculty

position, time spent in the Lecturer title series shall not be counted toward any portion of a tenure-track probationary period.

- c) Lecturer appointments must be at least half-time and are 10-month appointments. All appointment policies are expressed in terms of full-time equivalent years of service. Summer teaching assignments (unless in lieu of academic-year teaching assignments) and overload assignments do not count toward full-time equivalent years of service. One academic year of full employment is considered 1.0 full-time equivalent years of service.

3) Tenure-Track and Tenured Appointments

- a) Tenure track. A person appointed to a tenure-track position receives probationary employment that may lead to tenure, subject to the procedures, guidelines, and standards described in these bylaws.
- b) Tenured. Persons who have been granted tenure may expect continuous employment at St. Mary's College of Maryland subject to the conditions outlined below in dismissal for cause (Section IV.L.).

4) Emeritus and Emerita Rank

- a) The rank of Professor Emeritus or Professor Emerita (hereafter referred to as Professor Emerit) is a distinct honor that may be conferred only upon those faculty members who retire from the College, after having distinguished themselves through sustained high quality of teaching and service to students, scholarly achievement, and service to the College. Faculty are eligible for nomination for Emerit status if they have served at least ten years at St. Mary's College and have attained the rank of Professor by the time of retirement. The rank exists to recognize outstanding accomplishment and loyalty to the College and to provide the opportunity for continuing institutional affiliation after formal retirement.
- b) The Board of Trustees may waive these criteria to permit the awarding of Emerit rank to faculty members of distinguished achievement.
- c) The following procedures shall be followed in awarding the Emerit rank to faculty members of distinguished achievement:
 - i) A candidate for Emerit rank must be recommended by a majority of the full-time teaching faculty members of the department. The recommendation is forwarded, in writing and with supporting reasons, to the Dean of Faculty.
 - ii) The Dean of Faculty makes a recommendation to the President who, in turn, makes a recommendation to the Board of Trustees for the appointment.
- d) The following privileges shall accrue to holders of the rank of Professor Emerit:
 - i) They, their spouses and dependents shall have full access to the physical facilities of the College, consistent with the privileges of a full-time faculty member.
 - ii) They shall be entitled to access to campus information technology infrastructure including electronic mail and campus network access.
 - iii) Whenever possible, they shall be provided with office space.
 - iv) They shall be entitled to a mailbox in an appropriate office and the same mailing privileges for professional correspondence as a full-time faculty member.

- v) They shall have access to secretarial services on a time-available basis, as determined by the Dean of Faculty.
- vi) They, their spouses and dependents shall receive the same discount for all College events and productions as received by full-time faculty members.
- vii) They shall be entitled to use the name of the College as an institutional affiliation on grant proposals, fellowship applications, publications, exhibits, etc., subject to the same restrictions and regulations as for full-time faculty members.
- viii) They may be invited to serve in an advisory capacity on College committees, at the discretion of the Dean of Faculty or the President.

III. Organization of the Faculty for Governance

A. General Organization of the Faculty

1. For purposes of considering, evaluating, and recommending proposals for policies and programs commensurate with the responsibility of the whole faculty, the faculty is organized into standing committees and ad hoc committees.
2. A Faculty Senate serves as the executive committee of the faculty.

B. Process for Policy and Program Proposals

1. The faculty relies on faculty committees to consider proposals within their areas of responsibility. In considering proposed policies, the committees are to consult thoroughly with all interested persons in the College community.
2. All policy proposals of faculty committees must be considered and acted upon by the Faculty Senate and, where appropriate, by the faculty. However, as a general rule, neither the Faculty Senate nor the faculty should undertake extensive modifications of committee recommendations. Instead, if the Faculty Senate or the faculty conclude that extensive modifications of committee recommendations are necessary, the proposals should be returned to the appropriate committee for further consideration.
3. When the faculty recommendation has been formulated and approved by the Faculty Senate or the faculty, that recommendation will be forwarded to the Dean of Faculty. The Dean of Faculty will either act upon the recommendation or recommend a course of action to the President of the College. The President, in turn, may either act upon the Dean of Faculty's recommendation or recommend a course of action to the Board of Trustees. Actions or recommendations of the Dean of Faculty which are adverse to the faculty's recommendation may be appealed by the Faculty Senate to the President of the College; actions or recommendations of the President which are adverse to the faculty's recommendation may be appealed by the Faculty Senate to the Board of Trustees.

C. The Faculty Senate

1. Duties

- a. The Faculty Senate shall serve as the executive committee of the faculty, and the Faculty Senate President and Vice President shall represent the faculty in deliberations with officers of the College and the Board of Trustees. The Faculty Senate provides for the participation of the faculty in committee assignments and other appointments. It shall have the authority to establish ad hoc committees for particular purposes, but all such committees shall be of limited duration. The Faculty Senate receives reports from all committees of the faculty, from such ad hoc committees as it may establish, and from College officers responsible for the administration of academic support programs. In

- consequence of these reports, the Faculty Senate will determine the appropriate course of action.
- b. The Faculty Senate shall advise the President of the Faculty Senate on matters to be included in the agenda for faculty meetings.
 - c. The Faculty Senate shall have the power to interpret these bylaws consistent with the College Bylaws and the Education Article of the Maryland Code Annotated, Section 14-401, et seq
2. Membership
- a. Full-time faculty members who do not hold full-time administrative positions and who have served at least two years on a tenured or tenure-track appointment at the College are eligible to serve on the Faculty Senate. Program chairs normally are not eligible to serve on Faculty Senate. The Faculty Senate shall consist of the following members:
 - 1) Faculty Senate President.
 - 2) Faculty Senate Vice President.
 - 3) Faculty Senate Secretary.
 - 4) One senator shall be elected from each division by simple majority of the faculty members in that division.
 - 5) Two senators elected at-large by the faculty.
 - b. If no pre-tenure faculty member is elected to serve on the Faculty Senate by the divisions, one of the at-large senator positions shall be designated for a pre-tenure faculty person.
 - c. In addition to the senators, the Dean of Faculty and/or a designee of the Dean of Faculty will serve with the Faculty Senate, without vote. A student representative to the Faculty Senate, to serve with the Faculty Senate without vote, will be designated by the Student Government Association.
 - d. Executive sessions of the Faculty Senate shall consist only of voting members of the Faculty Senate, with others attending at the discretion of the Faculty Senate.
3. Election of Faculty to the Faculty Senate
- a. At least one month before at-large faculty elections, the Faculty Senate will inform divisions of expiring terms on the senate and request divisional election of a senator.
 - b. At least one week prior to the faculty meeting scheduled for spring elections, the Faculty Senate shall distribute to the voting faculty the names of the senators elected by the divisions and the nominees received for President, Vice President, and Secretary of the Faculty Senate, at-large senators, faculty representatives to Board of Trustee committees, parliamentarian of the faculty, and at-large senate committee members.
 - c. At a faculty meeting to be started no earlier than halfway through the spring semester and to be completed no later than one week prior to the end of the spring semester, the faculty shall hold elections to fill any expiring terms among the Faculty Senate President, Vice-President, Secretary, at-large senators, faculty representatives to Board of Trustee committees, and parliamentarian. Nominations from the floor will be permitted for each position. Voting shall be by secret ballot if requested. A majority of those present and voting is required for election. In the absence of such a majority, the faculty will proceed immediately to a ballot between the two candidates with the largest number of votes.
 - d. The faculty shall elect, to fill expiring terms, in this order:
 - 1) First, one member of the faculty is elected as President of the Faculty Senate;
 - 2) Second, a member of the faculty is elected as Vice President of the Faculty Senate;
 - 3) Third, a member of the faculty is elected as Secretary of the Faculty Senate;
 - 4) Fourth, at-large senators are elected;

- 422 5) Fifth, the faculty elects faculty representatives to the Board of Trustee committees;
423 6) Sixth, the parliamentarian of the faculty is elected; and
424 7) Finally, the at-large senate committee members are elected.
- 425 e. Unless provided for elsewhere in these bylaws, the elected members of the Faculty
426 Senate shall serve three-year terms beginning with the start of the fall semester. The
427 terms of the members shall be arranged so that one third are elected each year. The terms
428 of the Faculty Senate President, Vice President, and Secretary shall be three years
429 beginning with the start of the fall semester.
- 430 f. If it becomes necessary to fill the unexpired term of a senator to the Faculty Senate, it
431 shall be the responsibility of the division, if a divisional senator, or the Faculty Senate, if
432 an at-large senator, to provide for a special election within four weeks of the time the
433 vacancy occurs.
- 434 4. The President of the Faculty Senate
- 435 a. The Faculty Senate President is elected by the faculty to serve as the executive officer of
436 the Faculty Senate to represent the faculty to the administration and Board of Trustees.
- 437 b. Duties: As the executive officer of the Faculty Senate, the duties of the Faculty Senate
438 President are:
- 439 1) To attend the meetings of the Academic Affairs Committee of the Board of Trustees
440 and shall participate in the manner prescribed by the College Bylaws;
- 441 2) To preside over meetings of the faculty and to prepare and distribute the agenda for
442 those meetings;
- 443 3) To preside over meetings of the Faculty Senate and to prepare and distribute the
444 agenda for those meetings;
- 445 4) To coordinate faculty elections;
- 446 5) To refer matters to appropriate committees;
- 447 6) To represent the faculty in meetings of administrative councils;
- 448 7) To serve as the faculty representative to the Board of Trustees; and
- 449 8) To attend meetings of the Program Chairs.
- 450 c. Vacancy. If it becomes necessary to fill the unexpired term of the Faculty Senate
451 President, it shall be the responsibility of the Faculty Senate to provide for a special
452 election within four weeks of the time the vacancy occurs.
- 453 d. Compensation. During each semester in office, the Faculty Senate President shall receive
454 a reduction of teaching responsibilities equivalent to one four-credit course.
- 455 5. Vice President of the Faculty Senate
- 456 a. Duties
- 457 1) To assume the duties of the Faculty Senate President in the absence of the Faculty
458 Senate President; and
- 459 2) To attend the meetings of the Academic Affairs Committee of the Board of Trustees
460 and shall participate in the manner prescribed by the College Bylaws.
- 461 b. Vacancy. If it becomes necessary to fill the unexpired term of the Faculty Senate Vice
462 President, it shall be the responsibility of the Faculty Senate to provide for a special
463 election within four weeks of the time the vacancy occurs.
- 464 6. Secretary of the Faculty Senate
- 465 a. Duties
- 466 1) To assume the duties of the Faculty Senate Vice President in the absence of the
467 Faculty Senate Vice President;

- 2) To assist the Faculty Senate President with archiving the Faculty Senate meeting minutes;
- 3) To review annually the Faculty Bylaws for compliance and for necessary updates, reporting findings to the Faculty Senate; and
- 4) To oversee any updates to the Faculty Bylaws and their subsequent distribution and archiving.
- b. Vacancy. If it becomes necessary to fill the unexpired term of the Faculty Senate Secretary, it shall be the responsibility of the Faculty Senate to provide for a special election within four weeks of the time the vacancy occurs.
7. The Faculty Representatives to the Board of Trustees Committees
- a. The Faculty Representatives to Board of Trustee Committees are tenured or tenure-track faculty members elected by the faculty to advise the Dean of Faculty, to report back to the faculty the discussions and actions undertaken by the Board committee they represent, and to represent faculty interests to the Board of Trustees.
- b. The faculty shall elect Faculty Representatives to Board of Trustee Committees to each serve a term of three years, beginning with the start of the fall semester.
- c. If it becomes necessary to fill the unexpired term of any of the Faculty Representatives to Board of Trustee Committees, it shall be the responsibility of the Faculty Senate to provide for a special election within four weeks of the time the vacancy occurs.
- d. The Faculty Finance Delegate
- 1) The Faculty Finance Delegate is a voting member of the Finance, Investment, and Audit Committee of the Board of Trustees per College Bylaws.
- 2) Duties are to report in a timely fashion to the faculty or the Faculty Senate on fiscal and budgetary matters pertaining to the academic sector; to consult with the Dean of Faculty and Vice President for Business and Chief Finance Officer on fiscal and budgetary matters, and to attend the meetings of the Finance, Investment, and Audit Committee of the Board of Trustees and participate in the manner prescribed by the College Bylaws.
- e. The Admission and Financial Aid Faculty Representative
- 1) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters relating admission and enrollment; to consult with the Dean of Faculty and the Vice President for Enrollment Management on standards for admission, scholarships, and size and diversity of the entering class, and to attend the meetings of the Admission and Financial Aid Committee of the Board of Trustees and participate in the manner prescribed by the College Bylaws.
- f. The Technology, Buildings, and Grounds Faculty Representative
- 1) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters relating to academic facilities and resources including buildings, computing, and library services; to advise the Dean of Faculty and Vice President for Business and Chief Finance Officer on facilities and resources, and to attend the meetings of the Technology, Buildings, and Grounds Committee of the Board of Trustees and participate in the manner prescribed by the College Bylaws.
- g. The Campus Life Faculty Representative
- 1) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters pertaining to student life; to advise the Dean of Faculty, **Associate VP for Inclusion & Belonging**, and the Vice President for Student Affairs on campus life matters, and to attend the meetings of the Campus Life Committee of

- the Board of Trustees and participate in the manner prescribed by the College Bylaws.
- h. The Institutional Advancement Faculty Representative
 - 1) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters pertaining to fundraising and marketing; to advise the Dean of Faculty and the Vice President for Advancement on matters related to institutional advancement, and to attend the meetings of the Institutional Advancement Committee of the Board of Trustees and participate in the manner prescribed by the College Bylaws.
 - i. The Academic Affairs Faculty Representative
 - 1) The President of the Faculty Senate serves as the Faculty Representative to the Academic Affairs Committee of the Board of Trustees.
 - 2) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters pertaining to academic affairs via written and verbal report; to advise the Dean of Faculty on academic matters, and to attend the meetings of the Academic Affairs Committee of the Board of Trustees and participate in the manner prescribed by the College Bylaws.
8. Parliamentarian of the Faculty
- a. The faculty shall elect a parliamentarian to serve a three-year term, beginning with the start of the fall semester.
 - b. Duties
 - 1) To advise the person presiding at meetings of the faculty on the correct parliamentary procedure; and
 - 2) To advise the Faculty Senate President, or other members of the faculty, on issues of parliamentary procedure.
 - c. Vacancy. If it becomes necessary to fill the unexpired term of the parliamentarian of the faculty, it shall be the responsibility of the Faculty Senate to provide for a special election within four weeks of the time the vacancy occurs.
9. Faculty Committee Structure
- a. General Provisions
 - 1) Membership on standing committees of the faculty shall be restricted to tenured and tenure-track faculty who are full-time teaching faculty. Unless otherwise specified, faculty members may serve on no more than one standing committee at a time.
 - 2) Membership on standing committees shall be elected by the division, if a divisional representative, or by the faculty, if an at-large representative.
 - 3) Unless otherwise specified, appointments to all committees are for three years, renewable for a second term for a maximum of six years of continuous service on a particular committee. The terms of faculty members on all committees, where possible, should be staggered.
 - 4) Any vacancies that occur in a committee's membership shall be elected by the body that originally elected that committee member. For the purpose of calculating continuous years of service on a particular committee, the completion of an unexpired term is not counted as one of the two terms of service for the faculty member completing the term.
 - 5) Terms of service on faculty committees begin at the start of the fall semester. The Faculty Senate will designate one committee member to convene the first meeting of the committee, at which time a chair will be elected. A quorum for the purpose of

- 561 doing business shall consist of a majority of the voting members, exclusive of student
562 members.
- 563 6) Administrative representation to appropriate committees is provided for in these
564 bylaws and generally will occur after consultation of the Faculty Senate and the Dean
565 of Faculty. Unless otherwise provided for, these representatives do not vote and shall
566 not be counted in determining quorums.
- 567 7) Student representation to appropriate committees as provided for in these bylaws.
568 The Student Government Association nominates these representatives. Student
569 members shall not be counted in determining quorums.
- 570 8) College officers who wish faculty representation on special administrative
571 committees should seek the advice of the Faculty Senate.
- 572 b. Types of Committees
- 573 1) Ad Hoc Committees. Ad hoc faculty committees may be established from time to
574 time by the Faculty Senate to consider specific issues that do not clearly fall under
575 the jurisdiction of any committee as established by these bylaws. These committees
576 will exist for clearly defined times.
- 577 2) Standing Committees. Standing committees make recommendations regarding
578 programs of the faculty within their area of jurisdiction. All standing committees of
579 the faculty shall be responsible to the Faculty Senate; their recommendations with
580 supporting information shall be conveyed in writing by the committee chair.
- 581 c. All proposals for committee action shall be submitted by the Faculty Senate in writing to
582 the appropriate committee chairperson.
- 583 10. Faculty Senate Committees
- 584 a. The following are the standing committees of the Faculty Senate:
- 585 1) Academic Planning Committee
- 586 2) Academic Policy Committee
- 587 3) Curriculum Review Committee
- 588 4) Faculty Issues Committee
- 589 5) Faculty Inclusion, Diversity, and Equity Committee
- 590 6) Teaching and Assessment Committee
- 591 b. Academic Planning Committee
- 592 1) For issues related to traditional academic planning matters such as allocation of
593 academic lines, the Academic Planning Committee will be constituted.
- 594 2) The committee membership shall consist of:
- 595 a) one faculty member elected by each division, at least one of whom shall be a pre-
596 tenure faculty member.
- 597 b) an at-large faculty member may also be elected if deemed necessary by the
598 Faculty Senate.
- 599 c) the Dean of Faculty or their designee serves with the committee without vote.
- 600 3) Functions of the Academic Planning committee
- 601 a) to analyze the existing state of undergraduate and post-baccalaureate education
602 both internal and external to the College, and project trends
- 603 b) to review plans for the development of the academic program of the College,
604 evaluate progress in meeting the objectives of such plans, and consider the
605 implications, financial and otherwise, of various strategies for development
- 606 c) to recommend to the Dean of Faculty and senate the allocation of faculty lines
607 and faculty support positions

- d) to review the progress of all developing academic programs, new academic initiatives, and results of external program reviews
- e) to recommend actions to the Dean of Faculty and report their recommendations to the Faculty Senate.
- c. Academic Policy Committee
 - 1) Membership
 - a) one faculty member elected by each division.
 - b) an at-large faculty member may also be elected if deemed necessary by the Faculty Senate.
 - c) one student, appointed by the Faculty Senate, serves on the committee with vote.
 - d) the Registrar of the College or their representative serves with the committee without vote.
 - e) the Dean of Faculty or their designee serves with the committee without vote.
 - 2) Functions
 - a) To review and recommend to the Faculty Senate academic policies for all courses and programs at the College offered on or off campus during the regular terms and the summer term. Specifically, the areas of responsibility include the following policy matters: calendar and schedules; academic advising; class attendance; examinations; academic probation and dismissal; class status; transfer, advanced placement, and credit by examination; graduation with honors; and academic dishonesty.
 - b) To review all cases of an academic nature for which policy has not been stated and to make recommendations to the Faculty Senate
 - c) To participate in the review of all cases of academic dismissal, alongside relevant staff members, and make recommendations to the Dean of Faculty or their representative.
 - d) To review student requests for exceptions to degree requirements or other academic policies and make recommendations to the Dean of Faculty or their representative.
- d. Curriculum Review Committee
 - 1) Membership
 - a) one faculty member elected by each division.
 - b) an at-large faculty member may also be elected if deemed necessary by the Faculty Senate.
 - c) one student, appointed by the Faculty Senate, serves on the committee with vote.
 - d) the Registrar of the College or their representative serves with the committee without vote.
 - 2) Functions
 - a) To review proposed additions, deletions, and changes to the curricular requirements and course offerings of all components of the academic program of the College, and to make recommendations for action to the Faculty Senate
 - b) To review the course offerings and curricular requirements of all proposed academic programs of the College, and of existing programs of the College as the need arises, and to make recommendations to the Faculty Senate
 - c) To periodically review curricular requirements and assessment procedures and outcomes for all academic programs of the College
 - d) To review and approve proposed student-designed majors.

- e) To establish and publish deadline dates and procedures for the submission of proposed revisions or additions to the curriculum of the College
 - e. Faculty Issues Committee
 - 1) Membership
 - a) one faculty member elected by each division.
 - b) an at-large faculty member may also be elected if deemed necessary by the Faculty Senate.
 - c) the Dean of Faculty or their representative serves with the committee without vote.
 - 2) Functions
 - a) To review policies related to faculty hiring, promotion and tenure. This is not evaluative but rather a review of the policies surrounding the hiring, promotion and tenure processes.
 - b) To review standards, policies, and guidelines related to compensation including merit evaluation, equity adjustment, benefits and retirement.
 - c) To periodically review all policies related to faculty and comparison to peer institutions.
 - f. Faculty Inclusion, Diversity, and Equity Committee
 - 1) Membership
 - a) one faculty member elected by each division.
 - b) the Dean of Faculty or their representative serves with the committee without vote.
 - 2) Functions
 - a) To review College policies and practices that impact the recruitment, support, and retention of historically underrepresented faculty and to recommend changes and develop policies for improvement; and to collaborate with the Associate VP for Inclusion & Belonging as well as various committees, offices, administrators, departments, and programs to address inclusion, diversity, and equity issues of importance to faculty.
 - g. Teaching and Assessment Committee
 - 1) Membership
 - a) one faculty member elected by each division.
 - b) the Dean of Faculty or their representative serves with the committee without vote.
 - 2) Functions
 - a) To review policies and practices related to the assessment of student learning within the academic programs and to recommend changes for improvement; and to collaborate with Academic Affairs on the collection and dissemination of student learning outcomes assessment data in order to improve teaching and learning.
- D. Meetings
- 1. Individuals Eligible to Vote
 - a. all persons occupying tenured, tenure-track, lecturer, or full-time temporary appointments
 - b. Associate Deans who are appointed from the faculty
 - c. Associate Provost who is appointed from the faculty
 - d. Dean of Faculty of the College
 - e. President of the College

- 702 f. all full-time college employees teaching at least four credit hours in the current semester.
- 703 2. Meetings of the Faculty and Faculty Senate
- 704 a. Rules of Procedure
- 705 1) Meetings of all groups formed under these bylaws shall be open to all members of the
- 706 College community. However, any such group may convene executive sessions
- 707 subject to the State of Maryland open meeting law.
- 708 2) All meetings held under these bylaws shall be governed by the procedures described
- 709 in Robert's Rules of Order, Revised.
- 710 b. Faculty Meetings
- 711 1) The faculty shall meet at least once each semester.
- 712 2) The president of the Faculty Senate will coordinate:
- 713 a) approval of meeting schedules and agendas by the Faculty Senate.
- 714 b) communicating the agenda to the faculty so that faculty members shall receive
- 715 written notice of a faculty meeting and an agenda for the meeting not later than
- 716 three full working days prior to the day scheduled for the meeting.
- 717 c) compilation, in consultation with the department chairs, and approval of the
- 718 voting list at the first faculty meeting of each semester.
- 719 3) Upon the request of at least twenty percent of the voting faculty, the president of the
- 720 Faculty Senate shall call a faculty meeting not later than one week from the
- 721 submission of the petition.
- 722 4) A quorum for doing business in program, division, and faculty meetings shall consist
- 723 of a number of voting faculty exceeding fifty percent of the total number of voting
- 724 faculty members excluding visiting or part-time faculty and those faculty members
- 725 on sabbatical leaves or other leaves of absence.
- 726 5) By a two-thirds vote, the faculty or the Faculty Senate may authorize an electronic
- 727 mail ballot on unresolved motions before the faculty. For a motion to pass on an
- 728 electronic mail ballot, a simple majority of affirmative votes must be counted from a
- 729 number of ballots exceeding fifty percent of the total number of faculty counting
- 730 toward a quorum.
- 731 c. Faculty Senate Meetings
- 732 1) Meetings of the Faculty Senate shall be held regularly and at least once each month
- 733 during the academic year.
- 734 2) There shall be a Faculty Senate meeting within one week of the beginning of each
- 735 semester at which the time of the regular Senate meetings for the following semester
- 736 shall be decided. The time of the regular Senate meetings shall be announced to the
- 737 College community well in advance of the semester to allow for planning.
- 738 3) Faculty members shall receive written notice of each senate meeting and the agenda
- 739 of items for that meeting not later than the last working day before the day of the
- 740 meeting. Faculty Senate meeting minutes shall be approved by the Faculty Senate
- 741 and distributed to the faculty in a timely manner after the Senate meetings.
- 742 4) Special Faculty Senate meetings shall be held at the request of at least two members
- 743 of the senate or of twenty percent of the faculty not later than three working days
- 744 after the submission of the request.
- 745 5) A quorum shall consist of two-thirds of the elected members of the Faculty Senate.
- 746 6) A majority of the senate members present and voting shall be required for Faculty
- 747 Senate action on all matters.
- 748 d. Approval of Faculty Senate Actions by the Faculty

- 1) All matters of major importance shall be brought by the Faculty Senate before the faculty and decided by the faculty. The Faculty Senate may refer any of its actions to the faculty as it deems appropriate.
- 2) The Faculty Senate may act for the faculty on other matters.
- 3) When a faculty meeting cannot reasonably be convened, and action by the faculty is urgently required, the senate may act for the faculty. Such Faculty Senate action shall be communicated to the faculty and may be reviewed by the faculty as soon as a faculty meeting can be held.
- 4) Faculty approval of Faculty Senate actions shall be assumed if no request for faculty review is received by the Faculty Senate President within five working days of the distribution of the minutes of the Faculty Senate meeting in which the action was taken. Upon request of at least twenty percent of the faculty or of one third of the members of the Faculty Senate, the Faculty Senate action shall be brought before the faculty and decided by the faculty.

IV. Bylaws Governing Tenure-Track Faculty Appointments, Evaluations, and Tenure

A. Preface

1. St. Mary's College of Maryland has as its primary mission to provide students an education in the liberal arts and sciences comparable to that found at the best institutions of its kind. The standards by which faculty members will be judged reflect this mission. The evaluation of faculty should support the welfare and goals of both the individual and the institution.
2. In the process of evaluating faculty members the standards described below shall be used. These standards are neither rigid nor formulaic in nature. They support the right of each faculty member to develop as a teacher-scholar.

B. Minimum Criteria for Appointing Faculty to a Rank

1. Expectations regarding teaching ability, professional achievement, and service to the College will vary from rank to rank. The higher the rank, the higher the level of expected proficiency. Meeting the following criteria for rank appointment is a necessary but not always a sufficient basis for appointment. When it is in the best interest of the College, any of the standards listed below may be waived to permit the appointment of individuals of distinguished achievement.
2. Instructor
 - a. Substantial progress towards a doctorate or other appropriate terminal degree
 - b. Previous teaching experience
 - c. Strong evidence of potential for growth as a teacher and a scholar
3. Assistant Professor
 - a. A doctorate or other appropriate terminal degree
 - b. Previous teaching experience
 - c. Strong evidence of potential for growth as a teacher and scholar
4. Associate Professor
 - a. A doctorate or other appropriate terminal degree
 - b. Completion of five years of successful teaching in a tenure track position at the college level
 - c. Excellence as a teacher
 - d. Scholarly and creative achievements that have received recognition from professional peers beyond the campus
 - e. Significant, high quality service to the College

796 5. Professor

- 797 a. A doctorate or other appropriate terminal degree
798 b. Completion of at least five years at the rank of associate professor
799 c. Demonstration of continued excellence as a teacher
800 d. Further scholarly and creative achievement
801 e. Superior service to the College, preferably in leadership roles

802 C. Conditions for Tenure-Track and Tenured Appointments

- 803 1. Tenure is the assurance to experienced faculty members that they may expect to continue in
804 their academic position unless adequate cause for dismissal is demonstrated in a fair hearing
805 following the procedures established in these bylaws. Tenure may be granted by the Board of
806 Trustees to faculty members after the expiration of their probationary period or at the time of
807 appointment to faculty status.
- 808 2. Tenure terminates with the retirement or resignation of the faculty member, when the faculty
809 member is dismissed for cause after due process, or when the position is eliminated under
810 extraordinary circumstances such as financial exigency or discontinuance of a program or
811 department of instruction. Termination of tenured faculty members because of financial
812 exigency should be declared and demonstrably bona fide. The determination that it is in the
813 best interest of the College to discontinue a program or department shall be made following a
814 review by the faculty, via the Faculty Senate, the administration, via the President, and the
815 Board of Trustees, via the Academic Affairs Committee. Any proposal to eliminate a
816 program or department will require input from all three sectors. The final decision, however,
817 is lodged in the Board of Trustees. Reasons for any decisions of the Board that are adverse to
818 faculty recommendations shall be communicated to the faculty. Tenured faculty in academic
819 programs that are discontinued may be offered an opportunity to fill positions available in
820 other programs at the College if they qualify for those positions.
- 821 3. Probationary Pre-tenure Period
- 822 a. During the probationary period, a faculty member should have the academic freedom, as
823 described in Section I. C., that all other members of the faculty have.
- 824 b. Faculty members who are appointed to tenure-track positions at St. Mary's College of
825 Maryland shall serve a probationary period according to the schedule and subject to the
826 conditions listed below.
- 827 c. The initial appointment is for a period of three years.
- 828 d. The evaluation of a faculty member for renewal of the initial appointment takes place
829 during the fifth semester. A notice that the appointment will or will not be renewed must
830 be given in writing by the President of the College no later than five months before the
831 expiration of the contract. If a faculty member has not received timely notice concerning
832 the non-renewal of appointment, the person is offered a one-year contract extension prior
833 to its expiration.
- 834 e. The second and final probationary appointment is for a period of three years. Prior to
835 expiration of this contract, the faculty member shall receive a written communication by
836 the President of the College that informs the person that either 1) tenure has been granted,
837 or 2) the appointment terminates with the expiration of the contract. A faculty member
838 denied tenure would then be offered a one-year contract extension prior to its expiration.
- 839 f. The probationary period is not to exceed six years, except under the following
840 circumstances:
- 841 1) Automatic one-year extensions are granted for parental caregiving within the first
842 year after childbirth or adoption of a minor child. This automatic extension will be

- 843 applied by the Dean of Faculty upon notification by the faculty member of a
844 qualifying event. No more than two automatic extensions will be granted for this
845 purpose. Faculty members may waive this automatic extension by submitting a
846 written statement to the Dean of Faculty specifying that they wish to waive the
847 extension.
- 848 2) Extensions may be requested for personal or medical reasons such as elder care,
849 personal illness, care of an ill family member, or unique professional opportunities
850 such as fellowships or special assignments. Such extensions will be requested by the
851 faculty member to the program chair or coordinator and Dean of Faculty and will
852 typically extend the probationary period by one year.
- 853 3) Such extensions shall not change the standards for review.
- 854 4) For faculty members with substantial prior teaching or other appropriate experience
855 the probationary period may be shortened at the time of the initial appointment by
856 mutual agreement between the Dean of Faculty and the faculty member in
857 consultation with the program chair or coordinator. This agreement will be
858 formalized in the faculty member's contract.
- 859 3. Appointments to Tenure Without a Probationary Period
- 860 a. If a person is considered for the granting of tenure without a probationary period, the
861 program chair or coordinator must write a letter of recommendation for the College
862 Evaluation Committee. In the case of a joint appointment, the chair or coordinator of each
863 program must write a letter of recommendation. Then the person's credentials shall be
864 reviewed by the College Evaluation Committee, which will make a recommendation to
865 the Dean of Faculty, who will recommend to the President, who will recommend to the
866 Board before tenure is offered.
- 867 4. Institutional Factors that Influence Award of Tenure
- 868 a. The College must seek to maintain balance in its faculty and to preserve flexibility to
869 adjust its programs to the needs of a changing environment. The decision to grant tenure
870 is of such fundamental importance that the Dean of Faculty, President or board
871 committees involved in the faculty evaluation process must be accorded reasonable
872 latitude consistent with academic freedom, equal opportunity, and standards of fairness.
- 873 b. A tenure-track appointment is made when institutional projections, arrived at by the Dean
874 of Faculty in consultation with the appropriate program chair or coordinator, show that it
875 is probable that the appointment can lead to tenure primarily on the basis of meritorious
876 performance. Occasionally the institutional interest may require that a tenure-track
877 appointment be made if there is a reasonable possibility, rather than a probability, that the
878 appointment can lead to tenure. In such a case, the candidate for the position will be
879 informed in writing of the situation before the appointment is made.
- 880 c. Serious financial or enrollment shortfalls or changing educational or curricular needs may
881 have a bearing on the awarding of tenure appointments. The College will make every
882 effort to identify such factors and avoid them. In such cases when such exigency is
883 unavoidable, the College will notify any affected faculty members of them as soon as
884 possible and, barring an imminent and significant reduction of College resources, no later
885 than two years before the decision of whether to grant tenure is scheduled to take place.
- 886 d. When a situation arises where there are such institutional grounds (other than the
887 circumstances described in section IV. K. of current Bylaws) to eliminate or convert an
888 occupied tenure-track position to a term position, the Dean of Faculty will present the
889 case to the tenured members of the affected program for their advice. If the Dean of

890 Faculty then judges that the appointment should not be renewed, the Dean of Faculty will
891 proceed to inform the faculty member without delay and make a recommendation against
892 renewal to the President. Any recommendation against renewal of an appointment for
893 such reasons shall be reviewed by the Faculty Senate, which will make its own
894 recommendation to the President. The final decision is made by the Board of Trustees
895 following the recommendation of the President. The faculty member will have the right
896 to serve out the term of the contract.

897 D. Standards for Evaluating Tenure-Track Faculty for Pre-Tenure Contract Renewal, Tenure,
898 Promotion, and Post-Tenure Review

- 899 1. The three basic criteria applied to faculty evaluation are excellence in teaching; scholarly,
900 professional and/or creative achievement; and service to the College and the wider
901 community. Teaching of high quality and the maintenance of excellence and competence in
902 the classroom are, however, of greatest importance and cannot be replaced by high
903 achievement in the other areas.
- 904 2. The following definitions and guidelines are used in the evaluation of faculty.
 - 905 a. Excellence in teaching
 - 906 1) St. Mary's College of Maryland expects its faculty members to be excellent teachers.
907 While many different teaching styles can lead to excellence in teaching, these are
908 some common elements that characterize excellent teachers. Excellent teachers
909 should:
 - 910 a) show respect for all students and concern for their intellectual development.
 - 911 b) have broad and deep knowledge of their disciplines and how those disciplines
912 relate to other fields.
 - 913 c) demonstrate a commitment to teaching through an ongoing course development
914 and revision process that includes articulation of clear course goals, flexibility
915 and experimentation in approach, and critical self-reflection in the evaluation of
916 course outcomes. That commitment should extend to the broader curricular goals
917 of the academic programs with which they are involved.
 - 918 d) have the ability to communicate effectively and encourage students to actively
919 engage with diverse ideas both in and out of the classroom.
 - 920 e) encourage students to think critically about and clearly express their ideas
921 throughout their intellectual life.
 - 922 f) set high standards that help foster both student achievement and independent
923 thought.
 - 924 g) demonstrate concern for students by providing clear expectations and fair, timely,
925 and thorough feedback when evaluating student work.
 - 926 h) Take an active and effective role in advising. Advising should include
927 knowledge of relevant College policies and procedures, timely and accurate
928 responses to advisee inquiries, informed guidance in course selection, knowledge
929 of advisee interests and goals, and active discussion of post-graduation academic
930 and career decisions.
 - 931 b. Professional, scholarly, and/or creative achievement
 - 932 1) All faculty are expected to be professionally active and to keep abreast of
933 developments within their field. Professional achievements contribute to the
934 intellectual development of the person and enhance their teaching in the field. To
935 further these teaching goals, the involvement of students in these professional

- activities is encouraged where possible. Professional work that extends the availability of the discipline to a wider audience is also valued.
- 2) Professional, scholarly, and creative work should receive recognition from professional peers beyond the campus. Such recognition may consist of the publication of articles by recognized professional, peer reviewed journals or by respected national journals, magazines, or newspapers, or in the publication of books of an intellectual nature by reputable publishers. It may also consist of the presentation of artistic, literary, dramatic, or musical creations or performances in galleries and theaters and reviews of these artistic, literary, dramatic, or musical creations or performances by respected critics in leading publications. Other forms of recognition exist and may be used, as appropriate, to evaluate the individual faculty member's scholarship.
- c. Service to the College and the Community
 - 1) As part of their service to the College, faculty members are expected to be active participants in the life of the College. Faculty members are expected to conduct themselves professionally and to accept their fair share of the department's and College's administrative workload. In addition, faculty members may contribute to the administration of cross-disciplinary study areas. Because such work functions to further the mission of the College as a whole, departments have the responsibility to consider it as equally important as departmental administration. Faculty members should contribute to the well-being of the College and its students and personnel by participating in activities and programs that improve the functioning of the institution and enhance life at the College.
 - 2) Service activities may include the following:
 - a) Service on standing or ad hoc committees of the College and/or the Faculty Senate.
 - b) Participation in the formulation of courses and programs.
 - c) Participation in institutional self-study and evaluation programs.
 - d) Participation in recruitment of faculty.
 - e) Organization of, or active participation in, programs that enhance the cultural or intellectual life at the College or in the wider community.
 - f) Organization of, or active participation in, social, charitable, or educational programs at the College or in the wider community.
 - g) Work in alumni relations, student recruitment, and College advancement.
 - h) Contributions to extracurricular programs or activities that enhance student development.
 - i) Work involved in international programs and study abroad.
- E. Expected Achievements of Faculty at Various Evaluations
1. Pre-tenure Contract Renewal
 - a. At the time of this evaluation, the faculty member should have made significant progress towards achieving excellence in teaching. It is also expected that the faculty member will have begun to implement a program of scholarly, professional and/or creative activities and service to the College. Although the faculty member will be evaluated in all three areas, primary importance will be given to the person's teaching. Persons who are not professionally competent or who fail to demonstrate continued significant progress towards teaching excellence, professional activity and service should not be reappointed.

- 982 Faculty members who have not completed the work for the appropriate terminal degree
983 generally will not be reappointed.
- 984 2. Tenure and Promotion to Associate Professor
- 985 a. In this evaluation the faculty member's teaching; professional, scholarly, and/or creative
986 achievements; and service to the College will be assessed. For the granting of tenure, the
987 faculty member must be an excellent teacher. Scholarly and creative accomplishments
988 must be of high quality and recognized by professional peers beyond the campus. Service
989 to the College must be of high quality. All achievements must be consistent with the
990 expectations by the College spelled out in the pre-tenure evaluations.
- 991 3. Promotion to Professor
- 992 a. Tenured faculty members are expected to continue to develop as teachers, scholars, and
993 members of the college community throughout their careers. For promotion to professor,
994 the faculty member must continue to be an excellent teacher and demonstrate continuing
995 high-quality professional activity recognized outside the College. Service to the College
996 should be of superior quality and include leadership roles. The faculty member's progress
997 should be consistent with the expectations by the College spelled out in earlier
998 evaluations.
- 999 F. The Evaluation Process for Pre-Tenure Contract Renewal, Tenure, and Promotion of Faculty
- 1000 1. The faculty evaluation process is established for the evaluation of all full-time faculty
1001 members for the purposes of pre-tenure contract renewal, the awarding of tenure, and
1002 promotion to higher rank. The formal evaluation for pre-tenure, and tenured faculty is
1003 focused on an evaluation file consisting of required materials specific to the stage of
1004 evaluation and prepared by the faculty member under evaluation. Once submitted, the
1005 evaluation file is the common document reviewed and evaluated in sequence by the
1006 evaluative chain. The chain of evaluation is as follows: the program chair makes a
1007 recommendation to the College Evaluation Committee. This committee makes a
1008 recommendation to the Dean of Faculty who, in turn makes a recommendation to the
1009 President. The President recommends an action to the Academic Affairs Committee of the
1010 Board of Trustees and the Board of Trustees makes the final decision.
- 1011 2. Confidentiality of the Process and Conduct of Participants in the Process
- 1012 a. Committees and individuals involved in the evaluation process have the right and the
1013 responsibility to conduct their deliberations without outside interference.
- 1014 b. Participants in the evaluation process must observe strict confidentiality at each step.
1015 Discussions about a candidate may only involve those with direct knowledge of the
1016 content of the faculty member's file.
- 1017 c. Faculty members shall be notified of all decisions that concern them and will be informed
1018 of the reasons for each decision.
- 1019 d. Upon written request by a faculty member or an officer or committee involved in the
1020 evaluation process, the Faculty Senate shall investigate any allegations of violations of
1021 procedures.
- 1022 3. Timetable of the Evaluation Process
- 1023 a. Pre-tenure Contract Renewal
- 1024 1) The following timetable applies to persons who are appointed to tenure-track
1025 positions at the entry level. For faculty members who are credited with previous
1026 teaching experience appropriate adjustments will be made as described in the
1027 appointment letter.

- 1028 a) The pre-tenure evaluation will be conducted during the fifth semester of the
1029 faculty member's employment at the College.
- 1030 b) The faculty member must have their evaluation file submitted to the program
1031 chair or coordinator prior to the start of their fifth semester.
- 1032 c) Following the formal pre-tenure review in the third year, the program chair or
1033 coordinator will discuss with the faculty member the expectations for tenure as
1034 outlined in the program letter.
- 1035 b. Tenure and Promotion to Associate Professor
- 1036 1) The evaluation for granting of tenure and simultaneous promotion to associate
1037 professor will typically occur in the faculty member's twelfth semester at the
1038 College, unless an earlier time is agreed to by the Dean of Faculty or an extension has
1039 been granted. Pre-tenure sabbatical time is included in this count. Leave of absence
1040 may also be included in this count.
- 1041 2) The faculty member must have their evaluation file submitted to the Program
1042 Evaluation Committee chair by a time determined by the Dean of Faculty.
- 1043 c. Promotion to Professor
- 1044 1) As early as the twelfth semester following receipt of tenure and promotion to
1045 associate professor, a faculty member may make application to the program chair or
1046 coordinator to be promoted to professor. This time includes any time on sabbatical
1047 from the College. This time may include paid leaves of absence.
- 1048 4. The Evaluation Process
- 1049 a. Review of candidates for reappointment, tenure, and promotion is conducted by the
1050 following groups and individuals, in the specified order. The specific purpose of each
1051 group or individual is to evaluate the performance of the faculty member under review,
1052 and make recommendations on pre-tenure contract renewal, tenure, or promotion.
- 1053 b. The candidate is responsible for submitting the completed electronic file to the PEC chair
1054 and to the Office of the Dean of Faculty simultaneously no later than close of business on
1055 the indicated due date, or the following business day if the due date is a weekend or
1056 holiday.
- 1057 c. Should the file be found to have structural problems, mechanical or permissions issues, or
1058 inaccessible content, the Office of the Dean of Faculty may communicate with the
1059 candidate to pursue corrections. If the candidate is unavailable or unresponsive to this
1060 request after two business days, the file will progress through the evaluation chain noting
1061 that deficiency, with no change to the overall timeline.
- 1062 d. Should the file be found to have erroneous or unclear content, either evaluative
1063 committee may send the candidate a request for correction or clarification,
1064 simultaneously copying in the Dean of Faculty. The candidate will have one week to
1065 reply with a written response; both communications will be added to the file alongside
1066 the evaluating committee's letter.
- 1067 e. Program Evaluation Committee (PEC)
- 1068 1) Composition of the PEC
- 1069 a) For faculty with an appointment to an academic department, the PEC comprises
1070 tenured faculty in the department who are not serving in administrative positions
1071 outside the department. Tenured members of the department who are on
1072 sabbatical in semesters when a promotion case is scheduled for review may opt
1073 to sit on, review, and vote with the PEC if they wish, but such service shall be
1074 neither compulsory nor coerced.

- 1075 b) For faculty appointments within a cross-disciplinary program, the steering
1076 committee shall be responsible for forming a PEC, comprised by at least three
1077 tenured faculty affiliated with the program.
- 1078 c) For joint appointments to two or more academic programs, the PEC will consist
1079 of all faculty members in each program's respective PEC.
- 1080 d) The chair of the PEC shall be the chair or coordinator of the academic
1081 department or cross-disciplinary program. If the program chair or coordinator is
1082 not tenured or is standing for tenure or promotion, or in the case of joint
1083 appointments, the PEC will elect a chair from within its members.
- 1084 e) A PEC will contain no fewer than three members. If a program contains fewer
1085 than three tenured faculty members eligible to serve on the PEC, the person
1086 under review shall submit the names of tenured faculty members from other
1087 programs to serve on the PEC and the Dean of Faculty shall appoint from this
1088 list.

1089 2) Procedures for the PEC

- 1090 a) It is the responsibility of members of the PEC to participate in a thorough and
1091 balanced evaluation of their colleagues. All tenured members should acquire
1092 knowledge of the candidate's teaching, through discussions about teaching with
1093 the candidate, review and discussion of teaching materials, or classroom
1094 observations. The PEC chair will collaborate with the senior faculty and the
1095 candidate to arrange pedagogical discussions or review of course materials as
1096 well as classroom visitations by members of the PEC. The PEC chair may
1097 request to schedule at least one and no more than three classroom visitations total
1098 in the semester prior to a formal review (for pre-tenure, tenure, or promotion to
1099 professor). The PEC chair and the candidate will work together to find mutually
1100 acceptable times for the visits. Faculty should also acquaint themselves with the
1101 candidate's professional work and service to the College by reviewing the
1102 candidate's evaluation file.
- 1103 b) An evaluative meeting of the PEC will be convened to discuss the candidate's
1104 file. Voting procedures for the PEC will be as follows.
- 1105 i) Voting on motions will be by secret ballot.
- 1106 ii) Votes will be written, with two possible votes of either yea or nay. Any
1107 member of the PEC who is not prepared to vote yea or nay on the motion of a
1108 candidate for contract renewal or promotion should recuse themselves from
1109 the proceedings for that particular case giving at least two weeks' notice
1110 before the meeting. If a recusal will result in a number fewer than three
1111 remaining members on the PEC, the PEC will be reconstituted according to
1112 the terms specified above in the section pertaining to the Composition of the
1113 PEC. A motion to recommend renewal or promotion will pass if and only if
1114 a majority of the votes cast are in favor of the motion.
- 1115 iii) At all evaluation levels, a vote shall be taken on a motion to recommend the
1116 candidate for contract renewal, tenure and promotion, or promotion as
1117 appropriate.
- 1118 c) Following this evaluative meeting, the PEC chair will write a letter summarizing
1119 the results of the meeting. The letter must reflect both the majority and minority
1120 opinions of the tenured faculty, including the tally of all votes cast.
- 1121 d) The letter will be circulated to all members of the PEC for review and signature.

- 1122 e) The letter will be delivered to the faculty member and a copy to the Office of the
1123 Dean of Faculty.
- 1124 f) The faculty member under review will have one week after receiving the PEC
1125 chair's letter to submit a written response (if desired) to that letter prior to
1126 advancement of the faculty member's file to the College Evaluation Committee.
1127 This response will be attached to the recommendation of the PEC chair and will
1128 be added to the evaluation file by the PEC chair.
- 1129 g) The evaluation file will be delivered to the Office of the Dean of Faculty and the
1130 PEC chair's letter and any response to that letter will be placed in the faculty
1131 member's evaluation file.
- 1132 f. College Evaluation Committee (CEC)
- 1133 1) Composition of the CEC
- 1134 a) The CEC shall consist of seven tenured faculty members. No two faculty
1135 members serving on this committee may have appointments in the same
1136 academic program. Members of this committee serve three-year terms with two
1137 or three members elected annually at a spring semester faculty meeting.
- 1138 b) No chairs or coordinators or members of the administration may serve on this
1139 committee.
- 1140 c) A faculty member may serve on this committee for no more than two consecutive
1141 terms. In the event that a member leaves the CEC, the Faculty Senate will hold
1142 an election for a replacement to serve out the unexpired term.
- 1143 d) Persons under evaluation for professor must recuse themselves from the CEC
1144 before participating in any reviews for promotion to the rank of professor.
- 1145 2) Procedures for the CEC
- 1146 a) The CEC will review pre-tenure files in the fall semester, and files for those
1147 standing for tenure and/or promotion in the spring semester.
- 1148 b) The CEC shall strictly limit its discussions regarding a faculty member standing
1149 for promotion or tenure to materials included in the evaluation file.
1150 Unsubstantiated comments are not acceptable items for discussion. If a CEC
1151 member does communicate any information not present in the evaluation file and
1152 that may be prejudicial to the candidate's case for promotion, that person must
1153 submit this information in writing to the CEC and provide a copy to the faculty
1154 member under review. The faculty member will then be entitled to respond to
1155 this new document in writing to the CEC within one week.
- 1156 c) If any member of a PEC is also serving on the CEC, he or she may not be present
1157 for discussion or vote in the CEC's evaluation of the faculty member from their
1158 program.
- 1159 d) If there are any questions regarding the file the CEC may request, in writing,
1160 further clarification from the PEC. The clarifications from the PEC must be
1161 returned to the CEC in writing. The CEC will provide copies of any such written
1162 communications to the faculty member under review, as well as to the Dean of
1163 Faculty, who will be responsible for placing copies in the candidate's evaluation
1164 file.
- 1165 e) Voting procedures for the CEC will be as follows.
- 1166 i) At both the PEC and CEC levels, a vote shall be taken on a motion to
1167 recommend the candidate for contract renewal, tenure and promotion, or
1168 promotion to professor, as appropriate.

- 1169 ii) Voting on motions will be by secret ballot.
- 1170 iii) Votes will be written, with two possible votes of either yea or nay. A
- 1171 motion to recommend renewal or promotion will pass if and only if a
- 1172 majority of the votes cast are in favor of the motion.
- 1173 iv) Any member of the College Evaluation Committee can make a motion to
- 1174 reconsider a previous vote prior to the end of the deliberations and the
- 1175 communication of the decision to the Dean of Faculty.
- 1176 f) The final recommendation of the CEC together with reasons and vote will be
- 1177 communicated in writing to the Dean of Faculty, the faculty member under
- 1178 review, and the chair of the PEC.
- 1179 g) The faculty member under review will have one week after receiving the CEC's
- 1180 letter to submit a written response (if desired) to that letter prior to advancement
- 1181 of the faculty member's file to the Dean of Faculty. This response will be
- 1182 attached to the recommendation of the CEC and will become part of the faculty
- 1183 member's file.
- 1184 h) The CEC will keep a confidential record of its meetings. The record will include
- 1185 dates and times of its meetings, names of persons present, items discussed, action
- 1186 taken and the record of such decisions on tenure and promotion of faculty
- 1187 members. The chair will appoint a secretary at each meeting, and the minutes of
- 1188 the meeting will be available only to the members of the CEC. A copy of such
- 1189 minutes will be submitted to the Office of the Dean of Faculty.
- 1190 i) The CEC will elect its own chair.
- 1191 j) The CEC will establish or reaffirm procedures governing its own internal
- 1192 functioning, but it will not establish any evaluative guidelines beyond those
- 1193 specified in these bylaws. These procedures must be approved by the Faculty
- 1194 Senate.
- 1195 g. Dean of Faculty
- 1196 1) The Dean of Faculty will review the file, all prior recommendations, and all written
- 1197 responses by the faculty member. The Dean of Faculty's recommendation, together
- 1198 with reasons, will be communicated in writing to the President of the College, the
- 1199 faculty member under consideration, and the chairs of the PEC and CEC. The letter
- 1200 will become part of the evaluation file.
- 1201 2) The faculty member under review will have one week after receiving the Dean of
- 1202 Faculty's letter to submit a written response (if desired) to that letter prior to the
- 1203 advancement of the file to the President. This response will be attached to the
- 1204 recommendation of the Dean of Faculty and will become part of the faculty
- 1205 member's file.
- 1206 3) If the faculty member determines that there are grounds for appealing the Dean of
- 1207 Faculty's recommendation to the President, the faculty member may request a review
- 1208 of the case through the appeals process. If so, the faculty member must request the
- 1209 appeal in writing within one week from receipt of the Dean of Faculty's
- 1210 recommendation. The faculty member and the Dean of Faculty will then have two
- 1211 weeks to form a special Appeals Committee. The Appeals Committee shall consist
- 1212 of three tenured faculty members, with one member chosen by the faculty member
- 1213 filing the appeal, the second one chosen by the Dean of Faculty, and a third person
- 1214 acceptable to both parties. The Appeals Committee shall review the case and make a

- 1215 written recommendation on the merits of the appeal to the President and to the
1216 faculty member. That recommendation will become part of the evaluation file.
- 1217 4) Each year, the Dean of Faculty will establish deadlines for the various steps in the
1218 evaluation process.
- 1219 5) The Dean of Faculty is responsible for placing all letters from evaluative groups in
1220 the faculty member's evaluation file and is responsible for establishing procedures to
1221 ensure the security of the evaluation file.
- 1222 h. President
- 1223 1) The President shall review the file, all previous recommendations, and written
1224 responses by the faculty member. The President's recommendation, together with
1225 reasons, will then be communicated in writing to the Academic Affairs Committee of
1226 the Board of Trustees and to the faculty member. All other recommendations from
1227 the PEC, CEC, and Dean of Faculty, as well as all written responses will also be
1228 forwarded to the Academic Affairs Committee of the Board of Trustees.
- 1229 2) The faculty member under review will have one week after receiving the President's
1230 letter to submit a written response (if desired) to that letter prior to consideration of
1231 the case by the Academic Affairs Committee of the Board of Trustees.
- 1232 3) If there has not yet been an appeal and the faculty member determines that there are
1233 grounds for appealing the President's recommendation to the Board, the faculty
1234 member may request a review of the case through the appeals process. If so, the
1235 faculty member must request the appeal in writing within one week from receipt of
1236 the President's recommendation. The faculty member and the President or their
1237 designee will then have two weeks to form a special Appeals Committee. The
1238 Appeals Committee shall consist of three tenured faculty members, with one member
1239 chosen by the faculty member filing the appeal, the second one chosen by the
1240 President or their designee, and a third person acceptable to both parties. The Appeals
1241 Committee shall review the case and make a written recommendation on the merits
1242 of the appeal and that recommendation will become part of the evaluation file.
- 1243 i. Board of Trustees
- 1244 1) The Board of Trustees issues the final decision relating to reappointments,
1245 promotions, tenure, and dismissals.
- 1246 2) The Academic Affairs Committee of the Board of Trustees will review the
1247 recommendations of the President, along with the recommendations of the other
1248 evaluators and committees involved in the faculty evaluation process.
- 1249 3) The Academic Affairs Committee will present its recommendations to the full Board
1250 of Trustees for action. All recommendations and responses will be available to the
1251 Board.
- 1252 4) When the Board of Trustees has made its decision, the faculty member will be
1253 notified in writing of the decision of the Board.
- 1254 G. The Evaluation File
- 1255 1. Evaluation for pre-tenure contract renewal, tenure and promotion requires preparation of an
1256 evaluation file. A clear and concise evaluation file is preferable to one containing
1257 redundancies. The faculty member is responsible for assembly of this file and is the only
1258 individual who can place materials in the file except for evaluative letters (and responses, if
1259 any, to such letters) prepared by the PEC, CEC, Dean of Faculty, President and the Board of
1260 Trustees, and the transmittal memorandum for external letters where applicable (see 7.b.
1261 below). The Office of the Dean of Faculty is responsible for seeing that letters are placed in

the file at the appropriate times in the process. The evaluation file is distinct from the personnel file. Only those materials listed below may be included in an evaluation file and they must be presented in the order given.

- a. Tenure. The tenure file is intended to primarily describe the achievements of the faculty member from the time of hire in a tenurable position at St. Mary's College of Maryland up to the time of the tenure evaluation. Thus, materials from the pre-tenure contract renewal file should be included in the tenure file as indicated below.
 - 1) In situations where the faculty member has had the case deferred, all materials from the initial tenure file will remain in the file. The deferral letter will clearly communicate which materials must be updated or added for the next year's review.
- b. Promotion to Professor. The promotion file is intended to reflect the accomplishments of the faculty member across their career. However, as the focus of the review is on the time since promotion to Associate rank, materials from previous reviews should not be included in the promotion file.
- c. Faculty are eligible for performance-based merit award at most stages of formal evaluation (pre-tenure review, tenure review, up to two three-year post-tenure evaluations, promotion to professor, and five-year post-tenure evaluations). These awards are made in either flat (pre-tenure and three-year post-tenure reviews) or incremental amounts. Merit awards are recommended by the Dean of Faculty to the President of the College. All merit awards take effect at the start of the subsequent contract year.
- d. The specific materials to be included in a faculty member's file when evaluated for contract renewal, tenure, or promotion are noted in Table 1 and Section H below.
 - 1) "R" indicates that this item or category of materials is required in the file at that milestone.
 - 2) "O" indicates the item or category of materials is optional at that milestone but may be included in the file if applicable or desired.
 - 3) "--" indicates the item or category of items should not be included in the file at that milestone.

Table 1. Materials To Be Included in Faculty Members' Evaluation Files for Pre-Tenure Contract Renewal, Tenure, and Promotion			
Item/Category of Materials	Pre-tenure Contract Renewal	Tenure and Promotion to Associate	Promotion to Professor
1. Recommendations from Evaluators	R	R	R
2. Current CV	R	R	R
3. Self-Report	R	R	R
4. CDSA Participation	O	O	O
5. Colleague Evaluations	O	O	O
6. Student Evaluations	O	O	O
7. External Letters	--	R	R
8a. Classroom Teaching Evaluations	R	R	R

8b. Narrative Teaching Evaluations	--	R	R
8c. Course Materials	R	R	R
8d. Advising Materials	R	R	R
9. Scholarly or Creative Materials	R	R	R
10a. Service Materials	R	R	R
10b. Service Letter	--	--	R
11. Complete Pre-Tenure Contract Renewal File	--	R	--

H. Materials Included in the Evaluation File

1. Recommendations from Evaluators

- a. Following an evaluation, letters by groups involved in the faculty evaluation process will be added to the faculty member's evaluation file by the Office of the Dean of Faculty and will be placed before the CV.

2. Current CV

- a. There will be no limit on the number of pages for the CV, but detailed descriptions of the faculty member's courses and service may be more appropriately included in sections 8 (Materials Documenting Teaching) or 10 (Materials Documenting Service) below, or in the comprehensive self-report.

3. Comprehensive Self-Report

- a. In this report the faculty member reflects on their teaching; scholarly, professional and/or creative activities; service to the College; and goals for the future. The report should go beyond the information presented in the CV and provide an introduction and context for the teaching materials (section 9), scholarly materials (section 10), and service materials (section 11). The suggested length for this self-report is 3000 words.

4. Cross-Disciplinary Study Area Participation

- a. Faculty members who have significant participation in cross-disciplinary study areas, may elect to have a letter of evaluation from the coordinator or from another participant of the relevant area(s) included in the pre-tenure review, tenure, promotion, and/or post-tenure review evaluation file.

5. Colleague Evaluation Letters

- a. The candidate may elect to include letters of evaluation prepared by colleagues who can focus on any area of a candidate's performance about which the evaluator is well informed. These letters can be solicited from junior or senior faculty within the College community, or professionals in the field, and can focus on a person's scholarship, teaching, service or other features of the faculty member's professional performance. With the exception of a letter focusing on College service for the review leading to promotion to the rank of professor, these letters are not required. Any such letters are most likely to be helpful when they come from faculty members who are outside the candidate's Program Evaluation Committee.

6. Student Evaluation Letters

- a. The candidate may elect to include letters of evaluation from students with whom the candidate has interacted in any capacity, but the candidate may not ask students for such letters while they are currently taking a class or other credit-bearing experience with the candidate. These letters may include those from former students or advisees. These

letters are not required for evaluation at any level and are most useful when they address the candidate's work with students outside the typical classroom experience.

7. External Letters

- a. In the case of an individual standing for tenure or promotion to professor, two letters assessing the candidate's scholarship must be solicited from beyond the College community. The faculty member, in consultation with the department chair, will compile a list of at least four professional peers from outside the College. The Dean of Faculty will select two people from the list and will request each to evaluate the faculty member's scholarship.

8. Materials Documenting Teaching

- a. Classroom Teaching Evaluations (College's approved student evaluations)

- 1) Instructor reports of the College's approved student evaluations must be included in the evaluation file for all semesters for both pre-tenure renewal and tenure, and for the semesters since tenure for promotion to the rank of Professor. Student comments from approved student evaluations should not be included in these reports. Additional evaluations generated by the instructor for personal assessment purposes will not be considered and should not be included among materials documenting teaching effectiveness.

- b. Narrative Evaluations of Teaching by Students

- 1) The purpose of the narrative evaluations is to obtain a comprehensive picture of the faculty member's teaching ability. In two out of the three semesters preceding the evaluation (for tenure or for promotion to professor only), students in each of the faculty member's classes will be asked to submit written statements in response to specific questions concerning the criteria for excellent teaching described in these bylaws. The faculty member may request these narrative evaluations from students in any two of the three semesters preceding their evaluation, but all classes must be evaluated in each of the two semesters selected. All narrative evaluation responses from each class must be included in the evaluation file. The person administering the narrative evaluations will be either the department chair or other tenured teaching colleague. The faculty administering narrative evaluations will inform students of the purpose of the evaluation and of the way in which the collected information will be used. Those narratives will remain sealed and kept by the department chair or designee until after grades are due for the semester. All narrative evaluation forms will be added to the evaluation file.

- c. Course Materials

- 1) Because of the high value that St. Mary's places on teaching and the ability to understand a faculty member's approach to teaching through classroom materials, the candidate should select a representative number of documents such as syllabi and assignments to include in the file. This small portfolio should avoid repetition of documents that are very similar or the same, show how the candidate's pedagogical approaches have evolved over time, and give a sense of the breadth of classes taught (for example, where applicable, both upper- and lower-level courses, and experimental and cross-disciplinary study area courses).

- d. Advising Materials

- 1) In the semester preceding the evaluation, the advisees of the faculty member will fill out a questionnaire concerning their advising experiences. The chair or coordinator of

- the program will administer the questionnaire and a summary of this information will be placed in the evaluation file.
9. Materials Documenting Scholarly, Professional, and/or Creative Activities may include:
- a. scholarly publications;
 - b. papers presented at professional meetings;
 - c. articles on creative and intellectual topics in journals, magazines, or newspapers;
 - d. documentation of exhibitions, creations, performances, and presentations;
 - e. additional material such as announcements or reviews relevant to a person's literary, artistic, dramatic and musical creations, exhibitions, performances and presentations;
 - f. writings on educational issues; textbooks and other books of an intellectual character authored or edited by the person;
 - g. documentation concerning the development and organization of scholarly symposia, conferences, or other events that enhance the intellectual life at or outside the College and concerning addresses delivered at such events;
 - h. consulting or adjudicating reports of a professional nature and reviews of professional work;
 - i. external grant proposals; information concerning study or training that expands the competence of the faculty member into new areas;
 - j. information regarding other expressions of continuing professional involvement and growth;
 - k. documentation of recognition by peers at or outside the College of the faculty member's professional work; and
 - l. other information that the faculty member deems pertinent.
10. Materials Documenting Service
- a. Service Materials
 - 1) Any materials that the faculty member deems to be pertinent may be included, particularly those that support themes discussed in the self-report. These materials may include committee reports written entirely or in part by the candidate, awards for college service, unsolicited letters, brochures or other material evidence of service, etc.
 - b. Service Letter
 - 1) For promotion to professor only, each candidate's file must include one letter from a faculty or staff member, supervisor, professional colleague, or other collaborator (within or outside the College community) that documents the candidate's contribution to a particular service activity or set of activities. Generally, the candidate should choose the most significant and/or relevant service activity to be represented by this letter. Multiple letters are acceptable if there are multiple activities that the candidate feels should be highlighted; but an excessive number of letters should not be included.
11. Complete Pre-Tenure Contract Renewal File
12. Materials Not to be Included in the Evaluation File
- a. The evaluation file must not contain yearly self-reports, employment contracts, duplicates of documents (e.g., page proofs in addition to the published article), or raw data from supplemental self-designed classroom teaching evaluations (i.e., the actual response forms).

I. Three-Year and Five-Year Post-Tenure Review Evaluation Process

1. The purpose of the post-tenure review is to ensure that tenured faculty members are growing as teacher-scholars and contributing to the welfare of the College community.
2. The first three-year post-tenure review will take place in the fifth semester after tenure and promotion. In the sixth year after tenure, the faculty member may either repeat the three-year post-tenure review (due in fall semester) or may instead stand for promotion to professor in the spring. The faculty member will continue to undergo three-year post-tenure reviews until earning promotion to professor. Faculty members are still required to undergo post-tenure review every third fall semester as a means of documenting professional productivity and growth. Should a faculty member elect to be considered for promotion to professor at the time that the three-year review would take place, that evaluation will replace the three-year review. The faculty member will still be eligible for the three-year review merit award in addition to the promotion merit award.
3. The first five-year review will take place in the 11th semester after promotion to professor and every five years thereafter.

J. Post-Tenure Review Evaluation Process

1. The faculty member under review will compile an evaluation file documenting accomplishments in the areas of teaching, scholarship, and service. The file must include a current CV, comprehensive self-report that describes teaching, advising, scholarship, and service accomplishments, College-approved student evaluations, course material, materials documenting scholarly, professional and/or creative activities, and materials documenting service to the College.
2. The Dean of Faculty will evaluate the file and communicate in writing the decision regarding faculty performance and accompanying merit award (where applicable) to the faculty member. The letter will be shared with the faculty member and become part of the evaluation file..
3. The Dean of Faculty will arrange a meeting with the faculty member to follow up on the post-tenure review, answer any questions regarding the letter, discuss plans to stand for promotion, or address performance concerns.
4. The faculty member under review will have one week after receiving the Dean of Faculty's letter to submit a written response (if desired) to that letter to the President. This response will be attached to the decision of the Dean of Faculty and will become part of the faculty member's file.
5. If the faculty member determines that there are grounds for appealing the recommendation of the Dean of Faculty regarding merit evaluation, the faculty member may request a review of the case through the appeals process. If so, the faculty member must request the appeal in writing within one week from receipt of the Dean of Faculty's recommendation. The faculty member and the Dean of Faculty will then have two weeks to form a special Appeals Committee. The Appeals Committee shall consist of three tenured faculty members, with one member chosen by the faculty member filing the appeal, the second one chosen by the Dean of Faculty, and a third person acceptable to both parties. The Appeals Committee shall review the case and make a written recommendation on the merits of the appeal to the President and to the faculty member. That recommendation will become part of the evaluation file.
6. The President shall review the file, the decision of the Dean of Faculty and the faculty member's letter of response to the Dean of Faculty. The President will make the final decision regarding the evaluation and communicate this decision in writing to the faculty member.

K. Policy and Procedures on Appointment, Promotion, and Tenure of Library Faculty

1. Introduction

- a. Librarians at St. Mary's College of Maryland (SMCM) hold faculty status and as such are colleagues with the academic teaching faculty in pursuit of the mission of the College. SMCM librarians use professional, scholarly, and disciplinary knowledge in a variety of ways: selecting, acquiring, and organizing scholarly information; teaching in both formal and informal settings; and providing management of staff and resources in order to facilitate access to scholarly information and library services for all members of the campus community.
- b. The SMCM librarians must remain professionally informed, contribute to the development of ideas and knowledge in their fields of expertise, participate in opportunities to share and discuss that knowledge, and seek opportunities for service in the Library, on campus, with our state consortium, and nationally.
- c. The policies and procedures outlined below describe the process whereby librarians obtain their rank at appointment, are promoted, earn tenure or emeritus status, and receive professional leave at the College. This document applies to all librarians holding the ranks of Instructor, Assistant Librarian, Associate Librarian, or Librarian. Contractual librarians are not eligible for tenure but may receive a rank.

2. Types of Appointments

- a. Temporary appointments of individuals include the following titles: visiting, term, and adjunct. The rank of temporary librarians will be determined using the same criteria for appointing tenure or tenure-track librarians to a rank, with the exception of criteria for service to the College.
- b. Tenure-track. A person appointed to a tenure-track position receives probationary employment that may lead to tenure, subject to the procedures, guidelines, and standards described in this document.
- c. Tenured. Persons who have been granted tenure may expect continuous employment at St. Mary's College of Maryland subject to the conditions outlined in the Faculty Bylaws.
- d. Emeritus and Emerita Rank. The rank of Librarian Emeritus or Librarian Emerita is a distinct honor that may be conferred only upon those librarians who retire from the College, after having distinguished themselves through sustained high quality of librarianship and service to students, service to the College, and scholarly, professional and/or creative achievement. The rank exists to recognize outstanding accomplishment and loyalty to the College and to provide the opportunity for continuing institutional affiliation after formal retirement.
- e. Further details on appointment procedures can be found in Section II.D.4.c., Appointment Types.

3. Minimum Criteria for Appointing Librarians to a Rank

- a. Each full-time librarian at SMCM holds a functional position title based on their primary work assignment. In addition, each librarian holds a faculty rank commensurate with their level of professional experience and achievement. Expectations regarding librarianship, service, and professional achievement will vary from rank to rank. The higher the rank, the higher the level of expected proficiency. Meeting the following criteria for rank appointment is a necessary but not always a sufficient basis for appointment. When it is in the best interest of the College, any of the standards listed below may be waived to permit the appointment of individuals of distinguished achievement.

- b. Instructor
 - 1) Substantial progress towards a master's degree from an American Library Association accredited program or other appropriate terminal degree is usually required.
 - 2) Previous library experience is desirable.
 - 3) Strong evidence of potential for growth as a librarian.
 - c. Assistant Librarian
 - 1) A master's degree from an American Library Association accredited program or other appropriate terminal degree is usually required.
 - 2) Previous library experience.
 - 3) Strong evidence of marked potential for growth as a librarian.
 - d. Associate Librarian
 - 1) A master's degree from an American Library Association accredited program or other appropriate terminal degree.
 - 2) Completion of five years of successful librarianship at the college level as an Assistant Librarian or comparable rank.
 - 3) Excellence as a librarian.
 - 4) Professional achievement of high quality.
 - 5) Significant service to the College.
 - e. Librarian
 - 1) A master's degree from an American Library Association accredited program or other appropriate terminal degree.
 - 2) Completion of at least five years at the rank of Associate Librarian.
 - 3) Demonstration of continued excellence as a librarian.
 - 4) Professional achievement of high quality, recognized by professional peers beyond the campus.
 - 5) Superior service to the College community, preferably in leadership roles.
 - f. Further information about appointments may be found in Section IV.C, Conditions for Tenure-Track and Tenured Appointments.
4. Standards for Evaluating Librarians for Pre-tenure Contract Renewal, Tenure, Promotion and Post-tenure Review
- a. The three basic criteria applied to librarian evaluation are excellence in librarianship; service to the College and the wider community; and scholarly, professional, and/or creative achievement. Librarianship of high quality in the area of assigned responsibility is of greatest importance and cannot be replaced by high achievement in other areas.
 - b. The following definitions and guidelines are used in the evaluation of librarians.
 - 1) Excellence in Librarianship
 - a) Librarianship at SMCM includes developing, providing access to, managing, or preserving the library's collections and instructing students, faculty, and others in the use of scholarly information resources and services. Librarians must demonstrate superior performance in their area(s) of assigned responsibility and must participate in the collaborative endeavors of librarianship. While librarians may carry out many different functions and roles, these are some common elements that characterize excellent librarians working at a teaching-focused primarily undergraduate institution.
 - b) Excellent librarians should:

- i) Show respect for all students and concern for their intellectual development.
- ii) Have broad and deep knowledge of librarianship and how it relates to other disciplines.
- iii) Demonstrate a commitment to librarianship through an ongoing professional development process that includes flexibility, experimentation, and critical self-reflection.
- iv) Have the ability to communicate effectively and encourage students to actively engage with diverse ideas both in and out of the classroom.
- v) Encourage students to think critically about and clearly express their ideas throughout their intellectual life.
- vi) Take an active and effective role in advising. Advising should include knowledge of relevant college policies and procedures, timely and accurate responses to advisee queries, informed guidance in course selection, knowledge of student interests and goals, and active discussion of post-graduation academic and career decisions.
- c) Demonstrated excellence in librarianship may include, but is not limited to, the following:
 - i) Acquiring additional graduate degrees bearing on the area of core responsibility.
 - ii) Analyzing, cataloging, classifying, describing, or indexing library materials.
 - iii) Continuing professional development.
 - iv) Designing or developing new information resources.
 - v) Developing instructional materials in print or electronic formats.
 - vi) Instructing in the use of library materials and in support of information literacy goals and outcomes in collaboration with faculty in classes.
 - vii) Providing reference and research services to teach patrons how to find credible and appropriate information.
 - viii) Leading through administrative or project responsibilities.
 - ix) Mentoring students and colleagues.
 - x) Organizing and retrieving information.
 - xi) Participating on committees or task forces within the library.
 - xii) Selecting, evaluating, acquiring, or preserving library and archival materials.
 - xiii) Participating in University System of Maryland and Affiliated Institutions (USMAI) consortial committees, groups, task forces, etc. essential to the successful operational functions of the consortium.
- 2) Service to the College and the Wider Community
 - a) As part of their service to the College, librarians are expected
 - i) to attend general faculty meetings as well as program meetings
 - ii) to serve on standing committees or ad hoc committees of the College and/or the Faculty Senate
 - iii) to participate in institutional self-study and evaluation programs
 - iv) to attend faculty workshops and conferences, College convocations and commencement exercises
 - v) to nominate candidates for degrees, honors and prizes

- vi) to help formulate courses and programs.
- b) Librarians are expected to conduct themselves professionally and to accept their fair share of the Library's and College's administrative workload. Librarians should contribute to the wellbeing of the College and its students and personnel by participating in activities and programs that improve the functioning of the institution and enhance life at the College.
- c) Additional service activities may include, but are not limited to, the following:
- i) Preparing displays, newsletters, or publications for the College.
 - ii) Participating in recruitment of faculty and staff.
 - iii) Organizing, or active participation in, programs that enhance the cultural or intellectual life of the College or in the wider community.
 - iv) Organizing, or active participation in, social, charitable, or educational programs at the College or in the wider community.
 - v) Contributing to alumni relations, student recruitment, and college advancement.
 - vi) Contributing to extra-curricular programs or activities that enhance student development.
 - vii) Contributing to international programs and study abroad.
 - viii) Serving on library committees outside usual area of responsibility.
 - ix) Serving on voluntary USMAI consortial communities or on state, regional, or national committees of professional organizations.
- 3) Scholarly, Professional, and/or Creative Achievement
- a) Scholarly, professional, and/or creative activities beyond the SMCM Library enhance the intellectual development of the librarian. These achievements are evidence of the ways in which librarians contribute to the development of the theory and/or practice of the profession.
- b) Contributions in this area may include, but are not limited to, the following:
- i) Acceptance of articles by recognized professional, peer-reviewed journals.
 - ii) Acceptance of articles by respected national journals, magazines, or newspapers.
 - iii) Publication of books or book chapters of an intellectual nature by reputable publishers.
 - iv) Publication of digital projects and/or collections, software, web pages, and/or manuals.
 - v) Service on editorial boards.
 - vi) Publication of reviews.
 - vii) Contributions to exhibitions, films, videos.
 - viii) Awarding of grants, fellowships, prizes, or other awards.
 - ix) Design of original plans.
 - x) Presentation of papers, programs, or posters at scholarly or professional meetings.
5. Expected Achievements of Librarians at Various Evaluations
- a. Pre-tenure Contract Renewal
- 1) At the time of this evaluation, the candidate should have made significant progress towards achieving excellence in librarianship. It is also expected that the candidate will have begun to implement a program of service to the College and scholarly, professional and/or creative activities. Although the candidate will be evaluated in

- all three areas, primary importance will be given to the person's librarianship. Persons who are not professionally competent or who fail to demonstrate continued significant progress towards excellence in librarianship, service, or scholarly/professional/creative activity should not be reappointed. Librarians who have not completed the work for the appropriate terminal degree generally will not be reappointed.
- b. Tenure and Promotion to Associate Librarian
 - 1) In this evaluation, the candidate's librarianship, service, and scholarly, professional, and/or creative achievements will be assessed. For the granting of tenure and promotion to Associate Librarian, the candidate must be an excellent librarian. Scholarly, professional, and creative accomplishments must be of high quality and recognized by professional peers beyond the campus. Service to the College must be of high quality. All achievements must be consistent with the expectations by the College spelled out in the pre-tenure evaluations.
 - c. Promotion to Librarian
 - 1) Librarians with tenure are expected to continue to develop as librarians, colleagues, and scholars throughout their careers. For promotion to Librarian, the candidate must continue to be an excellent librarian, and demonstrate continuing high quality professional activity recognized outside the College. Service to the College should be of superior quality and include leadership roles. The librarian's progress should be consistent with the expectations by the College spelled out in earlier evaluations.
6. The Evaluation Process for Pre-tenure Contract Renewal, Tenure, and Promotion of Librarians
- a. The librarian evaluation process is established for the evaluation of all full-time librarians for the purposes of pre-tenure contract renewal, the awarding of tenure, and promotion to higher rank. The formal evaluation for pre-tenure and tenured librarians is focused on an evaluation file consisting of required materials specific to the stage of evaluation and prepared by the librarian under evaluation. Once submitted, the evaluation file is the common document reviewed and evaluated in sequence by the evaluative chain, with the exception of instructors, whose files are evaluated only by the chair and the Dean of Faculty. The chain of evaluation is as follows: the Library Evaluation Committee makes a recommendation to the College Evaluation Committee who makes a recommendation to the Dean of Faculty who in turn makes a recommendation to the President. The President recommends an action to the Academic Affairs Committee of the Board of Trustees and the Board of Trustees makes the final decision.
 - b. Confidentiality of the Process and Conduct of Participants in the Process
 - 1) Committees and individuals involved in the evaluation process have the right and the responsibility to conduct their deliberations without outside interference.
 - 2) Participants in the evaluation process must observe strict confidentiality at each step. Discussions about a candidate may only involve those with direct knowledge of the content of the librarian's file.
 - 3) Librarians shall be notified of all decisions that concern them and will be informed of the reasons for each decision.
 - 4) Upon written request by a librarian or an officer or committee involved in the evaluation process, the Faculty Senate shall investigate any allegations of violations of procedures.
 - c. Timetable of the Evaluation Process

- 1) Pre-tenure Contract Renewal
 - a) The following timetable applies to persons who are appointed to tenure-track positions at the entry level. For librarians who are credited with previous experience in librarianship, appropriate adjustments will be made as described in the appointment letter.
 - b) The pre-tenure evaluation will be conducted during the fifth semester of the librarian's employment at the College.
 - c) The librarian must have their evaluation file submitted to the library director by August 15th prior to the start of their fifth semester.
 - d) Following the formal pre-tenure evaluation in the third year, the library director will discuss with the librarian the expectations for tenure as outlined in the program letter.
- 2) Tenure and Promotion to Associate Librarian
 - a) The evaluation for granting of tenure and simultaneous promotion to associate librarian will typically occur in the librarian's twelfth semester at the College, unless an earlier time is agreed to by the Dean of Faculty or an extension has been granted. Pre-tenure sabbatical time is included in this count. Leave of absence may also be included in this count.
 - b) The librarian must have their evaluation file submitted to the library director by a time determined by the Dean of Faculty.
- 3) Promotion to Librarian
 - a) As early as the twelfth semester following tenure and promotion to Associate Librarian, a librarian may make application to the library director to be promoted to Librarian. This time includes any time on sabbatical from the College. This time may include leaves of absence.
- d. The Evaluation Process
 - 1) Review of candidates for reappointment, tenure, and promotion is conducted by the following groups and individuals, in the specified order. The specific purpose of each group or individual is to evaluate the performance of the faculty member under review, and make recommendations on pre-tenure contract renewal, tenure, or promotion.
 - 2) The candidate is responsible for submitting the completed electronic file to the LEC Chair and to the Office of the Dean of Faculty simultaneously no later than close of business on the indicated due date, or the following business day if the due date is a weekend or holiday.
 - 3) Should the file be found to have structural problems, mechanical or permissions issues, or inaccessible content, the Office of the Dean of Faculty may communicate with the candidate to pursue corrections. If the candidate is unavailable or unresponsive to this request after one week, the file will progress through the evaluation chain noting that deficiency.
 - 4) Should the file be found to have erroneous or unclear content, either evaluative committee may send the candidate a request for correction or clarification, simultaneously copying in the Dean of Faculty. The candidate will have one week to reply with a written response; both communications will be added to the file alongside the evaluating committee's letter.
 - 5) Library Evaluation Committee (LEC)
 - a) Composition of the LEC

- i) The Library Evaluation Committee (LEC) comprises librarians with tenure who are not serving in administrative positions outside of the Library. Tenured members of the Library who are on sabbatical in semesters when a promotion case is scheduled for review may opt to sit in on, review, and vote with the LEC if they wish, but such service shall be neither compulsory nor coerced.
- ii) The chair of the LEC shall be the Library Director. If the Library Director is not tenured or is standing for tenure or promotion, the LEC will elect a chair from within its members.
- iii) A LEC will contain no fewer than three members. If there are no more than two librarians with tenure, the person under review shall submit the names of faculty members from other departments to serve on the LEC and the Dean of Faculty shall appoint from this list.
- b) Procedures for the LEC
- i) It is the responsibility of the LEC to participate in a thorough and balanced evaluation of their colleagues. All LEC members should acquire knowledge of the candidate's librarianship, through discussions about librarianship with the candidate, review and discussion of library-related materials, or observations. The LEC Chair will collaborate with the senior faculty and the candidate to arrange pedagogical discussions or review of materials. The LEC Chair may request, in the semester prior to a formal review (for pre-tenure contract renewal, tenure, or promotion), to schedule one to three (total) observational visits by the library director or other senior faculty. The LEC Chair and the candidate will work together to find mutually acceptable times for the visits. LEC members should also acquaint themselves with the candidate's professional work and service to the College by reviewing the candidate's evaluation file.
- ii) An evaluative meeting of the LEC will be convened to discuss the candidate's file. Voting procedures for the LEC will be as follows.
- (a) Voting on motions will be by secret ballot.
- (b) Votes will be written, with two possible votes of either yea or nay. Any member of the LEC who is not prepared to vote yea or nay on the motion of a candidate for contract renewal or promotion should recuse themselves from the proceedings for that particular case. If a recusal will result in a number fewer than three remaining members on the LEC, the LEC will be reconstituted according to the terms specified above in the section pertaining to the Composition of the LEC. A motion to recommend renewal or promotion will pass if and only if a majority of the votes are cast in favor of the motion.
- (c) At all evaluation levels, a vote shall be taken on a motion to recommend the candidate for contract renewal, tenure and promotion, or promotion as appropriate.
- iii) Following this evaluative meeting, the LEC chair will write a letter summarizing the results of the meeting. The letter must reflect both the majority and minority opinions of the tenured librarians, including all votes cast.

- 1796 iv) The letter will be circulated to all tenured members of the LEC not on
1797 sabbatical for review and signature.
- 1798 v) The letter will be delivered to the librarian and a copy sent to the Office of
1799 the Dean of Faculty.
- 1800 vi) The librarian under review will have one week after receiving the LEC
1801 chair's letter to submit a written response (if desired) to that letter prior to
1802 advancement of the faculty member's file to the College Evaluation
1803 Committee. This response will be delivered to both the LEC chair and the
1804 Dean of Faculty.
- 1805 vii) The evaluation file will be delivered to the Office of the Dean of Faculty and
1806 the LEC chair's letter and any response to that letter will be placed in the
1807 librarian's evaluation file.
- 1808 6) College Evaluation Committee (CEC)
- 1809 a) The CEC will evaluate the librarian according to the standards set forth for
1810 librarians in these Bylaws (Section VK4).
- 1811 b) The CEC shall follow the same procedures in evaluating librarians as those set
1812 forth for teaching faculty in these Bylaws (Section VF4f2).
- 1813 7) Dean of Faculty
- 1814 a) The Dean of Faculty will evaluate the librarian according to the standards set
1815 forth for librarians in these Bylaws (Section VK4).
- 1816 b) The Dean of Faculty shall follow the same procedures in evaluating librarians as
1817 those set forth for teaching faculty in these Bylaws (Section VF4g).
- 1818 8) Appeals Committee
- 1819 a) Appeals may be made as set forth in these Bylaws in Section VF4g3
- 1820 9) President
- 1821 a) The President will evaluate the librarian according to the standards set forth for
1822 librarians in these Bylaws (Section VL4).
- 1823 b) The President shall follow the same procedures in evaluating librarians as those
1824 set forth for teaching faculty in these Bylaws (Section VF4h).
- 1825 c) Appeals may be made as set forth in these Bylaws in Section VF4h3.
- 1826 10) Board of Trustees
- 1827 a) The Board of Trustees issues the final decision relating to reappointments,
1828 promotions, tenure, and dismissals.
- 1829 b) The Academic Affairs Committee of the Board of Trustees will review the
1830 recommendations of the President, along with the recommendations of the other
1831 evaluators and committees involved in the librarian evaluation process.
- 1832 c) The Academic Affairs Committee will present its recommendations to the full
1833 Board of Trustees for action. All recommendations and responses will be
1834 available to the board.
- 1835 d) When the Board of Trustees has made its decision, the librarian will be notified
1836 in writing of the decision of the board.
- 1837 7. Materials Included in the Evaluation File
- 1838 a. Evaluation for pre-tenure contract renewal, tenure, and promotion require preparation of
1839 an evaluation file. A clear and concise evaluation file is preferable to one containing
1840 redundancies. The librarian is responsible for assembly of this file and is the only
1841 individual who can place materials in the file except for evaluative letters (and responses,
1842 if any, to such letters) prepared by the library director, Library Evaluation Committee,

College Evaluation Committee, Dean of Faculty, President, the Board of Trustees, and the transmittal memorandum for external letters where applicable. The Office of the Dean of Faculty is responsible for seeing that letters are placed in the file at the appropriate times in the process. The evaluation file is distinct from the personnel file. Only those materials listed below may be included in a file, and they must be presented in the order given.

1) Tenure. The tenure file is intended to primarily describe the achievements of the librarian from the time of hire in a tenurable position at St. Mary’s College of Maryland up to the time of the tenure evaluation. Thus, materials from the pre-tenure contract renewal file should be included in the tenure file as indicated below.

a) In situations where the faculty member has had the case deferred, all materials from the initial tenure file will remain in the file. The deferral letter will clearly communicate which materials must be updated or added for the next year’s review.

2) Promotion to Librarian. The promotion file is intended to reflect the accomplishments of the faculty member across their career. However, as the focus of the review is on the time since promotion to Associate rank, materials from previous reviews should not be included in the promotion file.

b. The specific materials to be included in a librarian’s file when evaluated for contract renewal, tenure, or promotion are noted in Table 2.

“R” indicates that this item or category of materials is required in the file at that milestone.

“O” indicates the item or category of materials is optional at that milestone but may be included in the file if applicable or desired.

“--” indicates the item or category of items should not be included in the file at that milestone.

Table 2. Materials To Be Included in Librarians’ Evaluation Files for Pre-Tenure Contract Renewal, Tenure, and Promotion

Item/Category of Materials	Pre-tenure Contract Renewal	Tenure and Promotion to Associate	Promotion to Librarian
1. Recommendations from Evaluators	R	R	R
2. Current CV	R	R	R
3. Self-Report	R	R	R
4. Academic Program Participation	O	O	O
5. Colleague Evaluations	O	O	O
6. Student Evaluations	O	O	O
7. External Letters	--	R	R
8a. Materials Documenting Librarianship	R	R	R
8b. Advising Materials	R	R	R
9. Scholarly, Professional, or Creative Materials	R	R	R

10a. Service Materials	R	R	R
10b. Service Letter	--	--	R
11. Complete Pre-Tenure Contract Renewal File	--	R	--

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- 1) Recommendations from Evaluators: Following an evaluation, letters by groups involved in the librarian evaluation process will be added to the librarian's evaluation file by the Office of the Dean of Faculty and will be placed before the CV.
 - 2) Current CV
 - a) There will be no limit on the number of pages for the CV, but it should not describe service or courses taught, as these are more appropriately included in Section 8 (Materials Documenting Librarianship) or Section 10 (Materials Documenting Service) below, or in the comprehensive self-report.
 - 3) Comprehensive Self-report
 - a) In this report the librarian reflects on their librarianship; mentoring process; service to the College and the wider community; scholarly, professional and/or creative activities; and goals for the future. The suggested length for this self-report is 3000 words.
 - 4) Academic Program Participation
 - a) Librarians who have significant participation in an academic program may elect to have a letter of evaluation from the program chair or coordinator or from another participant of the relevant area(s) included in the pre-tenure review, tenure, promotion, and/or post-tenure review evaluation file.
 - 5) Colleague Evaluation Letters
 - a) The candidate may elect to include letters of evaluation prepared by colleagues who can focus on any area of a candidate's performance about which the evaluator is well informed. These letters can be solicited from junior or senior faculty within the College community and can focus on a person's librarianship, service, scholarly/professional/creative activities, or other features of the librarian's professional performance. With the exception of a letter focusing on college service for the review leading to promotion to the rank of professor, these letters are not required. Any such letters are mostly likely to be helpful when they come from faculty members who are outside the candidate's LEC.
 - 6) Student Evaluation Letters
 - a) The candidate may elect to include letters of evaluation from students with whom the candidate has interacted in any capacity, but the candidate may not ask students for such letters while they are currently taking a class or other credit-bearing experience with the candidate, or are directly supervised by the candidate in a paid employment capacity. These letters may include those from former students or advisees. These letters are not required for evaluation at any level and are most useful when they address the candidate's work with students outside the typical classroom experience.
 - 7) External Letters
 - a) In the case of an individual standing for tenure or promotion to librarian, two letters assessing the candidate's scholarship must be solicited from beyond the College community. The candidate, in consultation with the LEC chair, will compile a list of at least four professional peers from outside the College. The

- 1914 Dean of Faculty will select two people from the list and will request each to
1915 evaluate the faculty member's scholarship.
- 1916 8) Materials Documenting Librarianship
- 1917 a) These materials should address the librarian's core area(s) of responsibility, and
1918 may include subject guides, special projects or statistical reports, instructional
1919 materials, loader specifications, web project screen shots, finding aides, etc.
- 1920 b) Advising Materials
- 1921 i) In the semester preceding the evaluation, the advisees of the librarian will fill
1922 out a questionnaire concerning their advising experiences. The library
1923 director will administer the questionnaire and a summary of this information
1924 will be placed in the evaluation file.
- 1925 9) Materials Documenting Scholarly, Professional, and/or Creative Activities may
1926 include:
- 1927 a) scholarly publications;
- 1928 b) papers presented at professional meetings;
- 1929 c) articles on creative and intellectual topics in journals, magazines, or newspapers;
- 1930 d) documentation of exhibitions, creations, performances, and presentations;
- 1931 e) additional material such as announcements or reviews relevant to a person's
1932 literary, artistic, dramatic and musical creations, exhibitions, performances and
1933 presentations;
- 1934 f) writings on educational issues; textbooks and other books of an intellectual
1935 character authored or edited by the person;
- 1936 g) documentation concerning the development and organization of scholarly
1937 symposia, conferences, or other events that enhance the intellectual life at or
1938 outside the College and concerning addresses delivered at such events;
- 1939 h) consulting or adjudicating reports of a professional nature and reviews of
1940 professional work;
- 1941 i) external grant proposals; information concerning study or training that expands
1942 the competence of the faculty member into new areas;
- 1943 j) information regarding other expressions of continuing professional involvement
1944 and growth;
- 1945 k) documentation of recognition by peers at or outside the College of the faculty
1946 member's professional work; and
- 1947 l) other information that the faculty member deems pertinent.
- 1948 10) Materials Documenting Service to the College and the Wider Community
- 1949 a) Service Materials
- 1950 i) Any materials that the librarian deems to be pertinent may be included,
1951 particularly those that support themes discussed in the self-report. These
1952 materials may include committee reports written all or in part by the
1953 candidate, awards for college service, unsolicited letters, brochures, or other
1954 material evidence of service, etc.
- 1955 b) Service Letter
- 1956 i) For promotion to Librarian only, each candidate's file must include one letter
1957 from a faculty or staff member, supervisor, professional colleague, or other
1958 collaborator (within or outside the College community) that documents the
1959 candidate's contribution to a particular service activity or set of activities.
1960 Generally, the candidate should choose the most significant and/or relevant

- 1961 service activity to be represented by this letter. Multiple letters are
1962 acceptable if there are multiple activities that the candidate feels should be
1963 highlighted; but an excessive number of letters should not be included.
- 1964 11) Complete Pre-Tenure Contract Renewal File
- 1965 12) Materials Not to be Included in the Evaluation File
- 1966 a) The evaluation file may not contain yearly self-reports, the library director's
1967 annual letters regarding self-reports, employment contracts, duplicates of
1968 documents (e.g. page proofs in addition to the published article), or raw data
1969 from supplemental self-designed evaluations (i.e., the actual response forms).
- 1970 8. Three-Year and Five-Year Post-Tenure Review Evaluation Process for Library Faculty
- 1971 a. The purpose of the post-tenure review is to ensure that library faculty with tenure are
1972 growing as librarians and contributing to the welfare of the College community.
- 1973 b. The first three-year post-tenure review will take place in the fifth semester after tenure
1974 and promotion. In the sixth year after tenure, the library faculty member may either
1975 repeat the three-year post-tenure review (due in fall semester) or may instead stand for
1976 promotion to Librarian in the spring. The library faculty member will continue to undergo
1977 three-year post-tenure reviews until earning promotion to Librarian. Library faculty
1978 members are still required to undergo post-tenure review every third fall semester as a
1979 means of documenting professional productivity and growth. Should a library faculty
1980 member elect to be considered for promotion to Librarian at the time that the three-year
1981 review would take place, that evaluation will replace the three-year review. The library
1982 faculty member will still be eligible for the three-year review merit award in addition to
1983 the promotion merit award.
- 1984 c. The first five-year review will take place in the 11th semester after promotion to
1985 Librarian and every five years thereafter.
- 1986 9. Post-Tenure Review Evaluation Process
- 1987 a. The library faculty member under review will compile an evaluation file documenting
1988 accomplishments in the areas of librarianship, service, and scholarly, professional and/or
1989 creative activities. The file must include a current CV, comprehensive self-report,
1990 materials documenting librarianship, materials documenting service to the College and
1991 wider community, and materials documenting scholarly, professional and/or creative
1992 activities.
- 1993 b. The Dean of Faculty will evaluate the file and communicate in writing the decision
1994 regarding performance and accompanying merit award (where applicable) to the
1995 librarian. The letter will be shared with the library faculty member and become part of the
1996 evaluation file.
- 1997 c. The Dean of Faculty will arrange a meeting with the library faculty member to follow up
1998 on the post-tenure review, answer any questions regarding the letter, discuss plans to
1999 stand for promotion, or address performance concerns.
- 2000 d. The library faculty member under review will have one week after receiving the Dean of
2001 Faculty's letter to submit a written response (if desired) to that letter to the President.
2002 This response will be attached to the decision of the Dean of Faculty and will become
2003 part of the library faculty member's file.
- 2004 e. If the library faculty member determines that there are grounds for appealing the
2005 recommendation of the Dean of Faculty regarding merit evaluation, the library faculty
2006 member may request a review of the case through the appeals process. If so, the library
2007 faculty member must request the appeal in writing within one week from receipt of the

- Dean of Faculty's recommendation. The library faculty member and the Dean of Faculty will then have two weeks to form a special Appeals Committee. The Appeals Committee shall consist of three tenured faculty members, with one member chosen by the library faculty member filing the appeal, the second one chosen by the Dean of Faculty, and a third person acceptable to both parties. The Appeals Committee shall review the case and make a written recommendation on the merits of the appeal to the President and to the library faculty member. That recommendation will become part of the evaluation file.
- f. The President shall review the file, the decision of the Dean of Faculty, and the library faculty member's letter of response to the Dean of Faculty. The President will make the final decision regarding the appeal of the library faculty member regarding the evaluation and communicate this decision in writing to the library faculty member.
 - g. Should a library faculty member elect to be considered for promotion to Librarian at the time that the five-year review would take place, that evaluation will replace the five-year review; however, the library faculty member will still be eligible for the five-year review merit award in addition to the promotion merit award.
- L. Dismissal of a Faculty Member for Adequate Cause
- 1. General
 - a. The Board of Trustees may dismiss a faculty member with tenure or before the end of any contractual appointment only for one or more of the following causes: incompetence, professional or scholarly misconduct, serious neglect of duty, or conviction or admission of a serious crime involving moral turpitude that would evoke condemnation by the academic community (as described in the 1940 Statement of Principles on Academic Freedom and Tenure *American Association of University Professors, 1940 [1970]).
 - b. In a case where immediate harm to the faculty member or to others is threatened by continuance in the position, the person may be suspended at the discretion of the President for the duration of the dismissal procedure while continuing to receive normal salary.
 - 2. Procedures for Dismissal for Adequate Cause
 - a. To dismiss a faculty member, the procedures described below apply. All steps are to be taken as expeditiously as possible.
 - b. Preliminary Proceedings
 - i. Before formal steps are taken, the department chair and the Dean of Faculty shall attempt to hold a special conference with the faculty member concerned and try to resolve the matter by mutual consent. If this is not possible, formal proceedings may be initiated.
 - c. Formal Proceedings
 - 1) The President shall inform the faculty member in writing of the intention of the College to dismiss, and of the reasons for this step. The notification must be delivered personally, or by registered or certified mail, to the last known address of the faculty member. A copy of the President's letter shall be transmitted to the College Evaluation Committee. If the faculty member so requests, the College Evaluation Committee shall conduct an investigation of the reasons and/or hold a hearing (see below). The request of the faculty member to the committee must be made, in writing, no later than ten working days after the receipt of the dismissal notice. After consideration of the report and the recommendation of the College Evaluation Committee, the President shall make a report and a recommendation to

- the Board of Trustees. The faculty member shall receive copies of all reports and recommendations by the College Evaluation Committee and the President at the time they are issued.
- d. The faculty member may appeal the President's decision to the Board of Trustees which will determine the form of the appeal. If the faculty member wishes to appeal the President's decision, the faculty member must submit the request in writing to the Board Chairperson within two weeks of receipt of the President's recommendation to the Board. The faculty member facing dismissal for cause is entitled to a formal hearing before the Board of Trustees to make an appeal to the President's decision. At this appeal, the faculty member shall be entitled to address the Board of Trustees and to be represented by any person or persons of their choice, including an attorney.
 - e. The final action of the Board of Trustees shall be taken at a regular or special meeting. To dismiss a faculty member, an affirmative vote of a majority of all members of the Board of Trustees is required.
3. Investigation and Hearing by the College Evaluation Committee
- a. If the faculty member requests an investigation and/or a hearing by the College Evaluation Committee, the following standards and procedures shall be observed:
 - 1) While the dismissal procedures take place, the President may suspend the faculty member or assign them to other duties in lieu of suspension only if immediate harm to the faculty member or to others is threatened by continuance of regular duties, incompetence, professional or scholarly misconduct, serious neglect of duty, or conviction or admission of a serious crime involving moral turpitude that would evoke condemnation by the academic community. The President will inform the College Evaluation Committee of the suspension, and the Committee may make a recommendation concerning the propriety, the length, and the other conditions of the suspension. During the period of suspension, the faculty member will continue to receive their regular salary.
 - 2) The College Evaluation Committee may, with the consent of the parties concerned, hold joint prehearing meetings with the parties in order to (i) simplify the issues, (ii) determine matters of fact, (iii) provide for the exchange of documentary or other information, and (iv) achieve other appropriate prehearing objectives as will make the hearing fair, effective, and expeditious.
 - 3) The hearing will be closed unless all parties agree to open it to the College community.
 - 4) During the proceedings the faculty member will be permitted to have counsel present, and they may opt to nominate one professional colleague to serve as a spokesperson during the hearing.
 - 5) At the request of either party or the Committee, a representative of a responsible educational organization will be permitted to attend the proceedings as an observer.
 - 6) A verbatim record of the hearing will be taken, and a copy will be made available to the faculty member without cost, at the faculty member's request.
 - 7) The burden of proof that adequate cause exists rests with the institution and will be satisfied only by clear and convincing evidence in the record considered as a whole.
 - 8) At its discretion, the Committee will grant adjournments to enable either party to investigate evidence about which, in its judgment, a valid claim of surprise is made.
 - 9) The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the

Committee in securing witnesses and making available documentary and other evidence that the Committee deems pertinent. Confidential information from the personnel files of other faculty members may be released only with the consent of these persons.

- 10) The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the Committee determines that the interests of justice require admission of their statements, the Committee will identify the witnesses, disclose their statements, and, if possible, provide for interrogatories. Persons who have completed anonymous student evaluations on the faculty member are not considered to be witnesses.
- 11) In the hearing of charges of incompetence, the testimony will, at the request of the faculty member or the College, include that of qualified faculty members from this or other institutions of higher education.
- 12) The Committee will not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved.
- 13) The findings of fact and the decision will be based solely on the hearing record.
- 14) Except for such simple announcements as may be required, covering the time of the hearing(s) and similar matters, and except as otherwise provided by law, public statements, and publicity about the case by either the faculty member or administrative officers will be avoided as far as possible until the proceedings have been completed, including consideration by the Board of Trustees. The President and the faculty member will be notified in writing of the recommendation of the Committee and will be given a copy of the record of the hearing.
- 15) If the Committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the President.
- 16) If the Committee concludes that adequate cause for dismissal has been established, but that an academic penalty less than dismissal would be more appropriate, it will so report, with supporting reasons.
- 17) If the President rejects the report, the President will state the reasons for doing so, in writing, to the Committee and to the faculty member, and provide an opportunity for response within ten days before transmitting the case to the Board of Trustees.

V. Bylaws Governing Lecturer Appointments and Evaluations

A. Minimum Criteria for Appointing Lecturers at Rank

1. Lecturer
 - a. A master's degree in a field relevant to the area of instruction.
 - b. Typically less than five years of full-time teaching experience in higher education.
2. Senior Lecturer
 - a. A master's degree in a field relevant to the area of instruction.
 - b. Typically at least five years of full-time teaching experience in higher education.
3. Master Lecturer
 - a. A master's degree in a field relevant to the area of instruction.
 - b. Typically at least five years full-time teaching experience in higher education at the rank of Senior Lecturer or the equivalent.

B. Conditions for Lecturer Appointments

1. The initial appointment is typically for a term of three years. A notice that the appointment will or will not be renewed must be given in writing by the Dean of Faculty's Office no later

- 2149 than 6 months before the expiration of the contract. Failure to provide notice of non-renewal
2150 by the sixth month before expiration of the contract shall result in contract renewal.
- 2151 2. A second appointment is typically for a term of three years. Notice that the appointment will
2152 or will not be renewed must be given in writing by the Dean of Faculty no later than 12
2153 months before the expiration of the contract.
- 2154 3. Renewals after the second appointment are typically for a term of five years. For such
2155 renewals, notice that the appointment will or will not be extended for another five years must
2156 be given in writing by the Dean of Faculty no later than 12 months before the expiration of
2157 the contract.
- 2158 4. Any failure to provide the required notice of non-renewal by the twelfth month before
2159 contract expiration shall result in an extension of the existing contract of no less than one
2160 year.
- 2161 5. Faculty within the Lecturer track will be appointed to the College under the immediate
2162 supervision of the Dean of Faculty. As appropriate to the disciplinary expertise of the faculty
2163 member and the anticipated teaching responsibilities, the Dean of Faculty may delegate
2164 immediate supervision to a department chair, cross-disciplinary program coordinator,
2165 Associate Dean, or other person as deemed by the Dean of Faculty to be consistent with the
2166 effective operation of the faculty member's duties.
- 2167 6. The full-time teaching load for faculty in the Lecturer track typically is eight courses (32
2168 credits) per academic year. At the request of the faculty member and based on the needs of
2169 the College, a summer teaching load, a specified advising load, or an administrative
2170 assignment can be substituted for a portion of the academic-year load without reduced or
2171 additional compensation.
- 2172 7. Scholarly activity sufficient to remain current in pedagogy and disciplinary content is
2173 expected within the full-time load. Scholarly activity beyond that sufficient for currency is
2174 encouraged but shall not be considered in personnel actions.
- 2175 8. Departmental citizenship in the form of attending department meetings and responding to
2176 administrative requests regarding courses is required. While service beyond basic
2177 departmental and/or programmatic needs is not expected, such extra-departmental service can
2178 be valued and is considered in personnel actions.
- 2179 9. Compensation within the Lecturer track will be commensurate with experience and
2180 competitive to that of tenure-track faculty positions at comparable rank.
- 2181 10. Contract renewals and promotions within the Lecturer track will include concomitant salary
2182 adjustments competitive to those received by tenured and tenure-track faculty members at
2183 similar career milestones.
- 2184 C. Standards for Evaluating Lecturers
- 2185 1. The basic criterion of evaluation is excellence in teaching. Lecturer positions carry only
2186 modest expectations of scholarly activity directed at academic and professional currency.
2187 Modest service to the College beyond basic departmental citizenship is valued but not
2188 required for Lecturers. High quality teaching and the maintenance of excellence and
2189 competence in the classroom are the primary criteria for evaluation and cannot be replaced by
2190 achievement in the other areas.
- 2191 2. Evaluation of excellence in teaching shall follow the standards defined for tenured and
2192 tenure-track faculty.
- 2193 3. Expected teaching achievements at various ranks shall follow the expectations for teaching
2194 achievement for tenured and tenure-track faculty at commensurate ranks. Lecturers who are
2195 not professionally or pedagogically current should not be renewed.

2196 4. Lecturers under review for reappointment may opt to submit a self-report and teaching
2197 materials to the Department Chair to inform the recommendation letter. Any optional
2198 materials from the lecturer must be submitted to the Dean of Faculty with the Chair's
2199 recommendation.
2200

2201 VI. Bylaws Governing Evaluations of Faculty on Visiting or Adjunct Appointments

2202 Program chairs or coordinators are responsible for reviewing the performance of faculty members
2203 with visiting or adjunct appointments. They should regularly review the student evaluations of
2204 these faculty members and meet with them to discuss the results. Visiting and adjunct professors
2205 who are not professionally competent or who lack effective teaching skills should not be
2206 reappointed. Chairs/coordinators should make recommendations about contract renewal or non-
2207 renewal to the Dean of Faculty or their designee.

ST. MARY'S COLLEGE OF MARYLAND
BOARD OF TRUSTEES
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
OCTOBER 6, 2026
ACTION ITEM IV.A.

APPROVAL OF THE REVISED 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 revised FY27 current fund operating budget totaling \$101,341,696 in revenues and \$101,341,696 in expenses.

RATIONALE

Maryland law entrusts the development and approval of the College's operating budget to the Board of Trustees. The Board approved the preliminary FY27 current fund operating budget in May 2026. The revised budget incorporates updated enrollment and auxiliary revenue projections, the State-supported 1.5% cost-of-living adjustment, updated operating requirements, and targeted expense reductions. The revised budget remains balanced and supports the College's mission while maintaining fiscal discipline.

KEY REVENUE REVISIONS

The revised FY27 revenue budget reflects updated enrollment, housing, and dining projections, as well as changes in State funding and other institutional revenue assumptions since approval of the preliminary budget. Collectively, these revisions increase projected net revenue and align the budget with the most current financial and operational information available.

- State appropriation increased by \$548,934 to reflect funding for the 1.5% cost-of-living adjustment.
- Dining services revenue increased by \$852,780 based on an 85% participation assumption, while residence hall revenue decreased by \$330,660 based on updated occupancy projections.
- Tuition and fee revenue decreased by a combined \$331,700 based on updated enrollment assumptions.
- Bookstore revenue is projected to decrease by \$396,000 in anticipation of the operating transition scheduled for March 2027, while projected interest income increased by \$100,000.

Key EXPENSE REVISIONS

The revised FY27 expense budget reflects updates to personnel costs, operating requirements, auxiliary operations, ERP implementation, and strategic initiatives since development of the preliminary budget. Significant revisions include funding for the State-approved 1.5% cost-of-living adjustment and additional resources to support the ERP conversion, including potential backfill positions and specialized implementation support. Other operational adjustments address current institutional priorities. Together, these revisions align budgeted expenditures with current College needs while maintaining a balanced budget and supporting strategic priorities.

- Personnel wages increased by \$373,176, including costs associated with the 1.5% cost-of-living adjustment, and other updated personnel requirements.
- Contractual services increased by \$128,629 for updated institutional operating requirements, while contractual payroll decreased by 364,790.
- Bookstore operating expenses decreased by \$438,416, travel decreased by \$45,167, debt service decreased by \$121,050, and other operating expenses decreased by \$137,964.
- Scholarships and waivers increased by \$84,900.

- Additional operating budget initiatives increased expenditures by \$1.186 million, including funding for ERP staff backfill positions, external implementation resources supporting the ERP conversion project and the first-year lease payment under a five-year Core Network and Wi-Fi Modernization agreement.

Budget Status

The revised FY27 current fund operating budget is balanced, with total revenues and expenses of \$101,341,696.

St. Mary's College of Maryland

FY27 Revised Operating Budget

	FY27 Preliminary Approved Operating Budget	Fav./ (Unfav.) Changes since BoT Approval	FY27 Revised Operating Budget
Undergraduate	1552 (415F); 90 Transfers)		1542 (409F); 85 Transfers)
In-State Full-Time Student Head Count	1392	(10)	1382
DC Resident Full-Time Student Head Count	12	0	12
Out-of-State Full-Time Student Head Count	148	0	148
Part-Time Student Count (Per Credit Hour)	1986	0	1986
Graduate			
MAT Program Student Head Count	24	(8)	16
Revenues			
Tuition	\$ 23,968,500	\$ (268,830)	\$ 23,699,670
Fees	3,987,496	(62,870)	3,924,626
State Appropriations	45,621,738	548,934	46,170,672
Auxiliary Enterprises			
Residence Halls	12,583,450	(330,660)	12,252,790
Dining Services	8,471,880	852,780	9,324,660
Bookstore Operations	1,188,000	(396,000)	792,000
Other Auxiliary Revenue (Residence Halls, Dining Svcs, Other)	45,000	-	45,000
Other Revenue Sources	2,153,536	100,000	2,253,536
Total Operating Revenues	\$ 98,019,600	\$ 443,354	\$ 98,462,954
Revenues Beyond Normal Operating Budget (Strategic	2,878,742	-	2,878,742
Total Revenue (Operating + Additional)	\$ 100,898,342	\$ 443,354	\$ 101,341,696
Expenses			
St. Mary's College Personnel Wages and Benefits	\$ 50,335,575	\$ (373,176)	\$ 50,708,751
Operating Expenses			
Utilities and Fuel	4,005,000	(10,100)	4,015,100
Contractual Payroll (includes student payroll)	4,521,746	(364,790)	4,156,956
Contractual Services	8,773,377	(128,629)	8,644,748
Other Operating Expenses	7,227,979	137,964	7,090,015
Sub-Total, Operating Expenses	\$ 24,528,102	\$ 621,283	\$ 23,906,819
Auxiliary Expenses			
Dining Services (Bon Appetit costs)	\$ 5,300,000	\$ 20,000	\$ 5,280,000
Bookstore Operations	1,315,249	438,416	876,833
Sub-Total, Auxiliary Expenses	\$6,615,249	\$458,416	\$6,156,833
Other Expenses	3,773,579	121,050	3,652,529
Scholarship/Waiver Expenses	9,911,710	(84,900)	9,996,610
Total Normal Operating Expenses	\$ 95,164,215	\$ 742,673	\$ 94,421,542
Additional Expenses Beyond Normal Operating Budget	5,484,127	(1,186,027)	6,670,154
College Operating Budget Contingency	250,000	-	250,000
Total Expenses, Normal and Beyond Normal	\$ 100,898,342	\$ (443,354)	\$ 101,341,696
Surplus (Deficit)	\$ (0)	\$ 0	\$ (0)

**ST. MARY’S COLLEGE OF MARYLAND
BOARD OF TRUSTEES
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
OCTOBER 6, 2026
ACTION ITEM IV.B.
RECONCILIATION OF THE FY26 PLANT FUND BUDGET**

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary’s College of Maryland, of the following reconciliation to the plant fund budget for FY26, as provided.

RATIONALE

The attached schedules are provided for informational purposes and reflect the final approved FY26 plant budget, along with the addition of new projects for FY27 that were approved by the Board of Trustees in February 2026.

Seven major projects with a value exceeding \$200,000 remain active, with a FY27 balance of \$3.68 million. As required, all projects over \$200,000 have received explicit approval from the Board of Trustees. FY26 plant fund activity has been fully reconciled through fiscal year-end, and the newly approved projects from February 2026 have been incorporated.

St. Mary's College of Maryland
Action Item IV.B. Reconciliation of the FY26 Plant Fund
FY26 Plant Project Summary

For June 30, 2026

CARS		FY26			Balance	FY27	FY27
Subfund	Description	Final Budget	FY26 Changes	FY26 Expenditures	Remaining	Additions	Final Budget
3001	Plant Contingency	211,208	77,983	-	289,191	-	289,191
3003	Miscellaneous Maintenance and Repairs	1,019,413	(128,777)	297,363	593,273	500,000	1,093,273
3004	Miscellaneous Small Enhancement	455,120	(68,297)	85,268	301,555	149,940	451,495
3121	Miscellaneous Residence Hall Projects	830,804	224,000	597,267	457,538	185,000	642,538
3239	Residence Hall Furniture	422,015	-	195,580	226,435	200,000	426,435
3270	Campus Wide Signage Upgrade Project (Interior/Exterior)	293,040	-	200,444	92,596	280,000	372,596
6501	GSMRF	482,306	26,967	108,225	401,048	-	401,048
	Projects > \$200K	3,713,906	131,876	1,484,147	2,361,636	1,314,940	3,676,576
	Projects < \$200K	813,671	(51,575)	(59,437)	821,532	305,000	1,126,532
	Total All Projects	4,527,577	80,301	1,424,710	3,183,168	1,619,940	4,803,108
3020	Site Improvements	70,470	-	8,785	61,685	90,000	151,685
3022	Campus Master Plan	114,419	-	-	114,419	-	114,419
3090	Parking Lot Improvements	59,075	-	-	59,075	20,000	79,075
3225	Athletics Renovation	62,759	(10,480)	-	52,279	85,000	137,279
3233	Sun Trust - LOC	35,565	(35,565)	-	-	-	-
3238	Programming/Study Projects	197,230	-	111,204	86,026	100,000	186,026
3245	PG & Dorch ADA Ramps	(29,299)	53,334	-	24,035	-	24,035
3251	Campus Security Lighting	42,000	(42,000)	-	-	-	-
3252	Library Renovation	99	(99)	-	-	-	-
3254	Housing Security Upgrade	46,797	(46,797)	-	-	-	-
3258	Goodpaster Hall	486	(486)	-	-	-	-
3261	ADA Upgrades	57,000	-	-	57,000	10,000	67,000
3263	Traditional Residence Halls Refresh	250,475	-	75,548	174,927	-	174,927
3264	Traditional Resident Halls - Life Sprinklers	125,000	-	-	125,000	-	125,000
3265	Artist House Repairs	635	(635)	-	-	-	-
3267	Tennis Court Renovation Project	(364,458)	-	(364,458)	-	-	-
3268	PG Chiller Renovation Project	106,159	(31,023)	17,146	57,990	-	57,990
3269	MB Renovation Project	39,259	(25,462)	4,700	9,097	-	9,097
3271	Campus Center Flood (FY26)	-	87,638	87,638	-	-	-
Total Projects		813,671	(51,575)	(59,437)	821,532	305,000	1,126,532

St. Mary's College of Maryland
Action Item IV.B.
Reconciliation of the FY26 Plant Fund Budget

FY26 Initial Plant Budget		4,527,577
Final FY26 Plant Budget		<u>4,527,577</u>
FY26 Expenditures	1,424,710	
FY26 Available Balance		3,102,867
FY27 New Projects	1,619,940	
FY27 Available Project Budgets		<u>4,722,807</u>
Cash Available in Unexpended Plant Fund July 1, 2026		1,517,253
FY26 Facility Fee Receipts		<u>1,517,166</u>
Plant Fund Cash		<u>3,034,419</u>
FY26 Plant Fund Expenses	1,424,710	
July 1, 2026 Plant Fund Available Cash		<u>1,609,709</u>
Less: Approved New Projects FY27		<u>(1,619,940)</u>
Excess / (Deficit) Plant Funds		<u>(10,231)</u>
FY27 Projected Facility Fees		<u>1,619,940</u>
Projected Plant Fund Balance		<u>1,609,709</u>

**ST. MARY'S COLLEGE OF MARYLAND
BOARD OF TRUSTEES
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
OCTOBER 6, 2026
ACTION ITEM IV.C.**

REVISIONS TO THE BACKGROUND CHECK POLICY (CRIMINAL AND CREDIT)

RECOMMENDED ACTION

The Finance, Investment and Audit (FIA) Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the revised Criminal Background Check and Credit History Check Policy.

RATIONALE

The Criminal Background Check and Credit History Check Policy has been revised to strengthen St. Mary's College of Maryland's (SMCM or "the College") framework for conducting individualized, legally compliant assessments of criminal and credit history information, and to formalize the governance structure responsible for administering those assessments. The revised policy establishes a dedicated Criminal Background and Credit History Review Committee, clarifies the positions subject to background and credit history screening, and incorporates current federal and Maryland fair-hiring requirements, including the Fair Credit Reporting Act (FCRA) and EEOC guidance on the use of criminal history in employment decisions. If approved, the revised policy supersedes the Criminal Background Check Policy last revised April 14, 2014. The proposed effective date of the revised policy is November 1, 2026

The FIA Committee is recommending the following additions to the policy:

- Establishment of the Criminal Background and Credit History Review Committee, with standing membership consisting of the Associate Vice President for Human Resources (Chair), the Investigator and Hearing Officer, the hiring division's Vice President (or designee), and the Chief of Public Safety, and ad hoc participation by the Controller or Director of Finance, the Assistant Attorney General, and other subject matter experts as needed.
- Addition of an explicit individualized assessment standard for both criminal history and credit history review, requiring consideration of factors including the nature and gravity of the offense or financial issue, time elapsed since the occurrence, relationship of the information to the responsibilities of the position, evidence of rehabilitation or corrective action, and any mitigating circumstances presented by the individual.
- Clarification that information obtained through a background or credit history check will not automatically disqualify an individual from employment, and that arrests not resulting in conviction will generally not be considered in employment decisions.
- Identification of the categories of positions subject to enhanced background review (e.g., access to minors, residence hall access, fiduciary or financial authority, access to sensitive institutional or personal data, public safety responsibilities, access to controlled substances or secured facilities, and operation of College vehicles) and the categories of positions subject to credit history review (e.g., Vice President for Business & Finance, Controller and Finance Office staff, Payroll personnel, Human Resources personnel with payroll authority, Procurement and purchasing personnel, Financial Aid personnel, and other positions involving significant financial authority).

- Formalization of the screening timeline, confirming that background and credit history checks are initiated only after a contingent offer of employment has been extended and accepted, that employment may not begin until required screenings are completed absent an approved exception.
- Expansion of Fair Credit Reporting Act compliance procedures, including pre-adverse action notice, provision of a copy of the consumer report, a summary of FCRA rights, a reasonable opportunity to dispute or explain adverse information, and final adverse action notice when applicable.
- Revision of the appeal process, transferring appeal authority from the President to the Vice President for Business & Finance, requiring that the reviewing Vice President not have participated in the Review Committee's determination, and allowing an applicant to submit a written appeal to the Vice President for Business & Finance within ten (10) business days of receiving notice of the employment determination, with the Vice President's written decision serving as the College's final determination.
- Addition of confidentiality and records retention requirements, confirming that background and credit history information will be maintained separately from personnel files and accessed only by individuals with a legitimate business need.
- Reservation of the College's right to conduct periodic or additional background and credit history checks for positions involving significant fiduciary responsibility, access to minors, public safety functions, regulatory compliance requirements, significant changes in job responsibilities, or other circumstances determined necessary to protect the interests of the College.
- Inclusion of a standardized FCRA Disclosure form and a combined Authorization to Release Information and Background Screening Authorization form as formal attachments to the policy, ensuring consistent applicant notice and consent practices across all hiring departments.

The revision also removes or modifies the following provisions of the 2014 policy:

- Removal of the seven-year lookback limitation, under which the Review Committee considered only convictions occurring within the preceding seven years. Time elapsed since the offense is retained as one factor within the individualized assessment.
- Removal of the provisions under which certain convictions automatically precluded hiring, including felony theft, embezzlement, identity theft, or fraud for positions with fiduciary responsibilities, and child molestation or other sex offenses for positions involving direct unsupervised contact with students, outreach programs, or access to residence facilities. Such matters will be addressed through individualized assessment.
- Removal of the requirement that screening be conducted as a combined Maryland Department of Justice and Federal Bureau of Investigation fingerprint-based check. The revised policy authorizes the use of third-party vendors, state agencies, and law enforcement entities, with fingerprinting where required by law or position requirements.
- Removal of the fixed procedural deadlines in the 2014 policy, including the applicant's five-day period to submit a written statement, the Review Committee's fourteen-day period to issue a determination, and the ten-business-day period for issuing a decision on appeal.
- Removal of the Criminal Background Check Worksheet, the form used to document the sensitive designation of a position and to guide the Review Committee's deliberations.

- Removal of the Office of Public Safety's responsibility for obtaining Department of Motor Vehicles Pull Notice Reviews for employees who routinely drive College vehicles on College business.
- Removal of the express exemption for faculty promotions to associate professor and professor, which the 2014 policy treated as not constituting a significant change in position sensitivity.
- Modification of the Review Committee's composition, which under the 2014 policy consisted of the Director of Human Resources, the Vice President for Business & Finance or designee, and the Dean of Faculty or designee.

St. Mary's College of Maryland
Criminal Background Check and Credit History Check Policy

~~Revised Effective July 1, 2014~~ Date: August 1, 2026

Responsible Executive: Vice President for Business & Finance

Responsible Office: Office of Human Resources

Policy Summary

~~Criminal background checks will be conducted on any new applicants extended contingent offers of employment with the College. Within this policy, all employees hold sensitive positions to include: all faculty and staff hired into permanent positions, all faculty and staff hired into contractual positions, and certain student employees hired into programs with criminal background check requirements. Criminal background checks are not required for current employees unless: a) the College is required by law to conduct a background investigation, b) an existing faculty or staff member changes job responsibilities or is promoted to the extent that the sensitivity of the new position is significantly different than the sensitivity of the existing position. (Faculty promotions to associate professor and professor are not considered significantly different and not subject to criminal background checks). The hiring department is responsible for working with the Criminal Background Check Review Committee to determine the specific areas of sensitivity for the position in accordance with this policy. If the background check reveals a conviction relevant to the position, the individual extended an offer of employment may, after consideration by the Criminal Background Check Review Committee, be disqualified from holding that position.~~

St. Mary's College of Maryland ("the College") is committed to maintaining a safe, secure, and trustworthy environment for students, employees, visitors, and the broader campus community. To support this commitment, the College conducts criminal background checks and, where appropriate, credit history checks on individuals being considered for employment and other affiliated positions.

Background screening is intended to promote campus safety, protect institutional resources, reduce organizational risk, and support informed employment decisions while ensuring compliance with applicable federal and state laws.

The College recognizes the importance of fair hiring practices and will evaluate criminal and credit history information only when it is job-related and consistent with business necessity. Information obtained through a background check or credit history check will not automatically disqualify an individual from employment. The College will conduct an individualized assessment that considers the nature and gravity of the offense, the time elapsed since the offense, evidence of rehabilitation, and the relationship of the conviction to the responsibilities of the position.

Purpose of This Policy

In order to protect the campus community, students, staff, and guests, as well as to secure the integrity of the institution, the College needs to ensure that all job applicants offered employment have no history of criminal behavior in the past seven years that could in any way jeopardize the safety, health, welfare, or fiscal security of the College community. Criminal background checks are intended to reduce the likelihood of certain types of crimes occurring on the College's campus as well as to protect the College from legal exposure should such an action occur. The College recognizes that its need to investigate employees' criminal history must be balanced with the need to protect those employees' privacy. College policy and state and federal laws recognize the individual's right to privacy and prohibit campus employees and others from seeking, using, or disclosing personal information except within the scope of their assigned duties.

The purpose of this policy is to promote a safe and secure campus environment while balancing the privacy and fair employment rights of applicants and employees. Criminal background and credit checks are intended to reduce institutional risk, protect students and employees, safeguard college resources and confidential information, and ensure compliance with legal and regulatory requirements, ensure fair, consistent, and legally compliant hiring practices, and provide a framework for evaluating criminal and credit history information through individualized assessments.

Scope

This policy applies to regular faculty and staff positions, contractual employees, temporary employees, where appropriate, student employees in designated positions, volunteers and affiliates, when required by law, regulation, grant requirements, or institutional risk assessment, and current employees when required by law, when transferring into positions with substantially different responsibilities or risk levels, or when otherwise determined necessary by the College.

Equal Employment Opportunity and Fair Hiring

The College evaluates criminal and credit history information in accordance with applicable federal and state laws, including:

- Equal Employment Opportunity Commission (EEOC) Guidance;
- Fair Credit Reporting Act (FCRA);
- Maryland employment laws and regulations;
- Other applicable federal and state requirements.

The College will not deny employment solely because an individual has a criminal conviction, arrest record, or adverse credit history. Each situation will be reviewed individually based upon:

- Nature and gravity of the offense or financial issue;
- Time elapsed since the occurrence;
- Nature of the position sought;
- Relationship of the information to the responsibilities of the position;
- Number and frequency of incidents;

- Evidence of rehabilitation or corrective action;
- Accuracy and completeness of the information;
- Mitigating circumstances presented by the individual

The College recognizes the importance of fair hiring practices and evaluates criminal and credit history information only when it is job-related and consistent with business necessity.

Positions Subject to Background Checks

Background checks may apply to:

- All regular faculty and staff positions;
- Contractual employees;
- Temporary employees where appropriate;
- Student employees in designated programs;
- Volunteers or affiliates when required by law or institutional risk assessment.

Certain positions may require enhanced review due to responsibilities involving:

- Access to minors;
- Residence Hall access;
- Fiduciary or financial authority;
- Access to sensitive institutional or personal data;
- Public safety responsibilities;
- Access to controlled substances or secured facilities;
- Operation of College vehicles;
- Significant fiduciary responsibilities.

Positions Subject to Credit History Checks

Credit history checks may be conducted for positions involving fiduciary responsibility or significant financial authority.

Examples include, but are not limited to:

- Vice President for Business & Finance;
- Controller and Finance Office staff;
- Payroll personnel;
- Human Resources personnel with payroll authority;
- Procurement and purchasing personnel;
- Financial Aid personnel;
- Advancement and Foundation personnel with financial authority;
- Employees authorized to approve expenditures;
- Employees authorized to establish or modify financial controls;
- Employees with access to institutional banking information;
- Employees with significant cash handling responsibilities;

- Positions designated by Human Resources and the Vice President for Business & Finance as requiring a credit history review.
- Credit history checks shall be conducted only when job-related and consistent with business necessity.

Responsibilities

Hiring Departments:

- Indicate on the Criminal Background Check Worksheet form the areas of sensitivity that are of primary concern for the position. Identify positions requiring background or credit history checks;
- Make sure all recruitment information and Ensure position announcements indicate the criminal background check communicate screening requirements;
- Notify the individual under consideration for a position that an offer of employment is conditional on candidates that offers are contingent upon successful completion of the criminal background check and that falsification of information submitted on College application materials may be cause for corrective action up to and including dismissal required screenings;
- Notify the Office of Human Resources to initiate the criminal background check.
- Maintain confidentiality of any applicant data and materials information;
- Consult with Human Resources regarding position sensitivity.

Notes for Hiring Departments:

- 1. Performing a criminal background check does not relieve the hiring department of its obligation to perform reference checks, verify prior employment, obtain copies of licenses or certificates required for the specific position, and perform other checks.*
- 2. If an existing employee is promoted or changes positions within the College the hiring manager must indicate on the Criminal Background Check Worksheet areas of primary concern for the new position.*
- 3. The hiring manager must submit this information to Human Resources to commence the background check process. A background check for an existing employee will be initiated by Human Resources if the sensitivity of the new position is significantly different from the sensitivity of the previous position.*
- 4. The existing employee may not assume the new position until the background check results are received.*

Office of Human Resources:

- Consults with departments about policy interpretation.
- Facilitates the criminal background check process.
- Requests from individuals who have criminal convictions identified through the background check process a statement concerning the conviction and any information that the Review Committee may find useful in determining suitability for hire. The individual has five days to provide such a statement, has the right to provide such statement or not, and failure to provide information may not in itself be cause to deny employment.

- ~~Works with the Criminal Background Check Review Committee to determine whether an individual is suited for employment based on the results of the criminal background check.~~
- ~~Provides all individuals who have undergone criminal background checks with a summary of their background check results and informs them when a conviction disqualifies them from employment.~~
- ~~Maintains confidentiality of criminal background check results.~~
- ~~Serves as the Office of Record for files concerning criminal background checks.~~
- Administer and coordinate screening processes;
- Ensure compliance with applicable laws and regulations;
- Maintain confidential screening records;
- Coordinate individualized assessments;
- Provide required notices under applicable law;
- Facilitate Review Committee meetings and documentation.

Office of Public Safety:

- ~~Upon request from the department, obtains a Pull Notice Review from the Department of Motor Vehicles (DMV) for employees who routinely drive campus vehicles on College business.~~
- ~~Maintains confidentiality of DMV Pull Notice Review results.~~

Criminal Background ~~Check~~ and Credit History Review Committee:

The Criminal Background and Credit History Review Committee shall conduct individualized assessments when potentially disqualifying criminal or credit history information is identified.

Standing Members

- Associate Vice President for Human Resources (Chair)
- Investigator and Hearing Officer
- Hiring Division Vice President (or designee)
- Chief of Public Safety (?)

Ad Hoc Members

The following individuals may participate when appropriate:

- Controller or Director of Finance (for positions requiring credit history review)
- Assistant Attorney General or College Legal Counsel (advisory capacity)
- Other subject matter experts as determined necessary

Committee Responsibilities

The Committee shall:

- ~~Reviews only criminal background checks that reveal convictions that have occurred within the past seven years.~~
- ~~Reviews applicant's written statement if one is provided.~~

- ~~Determines whether such convictions disqualify individuals from the position for which they are applying.~~
- ~~The Review Committee will not convene before the five day time period allotted for the applicant to submit a written statement.~~
- ~~The Review Committee will provide their hiring determination within fourteen days of convening.~~
- Review criminal background and credit history findings;
- Conduct individualized assessments;
- Consider applicant explanations and supporting documentation;
- Evaluate mitigating circumstances;
- Assess job-relatedness and business necessity;
- Consider evidence of rehabilitation or corrective actions;
- Make recommendations regarding employment suitability.

Committee recommendations shall be forwarded to Human Resources for implementation.

INITIATING A CRIMINAL BACKGROUND CHECKInitiating

Background and Credit History Checks

~~The Office of Human Resources initiates a combined Maryland Department of Justice (DOJ) and Federal Bureau of Investigation (FBI) Background Check after the employment offer, but before the first day of employment. The selected candidate may not start employment prior to the conclusion of a criminal background check unless this requirement is waived by the Vice President for Business and Finance. If the selected candidate is permitted to begin employment prior to the conclusion of a criminal background check, however, the criminal background check must be initiated no later than five days after a new employee's start date. It is vital the applicant be informed that continued employment in the current position is contingent upon successful completion of both the DOJ and FBI background checks.~~

~~The hiring department must notify the individual under consideration in writing that the offer for employment is conditional upon successful completion of the DOJ/FBI background checks. This notification must include a warning that falsification of information submitted on College application materials is cause for corrective action up to and including dismissal.~~

Background and credit history checks are initiated after a contingent offer of employment has been extended and accepted. Employment may not begin until required screenings are completed unless an exception is approved by the Vice President for Business & Finance or designee based on operational necessity.

When exceptions are granted, temporary work restrictions may be imposed pending final clearance.

CONDUCTING A CRIMINAL BACKGROUND CHECKConducting

Background Checks

~~The hiring department completes the appropriate forms to initiate the background checks and obtains the completed Applicant Release and Disclosure Form. The hiring department makes~~

arrangements through the Office of Human Resources for the individual under consideration to complete the fingerprinting process.

Maryland State Police or the St. Mary's College of Maryland Office of Public Safety fingerprints the individual and completes the appropriate form(s). Out of State candidates may obtain fingerprints from other sources and should coordinate this process with the Office of Human Resources. The Office of Human Resources should receive the DOJ criminal background check information in three to seven days and the FBI information in approximately 30 days.

The Office of Human Resources notifies the hiring department if the results show no convictions so that the personnel action can be completed. If the results show that convictions exist, the Office of Human Resources notifies the applicant and provides the applicant an opportunity to submit a written statement concerning the conviction. The written statement, if submitted, along with the criminal background check results are forwarded to the Criminal Background Check Review Committee for further action.

The subject of a background check is provided a summary of their background check results whether or not convictions are revealed.

The College may utilize authorized third-party vendors, state agencies, and/or law enforcement entities to conduct criminal background checks consistent with applicable law.

Candidates may be required to complete disclosure and authorization forms and, where required by law or position requirements, fingerprinting procedures.

The Office of Human Resources will coordinate all required screening procedures.

Conducting Credit History Checks

Credit history checks shall be conducted only for positions identified under Positions Subject to Credit History Checks section of this policy.

Credit history information shall be evaluated only to determine suitability for positions involving fiduciary responsibility or financial trust.

The College shall not use credit history information in a manner inconsistent with applicable law.

IF THE CRIMINAL BACKGROUND CHECK REVEALS CONVICTIONS

The applicant will receive a summary of the report that indicates what convictions have been identified in the background check. The applicant will be given a period of five days to respond in writing to the report.

A Criminal Background Check Review Committee (Review Committee) consisting of the Director of Human Resources, the Vice President for Business and Finance or designee, and the Dean of Faculty or designee will be notified of all criminal background checks in which convictions are found. The Review Committee will not convene before the five day response period provided to the applicant. The Review Committee will review the criminal background

check reports and the candidate's response and make final determinations regarding the suitability of individuals for specific positions. The Review Committee may recommend implementation of additional controls before a department can employ an individual with a conviction. The Committee will complete its review within fourteen days of convening.

Only criminal convictions that have occurred within the past seven years will be considered by the Review Committee. The Review Committee shall consult the Criminal Background Check Worksheet form for the list of convictions of primary concern related to sensitive functions of the position and will use this list to guide their deliberations. Results without conviction do not constitute valid grounds for employment decisions and cannot play a part in the decision-making process. However, if an individual has a criminal case pending, his or her suitability for continued employment may be reviewed upon disposition of the case. Certain types of convictions within the past seven years may automatically preclude hiring for certain positions. For example, individuals with convictions for felony thefts, embezzlement, identity theft, or fraud cannot be hired into positions with fiduciary responsibilities. Convictions for child molestation and other sex offenses will automatically preclude an individual from employment that involves direct unsupervised contact with students, outreach programs, or access to residence facilities. Workplace or domestic violence, or other convictions for behaviors that would be inappropriate for specific jobs, may also be grounds for denial of employment. The above list is not all inclusive, but is intended to illustrate the decision-making criteria. In determining an individual's suitability for employment where the individual under consideration has convictions, the Review Committee will consider the specific duties of the position, the number of offenses and circumstances of each, and whether the offenses were disclosed on the application. The Review Committee may seek clarifying information from law enforcement agencies to assist in their deliberation.

The Review Committee will conduct an individualized assessment considering:

- Nature and seriousness of the offense;
- Duties and risks associated with the position;
- Time elapsed since conviction, sentence completion, and/or probation;
- Number and frequency of offenses;
- Evidence of rehabilitation;
- Employment history since the offense;
- Accuracy of the information;
- Relationship between the conviction and position responsibilities.

Arrests not resulting in conviction generally will not be considered in employment decisions. Pending criminal matters may be reviewed only to the extent legally permissible and relevant to workplace safety or operational risk.

Review of Credit History

The Review Committee will conduct an individualized assessment considering:

- Nature and severity of the financial issue;
- Time elapsed since the occurrence;

- Evidence of repayment, rehabilitation, or financial recovery;
- Accuracy and completeness of the report;
- Relationship of the information to the responsibilities of the position;
- Whether the information creates a material risk to the College's financial interests;
- Mitigating circumstances presented by the applicant.

Credit history information alone shall not automatically disqualify an applicant from employment.

Applicant Rights and FCRA Compliance

~~The Office of Human Resources will notify all applicants of the results of their criminal background check. If the results of the criminal background check preclude an individual from employment, the Office of Human Resources will disclose to the individual subject the date(s) and the types of conviction(s) found in the criminal background check. Subjects of background checks are always entitled to receive a summary of the background check from the Office of Human Resources. The Office of Human Resources will provide subjects of criminal background checks with information regarding how they can obtain the same information directly from the DOJ. The Office of Human Resources will give written notice and the name of the agency that conducted the background check to the individual when employment is denied based on information received from the reporting agency, as required by the Fair Credit Reporting Act (FCRA), which also covers criminal background checks. The Office of Human Resources will serve as the Office of Record for background check results.~~

When information obtained through a background check or credit history report may negatively affect employment eligibility, the College will comply with applicable Fair Credit Reporting Act requirements, including:

- Providing a pre-adverse action notice;
- Providing a copy of the report;
- Providing a summary of rights under the FCRA;
- Allowing the individual a reasonable opportunity to dispute or explain the information;
- Providing final adverse action notice when applicable.

Appeal Process

~~Candidates who have results returned that negatively impact the final hiring decision will have an opportunity to submit a written appeal for consideration by the College. Such information must be submitted in writing to the President of the College within ten business days of receiving a denial of employment based on the criminal background check results.~~

~~The President will consider any explanatory information submitted for reconsideration. All decisions made at this level are final and are not eligible for appeal/grievance. Appeal decisions will be provided to the candidate in writing within ten business days after the written submission of appeal is received.~~

Applicants who believe criminal background check or credit history information was inaccurate, incomplete, improperly considered, or not evaluated in accordance with this policy may submit a written appeal within ten (10) business days of receiving notice of the employment determination.

Appeals shall be submitted to the Vice President for Business & Finance.

The Vice President for Business & Finance shall not have participated in the Review Committee's determination and may consult with Human Resources, Public Safety, Legal Counsel, or other appropriate officials.

The Vice President for Business & Finance shall issue a written determination.

The decision of the Vice President for Business & Finance shall be final.

Confidentiality and Records Retention

Criminal background check and credit history information will be maintained separately from personnel files and accessed only by individuals with a legitimate business need.

The College will maintain and dispose of records in accordance with applicable records retention requirements, privacy standards, and legal obligations.

Periodic or Additional Background Checks

The College reserves the right to conduct additional or periodic background checks or credit history checks for positions involving:

- Significant fiduciary responsibility;
- Access to minors;
- Public safety functions;
- Regulatory compliance requirements;
- Significant changes in job responsibilities;
- Other circumstances determined necessary to protect the interests of the College.

Such checks shall be conducted in accordance with applicable law and this policy.

(Revised 04/14/2014)

**CRIMINAL BACKGROUND CHECK WORKSHEET
FOR DOCUMENTING THE SENSITIVE DESIGNATION OF A POSITION**

St. Mary's College of Maryland requires a criminal background check whenever an individual is a) newly hired or b) when an existing employee is transferred or promoted to the extent that the sensitivity of the new position is significantly different than the sensitivity of the existing position. All staff and faculty positions are understood to involve, at some level, the care, safety and security of people and property and as such, all positions are considered sensitive.

This form is to be completed to identify the characteristics of specific positions to be used as the criteria for evaluating suitability to hire in the event that an individual offered employment, or an existing employee changing positions, have a criminal conviction(s). Please check all boxes that apply and provide justifying comments. You can use the last bullet to incorporate a justification or criterion that is not included in the list. When the form is complete, please sign and date the form and submit the original copy to the Vice President for Business and Finance or to the Dean of Faculty for their signature. Please retain a copy in the departmental file on recruitment. The policy is located at <http://www.smcm.edu/hr/policies.html>

Date:

Position Title:

Sensitive Characteristics:

- ☒ Care, safety and security of people and property.
All staff and faculty positions are understood to involve, at some level, the care, safety and security of people and property.
- ☐ Senior management of the campus (positions that are at a director level or above).
- ☐ Positions requiring a high degree of integrity with public confidence in the individual occupying the position.
- ☐ Direct access to or control over financial resources in excess of \$5,000.
- ☐ Signature authority to commit financial resources of the College through contracts in excess of \$5,000.
- ☐ Control over campus wide or departmental business processes, either through functional roles or systems security access (includes network administrators, system programmers, HRIS and Payroll functions).
- ☐ Access to detailed personally identifiable information about students, faculty, staff, or alumni which might enable identity theft.
- ☐ Possession of building master or sub-master key access to any residence facility that includes access to private living areas.
- ☐ Other sensitive concerns.

Signature _____ Department Representative _____ Department _____ Phone _____

Signature of Vice President for Business and Finance _____ Date _____
or the Dean of Faculty

(Revised 08/29/14)

St. Mary's College of Maryland

Fair Credit Reporting Act (FCRA) Disclosure

In connection with your application for employment, promotion, transfer, reassignment, volunteer appointment, contractual appointment, or continued employment, St. Mary's College of Maryland ("the College") may obtain a consumer report and/or investigative consumer report for employment purposes.

Such reports may include information concerning criminal history, employment history, education, professional licenses, motor vehicle records, references, and credit history (for positions requiring fiduciary review).

The College will obtain and use such reports in accordance with the Fair Credit Reporting Act (FCRA), applicable Maryland law, and College policy.

ACKNOWLEDGMENT

I acknowledge receipt of this disclosure.

Applicant Name: _____

Signature: _____ Date: _____

St. Mary's College of Maryland

**Authorization to Release Information and Background Screening
Authorization**

Applicant Information

Full Legal Name: _____

Other Names Used: _____

Date of Birth: _____

SSN: _____

Driver's License Number/State: _____

Current Address: _____

Employment/Education Verification Authorization

I authorize employers, educational institutions, references, licensing agencies, and other sources to release information relevant to my qualifications.

Criminal Background Check Authorization

I authorize the College and its agents to conduct criminal history screenings, including fingerprint-based checks when required.

Credit History Authorization

If the position involves fiduciary responsibility, I authorize the College to obtain a consumer credit report for employment purposes.

Certification

I certify the information provided is accurate and authorize the release of information described herein.

Applicant Signature: _____ Date: _____

**ST. MARY’S COLLEGE OF MARYLAND
BOARD OF TRUSTEES
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
ACTION ITEM IV.D.
APPROVAL OF THE 2026 PERFORMANCE
ACCOUNTABILITY REPORT**

RECOMMENDATION

The Finance, Investment, and Audit Committee recommends that the Board of Trustees approve the 2026 Performance Accountability Report for submission to the Maryland Higher Education Commission.

RATIONALE

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

ST. MARY'S COLLEGE OF MARYLAND

1. 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.

2. INSTITUTIONAL ASSESSMENT

A. Analysis of Goals and Objectives (*Aligned with State Plan Goals*)

Goal 1: Ensure a high quality and rigorous academic program. (*Success, Innovation*)

Objective 1.1: SMCM places intentional emphasis on student completion of high-impact practices (HIPs), setting aggressive targets and providing opportunities to meet them. Students in the Class of 2026 completed an average of four HIP experiences each, and both targets were met or surpassed (100% completed at least two and 93% completed at least three HIPs). The high level of participation observed over the past three years likely reflects both the impact of the LEAD curriculum, which emphasizes experiential learning, and continued recovery from the decline of pandemic-affected graduating classes. SMCM continues to actively increase and encourage HIP opportunities for all students, particularly internships, research experiences, and international experiences, three HIPs that are guaranteed as part of the Honors College Promise.

Objectives 1.2 and 1.3: SMCM is committed to offering a rigorous curriculum taught by qualified faculty with high individual contact. Full-time faculty continue to teach the great majority (87%) of undergraduate credit hours. Since 2020 there has been an increase in part-time faculty, largely due to SMCM's engagement of expert practitioners in a variety of fields to teach courses in the professional pathways course sequence of the LEAD curriculum. Students benefit from learning with these professionals while taking the majority of their traditional coursework with full-time faculty. Finally, the undergraduate student-faculty ratio has been at 10:1 for the past five years, more pedagogically favorable than the target of 12:1 yet more financially sustainable than the 9:1 ratio reported in 2020 and 2021. The increase in part-time faculty teaching the professional pathways courses has contributed to keeping the student-faculty ratio low; without those adjunct faculty, the ratio would be approximately 10.5:1.

Peer Benchmarks: According to the most recent available data (Fall 2024), at 10:1, SMCM has one of the lowest (most favorable for the student experience) student-faculty ratios among the traditional four-year public institutions in Maryland, which average 15:1. The SMCM student-faculty ratio is fourth lowest among the 27 Council of Public Liberal Arts Colleges (COPLAC) institutions, which also average 15:1; and is on par with Maryland private institutions' and peer institutions' average of 11:1, and aspirant institutions which average 9:1. (*Source: IPEDS Data Center*)

Goal 2: Recruit, support, and retain a diverse and qualified group of students, faculty and administrative staff. (*Access, Success*)

Objective 2.1: All entering class demographic targets were met or exceeded this year. After several years of steady but slow increases, the percentage of incoming students who identify as students of color reached 39% with the Fall 2025 class, exceeding the target of 33% set two years ago. This is a substantial and sustained improvement from about a decade ago when the percentage averaged only 20% (data not shown). Entering class targets were exceeded for first generation college students for the ninth consecutive year, for the out-of-state population for the fifth consecutive year, and for Pell recipients for the fourth consecutive year. High school academic performance of the entering class remains strong; the average GPA of incoming students (3.49, unweighted) surpassed the target of 3.40 for the fifth consecutive year.

Objective 2.2: Both four-year graduation rates (Fall 2022 cohort graduating by Summer 2026) and six-year graduation rates (Fall 2020 cohort graduating by Summer 2026) were below targets for all groups. Note that graduation targets for students from underrepresented groups were reset to aspirational levels four years ago to reflect SMCM's commitment to narrowing equity gaps in student success. Based on currently available data, the four-year graduation rate is on track to meet the 70% target in two years. To ensure this success, SMCM will focus on providing all students with resources and strategies to support timely graduation, with particular emphasis on students from historically underrepresented groups. SMCM's newly adopted 2026-29 strategic plan, *Excellence Reimagined*, contains several initiatives aimed at improving student retention and persistence to graduation. Also, SMCM is in the midst of implementing its Integrated Retention Strategic Plan which explicitly engages faculty and staff across the institution to enhance community cohesiveness, support and mentor students, and cultivate a service-oriented culture, and has engaged with multiple external partners to deepen institutional understanding of factors driving student persistence. For entering first generation students, the *Sum primus* ("I am first") program offers extended pre-orientation activities, focusing on students' academic, financial, and social preparedness for an honors-level undergraduate experience, as well as cohort-building.

Peer Benchmarks: Based on the most recent national comparison data available (FY22), SMCM's overall four-year graduation rate (60% for the 2018 entering cohort graduating by 2022) exceeded those of other COPLAC institutions and other Maryland public and private four-year institutions, and nearly equaled the average rate at SMCM's peer institutions, many of which are private. The average four-year graduation rate at aspirant institutions (all private) represents a benchmark well above our target. As shown below, SMCM's four-year graduation rates for African American and Hispanic students were consistently above the corresponding rates at other COPLAC and Maryland public institutions, but fell below the comparison rates at Maryland private and national peer institutions. Benchmark four-year graduation rates for Pell recipients are not available from IPEDS.

Four-Year Graduation Rates, FY22 (Fall 2018 cohort)					
Institution(s)	N	Overall	Students of Color	African American	Hispanic
SMCM	1	60%	41%	37%	42%
COPLAC	27	40%	31%	27%	36%
MD Public	11	32%	29%	28%	29%
MD Private	9	57%	50%	41%	51%
Peer	12	61%	56%	54%	60%
Aspirant	6	79%	78%	74%	75%

Source: IPEDS Data Center

Similarly, for six-year graduation rates, the most recent IPEDS comparison data available (FY24) reveal that SMCM's overall rate in that year (70%, for the 2018 entering cohort) exceeded that of other COPLAC, Maryland public and Maryland private institutions, and nearly equaled that of peer institutions. As shown below, SMCM's six-year rates for students of color, Pell recipients, and need-based aid recipients also generally met or exceeded rates at COPLAC and Maryland public institutions, but were more variable in comparison to Maryland private and peer institutions.

Six-Year Graduation Rates, FY24 (Fall 2018 cohort)							
Institution(s)	N	Overall	Students of Color	African American	Hispanic	Pell	Need-Based Aid
SMCM	1	70%	53%	42%	58%	67%	62%
COPLAC	27	53%	45%	41%	48%	46%	48%
MD Public	11	49%	48%	47%	48%	45%	47%
MD Private	9	64%	58%	49%	59%	58%	62%
Peer	12	71%	67%	66%	70%	67%	69%
Aspirant	6	88%	87%	85%	86%	89%	89%

Source: IPEDS Data Center

Objective 2.3: The second-year retention rate of 82% for FY26 reflects a return to 2023 and 2024 levels. This retention rate still exceeds many benchmarks, and as mentioned above, retention is a key focus of the *Excellence Reimagined* strategic plan.

Peer Benchmarks: Based on the most recent data available (FY25), SMCM's first-to-second year retention rate last year (86%) continued to match or exceed those of COPLAC institutions (average = 74%), Maryland public four-year institutions (average = 72%), Maryland private institutions (average = 78%), and peer institutions (average = 82%), many of which are private. Retention rates at aspirant private institutions averaged 93%,

supporting SMCM's aspirational target of 90%. *(Source: IPEDS Data Center)*

Objective 2.4: SMCM continues to work to maintain a diverse faculty and staff. Gender parity returned in FY26 after being down for two consecutive years. Employee diversity targets were reset to 33% three years ago to match the student diversity goal, and this target was met for the second consecutive year for full-time staff (34%). The faculty metric rose to an all-time high of 30% in FY26, doubling the rate of 15% observed in FY20. In addition to SMCM's portfolio of faculty mentoring and professional development resources, recent efforts to advance an inclusive learning environment (the Ross Fellows cluster hire initiative) and to diversify search processes have been successful in advancing toward this goal; over the past five years, 50% of newly hired full-time faculty (ranging from 33% to 70% per year) have been faculty of color, and 92% of them have been retained to date.

Objective 2.5: Between FY14 and FY20, SMCM met or exceeded the target of an entering class that contains 20% transfer students each year. However, as the size of the first year entering class has rebounded, the percentage fell to 17% in FY21 and has remained under the target since then; a reconsideration of the target will be undertaken soon. SMCM will continue to devote resources toward recruiting transfer students, and efforts by the Transfer Recruitment, Admission, and Services unit (established in 2023) to enhance the transfer student experience successfully resulted in increased transfer student enrollment for the entering class in Fall 2025, and the unit is well positioned to grow transfer enrollment in the coming years.

Objective 2.6: Among transfer students, both the three year-graduation rate (67%, Fall 2023 entering students graduating by 2026) and four-year graduation rate (77%, Fall 2022 entering students graduating by 2026) exceeded the set targets (60% and 70%, respectively) by 7 percentage points each. Analysis of all transfer students' degree progress suggests that three- and four-year graduation rates will increase further over the next two years. Continued development and refinement of articulation agreements with Maryland two-year institutions will facilitate transfer students' timely progress toward the baccalaureate degree.

Peer Benchmarks: Benchmark information for transfer student four-year rates is available from IPEDS, but with quite a delay. The most recently available data is from transfer students who entered during 2016-17 and graduated by 2020. In that year, SMCM's four-year graduation rate for transfer students (68%) exceeded the average rates for Maryland public (54%) and COPLAC institutions (55%), and nearly matched those for private four-year institutions (69%), mainly private peer institutions (72%), and all-private aspirant institutions (73%). *(Source: IPEDS Data Center)*

Goal 3: Ensure access for students with financial need through a strategic combination of federal, state, private, and institutional funds. *(Access, Success)*

Objective 3.1: This objective has consistently been met or exceeded as SMCM has focused on meeting the financial needs of entering first-time students.

Objective 3.2: Both four-year and six-year graduation rates among students receiving need-based aid (Pell grant or Direct Stafford loan) were low this year, similar to other cohort groups as

discussed above for Objective 2.2. First to second year retention was similarly low at 79%. Given the particularly sensitive financial situation of students receiving need-based aid, these gaps warrant increased attention.

Peer Benchmarks: Discussed under Objective 2.2 above.

Goal 4: Increase student contributions to the Maryland community and to the state and national workforce. (*Success, Innovation*)

Objectives 4.1, 4.2, 4.3, and 4.4: Community service participation in FY26 was 52%, which did not meet the target of 65% but is a substantial rise from an average of 40% over the last four years. It is unclear whether recent low rates, after several years of higher participation (65-70% before 2021), result from a lingering effect of the pandemic, changes in student priorities, or are related to the availability of community service opportunities. The Office of Career Development and Community Engagement is focused on expanding community leadership and service opportunities for students, through such efforts as “Hawks in the Community” during new student orientation; an annual Nonprofit Expo; multiple Days of Service throughout the academic year; and Volunteer Week each spring. Additionally, the office works with faculty and staff to incorporate service projects into courses and co-curricular activities, and hosts the Navigator Leadership Program, a noncredit certificate program during which students complete a community-based project in partnership with a local organization. Internship participation increased to 61% participation, continuing a three-year climb and surpassing the 45% target. This is likely attributed to the continued expansion of the professional skills component of the LEAD curriculum and expanded support for internships. The six-month employment rate declined to 35% this year, well below the target; however, as observed in past years, there was a substantial increase in the six-month continuing education rate (36% to 56%) for the Class of 2025, which continues to surpass the target. Together, these shifts suggest that SMCM graduates remain on target for success after graduation; a total of 91% of graduates are either employed or continuing their education, consistent with the past several years.

Peer Benchmarks: Benchmarks for the six-month employment and continuing education rate come from the nationally administered First Destination Survey and are for Carnegie Baccalaureate Arts & Sciences institutions. For the Class of 2024, the most recent graduating class for which benchmark data is available, SMCM’s employment rate was 53% and the national rate was 65%, while SMCM’s continuing education rate was 36% and the national rate was 23%. The total Career Outcome Rate (rate of graduates with a “positive career outcome”, such as employment, continuing education, fellowship, or service experience) for the SMCM Class of 2024 was 90%, similar to the national rate of 92%; for the seven years prior, SMCM’s career outcome rate met or exceeded the national rate by as much as 5 percentage points. These numbers illustrate that SMCM graduates enjoy a high rate of post-graduate success, and are more likely than similar college graduates nationwide to choose to continue their education (rather than enter the job market) just after graduation. (*Source: National Association of Colleges and Employers (NACE) First Destinations for the Class of 2024 Report*)

B. Response to Commission Questions

1. How were the benchmarks for your institution's Performance Accountability Report (PAR)/Managing for Results (MFR) metrics established for the current cycle? If a benchmark has not been established for a particular metric, please explain why and describe how your institution tracks progress and holds itself accountable for improvement in that area. Please describe the process used to set targets, including the role of institutional data, historical trends, peer comparisons, or strategic priorities. Please state your current MFR cycle in your response (e.g., 2026-2030 or 2026-2029).

Targets for St. Mary's College of Maryland metrics are both aspirational and realistic, and are set based on a combination of historical data, peer performance, and strategic goals. Every metric has a corresponding target. Some examples:

- The current target for "Percent of entering first year class who identify as members of historically underrepresented racial/ethnic groups" (M203) is 33%, raised in 2022 from 25% after that target was exceeded for four consecutive years. At the same time, the targets for percentages of full-time faculty and staff from underrepresented groups (M220, M222) were also set to 33% to match the student expectation.
- Graduation rate overall targets (four-year, M207 and six-year, M213) are set at historically attainable levels, and corresponding targets for underrepresented subgroups are set high to emphasize the importance of eliminating equity gaps.
- Recruitment targets are set in accordance with the goals established by the Division of Enrollment Management, which in turn align with the targets of the current SMCM Strategic Plan.

2. Please describe the role of your institution's governing body in monitoring progress toward PAR/MFR accountability metrics. How are these metrics communicated to the governing body, and how does the governing body use this information to support institutional improvement and accountability?

The PAR and MFR accountability metrics are presented for discussion and approval to the Board of Trustees annually each fall. Reports including these metrics are specifically shared and discussed by Trustees during Committee meetings which include, at minimum, the Academic Affairs Committee, the Campus Life Committee, and the Finance, Investment, and Audit Committee. Once reviewed and approved for recommendation to the full Board by each of these three Committees, the same process occurs. Trustees may request clarification of any metric, additional discussion on metric performance and strategic efforts related to any metric, supporting data, and/or formal presentations by College leadership. The Board may also subsequently recommend or require that the College focus staff, time, and/or additional resources toward individual metrics as concerns may arise during each full Board meeting, as well as during the College's annual budgeting process, strategic planning process, or audit and evaluation process.

Agency Name: St. Mary's College of Maryland

Agency Budget Code: R14

Mission:

St. Mary's College of Maryland (SMCM) 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.

Agency Website:

<http://www.smcm.edu/>

Key Goals, Objectives, and Performance Measures

- Goal 1:**
- Objective 1.1

Objective 1.2

Objective 1.3
- Ensure a high quality and rigorous academic program.**

All graduating students will participate in at least two high-impact practices, and at least 80 percent of the graduating class will participate in at least three high-impact practices.

Maintain a full-time faculty of which 98 percent have terminal degrees. Maintain the proportion of undergraduate credit hours taught by full-time faculty at 88 percent or higher.

Maintain an environment that promotes individual contact between faculty and students by maintaining a student-faculty ratio of no more than 12 to 1.

Performance Measures	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Actual	2027 Estimate	2028 Estimate	Footnote Number
Percent of the graduating class successfully completing at least two high-impact practices	97%	99%	100%	100%	100%	100%	100%	
Percent of the graduating class successfully completing at least three high-impact practices	76%	83%	96%	96%	93%	95%	95%	
	97%	96%	93%	95%	94%	94%	94%	
Percent of all full-time faculty who have terminal degrees								
Percent of undergraduate credit hours taught by full-time faculty	80%	84%	86%	83%	87%	86%	87%	
Undergraduate student to faculty ratio	10:1	10:1	10:1	10:1	10:1	10:1	10:1	

- Goal 2:**
- Objective 2.1

Objective 2.2
- Recruit, support, and retain a diverse and qualified group of students, faculty and administrative staff who will contribute to and benefit from the college.**

Recruit a qualified and diverse entering class with the following attributes: Average high school grade point average (GPA) of at least 3.40 (4 point scale), enroll at least 10 percent of the entering class from outside of Maryland.

Achieve and maintain 4-year graduation rates for all students (70 percent), students from all historically underrepresented racial/ethnic groups (65 percent), African American students (60 percent), Hispanic students (60 percent), and first generation students (60 percent).

Performance Measures	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Actual	2027 Estimate	2028 Estimate	Footnote Number
Average high school grade point average	3.45	3.5	3.49	3.51	3.49	3.45	3.45	
Percent of entering first year class who identify as members of historically underrepresented racial/ethnic groups	31%	31%	30%	32%	39%	38%	38%	
Percent of entering first year class who originate from outside of Maryland	11%	13%	14%	13%	13%	15%	15%	
Percent of entering first year class from first generation households	21%	25%	28%	23%	27%	28%	28%	
Percent of entering first year class receiving Pell Grants disbursed during their first semester	18%	20%	22%	23%	29%	26%	26%	
Four-year graduation rate for all students	60%	56%	60%	63%	59%	67%	70%	
Four-year graduation rate for students from historically underrepresented racial/ethnic groups	41%	50%	49%	56%	56%	63%	62%	
	37%	41%	54%	64%	45%	52%	56%	
Four-year graduation rate for African-American students								
Four-year graduation rate for Hispanic students	42%	52%	50%	45%	60%	74%	63%	
	57%	44%	53%	57%	52%	59%	62%	
Four-year graduation rate for all first generation students								
Four-year graduation rate for students with a Pell Grant disbursed during their first semester	58%	46%	56%	60%	54%	53%	60%	
Six-year graduation rate for all students	71%	68%	70%	65%	69%	71%	66%	
Six-year graduation rate for students from historically underrepresented racial/ethnic groups	60%	54%	53%	57%	58%	64%	66%	

Six-year graduation rate for African-American students	59%	44%	42%	51%	68%	69%	59%
Six-year graduation rate for Hispanic students	50%	52%	58%	60%	53%	55%	72%
Six-year graduation rate for all first generation students	63%	58%	67%	55%	58%	60%	60%
Six-year graduation rate for students with a Pell Grant disbursed during their first semester	65%	48%	67%	61%	63%	66%	57%

Objective 2.3	The first to second-year retention rate will be 90 percent.
Objective 2.4	The College will strive for diversity in the faculty and staff so that the composition reflects the aspired diversity of the student body. The aspirant goals for full-
Objective 2.5	Ensure access for transfer students, particularly those from 2-year institutions. Achieve and maintain transfer students at 20 percent of the entering class each f
Objective 2.6	Achieve and maintain degree completion rates for transfer students at 60 percent for three-year graduation rates, and at 70 percent for four-year graduation rat

Performance Measures	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Actual	2027 Estimate	2028 Estimate	Footnote Number
First to second-year retention rate	85%	82%	81%	86%	82%	85%	86%	
Percent of all full-time tenured or tenure-track faculty who identify as members of historically underrepresented racial/ethnic groups	18%	19%	21%	28%	30%	31%	33%	
Percent women of all full-time tenured or tenure-track faculty	50%	50%	48%	46%	50%	50%	50%	
Percent of all full-time (non-faculty) staff who identify as members of historically underrepresented racial/ethnic groups	30%	27%	31%	33%	34%	34%	35%	
Percent women of all full-time (non-faculty) staff	58%	61%	60%	60%	60%	60%	60%	
Percentage of entering fall class who are transfer students	18%	15%	14%	15%	17%	16%	18%	
3-year graduation rate for all transfer students	64%	56%	62%	71%	67%	75%	83%	
4-year graduation rate for all transfer students	74%	70%	62%	69%	77%	76%	80%	

Goal 3:	Ensure access for students with financial need through a strategic combination of federal, state, private, and institutional funds.
Objective 3.1	72 percent of entering first-year student need is met by awarding any need-based aid.
Objective 3.2	Support persistence to graduation of students receiving need-based aid at entry. Achieve and maintain first-to-second year retention rates at 90 percent, four-ye

Performance Measures	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Actual	2027 Estimate	2028 Estimate	Footnote Number
Average percent of first-time full-time degree-seeking student need met by awarding need-based aid	84%	84%	87%	80%	88%	85%	85%	
First-to-second year retention rate for students receiving need-based aid in the first semester	87%	84%	83%	84%	79%	82%	84%	
Four-year graduation rate for students receiving need-based aid in the first semester	54%	46%	57%	63%	56%	58%	64%	
Six-year graduation rate for students receiving need-based aid in the first semester	64%	63%	62%	55%	64%	66%	63%	

Goal 4:	Increase student contributions to the Maryland community and to the state and national workforce.
Objective 4.1	65 percent of graduating seniors will have performed community service while at St. Mary's College of Maryland.
Objective 4.2	45 percent of graduating seniors will have participated in a paid or unpaid internship.
Objective 4.3	The rate of employment within six months of graduation will be at least 67 percent.

Objective 4.4

The rate of continuing education (at any level) within six months of graduation will be 25 percent.

Performance Measures	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Actual	2027 Estimate	2028 Estimate	Footnote Number
Percent of graduating seniors who will have performed community service while at St. Mary’s College of Maryland	39%	37%	40%	40%	52%	58%	65%	
Percent of graduating seniors who fulfilled a paid or unpaid internship	47%	38%	49%	53%	61%	55%	55%	
Employment rate of graduates within six months of graduation	61%	67%	65%	53%	35%	50%	50%	
Percent of graduates continuing their education (at any level) within six months of graduation	35%	28%	30%	36%	56%	50%	50%	



CAMPUS LIFE COMMITTEE

AGENDA

SEPTEMBER 15, 2026

I. CALL TO ORDER

II. DISCUSSION ITEMS

- A.** Vice President for Student Affairs Report
- B.** Student Trustee Report
- C.** Staff Senate Report
- D.** Campus Life Committee Calendar

III. ACTION ITEMS

IV. INFORMATION ITEMS

V. ADJOURNMENT



BOARD OF TRUSTEES
CAMPUS LIFE COMMITTEE
VICE PRESIDENT FOR STUDENT AFFAIRS REPORT

Student Affairs held a retreat on July 23 to discuss key initiatives and programs for the upcoming academic year with the essential question, *What is Community?* as the theme. The topics discussed were 1) *Pathify*, a new campus experience platform, 2) creation of the new unit, Office of Civil Rights and Compliance (OCRC), 3) brainstorming session on what Student Affairs provides to students uniquely, and 4) where does the college see barriers in the student experience as part of the retention study. One recurring barrier was knowing what was happening on campus. In response, Student Affairs purchased and installed digital displays across campus. The displays are used to advertise events, post important information, and provide resources. The displays are strategically placed in places where students gather, there are two in the Learning Commons, two in the Michael P. O'Brien Athletics and Recreation Center (ARC), two in Glendening Hall, three in the Campus Center, one in Anne Arundel Hall and one in Goodpaster Hall. The entire campus has access to submit information to be displayed with the main audience being students. However, the most exciting news this summer was the completion of phase 1 of the Caroline Hall renovations by August 1, our second traditional hall to be renovated. The entire division feels the buzz in the air at the start of this new year with these changes taken place over the summer.

MySMCM

Pathify is the leading Campus Experience Platform (CXP), a unified hub connecting key technology the college already relies on into a seamless digital ecosystem. Pathify supports systems, data, forms, files, calendars, events, communications and resources. Pathify takes all the disparate systems and brings them all together into one. It creates a one-stop for students with web to mobile parity for tasks, notifications, announcements, and resources under our name *MySMCM*.

Student Affairs is the executive sponsor for the *MySMCM* implementation, helping to ensure the platform supports the student experience and coordinating participation from all units. The Office of Information Technology also serves as an executive sponsor providing leadership and technical planning, integrations and implementation. Communication and Marketing is the project lead, facilitating communication across all campus partners and overseeing the full project implementation and tracking progress.

MySMCM is a game changer for our campus, it places everything at one's fingertips (clubs, events, classes, directory, maps and email). Clubs and organizations and departments can create

communities, and student can receive direct messages (DMs), group chats, social media and share information.

Office of Civil Rights and Compliance

With the resignation of Rafael Zapata (*former Title VI Coordinator*) and promotion of Michele Carter (*former Title IX Coordinator*) to the Dean of Belonging and Signature Scholars Programs I needed to create one unit to merge the two roles/functions.

This summer Katie Ringdahl, former Title IX Investigator and Prevention Specialist, was appointed Interim Title IX and Title VI Coordinator under the Office of Civil Rights and Compliance (OCRC). OCRC now coordinates compliance for Title VI, Title IX, Clery, and campus climate. Katie brings experience as a former Public Safety Officer, and extensive training in Clery, Title IX, Title VI and VAWA. OCRC will be responsible for developing and implementing clear comprehensive policies for Title VI, Title IX, and bias response as well as providing and tracking prevention training.

As a result of the new 2024 Title IX regulations being rescinded back to the 2020 regulations, matters outside the scope of sexual misconduct are required to be carved out into a new stand-alone policy, the result is the new Non-Discrimination Policy and Procedures. Title VI, of the landmark Civil Rights Act of 1964, prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance. In August 2026 the U.S. Department of Education issued a Dear Colleague Letter (DCL) guidance addressing student discipline under Title VI of the Civil Rights Act of 1964. The guidance emphasized that while Title VI prohibits intentional discrimination (or disparate treatment) based on race, color, or national origin, it does not prohibit disparate impact, which has in some cases previously been evidenced by statistical disparities alone. At the same time, schools may not use race to determine discipline.

In Executive Order 14168, *Defending Women From Gender Ideology Extremism And Restoring Biological Truth to the Federal Government*, sex discrimination no longer includes “gender identity”, sex shall only refer to an individual’s immutable biological classification as either male or female. Further the order states when administering or enforcing sex-based distinctions, every agency and all Federal employees acting in an official capacity on behalf of their agency shall use the term “sex” and not “gender” in all applicable Federal policies and documents. It applies broadly to executive departments and agencies, altering federal guidance on Title IX, workplace rules and non-discrimination policies.

The previous non-discrimination policy approved by the board was in May 2021, but it did not include the new Title VI definitions.

Student Spaces

In the current strategic plan, *Excellence Reimagined: Honors at the Helm*, under the priority area, Infrastructure and Technology, there are two goals that pertain to student spaces, enhance student facing spaces and ensure a cycle of continuous improvement of campus facilities, below is an update on the planning:

1. Moderation of Caroline Hall – completed phase 1 August 2026
2. Establishing a Student Success Center: one-stop shop for student facing offices – plans are under way with a proposal being presented to the Campus Space Committee in October
3. Develop and enhance recreational spaces
 - I. Commuter Student Lounge – Soft opening in September 2026, awaiting furniture and card access to be operational to hold an open house
 - II. Traditional Halls Recreational Rooms – Planning focus groups in September 2026 with resident in each hall to solicit ideas to reimagine the spaces

The Hilda C. Landers Library renovation began this summer. As a result, the library study rooms on the second floor, heavily used by students, are off-line for the Fall semester. This creates a huge burden for upper class students as they do not have study rooms available in their living spaces similar to the traditional first-year halls. An alternative is the Learning Commons however it is not large enough to accommodate everyone on North Campus. Student Affairs has proposed utilizing the second floor of the Campus Center and the lobby of Glendening Hall and outfitting these spaces with tables and chairs for use by students with building hours being extended. A meeting with Provost Gantz is scheduled to review other academic building spaces which can be extended to students in the evenings to study and host club meetings and events.

Kennedy and Company

Kennedy & Company (K & Co.) is a higher education consulting firm founded in 2013 to provide institutions with a differentiated advisory model to address strategic questions. K & Co. employs over 40 personnel who have decades of experience in higher education and consulting in more than 200 institutions to solve problems related to strategic planning, faculty productivity, financial sustainability, new academic offerings and enrollment strategies. In January 2026 K & Co. was acquired by Human Capital Education (HCE). Enrollment Management already works with HCE on our strategic enrollment strategies. SMCM hired K & C. to conduct a retention analysis study. The goals are to review the retention data we have currently to identify risks, identification of best practices, policies, and mechanisms to increase student retention in years 1 and 2, and in later years, and formulation of actionable recommendations to increase year-over-year retention and successful graduation of SMCM students. The retention analysis work plan consists of:

- I. Current State Analysis
- II. Competitor Review
- III. Predictive Model Development and Testing
- IV. Strategic Retention Recommendations

The retention analysis kickoff in July with the steering committee, David Hautanen, Katie Gantz, Anne Marie Brady and Jerri Howland. The steering committee holds weekly meetings with K & Co. to discuss plan, discovery interviews, data collection, identify constituents and plan campus visits. K & Co. has held preliminary zoom interviews with staff in St. Mary's leadership, Academic Affairs, Student Affairs, Financial Assistance/Business, Enrollment Management,

faculty advisors, and student groups. They came to campus on August 25 to meet in person with groups, and tour campus, second visit is scheduled for September 15. At this visit they will provide a summary of their analysis to the Leadership Council and meet with remaining student groups (commuter students, Student Government Association, Signature Scholars, and Peer Academic Success Specialist (PASS)). In addition, they have sent out a survey to the campus to solicit feedback from other staff and unaffiliated students.

With the buzz in the air, three weeks in, this semester is gearing up to be an exciting busy semester. Let's Go Seahawks!



BOARD OF TRUSTEES CAMPUS LIFE COMMITTEE

STUDENT TRUSTEE REPORT SEPTEMBER 15, 2026

A beautiful new semester at St. Mary's College of Maryland kicked off on August 28th with Opening Convocation. The entire campus was welcomed by inspirational words from Dr. Phillips, poignant counsel from our vice presidents, encouragement from Student Body President Gillian Brewer, and a hilarious, tear-jerking speech from Dr. Diego Villada. This year's theme, "What is Community?" took center stage at orientation, as new students traveled to do volunteer work in our St. Mary's community, building relationships and giving back at the Kate Chandler Farm, Habitat for Humanity, Historic St. Mary's City, the Greenwell Foundation, and more. The campus as a whole has joyously embraced this theme with the Involvement Fair, featuring nonprofit organizations, and the SMCM Community Hour. Students are eager to see what more is to come.

The Campus Bookstore Transition

Over the summer, the announcement of Barnes and Noble as the winning bidder for the Campus Bookstore and Daily Grind operations was met with deep concern from the student body, staff, and the alumni community. Petitions circulated online

as students cried out over social media against this change. Many directly contacted the Maryland Board of Public Works to state their apprehension. Over Alumni Weekend, many alumni expressed their dismay and spoke about discontinuing their donations. As a small, tight-knit community that values authenticity, creativity, and relationships over all else, this response is not unexpected. While the administration and the Board have fought hard to preserve the most iconic and student-centered components of the Daily Grind amidst this transition and select student employees of the campus bookstore are set to participate in the RFP transition committee, the campus as a whole is feeling frustrated by the lack of information and updates they have received. The student reception of the bookstore outsourcing exposes a much bigger problem on campus. Students have expressed that they do not feel they can trust the Board and administration to communicate major campus changes in a timely and honest manner. As the RFP transition moves forward, students need regular updates and clear language to define standard business procedures, even when there are no significant developments to report.

Student Sentiment Surrounding AI

As AI becomes more prevalent in the workplace and technology in our daily lives, St. Mary's students continue their vehement opposition to AI in the classroom, their work, and their communities. Already in the first few weeks of the semester, students have become fixated on AI generated imagery on campus, resulting in a lack of trust and a loss of respect for the offices on campus that put out these graphics. Students feel strongly about the water waste and substantial negative environmental impacts resulting from the use of generative AI and they often find errors in the AI generated imagery that may attempt to depict campus. With the

addition of Canva Pro as a free resource available to all students, faculty, and staff, students are expressing frustration with the continued use of AI in the creation of flyers and other such materials.

Despite this negative perspective on AI, students continue to use it for coursework, sometimes when it is completely prohibited in a class. This dissonance could stem from many issues, including burnout, time management issues, lack of confidence in accessing resources, and reliance on AI from high school. Data from Kennedy and Company may prove useful in assessing reasons for student burnout. The new MySMCM app will make resources more accessible and remove potential barriers for student engagement. Overall, it's likely that attempts from various offices on campus to promote AI materials and AI resources will continue to be met with strong opposition, to the detriment of the relationship between the student body and administration on campus.

Library Renovations and the Third Spaces Squeeze

With the library renovation scheduled to last through the fall semester, students are already feeling an additional squeeze on the “third spaces” on campus. For now, we are seeing a delayed impact of the elimination of the first floor of the library because the warm weather allows students to utilize outdoor study spaces.

However, as the only place on campus where students can gather in large groups to work, socialize, and spend time outside of their homes, workplaces, or classrooms, the library is a major community space. Its loss has significantly impacted the students.

In anticipation of the weather changing, students are already predicting feeling trapped in their homes and seeing overcrowding in spaces such as the Daily Grind,

Brew'd Awakening, and the Learning Commons. Plans are in place to create more seating in the campus center and to extend open hours for the campus center and select academic buildings. Regular communication about these newly-designated third spaces will be essential to promoting their use, especially to new students who are unfamiliar with the more niche corners of campus. Nevertheless, the need for third spaces on North Campus is increasingly acute. Students in traditional dorms are able to utilize study rooms, the recreation room, and the lobby of their building, while in North Campus students have to trek to academic buildings (which are closed on weekends) or the Learning Commons (which does not provide food during evenings and weekends) to leave their homes. Simply put: students want more accessible comfy spaces around campus where they can talk and study socially.

Historic St. Mary's City in the Spotlight

With the imminent opening of the new visitors center at Historic St. Mary's City and the extended hours of Angelika's, students are spending more time at our resident living history museum than ever. Students are hoping that an agreement could be reached with Angelika's to allow Flex as payment to expand their dining options on campus, particularly on weekends. There are developing plans to create more community and academic connections with Historic, including jointly hosting the annual Mid-Atlantic Phi Alpha Theta National History Honors Society conference this April. The conference will accept papers from students across academic disciplines at St. Mary's and from colleges across the region. Elevating this conference on campus, with participation from the Three Cs and other local historical entities like Historic Sotterley, the Southern Maryland National Heritage Area, and Piscataway Park could be a major opportunity to help answer the question "What is Community?"

St. Mary's College of Maryland Non-Discrimination Policy and Procedures

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I. Policy Statement

St. Mary's College of Maryland ("**SMCM**" or the "**College**") is fully committed to equal employment and educational opportunities for its employees and students. The College is also committed to maintaining an educational and employment environment free from unlawful discrimination, harassment, and retaliation on the basis of race, color, religion, sex (including pregnancy and parental status), national origin, gender identity, sexual orientation, ethnicity, age, marital status, physical or mental disability, protected military status, or any other characteristic protected by law.

The College recognizes that diversity, equity, inclusion, accessibility, and mutual respect are essential to its educational mission and workplace culture. This policy establishes standards of conduct and procedures for addressing complaints of discrimination, harassment, and retaliation

affecting students, faculty, staff, applicants, volunteers, contractors, visitors, and other participants in College programs and activities.

Employment decisions, educational opportunities, admissions decisions, financial aid, promotion, tenure, compensation, discipline, and all other institutional actions shall be administered without unlawful discrimination.

Administration of this Policy

Responsibility for administering this policy depends upon the nature of the alleged discrimination and the status of the individual affected.

Student and Educational Matters. The Title VI Coordinator is responsible for the College's compliance with Title VI of the Civil Rights Act of 1964 and for coordinating the College's response to allegations of discrimination or harassment based on race, color, or national origin, including shared ancestry and ethnic characteristics, that affect students' access to or participation in the College's education programs or activities.

Employment Matters. The Associate Vice President of Human Resources is responsible for complaints of employment discrimination and harassment arising under Title VII of the Civil Rights Act of 1964 and other applicable employment discrimination laws and College policies.

Title IX Matters. The Title IX Coordinator is responsible for the College's compliance with Title IX and retains oversight of all matters arising under the College's Title IX policies and procedures. The Associate Vice President of Human Resources serves as a Deputy Title IX Coordinator and may be delegated responsibility by the Title IX Coordinator for matters involving employees. Such delegation does not transfer the Title IX Coordinator's responsibility for oversight of the College's Title IX compliance program.

When allegations potentially implicate more than one law, policy, or institutional process, the appropriate College officials may coordinate as necessary to determine the applicable process, avoid duplicative proceedings, and ensure an effective institutional response.

Katie Ringdahl
Interim Title IX and Title VI Coordinator
civilrights@smcm.edu
240-895-4195
<https://www.smcm.edu/civil-rights/>

Kathie Dao
Associate Vice President of Human Resources, Deputy Title IX Coordinator
240-895-4309
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Complaints of discrimination based on sex, gender identity, and sexual orientation that do not involve misconduct of a sexual nature will be addressed under these Non-Discrimination Procedures (the Procedures). Complaints of sexual harassment, sexual violence, relationship violence, and stalking will be addressed under the College's Policy Against Sexual Harassment and Grievance Process to Resolve Complaints of Sexual Harassment, as appropriate. These documents are available at <https://www.smcm.edu/civil-rights/policies-and-applicable-laws/>.

When the Title IX and Title VI Coordinator determines through an initial assessment that alleged conduct does not fall within the scope of the College's Policy Against Sexual Harassment, the matter may be referred to another applicable College policy or process.

Complaints of discrimination on the basis of disability may be made under these Procedures.

II. Applicability

All workplace and academic policies, programs and activities of the College are and shall be in conformity with applicable federal and State laws on non-discrimination including, but not limited to: Title VI of the Civil Rights Act of 1964 as amended, Title VII of the Civil Rights Act of 1964, Title IX of 1972 Education Amendments, Section 504 of the Rehabilitation Act of 1973, the Pregnant & Parenting Student Support Act, and the Vietnam Era Veterans' Readjustment Assistance Act of 1974. The College's equal opportunity policy applies to the College's educational policies, admission policies, scholarship and loan programs and athletic programs. The policy applies to all employment decisions, including those affecting recruitment, advertising, job application procedures, hiring, upgrading, training, promotion, transfer, compensation, job assignments, benefits, and/or other terms, conditions, or privileges of employment, provided the individual is qualified, with or without reasonable accommodations, to perform the essential functions of the job.

Any member of the St. Mary's College of Maryland community (including guests and visitors) whose acts deny, deprive, or limit the educational or employment access, benefits, and/or opportunities of any member of the College community is in violation of the Policy.

The College will promptly and effectively address any such Discrimination, Harassment, Retaliation, or Other Prohibited Conduct when it has Notice through remedial actions, which may include the applicable resolution process identified in the Procedures.

III. Protected Classes

Protected classes include, but are not limited to:

- Race
- Color
- Religion
- Creed
- National Origin
- Shared Ancestry
- Ethnicity/Ethnic Characteristics
- Sex
- Pregnancy
- Childbirth and related medical conditions
- Sexual Orientation
- Gender Identity
- Age
- Marital Status
- Physical Disability
- Mental Disability
- Genetic Information where protected by employment law
- Military Status
- Citizenship Status where protected by employment law
- Any other status protected by applicable law

IV. Prohibited Conduct

Students and Employees are entitled to an education and employment environment that is free of Discrimination, Harassment, and Retaliation. The Policy is not meant to inhibit or prohibit educational content or discussions inside or outside of the classroom that include germane, but controversial or sensitive, subject matters protected by academic freedom.

The sections below describe the specific forms of legally prohibited Discrimination, Harassment, and Retaliation that are also prohibited under St. Mary's College of Maryland policy.

When speech or conduct is protected by academic freedom and/or the First Amendment, it will not be considered a violation of St. Mary's College of Maryland policy, though the College will offer supportive measures to those impacted, and will implement remedies addressing the larger community, as appropriate.

All offense definitions encompass actual and/or attempted offenses.

Any of the following offenses can be charged as or combined as pattern offenses, in which case the Notice of Investigation and Allegation (NOIA) will clearly indicate that both individual incidents and a pattern of conduct are being investigated. A pattern may be alleged when there is a potential substantial similarity between incidents in which the proof of one could make it more likely that the other(s) occurred, and vice versa. Patterns may exist based on target selection, behavior similarity, or other factors. Where a pattern is found, it can be the basis to enhance sanctions accordingly.

Violation of any other St. Mary's College of Maryland policies may constitute Discrimination or Harassment when motivated by the aforementioned Protected Classes, and the result is a limitation or denial of education or employment access, benefits, or opportunities.

The following conduct is prohibited:

- A. Discrimination
 - a. Disparate Treatment
- B. Harassment
 - a. Hostile Environment Harassment
 - b. Quid Pro Quo Harassment
- C. Retaliation
- D. Process Interference
- E. Knowingly Making False Statements
- F. Failure to Comply with Corrective Actions

V. Procedural Definitions

“Advisor” is any person chosen by a party, or appointed by the institution, who may accompany the party to all meetings related to a resolution process, advise the party on that process, and help them to prepare for a hearing, if any.

“College Official” is the Title IX and Title VI Coordinator, Associate Vice President of Human Resources, or designee responsible for administration of this policy. For all matters involving sexual harassment or discrimination, as well as student complaints involving discrimination

based on race, color, or national origin, the appropriate College Official is the Title IX and Title VI Coordinator. For matters involving employee discrimination complaints and all other complaints not covered by Title IX or Title VI, the appropriate College Official is the Associate Vice President of Human Resources.

“Color” is the actual or perceived pigmentation, complexion, or shade/tone of a person’s skin (i.e., lightness, darkness, or other color characteristic of a person’s skin), regardless of that person’s Race or Ethnicity

“Complainant” is the individual alleged to have experienced prohibited conduct.

“Discrimination” is unequal treatment based on a legally protected status that is sufficiently serious to unreasonably interfere with or limit an individual’s opportunity to participate in or benefit from a College program or activity, or that otherwise adversely affects a term or condition of the individual’s employment or education.

“Disparate Treatment” is a form of Discrimination that includes any intentional differential treatment of a person or persons that is based on a person’s actual or perceived race, color, or national origin (OR protected characteristic(s)) and that:

- Excludes a person from participation in;
- Denies the person benefits of; or
- Otherwise adversely affects a term or condition of a person’s participation in a Recipient’s program or activity

“Education Program or Activity” is all locations, events, or circumstances in which the College exercises substantial control over both the Respondent and the context in which the Discrimination, Harassment, Retaliation, and/or Other Prohibited Conduct occurs.

“Ethnicity/Ethnic Characteristics” is belonging to a population, group, or subgroup of people based on shared culture/cultural background (e.g., language, food, music, dress, values, and beliefs), history, ancestry, or descent, or having the characteristics commonly attributed to such Ethnicity

“Harassment” is defined as: (a) unwelcome and offensive conduct based on a legally protected class, including: race, color, religion, sex, national origin, shared ancestry, gender identity, sexual orientation, ethnicity, age, marital status, physical or mental disability, protected military status, or any other characteristic protected by law; and (b) that is so severe or pervasive that it interferes with an individual’s work or academic performance or creates an intimidating, hostile or offensive working environment.

Harassment in violation of the Policy depends on the totality of the circumstances, including the nature, frequency, and duration of the conduct in question, the location and context in which it occurs, and the status of the individuals involved. Harassing behaviors may include, but are not limited to, the following, when based on a person’s protected status:

- conduct, whether verbal, physical, written, graphic, or electronic that threatens, intimidates, offends, belittles, denigrates, or shows an aversion toward an individual or group;
- epithets, slurs, or negative stereotyping, jokes, or nicknames;
- written, printed, or graphic material that contains offensive, denigrating, or demeaning comments, or pictures; and
- the display of offensive, denigrating, or demeaning objects, e-mails, text messages, or cell phone pictures.

“Hostile Environment Harassment” is unwelcome conduct on the basis of actual or perceived Protected Characteristic(s), based on the totality of the circumstances, that is subjectively and objectively offensive, and is so severe or pervasive, that it limits or denies a person’s ability to participate in or benefit from the College’s program or activity.

“Mandatory Reporter” is any College Employee, including faculty, staff, coaches, administrators, (Resident Assistants) RA’s, Residence Hall Coordinators (RHC’s), [and Orientation Leaders only when acting within the scope of their employment], who is obligated by Policy to share Notice or reports of Discrimination, Harassment, Retaliation, and/or Other Prohibited Conduct with the Title IX and Title VI Coordinator. This does not include employees designated as Confidential Resources.

“National Origin” is a person’s actual or perceived place of origin, ancestry, ethnicity/ethnic characteristic, language or accent, cultural heritage, surname or name associated with a nation, or association with people of a particular nation or origin, regardless of a person’s citizenship or immigration status.

“Process Interference” is the intentional interference with a resolution process, including, but not limited to: destroying or concealing evidence, seeking or encouraging false testimony or providing false testimony or evidence, intimidating or bribing a witness or party.

“Race” is a person’s actual or perceived (by others) membership in a group characterized by shared physical, cultural, or ethnic traits

“Respondent” is the individual alleged to have engaged in prohibited conduct.

“Retaliation” refers to adverse action that is taken against an individual because they reported discrimination, filed a complaint of discrimination, opposed prohibited conduct, requested accommodation, exercised rights protected by law, or participated in an investigation or proceeding concerning a discrimination complaint. Adverse actions may include, but are not limited to, impeding an individual’s academic advancement; terminating, refusing to hire, or refusing to promote an individual; or transferring or assigning an individual to a lesser position in terms of wages, hours, job classification, or job security.

“Shared Ancestry” is actual or perceived ethnic, cultural, or ancestral background (e.g., lineage, familial origins, genetic inheritance, language, customs, societal norms, and heritage). Discrimination on the ground of Shared Ancestry can include Discrimination based on actual or perceived religion (e.g., Jewish, Christian, Muslim, Sikh, Hindu, Buddhist, Shinto, indigenous/religious group), when that Discrimination is interwoven with Shared Ancestry or Ethnicity/Ethnic Characteristics

VI. Complaint Procedures

Generally, a complaint filed under other College procedures cannot also be addressed under these Procedures. Students, staff, and faculty must choose between the different complaint processes available to them in consultation with the appropriate College Official.

When conduct falls outside the jurisdiction of this policy, the College Official will assist individuals in identifying the appropriate institutional process and facilitate referrals whenever appropriate.

A. Reporting

All members of the community are urged to promptly report any conduct that may violate this policy to the Title IX and Title VI Coordinator and/or the Associate Vice President of Human Resources (the **“College Officials”**). Unless the College is aware of misconduct, it cannot address it. Failure to report by a Mandatory Reporter may result in corrective action.

Employees who experience violations of this Policy are encouraged to promptly file a complaint or bring it directly to the attention of their supervisor or submit a complaint to a College Official.

Students are similarly urged to file a complaint or inform the Title IX and Title VI Coordinator, an administrator or a College Official if they have been subjected to harassment or discrimination.

Employment discrimination Reports should generally be submitted to the Associate Vice President of Human Resources within 180 calendar days of the alleged conduct. The College may investigate reports filed outside this timeframe when circumstances warrant.

A Complainant or individual may initially make a report of Discrimination, Harassment, Retaliation, and/or Other Prohibited Conduct using any of the following options:

1. Report to the Title IX and Title VI Coordinator, or any other Mandatory Reporter. Such a report may be made at any time via telephone, 240-895-2012, email, civilrights@smcm.edu, or in-person, Glendening Annex Suite 190.
2. Report online using the [Title VI Incident Report](#) if you are a Student or use the [Incident Reporting Form](#) if you are an Employee. Anonymous reports are accepted but the report may give rise to a need to try to determine the Parties’ identities if not provided. Anonymous reports may limit the College’s ability to investigate, respond, and provide

remedies, depending upon what information is shared, however, the College will assess available information, offer supportive measures where possible, evaluate potential hostile environments, and implement remedies as appropriate. It also may not be possible to provide supportive measures to unidentified Complainants who are the subject of anonymous reports.

3. College Employees may report to the Associate Vice President of Human Resources via telephone, 240-895-4309, or in-person, Glendening Suite 170.
4. Report to the Office of Public Safety via telephone, 240-895-4911, or in-person. Public Safety Officers and other Public Safety staff are available 24 hours a day, 7 days a week, even when the College is closed. Public Safety staff are required to notify the Title IX and Title VI Coordinator of any reports that may involve sexual misconduct or discrimination based on protected characteristics such as gender, sex, race, color, or national origin.
5. In most situations, St. Mary's College of Maryland will respect a Complainant's request to not initiate an investigation or other appropriate resolution procedures. However, there may be circumstances, such as pattern behavior, allegations of severe misconduct, or a compelling threat to health and/or safety, in which the College may need to initiate an investigation or other appropriate resolution procedures. The College will maintain the privacy of information to the extent possible. The Complainant should not fear a loss of privacy by submitting a report that allows the College to discuss and/or provide supportive measures, in most circumstances.

Employees are instrumental in preventing and reporting conduct that may violate this policy. To that end, employees are required to report harassment that they directly observe or learn of to a College Official, unless that Employee is designated as a Confidential Resources.

The College recognizes that individuals who experience harassment or discrimination may wish to seek support from a confidential resource. Students seeking support from Counseling Services and Health Services can expect that their experiences will not be shared with the Title IX and Title VI Coordinator and will remain confidential unless and/or until the student contacts the Title IX and Title VI Coordinator directly.

In addition to counseling services, licensed medical providers, and licensed mental health professionals, the Employee Assistance Program is available to employees. Information shared with these confidential resources generally will not trigger a College investigation unless required by law.

B. Supportive Measures/Accommodations

Upon notice of alleged Discrimination, Harassment, Retaliation, and/or Other Prohibited Conduct, the College will offer and implement appropriate and reasonable supportive measures.

Supportive measures are non-disciplinary, non-punitive individualized services offered as appropriate and as reasonably available. They are offered, without fee or charge to the Parties,

to restore or preserve access to the College's Education Program or Activity, including measures designed to protect the safety of all Parties and/or the College's educational and employment environment and/or to deter Discrimination, Harassment, Retaliation, and/or Other Prohibited Conduct.

The College Official promptly makes supportive measures available to the Parties upon receiving Notice or a Complaint. At the time that supportive measures are offered, if a Complaint has not been filed, St. Mary's College of Maryland will inform the Complainant, in writing, that they may file a Complaint with St. Mary's College of Maryland either at that time or in the future. The College Official will work with a party to ensure that their wishes are considered with respect to any planned and implemented supportive measures.

Supportive measures are available upon Notice even if the reported behavior may be protected free expression, occurred outside of the College's jurisdiction, or for any other reason is not subject to St. Mary's College of Maryland's grievance procedures. Supportive measures may be available to other Students or Employees who are not the Complainant, depending on the nature of the allegations and their impact.

St. Mary's College of Maryland will maintain the confidentiality of the supportive measures, provided that confidentiality does not impair the College's ability to provide those supportive measures. St. Mary's College of Maryland will act to ensure as minimal an academic/occupational impact on the Parties as possible. The College will implement measures in a way that does not unreasonably burden another party.

These actions may include, but are not limited to:

- Referral to counseling, medical, and/or other healthcare services
- Referral to the Employee Assistance Program
- Referral to community-based service providers
- Visa and immigration assistance for Faculty and Staff
- Student financial aid counseling
- Education to the institutional community or community subgroup(s)
- Altering campus housing assignment(s)
- Altering work arrangements
- Safety planning
- Providing campus safety escorts
- Providing transportation assistance
- Implementing contact limitations (e.g., no contact orders) between the Parties
- Academic support, extensions of deadlines, or other course/program-related adjustments
- Trespass orders
- Timely warnings
- Class schedule modifications, withdrawals, or leaves of absence
- Increased security and monitoring of certain areas of the campus

- Any other actions deemed appropriate by the appropriate College Official

Violations of no contact orders or other restrictions may be referred to appropriate Student or Employee conduct processes for enforcement or added as collateral misconduct allegations to an ongoing resolution process under the Policy.

C. Timeliness

Employment Discrimination Complaints must be made within ninety (90) business days of the incident(s). The College Official may waive the time limit upon a showing of good cause.

There is no time limitation on providing Notice/Complaints to the Title IX and Title VI Coordinator. However, if the Respondent is no longer subject to the College's jurisdiction, and/or significant time has passed, the ability to investigate, respond, and/or provide remedies may be limited or impossible.

Acting on reports or Notice significantly impacted by the passage of time (including, but not limited to, the rescission or revision of Policy) is at the Title IX and Title VI Coordinator's discretion; they may document allegations for future reference, offer supportive measures and/or remedies, and/or engage in informal or formal action, as appropriate.

D. Initial Assessment

Written complaints are encouraged but not required. If a verbal complaint is made, the College Official will prepare a written statement of the allegations, and the "**Complainant**" will be required to acknowledge its accuracy in writing.

For Title VI matters, the Title IX and Title VI Coordinator conducts the initial assessment.

The appropriate College Official will acknowledge receipt of the complaint by sending a notification letter or contacting the Complainant directly within five (5) business days of receipt. The College Official will then conduct an initial assessment of the complaint to determine whether the complaint should be investigated and will consider the Complainant's request that the complaint be investigated or not investigated. The initial assessment typically includes:

- Assessing whether the reported conduct may reasonably constitute a Policy violation
- Determining whether the College has jurisdiction over the reported conduct
- Offering and coordinating supportive measures for the Parties
- Notifying the Complainant, or the person who reported the allegation(s), of the available resolution options
- Determining whether the Complainant wishes to file a Formal Complaint
- Notifying the Respondent of the available resolution option if a Formal Complaint is made

If the College Official determines that the complaint is not appropriately filed, the College Official will inform the Complainant of the reason. Reports that do not rise to the level of a potential Policy violation may be referred to other campus resources, such as the [Bias Prevention and Support Team](#).

E. Alternative Dispute Resolution Process

When determined appropriate by the College Official, the Complainant may elect to resolve a complaint through Alternative Dispute Resolution. The purpose of Alternative Dispute Resolution is to resolve the complaint by conference and conciliation.

The College Official will notify and advise supervisors and other administrators, as appropriate, of the complaint and efforts by the parties to proceed with Alternative Dispute Resolution. The College Official shall document efforts to resolve the complaint and whether or not those efforts were successful. When Alternative Dispute Resolution is successful, the College Official shall summarize the resolution in writing, have it signed by the parties, and provide signed copies to the respective parties and supervisors and administrators, as appropriate. The College Official will also monitor implementation of the resolution agreement and/or close the case. If Alternative Dispute Resolution does not succeed within forty-five (45) business days of the date the complaint is filed, the College Official will cease that process and begin the investigation process. If the forty-five business days fall under a time period in which the College is closed due to scheduled breaks or weather, the College Official can determine if an extension of this period is necessary.

If a Complainant is a bargaining unit-eligible individual, a Complainant's request for Alternative Dispute Resolution may also include a request for a delay in the timeline for discipline as outlined in the relevant Memorandum of Understanding. Under these circumstances, management may give notice of additional time to investigate as a result of granting the delay.

F. Informal Resolution

To initiate Informal Resolution, a Complainant or Respondent may make such a request to the College Official at any time prior to a Final Determination, or the College Official may offer the option to the Parties. The College will obtain voluntary, written confirmation that all Parties wish to resolve the matter through Informal Resolution before proceeding and will not pressure the Parties to participate in Informal Resolution.

When appropriate and voluntary, the College may offer:

- Mediation
- Facilitated discussions
- Educational interventions
- Restorative practices

Informal resolutions may not be used when prohibited by law or when the College determines a formal investigation is necessary.

It is not necessary to pursue Informal Resolution first in order to pursue a Formal Investigation. Any party participating in Informal Resolution can withdraw from the Informal Resolution Process at any time and initiate or resume the Formal Investigative Process.

G. Formal Investigation

When the Initial Assessment, informal resolution, or a failure of the Alternative Dispute Resolution process results in a determination that the College will formally investigate the Complaint, or a Formal Investigation is requested, the College Official shall advise the Complainant and Respondent of their rights under this Policy and Procedures, including the following:

- both parties have a right to an impartial investigation;
- both parties have a right to produce relevant documents, witnesses, and other material they would like the investigation to include; and
- both parties may have an advisor of their choice present to provide advice during the investigative interview; however, the advisor may not speak or act on behalf of the party.

1. Standard of Review

In making the determination of whether a Policy violation has occurred, the standard of review is “preponderance of the evidence,” which means it is more likely than not that a Policy violation occurred.

2. Expectation of Cooperation

Absent good cause, all parties and identified witnesses shall cooperate during the investigation by being available during reasonable business hours to discuss the complaint and by making available any relevant information requested by the investigator.

3. Investigation Timeline

The College seeks to complete an investigation within sixty (60) business days. The time frames set forth in this Policy may be extended for good cause. Exceptions to this timeframe may vary depending on the complexity of the investigation, access to relevant parties, and the severity and extent of the alleged discrimination.

4. False Information

Anyone who knowingly files a false complaint under this Policy or who knowingly provides false information to the College during an investigation will be subject to appropriate disciplinary action.

5. Appointment of Investigators

The College Official will assign one or more investigators who will conduct an adequate, reliable, and impartial investigation of the complaint. The College Official may serve as an investigator. The investigator(s) may be employees of the College or external investigator(s) engaged to assist the College in its fact-gathering. The College Official may appoint a team of two investigators, which may include the pairing of an external investigator with a College employee. Any investigator chosen to conduct the Investigation must be impartial and free of any conflict of interest.

A conflict of interest may arise if the investigator is related to, has a friendship with, or otherwise has had interactions with one of the parties or witnesses that may compromise the fairness or impartiality of the investigation. In the rare situation in which an actual or perceived conflict of interest arises from the involvement of an investigator, that conflict must be disclosed to all parties and any potential or actual conflict must be appropriately addressed.

If a Complainant or Respondent has reason to believe that an investigator for the case has a conflict of interest, the party should notify the College Official immediately via email and provide the reasons why the party believes there is a conflict of interest. Likewise, an investigator must promptly disclose any potential conflict of interest the investigator might have in a particular case. The College Official will review the information provided and make a determination regarding whether the investigator should be replaced with another investigator.

6. Investigative Interviews

The investigator(s) will interview the Complainant and the Respondent and any other available relevant witnesses and review available relevant documents.

After each investigative interview, the investigator(s) shall prepare a written summary of the interview and shall email a copy of the summary of the interview to the party or witness who was interviewed as soon as practicable after the interview is conducted. The party or witness shall have two (2) business days, from the date upon which the investigator(s) sent the summary of the interview, to provide any comments or additional information via email to the investigator(s).

If the party or witness does not provide comments or additional information to the investigator(s) within this time period, the summary of the interview will be included in the Investigation Report and Findings, as defined below, without comment from the party or witness. If the party or witness provides comments or additional information to the investigator(s) within this time period, the investigator(s) shall include the comments and additional information in the Investigation Report and Findings, and may, in the investigator(s)' discretion, conduct another interview of the party or witness.

7. Preliminary Investigation Report and Findings

The investigators shall complete a preliminary written report of its investigation, including a summary of the allegations, evidence reviewed and witness statements, findings of material fact and an analysis of those facts, and a conclusion stating whether the Policy was violated, based on the preponderance of evidence standard (the “**Preliminary Report**”). The College Official will review the Preliminary Report and findings for consistency with College policy and practice, and the College’s legal counsel will review the Preliminary Report for legal sufficiency.

The College will send the Preliminary Report to each party. Each party will have ten (10) business days to submit a response, which the investigators will consider prior to the completion of the final investigative report. The investigator(s) will carefully review all of the information submitted by the parties in response to the Preliminary Report. The Investigator(s) may conduct additional interviews to the extent reasonable, based on the relevancy and materiality of the statement of information known by a witness.

8. Final Investigative Report and Findings

After the investigator(s) review the responses to the Preliminary Report and conduct any additional investigation, the investigator(s) will prepare the final investigative report and findings (the “**Final Report**”). The College Official will review the Final Report and findings for consistency with College policy and practice, and the College’s legal counsel will review the Final Report for legal sufficiency.

The College Official will then issue a Notice of Findings and/or provide a copy of the Final Report to the parties and to the appropriate supervisors or department/unit heads, or the Student Conduct Officer, depending on the status of the parties. Copies of the Final Report may be redacted to comply with applicable law.

VII. Appeal

The Complainant and/or Respondent may appeal the investigation finding within five (5) business days of the date of receipt of the Notice of Findings by submitting a written statement of their intent to appeal, and the stated grounds, to the College Official via email.

The scope of the appeal is limited to the grounds set forth below. Mere dissatisfaction with the finding is not a valid basis for appeal. If an appeal is received by the College Official, the other party will be notified and given five (5) business days from the date of receipt of that notice to respond by submitting a written statement to College Official. Appeals filed by more than one party will be considered together in one appeal review process. All appeal documents submitted by a party will be shared with the other party.

If neither party submits an appeal, the decision will be considered final five (5) business days after the last date either party received the Notice of Findings. Appeals submitted after five (5) business days shall be denied, except upon a showing of good cause.

A. Grounds for Appeal

Either party may appeal the Finding only on the following grounds:

- **Substantial Procedural Error:** Procedural errors or errors in interpretation of College policy were so substantial as to effectively deny a Complainant or Respondent notice or a fair opportunity to be heard.
- **New Evidence:** New relevant, material evidence that a reasonably diligent person could not have discovered prior to the issuance of the Notice of Findings has become available.

B. Review

The appealing party has the burden of proof to overturn the finding. The standard of proof is preponderance of the evidence. Appeals are not intended to allow for a review of the entire investigation, with the exception of new evidence, as referenced above. The appellate review will be based on the written record; parties are not entitled to a hearing or meeting with the reviewing administrator or designee.

Appeal officers may be members of the College's Executive Council or may be external personnel with specific training and experience, appointed for this purpose. Appeal officers must be unbiased and without any conflicts of interest (as described above in section (IV)(E)(5)).

C. Appeal Outcome

Upon receipt of the appeal and response, the College Official will forward them to the appeal officer. Within five (5) business days, the appeal officer will issue a written determination stating whether the Appeal was granted or denied, including a summary of its rationale (the "**Appeal Outcome**"). The Appeal Outcome shall either:

- affirm the finding,
- overturn and reverse the finding, or
- send the case back to the investigator(s) with specific directions to reconsider the finding.

The decision of the appeal officer as set forth in the Appeal Outcome shall be final. The appeal officer shall forward a copy of the Appeal Outcome to the College Official via email. The College Official will forward a copy of the Appeal Outcome to the parties and respective supervisor/unit head/department chair/Student Conduct Officer as soon as possible.

VIII. Recommendations for Corrective Action

For matters involving employees, the College Official may provide the appropriate Vice President, supervisor, and department chair with a recommendation for corrective action. The final decision for determining and implementing any necessary corrective action shall remain the responsibility of the appropriate Vice President or designee. The Vice President or designee will notify the College Official within ten (10) business days of any corrective action that has been implemented.

Corrective actions may include education and training, coaching, performance improvement plans, workplace restrictions, reassignment, other remedial measures to stop misconduct, prevent recurrence, address impacts on affected individuals, and restore equal access.

The College Official is responsible for monitoring efforts to ensure that any ongoing violations of the Policy cease. In the event corrective action requires specific anti-discrimination training not readily available to the parties, the College Official will work with the supervisor and/or department/unit head to ensure training occurs as soon as feasible.

IX. Disciplinary Action

Violations may result in disciplinary action up to and including termination of employment, dismissal from academic programs, expulsion, suspension, or removal from campus.

A. Student Respondents

With respect to Student Respondents, the Student Conduct Officer, in accordance with the provisions of the Code of Student Conduct, is responsible for imposing disciplinary action. See the [Code of Student Conduct](#) for more information on disciplinary sanctions.

The College Official may consult with the Student Conduct Officer when appropriate to develop and provide other remedies. These remedies will identify reasonable long-term or permanent remedies to address the effects of the conduct on the Complainant, restore the Complainant's safety and well-being, and maximize the Complainant's educational and employment opportunities. Remedies may also be identified to address the effects of the conduct on the College community.

Students may appeal discipline imposed as a result of a violation of these Procedures in accordance with the Code of Student Conduct.

B. Other Respondents Including Staff and Administrators

With respect to Other Respondents, any disciplinary action or corrective measures will be imposed by the appropriate supervisor and unit head, in consultation with the Associate Vice President of Human Resources and/or the College Official, and other relevant administrators, as needed. Information about disciplinary action may be found in the [Employee Handbook](#) (for non-bargaining unit employees) and [Memorandum of Understanding](#) (for bargaining-unit employees).

Collective bargaining agreements, Faculty Bylaws, and applicable due process rights shall be observed.

C. Faculty Respondents

With respect to Faculty Respondents, disciplinary action or corrective measures will be imposed by the appropriate supervisor and unit head, in consultation with the Provost/Dean of Faculty, the College Official, and other relevant administrators, as needed.

Faculty may submit a grievance regarding any discipline imposed as a result of a violation of this Policy in accordance with their respective grievance rights, as described in the Employee Handbook and/or Faculty Bylaws.

D. Records Retention

The College Official will maintain the records relating to the investigation. The respective unit responsible for issuing any discipline will maintain any disciplinary records in accordance with the University's records retention schedule. The respective unit shall also provide a copy of the disciplinary records to the College Official.

The College Official will maintain the records for a period of seven (7) years.

X. Protection Against Retaliation

Retaliation is strictly prohibited.

Reports of retaliation shall be investigated independently and may constitute separate policy violations.

XI. Record Retention and Confidentiality

The Office of Human Resources and/or designated College Official shall maintain records relating to reports, investigations, findings, corrective actions, and appeals in accordance with the College's Records Retention Policy and applicable Maryland law.

Investigation records shall generally be retained for a minimum of seven (7) years.

XII. External Government Agencies that Address Discrimination Complaints

Filing an employment discrimination complaint under this Policy or an alternative campus procedure does not preclude an employee from filing a complaint with the Maryland Commission on Civil Rights, the Equal Employment Opportunity Commission, or the Office for Civil Rights of the U.S. Department of Education.

Complainants who wish to file discrimination complaints that are not connected with the official functions of the College or not falling within the scope of this Policy, will be referred to appropriate College, County, State, or Federal agencies by the College Official.

Office for Civil Rights U.S. Department of Education

Philadelphia Office (Regional Office for Maryland)

The Wanamaker Building

100 Penn Square East, Suite 515

Philadelphia, PA 19107-3323

Phone: 215-656-8541

FAX: 215-656-8605

TDD: 800-877-8339

Email: OCR.Philadelphia@ed.gov

Website: <http://www2.ed.gov/about/offices/list/ocr/index.html>

Maryland Commission on Civil Rights

Phone: 410-767-8600

Website: <http://mccr.maryland.gov/>

Equal Employment Opportunity Commission

Phone: 800-669-4000

TTY: 800-669-6820

Website: <https://egov.eeoc.gov/eas/>

Use of external complaint processes does not prohibit reporting through College procedures.

It is important to note that in order to protect certain legal rights and remedies, Complainants must comply with certain time limits and deadlines. Affected persons should contact the relevant agencies listed above to verify time limits for filing. Failure to meet required deadlines may result in a loss of rights to seek a legal remedy.

XIII. Training and Prevention

The College shall provide periodic training regarding equal employment opportunity, anti-discrimination requirements, harassment prevention, supervisor reporting obligations, and bystander intervention and respectful workplace expectations.

XIV. Authority, Administration, and Related Policies

Policy Owner:

Title IX and Title VI Coordinator

Associate Vice President for Human Resources / Chief Human Resources Officer

Responsible Offices:

Office of Human Resources

Office of Civil Rights and Compliance

Office of Student Affairs

Approved By:

President

Board of Trustees

Effective Date:

[Insert Date]

Review Cycle:

Every Three Years

Related Policies:

- Policy Against Sexual Harassment
- ADA Accommodation Policy
- Equal Employment Opportunity Policy
- Employee Handbook

- Faculty Bylaws
- Code of Student Conduct
- Telework Policy
- Background Check Policy
- PFML Policy
- FMLA Policy
- Applicable Collective Bargaining Agreements

APPENDIX A: Respectful Workplace Expectations and Civility Standards

Purpose

St. Mary's College of Maryland is committed to fostering a workplace and learning environment characterized by professionalism, mutual respect, collaboration, inclusion, and accountability. While not all inappropriate or unprofessional behavior rises to the level of unlawful discrimination, harassment, or retaliation, all employees, faculty, staff, administrators, students, and members of the College community are expected to conduct themselves in a manner that supports the College's mission and values.

Standards of Professional Conduct

Members of the College community are expected to:

1. Treat others with dignity, courtesy, and respect.
2. Communicate professionally, honestly, and constructively, even when disagreements occur.
3. Demonstrate respect for differing perspectives, experiences, and viewpoints.
4. Engage in collaborative problem-solving and conflict resolution whenever possible.
5. Support a workplace and learning environment free from intimidation, hostility, bullying, and disruptive behavior.
6. Accept supervisory direction and institutional decisions professionally, even when disagreement exists.
7. Raise concerns through appropriate College channels.
8. Refrain from conduct that undermines teamwork, trust, or operational effectiveness.

Examples of Conduct Inconsistent with College Expectations

Examples include, but are not limited to:

- Repeated disrespectful or dismissive communications;
- Verbal hostility, sarcasm, or personal attacks;
- Public criticism intended to embarrass or demean another individual;
- Intimidating, threatening, or aggressive behavior;
- Disruptive conduct during meetings or College activities;
- Refusal to cooperate with reasonable workplace expectations;
- Knowingly spreading false information about colleagues or College operations;
- Repeated failure to engage in professional communication after coaching or corrective feedback.

Relationship to Other Policies

Conduct that violates these Civility Standards may not necessarily constitute discrimination or harassment under applicable law. However, such conduct may violate College policies, performance expectations, workplace conduct standards, Faculty Bylaws, collective bargaining agreements, or the Employee Handbook and may result in corrective or disciplinary action.

Shared Responsibility

All members of the College community share responsibility for maintaining a respectful, inclusive, and productive environment that supports learning, scholarship, service, and employment.

Appendix B: Complaint Intake Form

Date Submitted: _____
Name: _____
Position/ Student Status: _____
Department: _____

SUMMARY

RESPONDENT INFORMATION

Name(s): _____
Position/Student Status: _____
Department: _____

TYPE OF CONCERN (CHECK ALL THAT APPLY)

☐ Discrimination ☐ Harassment ☐ Retaliation ☐ Disability Accommodation Concern ☐ Failure to Provide Equal Opportunity ☐ Other: _____

PROTECTED CHARACTERISTIC INVOLVED (IF APPLICABLE)

☐ Race ☐ Color ☐ Religion ☐ National Origin ☐ Sex ☐ Pregnancy ☐ Sexual Orientation
☐ Gender Identity ☐ Age ☐ Disability ☐ Military Status ☐ Other: _____

INCIDENT INFORMATION

Date(s) of Incident(s): _____
Location(s): _____
Describe the incident(s) in detail:

WITNESSES

Name: _____
Contact Information: _____

Name: _____
Contact Information: _____

SUPPORTING DOCUMENTATION

Please identify any supporting information:

☐ Emails ☐ Text Messages ☐ Photographs ☐ Documents ☐ Social Media Posts ☐ Other
Description: _____

REQUESTED RESOLUTION

Please describe any action you would like the College to consider:

CERTIFICATION

I certify that the information provided is true and accurate to the best of my knowledge.

Signature: _____ Date:



**BOARD OF TRUSTEES
ADVANCEMENT COMMITTEE**

SMCM ALUMNI ASSOCIATION REPORT

Date of Meeting: September 4, 2026

Reporter: Michele Shipley '92, SMCM Alumni Association president

Updates on FY26 initiatives-Old Business

Alumni Benefits

Last year, President Phillips encouraged the Alumni Relations team to offer more alumni benefits specifically alumni travel programs, license plate programming and potential credit card offerings.

- Alumni Travel Programs. This fall, a small group will take part in our first SMCM Adventures tour to the Southwest National Parks. Early registrations have been received our first registrations for the Galápagos Islands trip in March 2027, with Tuscany planned for fall 2027. These trips are open to alumni, trustees and other supporters of SMCM, and we hope you'll consider joining us.
- The SMCM license plate program will be relaunched this fall.
- The credit card program was researched, and it was determined to not proceed based on current best practices. This is a model that many institutions are moving away from.

Alumni Council Priorities FY 27

As we entered FY27, the Alumni Council and Alumni Relations team turned our attention to the role alumni can play in supporting the College's new strategic plan, Excellence Reimagined: Honors at the Helm. Our focus is on building stronger relationships with alumni and creating more opportunities for them to connect, volunteer and support the College.

The Alumni Council met for our annual retreat in mid-August, where we met with the new Vice President of Advancement and Executive Director of the SMCM Foundation, Elizabeth Mitchell, who presented and engaged in a dialogue with the Alumni Council around the College's priorities, including ways alumni can play a more active role in supporting SMCM and how the Advancement program, inclusive of alumni relations, are defining alumni engagement.

At the retreat, the Council identified several areas where it wants to focus its attention this year. These include supporting the strategic plan through alumni engagement, strengthening connections with alumni employees and legacy families and creating more opportunities to connect alumni with current students.

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The Council spent time discussing legacy families, specifically alumni whose children or grandchildren attend the College. The Alumni Council currently stewards the Alumni Legacy Scholarship and is exploring new ways this fiscal year to engage legacy families and honor this special connection outside of the scholarship.

For the first time, the Council also invited more than fifty alumni employees to the Alumni Council dinner at the August retreat. Alumni Relations also included alumni employees to join graduating seniors at the Almost Alumni Cookout this past spring. We also have alumni employee representation on the Alumni Council.

Using Data to Guide the Work

During the August retreat, the Alumni Relations team shared how it is beginning to use CASE guidelines (the Council for the Advancement and Support of Education) to measure alumni engagement across four areas: experiential, volunteer, philanthropic and communications. This year, the team plans to focus on experiential, volunteer and philanthropic engagement, where the clearest data is available.

The goal is to understand not just how many alumni attend an event, but how many are staying connected to the College in different ways over time. This will also give us a better way to track our success in engaging alumni from year to year. It will also help guide where staff time, programming and volunteer outreach are focused and continue to strengthen alumni networks and strategic alumni involvement with the College.

Alumni Engagement Event Updates from April 2026 to present:

- Alumni Weekend in June welcomed 1,086 registered alumni and guests spanning seven decades, with an estimated 150 additional attendees joining throughout the weekend. It remains our largest opportunity each year to bring alumni back to campus and reconnect them with classmates, faculty and the College.
- The 53rd Governor's Cup Yacht Race in late July, early August opened with a new Annapolis Chapter reception at the Annapolis Maritime Museum that drew nearly 80 attendees, including two of the race's three founders and several alumni who had never attended an alumni event. The weekend also marked the start of a new partnership with PNC Bank, secured with the help of Alumni Council Treasurer and Foundation Board member Morgan Lum '96.
- Regional programming has also grown this summer. Nearly 40 alumni and guests attended an Annapolis Blues soccer game in June, and more than 90 joined us in July for our first Orioles outing since the pandemic, which included a pregame gathering at alumni-owned Pickles Pub. In September, we will return to Nationals Park for the first time in more than a decade, with a pregame gathering at alumni-owned Agua 301.



Building the Student-to-Alumni Connection

In recent years, Alumni Relations has been building stronger connections between students and alumni through programs such as Mentor-a-Seahawk, Refer-a-Seahawk, Bay to Bay Service Days and SAGE, the Advancement student volunteer group of roughly 25 students who work closely with Alumni Relations throughout the year.

Giving Tuesday, the Almost Alumni Cookout and the approximately 25 students who work alongside alumni and staff during Alumni Weekend provide additional opportunities for students to engage with the Alumni Association before they graduate.

We want to keep building on that foundation. We want students to begin fostering those alumni connections before they graduate and understand that their relationship with the College doesn't end at Commencement.

Class Representatives Program. Alumni Relations is also developing a new class representative program to help connect alumni in same class years and/or clusters of class years. The initial focus will be on reconnecting classmates and increasing participation in Alumni Weekend.

Regional Alumni Engagement

The focus on regional alumni chapters continues. The Advancement team is developing an intentional regional strategy for the chapter clubs and based on where our alumni live and where we have the best opportunities to build stronger alumni communities. Elizabeth Mitchell shared that one of her first requests when she arrived was a closer look at our alumni data, and that information is now helping guide where we invest time, travel and programming.

The goal is to bring more of the College to alumni through a mix of social gatherings, faculty lectures and other programs that help graduates build meaningful relationships with the College and with one another. We are also working closely with President Phillips and her office to identify events where her participation would be especially meaningful. When appropriate, we plan to invite trustees, Foundation board members, current parents and prospective students and families as well.

Regional travel and programming are being planned throughout the year, with Alumni Council members and other volunteers helping strengthen connections in their areas.

Giving Tuesday and Annual Giving

Planning is already underway for Giving Tuesday. Alumni Relations continue to lead this initiative and are exploring how Almadbase, the College's new alumni engagement and fundraising CRM adopted earlier this year (post last year's Giving Tuesday), can support the model SMC has built over the past decade. This will be a new platform for all digital communications associated with Giving Tuesday.

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The Alumni Council will again play an important role. Council members will contribute to the Alumni Council Challenge, and they made a commitment at the retreat to work toward 100% participation. Many will also sign up as Giving Tuesday Champions, take leave from work to volunteer on campus and use their own networks to encourage others to participate.

Under CASE Alumni Engagement guidelines, the Alumni Relations team will play a larger role in how annual giving aligns with the alumni engagement work already happening through Alumni Relations. Alumni Relations manages many of the relationships and communication tools used to reach alumni, including Almbase, email and social media. The plan is for the team to take on a larger role in annual giving strategy via digital communications throughout this year. Advancement Development team members will focus on individual outreach and relationship building with our donors.

SMCM currently has 14,952 contactable alumni. Last year, 1,455 alumni made a gift, while more than 8,000 alumni (living and deceased) made a gift to SMCM at some time in their life cycle, including bequests overall. That gives us a real opportunity to grow participation by reconnecting with alumni who already have a history of giving.



Technology, Buildings and Grounds Committee Meeting

SMCM Board of Trustees

Tuesday, September 29, 2026 at 3:30 PM EDT

Agenda

I. MOTION AND VOTE TO CLOSE THE MEETING

MOTION AND VOTE TO RECONVENE THE MEETING IN OPEN SESSION

II. DISCUSSION ITEMS

- II. A. FY28 – FY32 State Capital Budget Request
- II. B. Space Assessment, Executive Summary
- II. C. Office of Information Technology Report

III. ACTION ITEMS

- A. Approval of April 2, 2026 Meeting Minutes
- B. FY26 Facilities Condition Report

IV. INFORMATION ITEMS

- A. Space Assessment, Final Deliverable
- B. Campus Office Movements
- C. Marine Science Vessel Update
- D. College Managed Capital Projects
- E. Historic St. Mary's City Commission Report

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MARYLAND'S FIRST CAPITAL

HISTORIC ST. MARY'S CITY COMMISSION

Update for SMCM Board of Trustees

October 9-10, 2026

State of the Organization:

- **HSMCC** is welcoming back student tours and other visitors. Indigenous People's Day was on September 12. It was well attended and the weather was great. The Dove participated in 250th Anniversary activities in Norfolk and in Baltimore. T
- **Planning** is underway for the 400th anniversary of colonial Maryland
- **Executive Director** David O'Donnell has been getting to know our community and engaging with SMCM.

Capital Project Update:

Projects Currently Underway:

Maryland Heritage Interpretive Center: This much anticipated, long awaited, new visitor center will document over 10,000 years of human history in Southern Maryland. It has been a very lengthy process. Construction is complete. Exhibit installation has taken longer than expected. We anticipate opening the new Visitor Center in November 2026.

- **Leonard Calvert House Exhibit:** Archaeological excavations continue at the home of Maryland's first governor, Leonard Calvert. Beginning in the early 1660s, this site once served as Maryland's Archaeological work continues and is nearing completion. Analysis and design will follow, in preparation for the full-scale reconstruction of the house on its original location at the center of the 17th-century colonial capital.
- **Education and Artisan Center:** Once the new Visitor Center is open, work will start on the current Visitor Center on Rosecroft Road. It will be converted to an education complex, including hands-on learning activities for families and children, and refurbishment of the auditorium. HSMC will raise \$500,000.00 and the remainder will be funded by the State of Maryland.

Site Improvements (Projects managed by Department of General Services [DGS]):

- **Public Restrooms at Farthings Ordinary:** The work has been completed.
- **Public Restrooms at Reconstructed State House:** Remains on hold due to lack of funding.
- **Campus Improvements (seven projects):** Seven projects spread across the landscape, including (1) Way-finding and interpretive signage; (2) monument sign at museum

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entrance; (3) replacement footbridge to current Visitor Center; (4) period split-rail and pailing fencing; (5) resurfacing access road to St. Mary's Fort site; (6) parking area resurfacing at Administration Building; and (7) new siding and roofs on current Visitor Center outbuildings. Some work is underway. Other work will proceed later.

- **Mold Remediation Projects**

The work continues, as the mold problems were more pervasive than expected. The work should be completed by Spring 2027.

Out-year Projects in Capital Improvement Plan:

- **Collections Storage and Maintenance Facility:** This new two-story structure will be located near the current maintenance facility on Mattapany Road. It will provide much needed additional climate-controlled archival storage space for archaeological artifacts, as well as offices and workspaces for maintenance staff. The space at Anne Arundel was fully utilized in no time. Design funds are scheduled for FY28.

Research and Outreach Update:

St. Mary's Fort Excavations:

Excavations continue at the site of the ca. 1634 St. Mary's Fort, the founding site of the Maryland colony. A grant provided by the Maryland Heritage Areas Authority, with matching funds from the Historic St. Mary's City Foundation, supported the reconstruction of the fort's west bastion and a portion of the adjoining palisade walls. The reconstructed fort walls are a visible marker of the structure's position on the landscape, and we are moving forward with HSMC's long-term plan to rebuild a portion of the fort and provide interpretive opportunities for visitor engagement. A firing platform and ADA-accessible ramp will be added to the reconstructed bastion.

SMCM students continue to work alongside HSMC staff to investigate portions of the fort site, including areas immediately outside the fort's south wall.

DIG!: St. Mary's Fort Excavation Experience

In the spring of 2026, HSMC launched a new public program called DIG!: St. Mary's Fort Excavation Experience, which continued in 2027. This well received program invited ticket-holding members of the public to dig alongside the St. Mary's Fort archaeological team in this unique one-day experience. Participants tour the site, learn safety measures, and then join the

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hunt for artifacts from the earliest days of the Maryland colony. Participants also enjoy lunch at the SMCM Great Room.

Farthing's Ordinary and Kitchen

- Angelika's Kitchen is open! It features Jubilee Farm, microbrewery "small beers") operating out of the lower level of Farthing's Ordinary, serving hand-crafted beer alongside artisanal cuisine. Angelika's Kitchen has become a popular restaurant and gathering spot.

27–29 November: Hearth and Home—Seasonal celebration with demonstrations of 17th-century cooking methods throughout the museum grounds.

Fall 2026: Public *Maryland Dove* Sails—Step aboard *Maryland Dove*, HSMC's replica 17th-century sailing ship and floating ambassador and sail the St. Mary's River the way the first colonists did in the 1600s. This has been highly successful and consistently popular.

HSMC continues to focus on ways to engage our visitors and community in history when they visit Historic St. Mary's City.

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**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE
MEETING OF SEPTEMBER 29, 2026
ACTION ITEM III.B.
FY26 FACILITIES CONDITION REPORT APPROVAL**

RECOMMENDED ACTION

The Technology, Buildings, and Grounds Committee recommends approval by the Board of Trustees of the Annual Facilities Condition Report (attached).

RATIONALE

The Technology, Buildings, and Grounds Committee is charged with conducting an annual evaluation of the campus facilities and reporting its findings to the Board of Trustees. The Committee presents the attached annual report to the Board for approval.

2026 ANNUAL REPORT ON THE CONDITION OF CAMPUS FACILITIES

1. ***St. Mary's Hall*** ***1906 (1994)*** ***3,227 NASF***
Function: Historic multi-use facility. The building is currently **offline** as capital project mobilization begins. Upon completion, the facility will serve as critical academic swing space for the Department of Theater, Film, and Media Studies (TFMS) during the upcoming renovation of Montgomery Hall. Following the Montgomery Hall project, the space is planned to transition into the permanent home for the Boyden Gallery with minimal further modification
Condition: Poor (FCI = xx%) Deferred Cost: \$xx K
The facility remains offline due to ongoing building envelope vulnerabilities and interior environmental concerns. Past maintenance milestones include masonry repointing (2015), carpet replacement (2014), basement water mitigation and restoration (2013–2014), dynamic seating repairs, emergency structural repairs (2019), and exterior window/door restoration (2021). Full rehabilitation is required before returning the asset to service
Future: Approximately \$2 million in state capital infrastructure funds have been secured to execute a comprehensive building envelope restoration, perimeter water intrusion remediation, lower-level mold remediation, and a complete HVAC mechanical system replacement. Physical site work is slated to commence this fall. Interior layout modifications will transition the space to a flat-floor configuration to support TFMS coursework and performances in the near term, while seamlessly positioning the building for its long-term institutional role housing the Boyden Gallery.
2. ***St. Mary's Hall Annex (Animal House)*** ***1907 (2012)*** ***119 NASF***
Function: Primary unisex ADA-accessible restroom facility supporting St. Mary's Hall programs and outdoor campus events in the Garden of Remembrance. The building also houses specialized laboratory/storage space for the Department of Anthropology.
Condition: Good (FCI = xxx%) Deferred Cost: \$xxK
The building envelope and primary mechanical systems remain structurally sound and functionally adequate. No major capital work has been executed over the past five years. Minor aesthetic wear is present on exterior wood trim elements.
Future: Capital scope will leverage the newly secured St. Mary's Hall infrastructure restoration project to execute targeted exterior envelope repairs and accessibility upgrades. Specifically, the restroom spaces will undergo targeted improvements to serve as the fully compliant, primary ADA-accessible restroom facility for visitors and occupants of the newly renovated St. Mary's Hall. Exterior wood trim prep, painting, and envelope sealing will be executed concurrently.
3. ***May Russell Lodge*** ***1909*** ***1,422 NASF***
Function: Auxiliary facility providing specialized guest lodging, hospitality space, and small event/meeting accommodations for the College community and external campus guests
Condition: Good (FCI = xx%) Deferred Cost: \$xxK
The building systems and core structure remain in good overall condition. Historical capital maintenance includes full window replacements (2014), interior floor refinishing and

screened porch repairs (2013), complete dual heating and cooling HVAC replacement (2017), secondary porch restoration (2019), and the successful installation of a dedicated domestic water service line from Kent Hall (2024).

Future: Over the next 12–24 months, the Office of Planning and Facilities will partner with the Office of Alumni Relations to fund and execute targeted exterior capital and site improvements. Planned scope includes the construction of a new exterior hardscape gathering area to expand outdoor guest capacity, repainting the exterior porch, and parging and painting the lower porch foundation wall. Long-term capital tracking continues to monitor masonry restoration and slate roof replacement, anticipated within a 5- to 7-year planning window. No interior renovations are planned at this time.

4. Calvert Hall **1924 (1987)** **16,428 NASF**

Function: Administrative offices on the main (1st), second floors, and third floors. The ground floor (basement), renovated in 2012 with a light renovation in 2023, houses the campus archives and the Office of Planning, Design, and Construction.

Condition: Good (FCI = %) Deferred Cost: \$K

Floor tiles in both stair towers were replaced in 2013. Doors and asbestos floor tiles on the 2nd and 3rd floors need replacement. Bathroom facilities on the 2nd and 3rd floors need renovation. There remains a need for Americans with Disabilities Act (ADA) access throughout the building. Both north and south porch roofs and substrates were renovated in 2013. Bathrooms in the basement and on the 1st floor were converted to ADA compliant restrooms, stair towers were renovated and the second floor was converted to office and lounge space in support of Advancement and Alumni operations in 2015. FY22 and FY23 State Capital Infrastructure funds were used to replace the buildings heating and air conditioning systems, upgrade the electrical system, replace the fire alarm system, replace the building's windows, replace the roof, and repair the masonry façade. Restoration work, post-fire, resulted in the replacement of the carpeting throughout the building and new paint throughout the first, second, and third floors.

Future: Future State Capital Infrastructure funds are scheduled in the Governor's 5-year CIP to address both ADA and Life Safety needs including, but not limited to, a building-wide sprinkler system, elevator, and ADA specific bathroom upgrades. Future Plant funds will also be needed to address the deteriorating aesthetic of the central staircase.

5. Lucille Clifton House **1928 (2017)** **1,233 NASF**

Function: The facility is currently occupied by DeSousa-Brent Scholars and Equity Programming staff

Condition: Fair (FCI = %) Deferred Cost: \$K

Exterior siding and substrates were replaced in 2014. Water infiltration problems exist in the basement (unoccupied). An interior finish renovation with ADA upgrades was completed in 2016. In addition, a new entry portico was added to the building. In 2020, the roof was replaced. Basement ventilation and a new basement sump pump was installed in 2021 to help control moisture intrusion. The building's heating system was decommissioned, and a new heat pump was installed in 2021. A complete window replacement and slight redesign of the interior space was also completed in 2021 to accommodate the IDE(A)₂ Faculty and Staff.

Future: Plant funds will be used to waterproof the building's basement and improve the electrical system in FY25.

- 6. Admission Welcome Center 1936 (1986) 2,032 NASF**
Function: Offices and support space for the Office of Admission.
Condition: Good (FCI = %) Deferred Cost: \$K
Gutters and downspouts were repaired in 2015. Basement windows and interior walls were sealed to address water infiltration problems and exterior walkways were refurbished in 2014. A geothermal heat pump system was installed, which included new attic and crawl space insulation in 2013. Asbestos flooring abatement and carpet replacement were completed in and around the kitchen area in 2013. Minor repointing was complete on the building foundation in 2016. The lobby, sunroom and entry corridor saw a limited renovation with new furniture added in 2019. The building's exterior has been painted and the front porch handrails have been replaced. In 2021, the main visitor's restroom was renovated, and the roof was replaced. New furniture, paint, and window treatments were part of a modest renovation in the fall of 2023.
Future: Exterior lighting enhancements are planned for spring 2027. Refurbishment of window frames and associated trim and seals are needed.
- 7. Kent Hall 1940 (1998) 11,668 NASF**
Function: Office and instructional space for the departments of history, business, environmental studies, economics, and political science.
Condition: Poor (FCI = %) Deferred Cost: \$K
Vinyl Composition Tile (VCT) on the 2nd and 3rd floors and the columns at the west entrance were replaced in 2016. In 2017, first floor corridors, stairwells and classroom flooring replaced. Upgrades to variable air volume boxes in the ventilation system were completed in 2011. The fuel-fired domestic hot water heater was replaced with an electric hot water heater in 2008. R-22 availability is no longer produced and has become very expensive for packaged AC units that support data closets. Although these units are functional, replacements should be considered soon. FY23 Capital funding was used to replace the cooling tower, economizer, and all associated pumps for the building's main cooling system.
Future: The State Infrastructure Improvements Capital Project will fund the remaining upgrades needed for the HVAC systems and the restoration of building masonry. Plant funding is scheduled to replace AC units supporting OIT data closets. Carpet replacements are needed in the next plant budget cycle.
- 8. Bonnie Green House – Formerly Cobb 1948 (2017) 2,879 NASF**
Function: The building houses the office of Alumni Relations as well as Conferences and Events Staff.
Condition: Fair (FCI = %) Deferred Cost: \$K
The building has undergone a partial interior finish upgrade, roof replacement, addition of entry vestibule and deck, and ADA improvements in 2017. Storm windows were replaced in 2009. The floors in the basement are delaminating in various areas as a result of a major pipe leak and needs repairs. One heat pump system was replaced in 2013. Repairs and painting of sections of the soffits, fascia, and substrates were completed in 2016. Gutters

require repair or replacement. Dehumidification in the basement was installed in Summer 2019. The first-floor windows were replaced in FY25.

Future: Additional Plant funds are needed to replace the remaining windows in the Bonnie Green House

9. ***Margaret Brent Hall*** ***1950 (2011)*** ***2,903 NASF***

Function: The building currently supports Counseling Services staff

Condition: Good (FCI = %) Deferred Cost: K

Projects have been kept to a minimum since the building's relocation in 2011. To prepare for the Office of Counseling Services the building's finishes were upgraded to include a comprehensive paint-out, new flooring, and sound attenuation improvements.

Future: The building is currently slated to be transitioned to house the Office of Public Safety. The emergency generator and front-end for building automation needs will need to be moved to support these changes/upgrades. This work is scheduled for the fall of 2026. The fire alarm system will need to be replaced within the next five years.

10. ***Vacant*** – Old Anne Arundel Hall

11. ***Queen Anne Hall*** ***1965 (2005)*** ***23,343 NASF***

Function: Female traditional residence hall.

Condition: Good (FCI = %) Deferred Cost: \$K

New HVAC system, including central air-conditioning, was completed in 2016. The gutters were replaced, a foundation drain tile system was installed and 21 windows on the west side of the building were replaced in 2013. The remaining original windows were replaced and exterior brick repointing and sealing to reduce moisture absorption were completed in 2014. Repainting of the interior of the building, replacing ceilings, replacing exterior doors, upgrading recreation room furniture, lobby restorations, and study furniture, wireless internet were also completed in 2014. Installation of a new HVAC system, including central air-conditioning was completed in summer 2016. The roof is in fair condition. An ADA entrance to the first floor was completed in 2018 under the program Access Maryland. The building's boiler was removed and replaced with two standalone water heaters in 2019. In building's main lobby was renovated in December 2024 to include new paint and new flooring.

Future: The replacement of the roof has been designed and will be replaced within the next 5 years. Also, minor interior renovation is planned for the next 1-3 years to refurbish the front and back apartments.

12. ***Campus Center*** ***1966 (2000)*** ***31,672 NASF***

Function: The facility includes food service, campus bookstore, lounges, meeting rooms, a theater, campus mailboxes, student and staff offices, and space for student organizations.

Condition: Good (FCI =%) Deferred Cost: \$K

A gender-neutral bathroom was created on the first floor across the hall from the Cole Cinema in 2016. Upgrades to Variable Air Volume box (VAV) controllers were completed in 2012-2014. The loading dock concrete deck and block walls showed deterioration at various joints and were repaired in 2014. Chimney flashing and cap repairs were assessed in 2015 and appear to be resolved. Floors in the dish room were repaired in 2016 to address

the water infiltration problems. Two roof top R-22 AC condensing units are recommended for replacement. Replacement of the Daily Grind flooring is recommended. Common areas were repainted in 2018. Structural repairs were needed near the entrance to the Great Room in the summer of 2019. The buildings main grease interceptor was replaced in 2019. The kitchen floor was replaced with an epoxy membrane floor system in 2020. The flat roof and main rooftop air handling units were replaced in May 2023. Slight modifications and improvements were made in the summer of 2026 for the Commuter Lounge and new Faculty/Staff Lounge.

Future: Air handling equipment dedicated for the kitchens should be replaced using Plant funds within the next 5 years. The College's bookstore operations and space needs are actively being re-evaluated to include slight changes to space usage within the existing bookstore and Daily Grind footprint.

13. *Hilda C. Landers Library* 1968 (1990) 38,006 NASF

Function: This facility includes the library, media services, the Center for Inclusive Teaching & Learning, the Writing Center, and the Office of Information Technology.

Condition: Fair (FCI = %) Deferred Cost: \$K

In 2017, the building Fire Alarm system was replaced. A new emergency generator was installed in 2008. The chiller and the second-floor carpet were replaced in 2011 and 2012. Air Handler Unit 5 needs refurbishment or replacement. Additional classrooms, offices, and 3rd-floor carpets need replacement. Upgrades to the building control system in FY19 and roof replacement in FY20 were funded by the State Infrastructure Improvements Capital Project. Space was renovated to house the Center for Inclusive Teaching and Learning on the first floor as well as a Writing Center. New Computer Room Air Conditioning (CRAC) units were installed in 2025 to support the campus's main servers in Baltimore Hall.

Future: The lower level and portions of the second floor are actively undergoing a comprehensive revisioning project that will add the Office of International Education and significantly improve the aesthetic of the main level. Future work will address the Library Annex space and the 3rd floor to complete the full building renovation currently under construction.

14. *Dorchester Hall* 1968 (1988) 22,742 NASF

Function: Co-ed traditional residence hall.

Condition: Good (FCI = %) Deferred Cost: \$K

Stair tower renovations, entrance door replacement, window replacement and masonry waterproofing were completed in 2013. Gutters were replaced and a drain tile system was installed in 2014. Replacing ceilings, replacing asbestos floor tiles, replacing exterior doors, upgrading recreation room furniture, lobby restorations, and study furniture and wireless internet upgrades was completed in 2014. The removal of the remaining asbestos insulation in heating piping, replacing interior doors, and installation of a new HVAC system, including central air-conditioning, were completed in 2015. Building Automation System upgrades were completed in 2017. The first-floor communal kitchen was renovated in early 2021. The building's fire alarm system was replaced in 2022. The Maryland Department of Disabilities (MDOD) Access Maryland program helped fund the

installation of a new ADA ramp for the main entrance. A modest renovation to the lobby was completed in 2023 to include new flooring, new furniture, and painted walls.

Future: Replacement of ceramic tile floors to be considered under future plant budgets. Also, a minor interior renovation is planned for the next 1-3 years to refurbish the front and back apartments. The installation of a building wide sprinkler system should be funded via Plant funds in the next 1-5 years. The third-floor bathrooms are being renovated in the summer of 2023 to help transition the building to a coed dormitory.

15. *Maintenance* 1968 (1981) 9,202 NASF

Function: Physical Plant administrative offices and support space, as well as art storage for the College art collections.

Condition: Fair (FCI = %) Deferred Cost: \$K

The building HVAC system is in poor condition. The building is inadequate for current levels of maintenance and grounds operations.

Future: All deficiencies are to be considered for funding through the plant budget. The draft 2012-2027 Master Plan recommends that the existing Maintenance Building be converted to joint use by Public Safety and Maintenance after construction of a new Maintenance Building. Art studios and art storage should be moved to Montgomery Hall after the department of Music moves to the New Academic Building. The building's main electrical room will need renovations in 1-3 years.

16. *Michael P. O'Brien Athletic and Recreation Center* 1968 (2005) 81,680 NASF

Function: Athletic and recreational facility.

Condition: Good (FCI =%) Deferred Cost: \$K

Most interior spaces are in satisfactory condition. The exterior double doors to the recreation court were replaced and repairs to the pool chemical and acid rooms were completed in 2014. An elevator system to facilitate chemical transport to the pool mechanical deck was installed in 2015. The flooring around the pools and seating in the natatorium needs replacement or a renovation. A feasibility study to add air-conditioning to the recreational gym was completed in 2011. The recreational courts were upgraded in the summer of 2019. Upgrades included the removal of skylights and roof repairs, new LED lighting, the removal of the bleachers, all walls painted, the resurfacing of the wood floor, and new ceiling fans. The 25yd pool roof was replaced and was funded by the State Infrastructure Improvements Capital Project. The tennis courts were completely renovated in 2024.. The air-handling units serving the 50m pool were also replaced in the summer of 2020. Locker room renovations were completed in 2021 to create additional space for Cross Country programs. The baseball infield was replaced in July of 2021 and the scoreboard was replaced in early 2022. The main chemical feeder system for both pools was replaced in the spring of 2023. The baseball field infield and outfield playing surfaces were renovated in 2021 and 2023. Lighting for the natatorium was replaced in the summer of 2023 with the support of the GSMRF. The dedicated air handling unit supporting the 25 yd pool is currently out of commission.

Future: Several roofs will need to be replaced within the next 1-3 years. The filtration system for both the 50m and 25yd pool need replacement in the next 1-3 years. Locker rooms previously used by the men's lacrosse program should be considered for a different use in coming years.

17. ***Ethel Chance Hall*** **1968 (1994)** **2,449 NASF**
Function: College Wellness Center.
Condition: Good (FCI =%) Deferred Cost: \$K
In 2017, all the windows were replaced. A handicap accessible restroom and sound abatement for exam rooms are needed. A flush sink for the lab was installed in 2013. Carpets in an exam room and the reception area were replaced in 2015. The need for additional therapy space has become apparent with the increase of available services. Renovation to provide a handicapped accessible bathroom were completed in 2019 under the program Access Maryland. All flooring was replaced in 2023.
Future: All other deficiencies will be considered through the Plant budget.
18. ***Caroline Hall*** **1970 (1987)** **24,829 NASF**
Function: Co-ed traditional residence hall.
Condition: Good (FCI = %) Deferred Cost: \$K
The complete replacement of all dorm room furniture was completed summer 2018. A new fire alarm system was installed in the summer of 2019. Also in 2019, the 50-year-old cast iron boilers will be replaced with 12-year-old repurposed boilers from the campus Library. The Caroline Hall chiller was replaced in 2020 with Plant funds. The Maryland Department of Disabilities (MDOD) Access Maryland program helped fund the installation of a new ADA ramp for the main entrance. In the summer of 2026, a comprehensive bathroom renovation was completed to also include the gender-neutral restrooms on the main level and improvements to the front apartment. Additional improvements include comprehensive painting for all rooms, new flooring throughout, lighting improvements and storage improvements within each room.
Future: The installation of a building wide sprinkler system should be funded via Plant funds in the next 1-5 years. All other deficiencies will be addressed with Plant funds.
19. ***Prince George Hall*** **1970 (1987)** **22,741 NASF**
Function: Co-ed traditional residence hall.
Condition: Good (FCI = %) Deferred Cost: \$K
The complete replacement of all dorm room furniture was completed summer 2018. The Prince George chiller was replaced in 2025 with Plant funds. The Maryland Department of Disabilities (MDOD) Access Maryland program helped fund the installation of a new ADA ramp for the main entrance. In the summer of 2025, a comprehensive bathroom renovation was completed to also include the gender-neutral restrooms on the main level and improvements to the front apartment. Additional improvements included comprehensive painting for all rooms, new flooring throughout, lighting improvements and storage improvements within each room.
Future: The installation of a building wide sprinkler system should be funded via Plant funds in the next 1-5 years.
20. ***Montgomery Hall*** **1979** **36,041 NASF**
Function: Fine Arts building including a theater, the Boyden Gallery, classrooms, art studios, faculty offices, and support space for the departments of English, Theater and Media Studies, and Art.

Condition: Poor (FCI =42.6 %)

Deferred Cost: \$K

All phases of HVAC mixing box replacements were completed in 2013 through 2016. Also, the main chiller coil was replaced. Cedar siding/fascia/soffits were repaired in some locations in 2012 but should be considered for replacement within the next few years. The elevator has reached the end of its lifecycle and needs major renovation/replacement. Vinyl tile on the second floor has been replaced. Gutters and exterior doors require repair and/or replacement. Bathroom renovations are recommended. Mechanical systems, except the chiller and cooling tower, are in poor condition. The boilers were replaced in 2013 and 2015. Replacement of sculpture studio windows, exterior trim repair and painting was completed in 2014. Some carpets in faculty offices need replacement. Given the building age, maintenance needs will grow over the next decade. Significant space shortages exist in all the departments. Art studio spaces were renovated in 2022.

Future: After the Music Department's move to the Dodge Performing Arts Center, a renovation of the entire building for use by the Art Department, Performing Arts and Theater Studies, and the English Department is now scheduled to be completed. Currently, A/E firms are working through design development with construction documents slated to be completed in 2027.

FCI includes select projects built into the Montgomery Hall renovation project

21. *Vacant*

Townhouse Green

22.	<i>E.D. Harrington</i>	<i>1987</i>	<i>4,816 NASF</i>
	<u>Condition:</u> Good (FCI = 2.8%)	<u>Deferred Cost:</u> \$112K	
23.	<i>G. Boone</i>	<i>1987</i>	<i>4,128 NASF</i>
	<u>Condition:</u> Good (FCI = 1.7%)	<u>Deferred Cost:</u> \$94K	
24.	<i>H.L. Dodge</i>	<i>1987</i>	<i>5,712 NASF</i>
	<u>Condition:</u> Good (FCI = 2.1%)	<u>Deferred Cost:</u> \$160K	
25.	<i>M.W. Dodge</i>	<i>1987</i>	<i>5,712 NASF</i>
	<u>Condition:</u> Good (FCI = 2.3%)	<u>Deferred Cost:</u> \$175K	
26.	<i>A.B. Morsell</i>	<i>1987</i>	<i>4,180 NASF</i>
	<u>Condition:</u> Good (FCI = 2.5%)	<u>Deferred Cost:</u> \$140K	
27.	<i>B. Trueschler</i>	<i>1987</i>	<i>4,128 NASF</i>
	<u>Condition:</u> Good (FCI = 1.9%)	<u>Deferred Cost:</u> \$104K	

Function: All of the above are townhouse buildings.

All the remaining bedroom carpet has been removed and replaced with a factor finished vinyl tile 2017. All remaining exterior doors were replaced. Roof and gutter repair/replacement and bathroom renovations were completed in 2011-2012. All heat pumps were replaced in 2014 and sixty-four (64) front and back exterior doors were replaced in 2014 and 2015. Portico roofs have been replaced in 4 of 6 blocks.

Future: Furniture in Homer Dodge, Maggie Dodge, and Trueschler will need replacement in 2-3 years. The complex's remaining porticos are scheduled for repair or replacement in the next 1-3 years. Significant renovation/revisioning of interior finishes, specifically for the bathrooms and kitchen spaces should be considered in the next 1-3 years.

28.	<i>Daugherty-Palmer Commons</i>	<i>1988</i>	<i>2,914 NASF</i>
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Future: The state-funded infrastructure improvements project will fund upgrades to building controls in various buildings connected to the north campus Nodal Loop. This project builds on the Schaefer Hall boiler/chiller replacement project and is currently underway.

- 31. *Townhouse Crescent* 1994 28,605 NASF**
Function: 40 residential townhouse units.
Condition: Good (FCI = %) Deferred Cost: \$K
All the remaining twenty heat pumps units were replaced in 2016. Nineteen (19) exterior entry were replaced in the spring of 2016. The replacements of forty-four (44) windows were also complete in 2017. Renovations were completed to the patio doors and 23 windows were replaced in 2012. A larger project to renovate those bathrooms not done during past initiatives (34) will be needed in the next 1-3 years to eliminate potential drainage and floor leaks into kitchen areas. Twenty (20) heat pumps and air handlers were replaced under the student funded Green St. Mary's Revolving Fund (GSMRF) in 2015. All rear French doors were replaced in 2023.
Future: Kitchen and bath renovations should be scheduled in the next 1-5 years.
- 32.-35. *Edward T. Lewis Quadrangle* 2001 29,033 NASF**
Function: Suite-style residence halls and commons.
Condition: Good (FCI = %) Deferred Cost: \$K
Slate roof repairs were completed in 2007. Upgrades to the existing building HVAC automation system were completed in 2009. The recreation room was converted to a late-night food venue in 2011. Additional bathroom renovations are recommended. Invensys HVAC control system should be converted to campus standard system (Automated Logic or Siemens Desigo). Complete interior painting, replacement of vinyl cove base and stair refinishing of the facility was complete in 2016 and 2017. Phase III (of III) of the Lewis Quad HVAC upgrade project were completed in 2023.
Future: Facility renovation of some bathrooms to include floors, showers, and ventilation continues to be addressed on a case-by-case basis as necessary. Additionally, common unit doors will be equipped with electronic access control in FY25 to improve unit security. The Lewis Quad chiller, which serves the laundry, offices, and Solomon's Kitchen will need to be replaced in 1-3 years.
- 36. *H. Thomas Waring Commons Phase I/II* 2003 44,705 NASF**
Function: Suite and apartment-style residence halls and commons.
Condition: Good (FCI = %) Deferred Cost: \$K
All common stairwell interior finishes were upgraded in the summer of 2019. The Waring Commons HVAC Replacement Project Phase III (of III) was completed in the summer of 2020.
Future: The bathroom ventilation systems should be replaced in the next 1-3 years.
- 37. *H. Thomas Waring Commons Phase III* 2007 14,168 NASF**
Function: Suite and apartment-style residence halls and commons.
Condition: Good (FCI = %) Deferred Cost: \$K
All common stairwell interior finishes were upgraded in the summer of 2019. The Waring Commons HVAC Replacement Project Phase III (of III) was completed in the summer of 2020.
Future: The bathroom ventilation systems should be replaced in the next 1-3 years.
- 38. *Goodpaster Hall* 2008 32,239 NASF**

Function: Multi-use facility includes classrooms, offices, and laboratories for the departments of chemistry and psychology.

Condition: Good (FCI = %) Deferred Cost: \$K

Wood floor repairs and walk off grate completed in 2012. The sewage ejector pumps were rebuilt in 2014. The lab air compressors were repaired in 2012. The building automated lighting system needs replacement. The building's control system is dated and in need of replacement. Wood flooring has been replaced at the main entrance due to water damage. In 2024, a state-of-the-art biochemistry teaching lab and research lab for biochemistry was constructed in space vacated by the educational studies department.

Future: The College is planning on utilizing funds from the State Capital Infrastructure Project for the replacement of the building controls in FY 25 during improvements to the Nodal Loop.

39. *Muldoon River Center* 2009 4,984 NASF

Function: Multi-use facility includes offices for waterfront and biology, a multi-purpose room with an adjacent catering kitchen, classroom, biology lab, seminar room, and a boat repair facility. Floating dock replacement was completed in the fall of 2022. The building's main water source heat pumps were replaced in the winter of 2022.

Condition: Good (FCI = %) Deferred Cost: \$K

Future: Replacement of door closers needed. Replacement of the south pier is required within the next 1-2 years. This project is currently being requested in the FY28-FY32 CIP request.

40. *Rowing Center* 2008 2,628 NASF

Function: Storage facility to house crew shells, kayaks, student water related clubs, and other recreational gear.

Condition: Fair (FCI = %) Deferred Cost: \$K

The garage doors were replaced and the north facing carriage doors were restored in 2024.

Future: No future work is scheduled at this time.

41. *Glendening Hall* 2009 14,575 NASF

Function: Multi-use facility includes a conference center, and offices for residence life, academic services, human resources, financial aid, registrar, core curriculum, and the business office.

Condition: Good (FCI = 0%) Deferred Cost: \$K

The Center for Career and Professional Development has expanded within the second floor of Glendening Hall with the DeSousa Brent Scholars program moving into space previously used by the Office of International Education. The fire alarm system was replaced in the Summer of 2019.

Future: Future work or renovations may result if functions within Glendening Hall change in coming years.

42. *Artist House* 2,000 SF

Function: Houses visiting artists with a separate studio adjacent to the residence.

Condition: Fair (FCI = %)

Deferred Cost: \$K

The roof was replaced in the Summer 2019. The HVAC system was replaced in 2020. The building's envelope, not including the roof need major renovations and/or restorative efforts.

Future: The building's foundation is scheduled to be fully contained with repairs made to the crawlspace in the summer of 2024 using Plant funds. The kitchen and bathrooms should be renovated within the next 1-5 years.

43. *Vacant*

44. *Joint Storage Facility*

2011

7,200 SF

Function: Joint storage facility for the SMCM physical plant and HSMC. The building is owned by SMCM and it resides on HSMC property. Each organization occupies 3,600 square feet in support of their maintenance operations.

Condition: Good (FCI = 0.0 %)

Deferred Cost: \$0K

Future: No future work is currently planned.

45. *Anne Arundel Hall North Building*

2016

7,314 NASF

Function: Multi-use facility housing classrooms, offices, and conference rooms for the departments of International Languages and the Center for the Study of Democracy.

Condition: Good (FCI = 0.0%)

Deferred Cost: \$0K

Future: No future work is currently planned.

46. *Anne Arundel Hall West Building*

2016

6,980 NASF

Function: Multi-use facility housing classrooms, offices, laboratories, and conference rooms for the departments of Anthropology and Museum Studies.

Condition: Good (FCI = 0.0%)

Deferred Cost: \$0K

Future: No future work is currently planned.

47. *Anne Arundel Hall South Building*

2016

6,999 NASF

Function: Multi-use facility housing offices, laboratories, artifacts storage and classroom instruction for Historic St. Mary's City (HSMC).

Condition: Good (FCI = 0.0%)

Deferred Cost: \$0K

Future: HSMC is working to upgrade the HVAC system for artifact storage to improve on dehumidification

48. *Jamie L. Roberts Stadium*

2019

4,321 NASF

Function: Multi-use athletic facility housing locker rooms, athletic training offices, and athletic fields for lacrosse, track and field, field hockey, and soccer programs.

Condition: Good (FCI = 0.0%)

Deferred Cost: \$0K

Future: No future work is currently planned.

49. *Learning Commons*

2023

16,000 NASF

Function: Multi-use facility housing classrooms, conference rooms, and offices for the department of Educational Studies. Facility also contains lounge space and a coffee shop.

Condition: Good (FCI = 0.0%)

Deferred Cost: \$0K

Future: No future work is currently planned.

50. ***Nancy R. and Norton L. Dodge*** **2023** **50,000 NASF**
Performing Arts Center

Function: The facility houses offices, studio space, a recital hall, and auditorium for the Performing Arts.

Condition: Good (FCI = 0.0%) Deferred Cost: \$0K

Future: No future work is currently planned.

Infrastructure

1. ***Campus Sanitary Sewer System:*** The system is in good condition. A rehabilitation project which included relining the piping was completed in 2006. The system is operated and maintained under an agreement with the Maryland Environmental Service (MES).
2. ***Campus Potable Water Distribution and Treatment System:*** The system is in good condition. The water tower replacement was completed in 2005. The system is operated by the Maryland Environmental Service (MES) who is planning to expand the system in order to eliminate dead ends in the pipe runs. Rerouting and enlargement of a section of water main have been completed under the Anne Arundel Hall project. MES completed work in September of 2020 on the expansion of the water system with a \$1.1M construction project to provide water to the New Academic Building and Auditorium and to provide redundancy.
3. ***Campus Electrical Distribution System:*** Ownership and responsibility to maintain the primary system transferred to SMECO in 2012. SMECO provided a loop feed along Trinity Church Rd which will improve restoration time for the facilities near Calvert Hall and Kent Hall. In the fall of 2023, SMECO installed a new tie line that parallels Mattapany Road and terminates at the College on Hill Commons Drive before East Fisher Road. The line provides a redundant feed to the College and allows SMECO to serve the college load from an alternate substation.
4. ***Roadways:*** The state-funded infrastructure improvements project will fund a first and second phase of roadway repairs in FY21 & FY22. The Dorchester Circle storm water drainage project will be funded through the state-funded infrastructure improvements project in the future. A review is recommended of signage requirements on campus to determine adequacy and consistency.
5. ***Sidewalks:*** Installation of sidewalks along MD Rt. 5 was completed in 2015 from new Anne Arundel to St. John's Pond. The second phase of MD Rt. 5 sidewalks was completed in 2023 and extends the sidewalk from St. John's pond to North Field. Various sections of concrete and asphalt walkways on campus need repair. It is recommended that damaged sections be replaced with brick.



**Board of Trustees
Athletics & Recreation Subcommittee
May 6, 2026 – 9 a.m.
Zoom**

- I. Call to Order & Agenda Review**
- II. Welcome & Opening Remarks**
- III. Interim VP Donny Bryan Report**
- IV. Discussion & Next Steps**
- V. Adjournment**



**BOARD OF TRUSTEES
ATHLETICS & RECREATION SUBCOMMITTEE**

MINUTES

Date of Meeting: September 14, 2026

Status of Minutes: Draft

Advancement Committee Members Present: Subcommittee Chair Elizabeth Graves '95, Trustee Antionette Coleman, Trustee Nicolas Abrams '99, Trustee Melanie Rosalez '92, Faculty Representative Geoff Bowers, Staff Representative David Smith '92

Staff Member: Interim Vice President for Athletics & Recreation Donny Bryan '73

Others Present: Vice Chair Paula Collins, Vice President of Enrollment Management David Hautanen, CFO Eileen Petula, Council Mary Broadwater, Administrative Director and Board Liaison Shontay Kincaid, Executive Assistant Sarah Miller Martin

Call to Order & Agenda Review

Subcommittee Chair Elizabeth Graves called the meeting to order at 3:05 p.m. She then called for a motion to approve the agenda.

MOTION: Chair Graves moved to approve the agenda for the September 14 meeting of the Athletics & Recreation Subcommittee; Trustee Nick Abrams seconded. The motion carried unanimously.

Welcome & Opening Remarks – Trustee Elizabeth Graves

Chair Graves stated that the Division of Athletics and Recreation is in a strong position as Interim Vice President Donny Bryan prepares to conclude his interim appointment. She announced that St. Mary's College of Maryland has selected Sharief Hashim as the incoming Vice President of Athletics and Recreation. Chair Graves spoke to Incoming Vice President Hashim's qualifications, noting that he will join SMCM from Susquehanna University. She praised the work of the search committee, noting that the search began in May and interviews were conducted throughout the summer before a final candidate was selected. She highlighted his deep ties to Maryland and his experience getting new programs off the ground, including on the recreation side, and expressed enthusiasm about the opportunities this leadership transition will provide.

Chair Graves noted that Interim Vice President Bryan's last day will be October 16 and that he will overlap with Incoming Vice President Hashim to assist with the transition. She noted that there is much underway in the Division of Athletics and Recreation, including feasibility studies and consideration of sports that could begin on the recreational side and potentially

move to the varsity level. Incoming Vice President Hashim will conduct these studies and develop a strategic plan aligned with the College's Strategic Plan, announced in May 2026. Chair Graves expressed confidence in his ability to carry these initiatives forward.

Chair Graves thanked the members of the Advisory Council for bringing significant thought and experience to the hiring process. She especially recognized SMCM junior Olivia Liszt, a student and member of the basketball team, for her thoughtful participation. Chair Graves noted that the College is fortunate to have student-athletes such as List involved in the process.

Trustee Melanie Rosalez asked Chair Graves to speak to the team with whom Incoming Vice President Hashim will be working. Chair Graves noted that the Advisory Council has been instrumental in preparing the Division of Athletics and Recreation for upcoming initiatives. She explained that it will be up to Incoming Vice President Hashim to determine whether he wishes to continue working with the Advisory Council as it currently exists, add members, or take a different approach. She emphasized that the Division of Athletics and Recreation will be under his leadership and direction.

Faculty Athletics Representative Geoff Bowers expressed enthusiasm about Incoming Vice President Hashim's arrival. He noted that he will be among those meeting one-on-one with the incoming Vice President and looks forward to discussing how his role as Faculty Athletics Representative fits with Incoming Vice President Hashim's vision and the direction of the Division.

Division of Athletics & Recreation Report – Interim Vice President Donny Bryan '73

Chair Graves invited Interim Vice President of Athletics & Recreation Donny Bryan to deliver the Division of Athletics and Recreation report. Interim VP Bryan noted that he would pick up from where the Division left off in May 2026. He reported that St. Mary's College of Maryland finished strong in the last sports season, highlighting the 91 student-athletes inducted into Chi Alpha Sigma and 100% participation in postseason action. He stated that, overall, this has been one of the best years on record for St. Mary's College of Maryland from an athletic standpoint.

Interim VP Bryan noted that expectations for the 2026–2027 season are high and that a number of varsity teams already have games under their belts. He spoke about the opening luau associated with the women's soccer season opener, noting the high attendance and the ice cream and Hawaiian shirts provided. He stated that it was a very nice evening.

Interim VP Bryan echoed Chair Graves' comments regarding the search for the permanent Vice President of Athletics and Recreation, noting that the search committee concluded its work on a successful note. He noted that Incoming Vice President Hashim will start on October 5, providing a two-week overlap before his own last day. The Advisory Council is on pause until Incoming Vice President Hashim has an opportunity to determine its future direction.

Interim VP Bryan spoke to the state of recreational programs, noting that St. Mary's College of Maryland has approximately 400 student-athletes, while another 1,200 students are looking for activities to keep them on campus. He emphasized that recreation plays a large role in retention

and noted the need to make the Director of Recreational and Club Sports a more full-time position. He stated that recreation and club sports currently lack a cohesive direction and that the program needs to be strengthened.

He also noted the need for additional recreational sport facilities. He suggested that basketball courts could be designed for multiple uses, including pickleball, and noted that he has toured outdoor recreational facilities with designs that would be well suited for St. Mary's College of Maryland. He observed that these facilities were well attended even during colder months, with participation extending beyond student-athletes.

Interim VP Bryan noted that the College is considering extending the hours of the Michael P. O'Brien Athletics and Recreation Center. He stated that additional hours could be added at minimal cost and would help address student concerns about access to the ARC and fitness facilities.

He noted that the Division recently had to trim \$91,000 from its budget and acknowledged that the timing was not ideal. He also noted that the Division is considering additional recreational sports, including flag football, women's softball, and wrestling, as well as exploring esports, while emphasizing that any new activities will require upfront investments.

Interim VP Bryan noted that Division facilities need additional maintenance and that there is a need for additional office space. He also noted that student-athletes currently receive a \$22-per-day travel per diem, which he stated is on the low end compared with peer institutions.

In addressing facilities, Interim VP Bryan noted that he recently met with Director of Physical Plant Bradley Newkirk and ARC Building Director Tom Fisher. He reported that the 25-meter pool is not generating sufficient revenue to support its continued and increasing maintenance needs and that the College may have to consider closing it.

Interim VP Bryan acknowledged that this would not be a popular decision, noting that the pool is used by the community and as a warm-up pool for matches in the 50-meter pool. He stated that the College will need to bring all interested parties together to make a final decision. If the pool is closed, the resulting space could be used for needed facility updates, including additional office space, classrooms, locker space, and a training facility dedicated to student-athletes.

Discussion

Athletics, Recreation & Enrollment

Trustee Nicolas Abrams '99 asked for an update on the flag football partnership with the Baltimore Ravens. Interim VP Bryan clarified that the partnership discussed in May 2026 was not just with the Baltimore Ravens, but with the NFL overall. He explained that the partnership would supply the equipment needed to start both a club flag football team and a varsity flag football team.

Interim VP Bryan reiterated the need to strengthen recreational sports and stated that there is a need for someone with professional expertise to take recreational sports in hand. He noted that once Incoming Vice President Hashim is on campus, they will look at flag football as well as women's softball. He also noted that starting new sports requires bringing in coaches a year in advance to prepare and recruit and stated that St. Mary's College of Maryland is in a good area when it comes to student-athletes and the quality of student-athletes.

Chair Graves noted that increasing the number of varsity and recreational sports could have a positive impact on enrollment and stated that if the charge is to increase student enrollment, this is a good place to start.

Trustee Collins asked about the percentage of student-athletes in the incoming class. Vice President for Enrollment Management David L. Hautanen, Jr. noted that, according to comparative data for this year, student-athletes comprise 25% of the incoming class. He stated that this is higher than in other years at St. Mary's College of Maryland, but low compared with peer institutions. At peer institutions, the average number of incoming student-athletes per year is approximately 153, while St. Mary's College of Maryland has 86, with a target of 120.

Vice President Hautanen noted that as the number of new students increases, there will be a need to examine student-athlete recruitment. Chair Graves asked whether he was encouraged by recent NCAA statistics. Vice President Hautanen noted that the data was encouraging, including an increase in transfers, and that 40% of incoming students, whether student-athletes or not, had participated in athletics at some point in high school. He stated that even if these students do not participate in varsity athletics in college, they may still enjoy playing a sport, presenting an opportunity for St. Mary's College of Maryland.

Chair Graves noted that the potential positive effect on enrollment is another reason club and recreational sports are appealing. Interim VP Bryan said there is an understanding of the important role athletics plays in recruitment and that the culture of recruiting needs to change. He noted that in past years there was no formal reporting requirement and that, since taking the position of Interim Vice President, he has made strides toward implementing recruiting and reporting requirements. He said there was minimal pushback and that coaches understood their obligation to recruit.

Chair Graves noted that St. Mary's College of Maryland has a talented pool of coaches, while acknowledging opportunities for continued improvement. She reiterated that the Division of Athletics and Recreation is in a good place compared with last year.

Trustee Coleman brought the conversation back to recreational sports, noting that the topic appeared to be gaining momentum. She asked whether Interim VP Bryan felt the Division could work toward launching recreational sports as part of a larger recruitment and retention strategy. Interim VP Bryan said this was a very viable solution but that recreational sports need to be strengthened. He stated that it will be vital to bring in someone with the experience to evaluate, elevate, recruit, and promote recreational sports.

Chair Graves noted that recreation is currently a part-time position and that a significant part of

the effort is getting the word out. She said there are people currently on staff with a background in recreation and that Incoming Vice President Hashim might be able to connect the existing resources and move things forward. She noted that while there may be a need for a full-time Director of Recreational and Club Sports, the College is not currently in a financial position to support hiring a new individual.

25-Meter Pool

Trustee Collins asked whether use of the 25-meter pool by local St. Mary's County residents could be a potential revenue-generating opportunity. Interim VP Bryan noted that there would likely be some vocal opposition in the community and that the College could receive pushback. He explained that what the community currently pays is minimal, but local residents value the smaller pool because it is warmer than the 50-meter pool.

Interim VP Bryan reiterated that while the 25-meter pool is more popular within the community, it does not generate enough revenue to justify keeping it open given its increasing maintenance needs and deferred maintenance costs.

Chair Graves asked whether the pool was a pressing issue and could potentially break down at any point. Interim VP Bryan noted that if a serious problem were to develop, the College would be between a rock and a hard place. He stated that the goal is to make a decisive decision preemptively. Chair Graves noted that space was a major topic at the Board of Trustees retreat in July. She clarified that she was not advocating for the closure of the pool, but noted that if it were ultimately determined that the pool needed to close, the space could be put to good use for other College needs.

Budget

Trustee Coleman asked for clarification regarding the \$91,000 budget reduction and where the cuts had come from. Interim VP Bryan explained that the cuts were made across the board, with each coach, department, Facilities, and others within the Division identifying areas where expenses could be reduced to reach the cumulative total.

CFO Eileen Petula added that there would also be an assessment of funds available through the SMCM Foundation, which historically had been underutilized but could potentially make up for some of the \$91,000 cut from the state budget. She noted that the Division of Athletics and Recreation had not been maximizing the funding available through the Foundation.

Incoming Vice President Transition & Next Steps

Interim VP Bryan reiterated his belief that Incoming Vice President Hashim will do very well, noting his experience and expressing confidence in the selection. He stated that both he and the coaches who have had an opportunity to speak with Incoming Vice President Hashim took well to him and that the athletics and recreation staff are excited about the upcoming changes.

Chair Graves asked for clarification regarding housing for Incoming Vice President Hashim.

CFO Petula noted that he will be housed on campus, and Interim VP Bryan added that his office will be in Calvert Hall. Chair Graves noted that Incoming Vice President Hashim will be joining the first Board of Trustees meeting within his first couple of weeks on the job.

Chair Graves thanked Interim VP Bryan for his work and for setting the groundwork that will give Incoming Vice President Hashim momentum and allow him to carry the charge forward. She asked if there were any other questions or discussion. Hearing none, the discussion concluded.

Review of Minutes

The subcommittee members reviewed the minutes from the Athletics & Recreation Subcommittee meeting held on May 5, 2026. Chair Graves called for a vote to approve the minutes.

MOTION: Chair Graves moved to the meeting minutes from May 5, 2026; Trustee Coleman seconded. The motion carried unanimously.

Adjournment

There being no further business, Chair Graves called for a motion to close the meeting.

MOTION: Chair Graves moved to end the Athletics & Recreation Subcommittee meeting; Trustee Abrams seconded. The motion carried unanimously.

The Athletics & Recreation Subcommittee meeting adjourned at 3:55 p.m.

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.

St. Mary's College of Maryland
Subcommittee of Athletics & Recreation
Executive Board Summary

Board Meeting, October 9, 2026

It is an exciting and pivotal time for the Athletics & Recreation department at St. Mary's College. Just one year ago, this Subcommittee was formed at the request of Chair Bell and President Phillips with a clear mission: to enhance and elevate Athletics and Recreation (AR) and to increase the enrollment of student athletes at the College.

Last winter, the full Board approved the creation of a new Vice President of Athletics & Recreation role. Before the search got underway, Trustee Donny Bryan graciously stepped in as Interim Vice President to lead the department through this transition and lay the groundwork for its future. For the past eight months, Interim VP Bryan has worked tirelessly toward that end, going well above and beyond the call of trustee duty. He has put new structures in place, helped coaches set annual goals, begun developing strategies to improve the student-athlete experience, and laid the foundation for new club-level programs that may grow into varsity sports in time. The feedback from coaches and staff has been consistent: Donny has been deeply supportive, and they all "hold their heads higher" knowing he is in their corner. Even now, well past his original end date, he has agreed to stay on to help onboard our new Vice President and ensure the smoothest possible transition. Donny will officially step away from this role on October 16, so please be sure to thank him for his hard work; the department would not be where it is today without him.

Over the summer, the Advisory Council worked alongside Interim VP Bryan to conduct the search for the permanent Vice President of AR. I want to extend my gratitude to my fellow Advisory Council members (Coach Jason Childs; Coach Madison Heck; Coach and Waterfront Director Adam Werblow; student athlete Olivia Liszt; Faculty Athletics Representative Professor Geoffrey Bowers; and Development Officer Rich Edgar), as well as to Interim VP Bryan, for their work on this search. We met several times a week to review and interview candidates, and the council's thoughtful approach and genuine commitment to AR made all the difference.

Following a rigorous process involving the Advisory Council, the VP Cabinet, and President Phillips, the College hired Sharief Hashim as its first Vice President of Athletics & Recreation. If you have not yet read his full bio on OnBoard, I encourage you to do so. Suffice it to say, we are fortunate to have someone of his talent, skill, vision, and experience, along with his strong recruiting connections in communities across Maryland. VP Hashim started on October 5, 2026, and we are thrilled to welcome him to St. Mary's College, home of the Seahawks!

Looking ahead, there are real challenges before us, which the Subcommittee discussed at its most recent meeting on September 14. But we also have the right people in place to meet them. Recent budget cuts to Athletics & Recreation make this work more difficult at a time when strategic investment is essential,

both to retain our current student athletes and to grow our programming to enroll more. To give one example, our current per diem food budget is not sufficient to adequately feed student athletes when they travel for competition. Space is another pressing need, and the ARC will be an important consideration as the College develops its master plan for grounds and facilities. Our piers need repair, and our pools, courts, and fields need ongoing maintenance. As needs are identified and solutions developed, we will need to work closely with our fellow trustees on the Facilities & Grounds Subcommittee.

VP Hashim will be tasked with developing a strategic plan for Athletics & Recreation. We know Recreation will be a central part of that strategy, as it benefits all students and enriches campus life. Building on the groundwork Interim VP Bryan has laid; VP Hashim and our talented coaching staff are well positioned to restructure where needed and to conduct feasibility studies to determine which new programs will truly work for St. Mary's and drive enrollment growth. We look forward to sharing their progress with the Board in the coming months.

This concludes my report. I will invite VP Sharief Hashim to say a few words, and then Interim VP Bryan will share his final report.



**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
ADMISSION AND FINANCIAL AID
MEETING OF SEPTEMBER 25, 2026**

OPEN SESSION AGENDA

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Vice President for Enrollment Management Report**
- III. MOTION AND VOTE TO CLOSE THE MEETING**
- IV. ACTION ITEMS**
 - A. None**
- V. INFORMATION ITEMS**
 - A. None**

The Committee expects to close a portion of this meeting.



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

OPEN SESSION

Date of Meeting: April 13, 2026

Status of Minutes: Approved

Committee Members Present: Committee Chair Ray Wernecke, Anirban Basu, John Bell '95, (ex-officio), Antoinette Coleman, Judith Fillius '79, Kim Kelley, Micheline Lopez-Estrada, Summer LaRocco

Committee Members Absent: President Phillips (ex-officio)

Faculty Liaison: Dr. M. Talha Salam

Staff Liaison: Keisha Rolle

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

Others Present: Anna Yates, Robert Artiga-Valencia, Patrice Darby, Jacqui Rogers, Paula Collins, Robert Maddox, Donald Bryan, Justin Nowicki, Sandra Benson

Executive Summary

Committee Chair Ray Wernecke called the meeting to order at 2:01 p.m. He welcomed committee members and noted that the President's Inaugural events taking place throughout the week marked an exciting moment in the College's history. Chair Wernecke expressed his enthusiasm for the celebration and said he looked forward to seeing everyone in person during the week's events.

Vice President Hautanen provided an update on enrollment and retention and led a brief discussion of the trends, opportunities, and challenges currently facing the College. He noted that first-year enrollment deposits tracked closely with the previous two admission cycles through March but have accelerated in recent weeks. As a result, first-year enrollment deposits are currently up 15% compared to Fall 2025 and 3% compared to Fall 2024.

He reported that the Office of Admission continues to execute its comprehensive annual yield campaign, including expanded off-campus events and increased personalized outreach from faculty and staff to admitted students. Vice President Hautanen noted that the National May 1 Candidates Reply Date remained a couple of weeks away and that the College would have a clearer picture of the entering class at that time to determine whether the current positive trends continued through the close of the traditional enrollment cycle.

Most of the meeting was devoted to a comprehensive presentation by Justin Nowicki our 3Enrollment Marketing account representative, our strategic partner in undergraduate recruitment. Justin provided an overview of the integrated recruitment ecosystem that 3E is developing in partnership with our enrollment team, highlighting an impressive suite of branded email campaigns, digital advertising, print communications, and customized landing pages designed to guide prospective students through every stage of the recruitment lifecycle.

In addition to the creative assets, 3E demonstrated its robust engagement analytics dashboards, which will provide our team with meaningful insights into student behavior, campaign performance, and recruitment outcomes. These dashboards will enable us to make more informed, data-driven decisions as we refine our enrollment strategies.

The combination of these branded recruitment assets and actionable analytics represents a significant force multiplier for our enrollment efforts. Together, they will allow us to better prioritize outreach, personalize communications, and strengthen both the effectiveness and execution of our overall recruitment strategy.

Following Justin's comprehensive presentation, Vice President Hautanen reviewed the proposed goals and initiatives for the enrollment-related section of the draft Strategic Plan under Priority Area Three. Committee members expressed support for the proposed goals, emphasizing that student retention is equally as important as new student enrollment in achieving the College's long-term objectives. Members also supported revising the title of the priority area to "Aligning for Institutional Growth," recognizing that the initiatives extend beyond enrollment and encompass college-wide efforts necessary to support sustainable institutional growth.

Vice President Hautanen then shared information regarding a proposed engagement with Kennedy & Company to conduct a comprehensive retention analysis in support of the College's strategic enrollment and student success goals. He explained that this work would complement the College's existing Integrated Retention Strategic Plan by providing a broader, data-informed institutional assessment.

The proposed engagement would include a current-state analysis incorporating interviews with a broad range of campus stakeholders, a review of retention best practices at peer and aspirational institutions, and a comprehensive analysis of institutional data to develop a predictive retention model. Kennedy & Company would also provide actionable recommendations designed to improve student retention, increase graduation rates, and strengthen long-term student success.

Their work will commence this summer with a report released during their Fall 2026 semester.

Action Items:

There were no action items.

Following a motion and a second, Chair Wernecke concluded the session at 3:37 p.m.



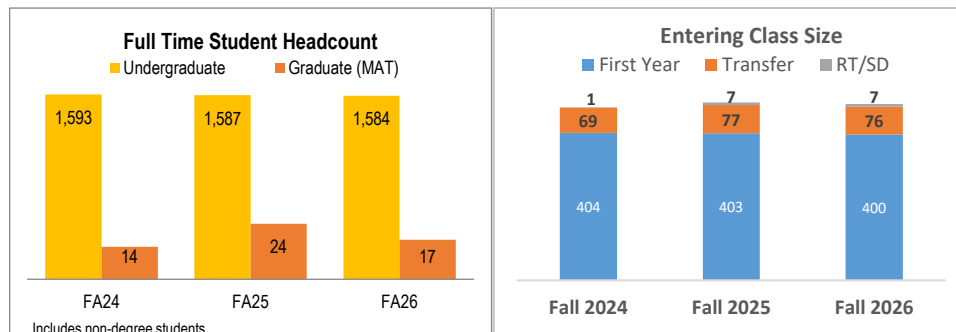
BOARD OF TRUSTEES
ADMISSION AND FINANCIAL AID
SEPTEMBER 18, 2026
REPORT

The Division of Enrollment Management is pleased to submit its September 2026 report to the Board of Trustees Admission and Financial Aid Committee. Enrollment Management oversees the recruitment and enrollment of new students and the administration of federal, state, and institutional financial aid resources which also contributes to the College's retention goals.

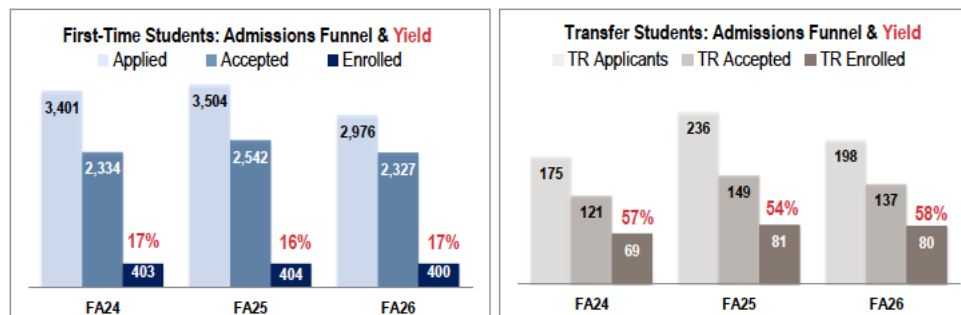
Enrollment

The College's preliminary enrollment for the Fall 2026 semester includes 1646 undergraduate students, (1584 full-time plus 45 part-time), and 17 Master of Arts in Teaching (MAT) graduate students. Overall headcount enrollment is essentially level with Fall 2025. The stability in enrollment can be attributed in part to the improvement in first-to-second-year retention from 82% to 85%, which helped offset a new student entering class that was four students smaller than Fall 2025.

The College's current full time (only) headcount enrollment for Fall 2026 is 1603 students. This includes 1584 undergraduate students and 17 graduate students. This represents a decrease of 10 full-time students compared with Fall 2025, primarily attributable to seven fewer graduate students.



New Students



For the Fall 2026 entering class, the College received 2,976 first-time, first-year (FTFY) applications for admission. This represented a reset following five consecutive years of application growth, driven largely by challenges associated with the transition to a new external enrollment marketing partner. The College

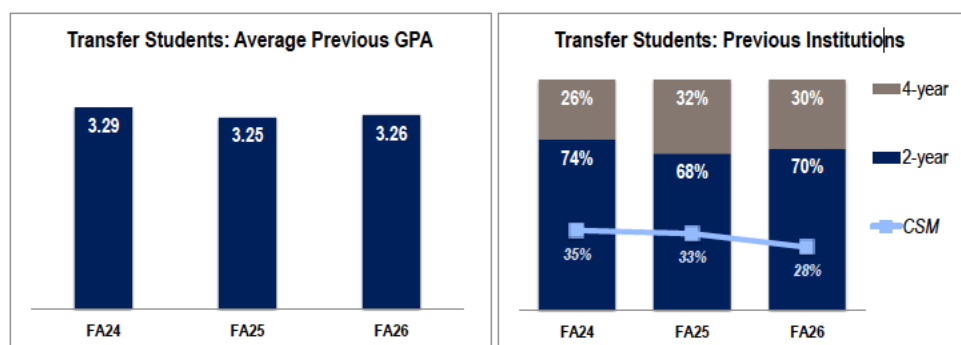
admitted 78% of applicants, an increase of 5.5% from Fall 2025. Despite the smaller applicant pool, the total number of students offered admission was approximately the same as Fall 2024. This provided a sufficiently strong admitted student pool to support the College's enrollment goals and increased emphasis on yield.

Going into the cycle, a strategic decision was made in partnership with Business and Finance to increase the new student scholarship and financial aid discount rate in anticipation of increased competition for students. This investment, combined with expanded yield initiatives and a greater proportion of admitted students who had visited campus, contributed to a 1.3 percentage-point increase in the overall yield rate compared with the Fall 2025 FTFY entering class.

Currently 400 FTFY students are enrolled, compared with 404 in Fall 2025. Recruited student-athletes continued to represent an important component of the entering class, although enrollment finished 34 students below the collaboratively established goal for Fall 2026. This result highlights the opportunity for continued growth in athletic recruitment and its important role in supporting the College's broader new student enrollment goals.

Yield improved across all FTFY application plans with the exception of Early Decision I (ED I). Lower ED I yield resulted in approximately five fewer enrolled students than would have been expected had ED I yield remained consistent with prior years. Despite these areas of opportunity, the improvement in overall yield helped offset the shortfall in recruited student-athletes and contributed to FTFY enrollment finishing only four students below Fall 2025.

One indicator of enrolling student affinity is the summer melt rate which is the percentage of students who withdraw after submitting an enrollment deposit. A lower melt rate can indicate stronger commitment to the institution among deposited students. For Fall 2026, the FTFY summer melt rate was 6.5%, an increase of 0.24 percentage points from Fall 2025 and 0.75 percentage points from Fall 2024. While the upward movement over the past two years warrants continued monitoring, the College's melt rate remains at the lower end of the 5% to 12% range for four-year public institutions. Maintaining a low melt rate is particularly important because it reflects the College's ability to sustain student engagement and commitment between enrollment deposit and the start of the fall semester.



The College received 203 transfer applications for Fall 2026, 42 fewer than Fall 2025 but 26 more than Fall 2024. Admission was offered to 70% of applicants, representing 13 fewer admitted students than Fall 2025 but 19 more than Fall 2024. The College enrolled 76 new transfer students, compared with 77 in Fall 2025 and 69 in Fall 2024. Despite a smaller applicant pool than last year, transfer enrollment remained essentially level as stronger conversion resulted in a 3-percentage-point increase in yield.

The Transfer Recruitment, Admission and Services team is also responsible for processing returning and second-degree student applications, as well as transfer credit evaluations. This fall, three second-degree

students are enrolling, none of whom previously attended the College, along with four returning students who had previously withdrawn from the College.

Across all admitted applicants managed by the transfer team, yield reached 58%, an increase of 3 percentage points from Fall 2025. The entering population continues to reflect the complex pathways of today's transfer students: 36 students (43%) previously attended two or more colleges, while 52 students (70%) were most recently enrolled at a community college.

The College of Southern Maryland (CSM) remains our largest transfer partner, with 24 students (28%) coming from CSM. This represents a decline from Fall 2025, when CSM students accounted for 33% of the entering transfer class. The decrease coincides with changes in transfer advising staffing at CSM that affected our established recruitment and referral pipeline.

To address this challenge and support the College's strategic enrollment growth goals, we are significantly increasing our presence at CSM. Transfer admission staff will conduct weekly recruitment visits to a CSM campus throughout the academic year, providing prospective transfer students with more consistent access to the College. I am also hosting an introductory meeting on campus with my counterpart at CSM to identify additional opportunities to strengthen the transfer pipeline and deepen the partnership between our institutions.

One particularly encouraging area of growth is out-of-state transfer recruitment. Applications from out-of-state transfer students increased 9%, while enrollment doubled from four to eight students. While the overall numbers remain relatively small, the growth provides an opportunity to continue expanding the geographic reach of our transfer recruitment efforts.

Pathway to Honors & Honors to Honors Initiatives

Of the 29 students who accepted invitations to participate in the Pathway to Honors Program for Fall 2026, three successfully completed the program requirements and enrolled at the College, two from the College of Southern Maryland and one from Carroll Community College. For the next cohort, 47 students were invited to participate as part of the Fall 2026 admission process; however, none accepted the invitation. These results highlighted an opportunity to reconsider the structure of the program and expand its reach and accessibility.

As a result, we are redesigning Pathway to Honors from an invitation-only program into a broader transfer recruitment and enrollment pathway. Students attending any Maryland community college will be able to participate, regardless of whether they previously applied to the College. This approach will allow more prospective transfer students to access the program's advising and support services while establishing an earlier and more sustained relationship with St. Mary's.

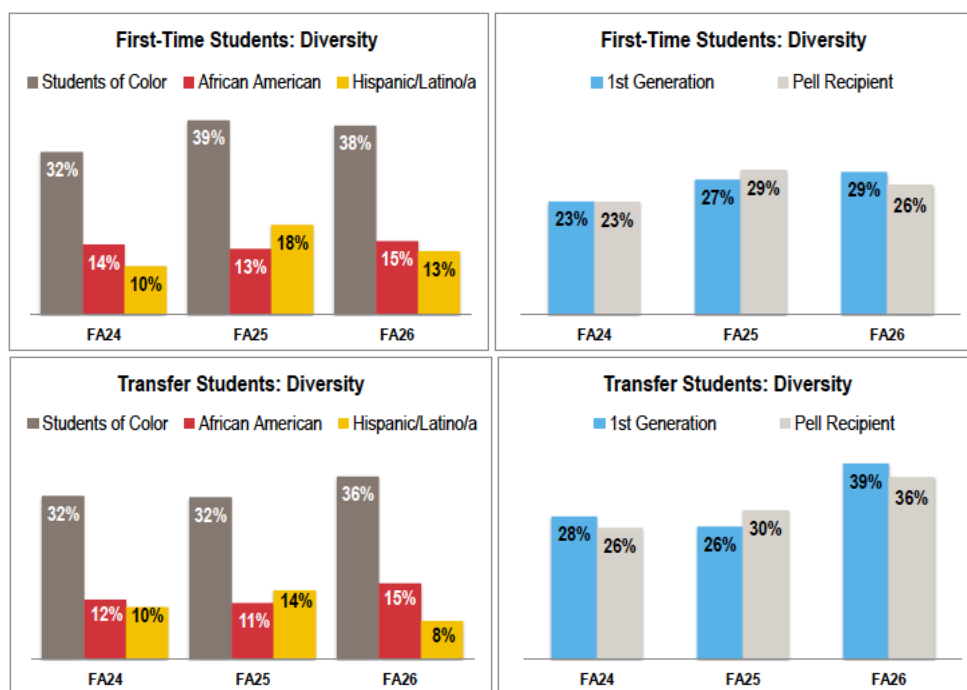
The redesigned Pathway to Honors, together with a new Honors to Honors initiative being developed to create a direct pipeline from Maryland community college honors programs to St. Mary's, will be important components of the College's strategy to strengthen and expand the Maryland community college transfer pipeline. The redesigned Pathway to Honors program is scheduled to roll out over the next two months.

Transfer Take-Off

During Summer 2026, the College piloted Transfer Take-Off, a new transition and student success initiative designed to help incoming transfer students become connected to the College before the start of the fall semester. The program provided students with an early introduction to the resources, opportunities, and support available to them as they navigate the transition to the College.

Twenty-five incoming transfer students participated in the inaugural program. Transfer Take-Off included presentations from Transfer Recruitment, Admission and Services, Academic Affairs, and the Office of Student Success Services (OS3), as well as a panel of current transfer students who shared their experiences and advice about successfully transitioning to the College.

Post-event feedback was very positive, with participating students reporting high levels of satisfaction and indicating that the program was helpful in preparing them for their transition to the College. Based on the success of the pilot, Transfer Recruitment, Admission and Services plans to expand Transfer Take-Off as part of the College's broader strategy to strengthen transfer student engagement, belonging, and retention.



The Fall 2026 entering class is among the most diverse in the College's history, reflecting continued progress in enrolling students from a broad range of backgrounds. Twenty-nine percent of FTFY students and 39% of transfer students are first-generation college students, increases of 2 and 13 percentage points, respectively. In addition, 26% of FTFY students and 66% of transfer students are Pell Grant eligible, while 38% of FTFY students and 36% of transfer students are from historically underrepresented communities.

The entering class also reflects increased geographic diversity. Maryland residents account for 85% of FTFY students and 90% of new transfer students, meaning that 15% and 10%, respectively, are from outside Maryland. The proportion of out-of-state students increased by 2 percentage points among FTFY students and 6 percentage points among transfer students compared with Fall 2025.

The College's signature scholar's programs are integral to recruiting, supporting, and retaining students as we work toward the enrollment goals established in the *Honors at the Helm* Strategic Plan. These programs create pathways to the College while providing students with the academic, personal, and community support that contributes to their success and sense of belonging after enrollment. The Fall 2026 entering class includes 36 DeSousa-Brent Scholars, 24 students participating in the Sum Primus Program for first-generation college students, six Landers Scholars, and 25 Monument Scholars.

The Office of Belonging and Signature Scholars Programs, in partnership with colleagues across campus, coordinates these programs and provides ongoing support to participating students. As the College advances

its enrollment strategy, these programs will continue to play an important role in connecting recruitment, belonging, student success, and retention.

The academic profile of the Fall 2026 entering class remains strong. FTFY students have an average unweighted high school GPA of 3.40 on a 4.0 scale and an average weighted GPA of 3.80. The average GPA of new transfer students is 3.29.

Among FTFY students, 45.4% submitted standardized test scores, the highest proportion since the College adopted a test-optional admission policy. The average SAT score among students submitting scores was 1,206. While the College remains test optional, test optional does not mean that the College does not value standardized test scores. When submitted, scores provide an additional academic data point that can complement the information provided by a student's high school record. Standardized testing can also have predictive value when considered alongside high school GPA and is a factor in external college ranking methodologies.

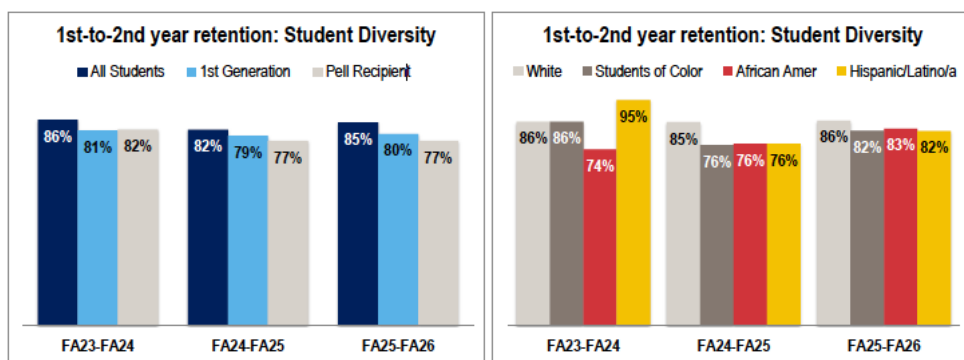
Increasing the proportion of enrolled students who submit scores is an institutional priority. Under ranking methodologies that require standardized test scores from at least 50% of entering students for the scores to be incorporated, the College is approaching an important threshold. As the National Public Honors College, the Office of Admission will continue to strongly encourage students to submit SAT or ACT scores when available, as we evaluate whether to revise the College's test optional policy.

As we assess the Fall 2026 cycle, the annual Admitted Student Questionnaire and analysis of our financial aid optimization strategy will be disaggregated by application type, among other characteristics, to determine what we can learn from the responses and the data. This will inform further planning for the Fall 2027 recruitment cycle and looking toward the Fall 2028 cycle.

Retention

The College's focus on coordinated, proactive student support through the Integrated Retention Strategic Plan (IRSP) launched in August 2025 has contributed to an increase in FTFY student retention from 82% for the Fall 2024 entering class to 85% for the Fall 2025 entering class.

The IRSP provides a campus-wide framework for improving student persistence and success through coordinated strategies across divisions. Implementation is led by the Retention Implementation Team (RIT), which includes representatives from all five executive divisions. The RIT meets throughout the academic year to monitor progress, coordinate implementation, and assess the effectiveness of retention strategies. A central strategy of the IRSP is the Seahawk Success Network, which provides students with an integrated support team that includes their academic advisor, an advisor from the Office of Student Success Services, a financial aid counselor, and a Student Life advisor.

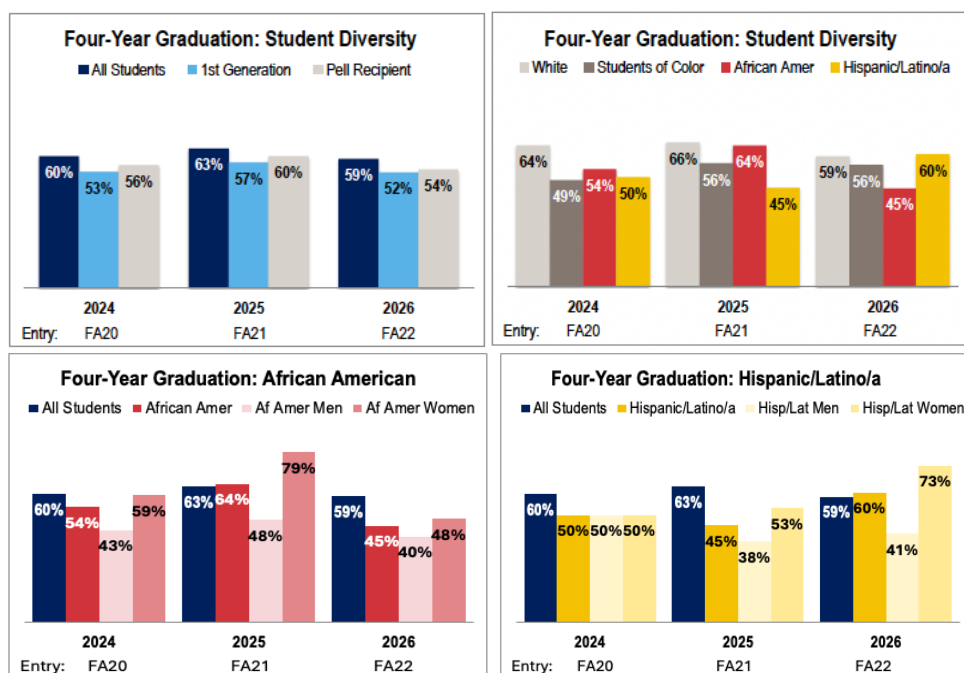


The improvement in overall FTFY first-to-second-year retention was reflected across nearly all student cohorts. Except for Pell Grant-eligible students, whose retention rate remained unchanged from the previous year, each of the student populations examined experienced an increase in retention. The most significant gains were among African American students, whose retention increased by 7 percentage points, and Hispanic/Latin students, whose retention increased by 6 percentage points. Retention among first-generation college students and White students each increased by 1%. While these results provide encouraging evidence that the College's increased focus on retention is contributing to improved persistence across student populations, the lack of improvement among Pell Grant-eligible students identifies an important area for continued attention.

Building on the progress of the IRSP and the increase in FTFY retention from 82% to 85%, the College has engaged Kennedy & Co. to conduct a comprehensive analysis of student retention and identify opportunities to further strengthen institutional practices. The improved retention rate provides an early indication that the College's more intentional and coordinated approach to the student experience is having a positive impact. Through stakeholder interviews, a campus-wide survey, peer benchmarking, and an in-depth analysis of institutional data, Kennedy & Co. will develop a predictive retention model and recommendations for policies, practices, and interventions that can identify students who may benefit from earlier support and produce additional gains in persistence. Together, this work and the IRSP will provide a coordinated framework for continued improvement in student retention and advancement of the enrollment and student success goals established in the *Honors at the Helm* Strategic Plan.

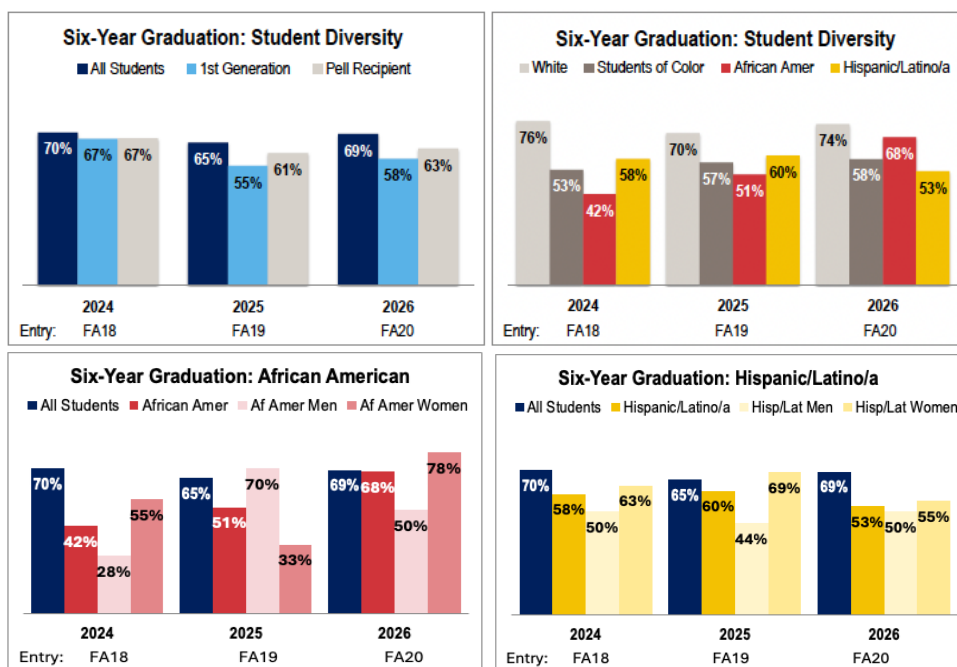
Enrollment is driven by both the recruitment of new students and the retention and persistence of current students. Central to both is the quality of the student experience. Students who feel engaged, supported, and connected to the College are more likely to persist and graduate, while their experiences also shape the College's reputation through word of mouth, family engagement, and broader perceptions of the institution. Investing in the student experience therefore supports retention and graduation while strengthening the College's reputation and value proposition for prospective students and families.

Graduation



After increasing 3 percentage points for the Fall 2021 entering class, the College's four-year graduation rate declined 4 percentage points to 59% for the Fall 2022 class. The graduation rate for students of color remained unchanged overall, although outcomes varied significantly among populations, in part due to small cohort sizes.

The rate for Hispanic/Latino/a students increased 15 percentage points, driven by a 20-point increase among women. In comparison, the rate for African American students decreased 19 points, including declines of 8 points among men and 29 points among women. Graduation rates also declined for White students by 7 points, Pell Grant-eligible students by 6 points, and first-generation students by 5 points. While the improvement among Hispanic/Latino/a students is encouraging, the broader declines highlight the need for continued focus on implementing retention strategies for improving timely degree completion across student populations.



The six-year graduation rate for the Fall 2020 FTFY entering class increased by 4 percentage points to 69%, compared with 65% for the Fall 2019 entering class. Rates increased across all cohorts examined except Hispanic/Latino/a students, whose rate decreased by 7 percentage points, as a 6-point increase among men did not offset a 14-point decline among women. The rate for African American students increased by 17 percentage points, driven by a 45-point increase among women despite a 20-point decrease among men. As with the four-year graduation rate, year-to-year changes among disaggregated student populations can be significantly affected by small cohort sizes.

Taken together, the four- and six-year graduation rates present mixed results. The decline in the four-year graduation rate to 59% underscores the need for continued focus on strategies that support timely degree completion, while the increase in the six-year graduation rate to 69% indicates that more students are ultimately completing their degrees compared to the previous cohort. Differences across student populations warrant continued attention, while recognizing that year-to-year changes can be significantly affected by small cohort sizes. The College's increased focus on retention and coordinated student success strategies is expected to strengthen persistence and, over time, contribute to improved four- and six-year graduation rates.

Financial Aid

In support of the College's mission of providing access to an exceptional honors education, the College invests significant institutional funds for merit and need-based financial assistance with 86% of undergraduate students receiving institutional merit and/or need-based aid this fall.

For 2026–2027, preliminary projections indicate approximately \$9.4 million in unfunded institutional merit scholarships and need-based financial aid, along with \$1.5 million in St. Mary's College Foundation resources

and institutional waivers. The \$9.4 million projection is approximately \$200,000 above the original SRI budget of \$9.2 million, primarily because the Fall 2026 FTFY discount rate was nearly 6 percentage points higher than projected. The unfunded amount is expected to decline as additional Foundation resources are applied and will be finalized following the fall census.

The College's overall unfunded institutional discount rate is 33.3%, compared with 32.7% in Fall 2025, while per-student net tuition and fee revenue increased 2% to \$11,737. As planned, increased merit scholarship and financial aid support for the Fall 2026 FTFY class, combined with the composition of the entering class, increased the FTFY discount rate from nearly 39% to just over 47% and reduced per-student net tuition and fee revenue by just over 8% to \$9,621. For transfer students, the discount rate increased from 20% to 22%, while per-student net tuition and fee revenue increased nearly 7% to \$13,838.

Overall, the current Fall 2026 results reflect the College's planned strategic investment in merit scholarships and financial aid to support new student enrollment, particularly within the FTFY class. While this investment increased the FTFY discount rate and reduced per-student net tuition and fee revenue for first-year students, the overall institutional discount rate increased only modestly and per-student net tuition and fee revenue increased compared with Fall 2025. Moving forward, continued attention to the balance among enrollment, financial aid investment, discount rate, and net tuition revenue will be important to ensuring that financial aid resources support both the College's enrollment goals and long-term financial sustainability.

McDonogh School Partnership

During the spring semester, Academic Affairs and Enrollment Management finalized two strategic partnerships with McDonogh School, a private PK–12 school in Owings Mills, Maryland, designed to strengthen the College's recruitment pipeline and engage prospective students earlier.

In addition to the concurrent enrollment program, providing McDonogh students the opportunity to earn St. Mary's College credit while still in high school, a direct admission pathway for McDonogh students has been established. Students who meet the academic requirements outlined in the agreement are guaranteed admission to St. Mary's College, creating a clear and streamlined pathway from high school to the College.

Together, these initiatives provide a model for building deeper high school partnerships and earlier connections with prospective students in support of the College's broader enrollment growth strategy.

A Moment of Pride

The College was named to the Phi Theta Kappa 2026 Transfer Honor Roll. This honor evaluates institutions on five dimensions that matter most to community college transfer student success, such as:

- Success rates of transfer students
- Campus friendliness and sense of belonging
- Availability of need- and merit-based financial aid
- Acceptance of transfer credit toward a four-year degree program
- Recruitment experience and campus life for transfers

Enrollment Growth and Student Success

As we look ahead, there is significant energy and momentum around the enrollment and student success priorities established in the *Honors at the Helm* Strategic Plan. Enrollment Management, in partnership with colleagues across the College's executive areas, is advancing a coordinated set of initiatives focused on new student recruitment, athletics recruitment, retention and student success, academic program development, strategic partnerships, and the student experience.

Enrollment Management's work will be organized through the Five E's:

- Expand the Enrollment Pipeline
- Engage Stakeholders & Influencers
- Express the SMCM Value Proposition
- Enroll Through Data-Driven Conversion
- Enable Organizational Excellence.

Together, these initiatives are designed to increase new student enrollment, improve retention and persistence, and provide a clear path toward the College's goal of 1,800 students.

The work ahead is ambitious and exciting. As these initiatives move from planning to implementation, Enrollment Management will continue to work collaboratively across divisions to execute strategies, measure progress, and adjust efforts based on results. Our Five E's provide a framework for organizing and measuring this work while maintaining a shared focus on sustainable enrollment growth, student success, and achieving the goals of the *Honors at the Helm* Strategic Plan.