



## **Board of Trustees Meeting**

SMCM Faculty/Staff Liaisons

Friday, January 31, 2025 at 9:00 AM EST to Friday, January 31, 2025 at 5:15 PM EST

St. Mary's College of Maryland, Glendening Annex

### **Agenda**

#### **8 AM - 9:00 AM CONTINENTAL BREAKFAST**

#### **I. 9:00 AM BOARD OF TRUSTEES MEETING - OPEN SESSION**

##### **A. 9:00 AM Board of Trustees Chair's Remarks**

Presenter: Chair John Bell

##### **B. 9:05 AM President's Report**

Presenter: President Tuajuanda C. Jordan

#### **II. 9:15 AM COMMITTEE REPORTS**

##### **A. 9:15 AM Governance Committee**

Presenter: Chair Paula Collins

##### **1. Action Item 2425-09: Calendar Change for 2026**

##### **B. 9:25 AM Technology, Buildings and Grounds Committee**

Presenter: Chair Donny Bryan

##### **1. Information Items**

- a. Marine Science Program**
- b. Residence Hall Refresh**
- c. College Managed Capital Projects**
- d. Historic St. Mary's City Report**
- e. FY26 Plant Fund Budget Action Item Approved**

##### **C. 9:45 AM Finance, Investment and Audit Committee**

Presenter: Chair John Wobensmith

##### **1. Action Items**

- a. Action Item 2425-10: Acceptance of FY24 Auditor's Report and Audited Financial Statements**
- b. Action Item 2425-11: Approval of the FY26 Plant Fund Budget**

##### **D. 10:25 AM Academic Affairs Committee**

Presenter: Chair Peter Bruns

##### **1. Information Items**

- a. **VP Report**
  - b. **Faculty Senate Report**
  - c. **Meeting Summary**
- 2. **Action Item 2425-12: Academic Program Proposals**
- E. **10:55 AM Admission and Financial Aid Committee**  
Presenter: Chair Ray Wernecke
  - 1. **Information Items**
    - a. **VP Report**  
Presenter: David L. Hautanen, Jr., Vice President for Enrollment Management
    - b. **Enrollment**
- F. **11:10 AM Campus Life Committee**  
Presenter: Chair Nick Abrams
  - 1. **Information Items**
    - a. **VP Report**
    - b. **Student Trustee Report**
- G. **11:25 AM Institutional Advancement Committee**  
Presenter: Chair Gail Harmon
  - 1. **Information Items**
    - a. **VP Report**
    - b. **Alumni Association Report**
    - c. **Taking the LEAD Campaign**
    - d. **College of Choice**
    - e. **Regional Cultural Hub**

**11:45 AM LUNCH**

**III. 1:15 PM BOARD OF TRUSTEES MEETING - CLOSED SESSION**

**5:15 PM ADJOURN**

**5:30 PM BOARD RECEPTION**

Location: Nancy R. and Norton T. Dodge Performing Arts Center, Recital Hall

**6:30 PM - 8:30 PM BOARD DINNER**

- Featured activity: Ark & Dove Award
- Location: Nancy R. and Norton T. Dodge Performing Arts Center, Recital Hall



## **BOARD OF TRUSTEES**

### **OPEN SESSION MINUTES**

**Date of Meeting: October 12, 2024**

**Status of Minutes: Approved**

**Board of Trustee Members Present:** Board Chair John Bell '95; Nicolas Abrams '99; Carlos Alcazar; Lex Birney; Peter Bruns; Donny Bryan '73; Hudson Christensen '25; Paula Collins; Susan Lawrence Dyer; Peg Duchesne '77; Judy Fillius '79; Katie Fritz '04; Elizabeth Graves '95; Kristen Greenaway; Gail Harmon; Tim Heely; Sven Holmes; Talib Horne '93; President Tuajuanda Jordan; Kimberly Kelley; Melanie Rosalez '92; Danielle Troyan '92; Ray Wernecke; John Wobensmith '93.

**Board Members Not Present:** Anirban Basu; Jesse Price '92; Steny Hoyer.

**Staff Members:** Betsy Barreto; David Taylor.

**Others Present:** Mary Broadwater; Katy Arnett; Jennifer Falkowski; Sam Becraft/Whiteford Systems; Chuck Steenburgh; Gretchen Phillips; Brandon Engle; Anna Yates; Katie Gantz; Amir Mohammadi.

Chair Bell convened the open session meeting at 9:00 a.m.; a quorum was noted.

Finance, Investment, and Audit Committee – Committee Chair John Wobensmith gave the report with assistance from interim Vice President Mohammadi. The focus was to update the Board on revisions to the FY25 current fund operating budget. The presentation touched on enrollment projection changes; a 1% reduction in state appropriations; a projected reduction in utility costs; faculty start up (\$110K) carry forward funding from FY24; funds to modernize residence halls (an additional \$300K to bring it to \$600K); Wi-Fi upgrades (\$417K); and an FY24 surplus (\$137.7K).

Among the topics discussed, was the fiscal year which closed on June 30, and a net-positive year-end position of \$332K was reported. We have stayed on target for use of the bond proceeds, with the anticipated College expenses supported by the bond to total \$3.83M, including strategic planning initiatives, with an expected remaining balance of \$5.167M at the end of FY25.

Moody's maintained the A2 rating for SMCM but lowered the outlook from stable to negative in June; but this may be more a reflection on the State of Maryland's financial outlook rather than the College; but state support is still strong.

Chair Wobensmith called for a motion to approve Action Item 2425-04, the revised FY25 Current Operating Budget; on a motion by Trustee Dyer and a second by Trustee Holmes and a unanimous vote – the action item was unanimously approved (described later in this report).

Interim VP Mohammadi led a brief discussion of the reconciliation of the FY24 plant fund budget that touched on projects approved by the Board in February 2024; eight major projects of more than \$200K that were continuing; an FY25 balance of \$3.5M; and expenses related to the Calvert fire of \$2.188M. A question was raised about the reimbursement for Calvert fire damage, which VP Mohammadi said would be pursued as one sum/after all expenses are paid.

Chair Wobensmith called for a motion to approve Action Item 2425-05 on the Reconciliation of the Plant Fund Budget; on a motion by Trustee Dyer and a second by Trustee Holmes and a unanimous vote, the action item was approved (described later in this report).

On Joint Investment Activities, the current market value of the Foundation is \$40.86M which increased by \$1.14M in FY25. The Quasi-endowment value is \$5.02M and increased by \$646M over the past 12 months.

Chair Wobensmith noted the FIA Committee had endorsed Action Item 2425-06, the Performance Accountability Report, in their September meeting, in conjunction with approvals from the Academic Affairs and Campus Life Committees; the Board also voted to approve during the full Board meeting on Friday, October 11.

Additional items reported out included that the AFSCME MOU was ratified in June 2024 after 25 months of negotiation; the College and Union remain in negotiations currently on articles that affect Public Safety.

Technology, Buildings, and Grounds – Committee Chair Bryan and Interim VP Mohammadi briefly returned to the prior day's conversation regarding the capital budget and the importance of the facilities renovations/upgrades and energy efficiencies to support the Rising Tide strategic plan. Trustee comment suggested that while needed academic/teaching and learning space enhancements are important, these modernizations also can help attract faculty talent.

### **Action Items**

#### **Action Item 2425-04: Revision of FY25 Current Fund Operating Budget.**

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the attached FY25 current fund operating budget will allow the College to continue its mission of providing high-quality, public, post-secondary education. The revision incorporates enrollment projection changes based on latest data from institutional research and a reduction of the state appropriation of 1% initiated on July 17, 2024. On a motion by Trustee Dyer, a second by Trustee Holmes, and a unanimous vote the action item was approved.

#### **Action Item 2425-05: Reconciliation of FY24 Plant Fund Budget.**

This includes the final approved FY24 plant budget with the addition of new projects approved by the Board of Trustees in February 2024. Eight major projects with a value greater than \$200K

continue, with a FY25 balance remaining of \$3.5M. Projects with value greater than \$200K require explicit Board of Trustees approval. FY24 plant fund activity is reconciled to the end of the fiscal year, and new projects approved in February 2024 have been added. The plant fund currently carries \$2.188M in expenses that are related to the Calvert Hall remediation and repairs due to the contractor related fire. We are in the process of the final steps of reconciliation to the state treasurer's office for reimbursement. On a motion by Trustee Dyer, a second by Trustee Holmes, and a unanimous vote the action item was unanimously approved

Chair Bell asked for a motion to close this open session of the Board of Trustees in accordance with Maryland General Provisions Code, Ann. §3-305 (b) to review and discuss items permitted in closed session – specifically, to discuss: (1)(i) The appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction; (ii) Any other personnel matter that affects one or more individuals; (2) To protect the privacy or reputation of individuals with respect to a matter not related to public business; (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiation strategy or the contents of bid or proposal. The purpose was to discuss Presidential performance and compensation; personnel issues; the appointment of new trustee candidates; the reappointment of continuing trustee candidates; an assessment of Board performance (that was postponed until the Jan/Feb 2025 meeting); and the selection process for a potential endowment fund manager. On a motion, second, and unanimous vote, the meeting was closed. Chair Bell said the meeting would not go back into open session.



## **BOARD OF TRUSTEES**

### **OPEN SESSION MINUTES**

**Date of Meeting: October 11, 2024**

**Status of Minutes: Approved**

**Board of Trustee Members Present:** Board Chair John Bell '95; Nicolas Abrams '99; Carlos Alcazar; Lex Birney; Peter Bruns; Donny Bryan '73; Hudson Christensen '25; Paula Collins; Susan Lawrence Dyer; Peg Duchesne '77; Judy Fillius '79; Katie Fritz '04; Elizabeth Graves '95; Kristen Greenaway; Gail Harmon; Tim Heely; Sven Holmes; Talib Horne '93; President Tuajuanda Jordan; Kimberly Kelley; Melanie Rosalez '92; Danielle Troyan '92; Ray Wernecke; John Wobensmith '93.

**Board Members Not Present:** Anirban Basu; Jesse Price '92; Steny Hoyer.

**Staff Members:** Betsy Barreto; David Taylor.

**Others Present:** Katy Arnett; Mary Broadwater; Anne Marie Brady; Jeff Byrd; David Cannavo; Todd Eberly; Cynthia Greb; Jenell Sargent; Chris Peterson; Melissa Golowski; Jennifer Falkowski; Sam Becraft/Whiteford Systems; Chuck Steenburgh; Gretchen Phillips; Bill Roberts; Brandon Engle; Caleb Shankel; Karen Raley; Kristina Howansky; Anna Yates; Jonathan Dobry; J. Kersch; Katie Gantz; Amir Mohammadi; David Hautanen; Jerri Howland.

#### **Executive Summary**

Chair's Remarks - Board Chair John Bell called the meeting to order at 8:30 a.m. and a quorum was noted. He expressed appreciation for all previous Board chairs now serving as trustees and able to assist and advise and he commented on the naming of the Dallas P. Dean Learning Commons in honor of our esteemed alumna. Chair Bell said that much has been done on the President's search and we would hear more on that later in the meeting. Because the committees have met in the prior weeks, this would enable more complete discussion of issues at the two-day meeting.

President's Report – President Jordan said we have much to celebrate, thanks to the staff. Trustees will hear more about updated Title IX policy; the Freedom of Expression policy; the great progress on our new Public Safety model based on the work of Dr. Howland; the ERP effort has been tremendous and with tangible results; we ended FY 24 in the black ink; among the facilities improvements are the tennis courts recently re-surfaced; and we are hard at work for the Middle States re-affirmation that you will hear about next.

Middle States – Anne Marie Brady, Assistant Vice President for Institutional Research and Planning and Katy Arnett, Associate Vice President for Academic Affairs, the co-chairs for the

self-study gave the report. They acknowledged the efforts of the steering committee and working groups that have included faculty, staff, and students, with constructive input from trustees. Drs. Arnett and Brady gave a status update; a site visit is planned by the review team chair, President Joe Bertolino of Stockton University in mid-October and a report draft will be shared with campus in November; the Review Team visit is in mid-March. The chapters are organized by the standards. The current challenge as we work on the draft report is how to tell our story in a way that conveys the substantial progress SMCM has made over the past 10 years. They said we are confident that we will be re-affirmed.

## **Committee Reports**

Governance – Committee Chair Collins reported on the Sept. 11 open session. She reminded trustees that nominations for the Ark & Dove Award, one of SMCM's highest honors, are appreciated and can be forwarded to Chair Bell or President Jordan for consideration with a "cc" to Committee Chair Collins. The awardee is voted on at the May Board meeting.

Academic Affairs – Committee Chair Bruns reported on the Sept. 10 open session. He touched on recruitment and retention for both students and faculty; there are several faculty-searches underway. Vice President Gantz explained the notion of "cluster hiring" and said that concerns over salaries and cost-of-living are inhibitors especially for first-year faculty hires; also, some candidates may prefer an urban setting over living in this community. Trustees suggested that perhaps we could invite faculty to an AAC meeting to discuss these issues. A discussion followed on computer science with questions on how SMCM is addressing the current or potential student demand and the faculty to teach it. It was suggested that while students can speak with their advisors on specific matriculation issues, VP Gantz and the Mathematics and Computer Science Chair (Alex Meadows) could meet with students for a collective conversation to address questions/concerns. Trustee conversation suggested this should be an area for a priority hiring focus and a senior faculty member to guide future program growth.

Chair Bruns said the successful completion of the Faculty Bylaws resulted from collaboration among academic affairs, the administrative leadership, and the faculty leadership to complete the remaining work; Faculty Senate President Eberly cited this as a positive example of shared governance. **Action Item 2425-01** is listed later in this report.

The Committee endorsed the 2024 Performance Accountability Report, slated for later approval by the Campus Life Committee and the Finance, Investment, and Audit Committee. **Action Item 2425-06: Approval of 2024 Performance Accountability Report** is outlined later in this report.

Admission and Financial Aid – Committee Chair Wernecke reported on the Sept. 16 meeting. Based on VP Hautanen's report, the College received 3401 full-time, first year applications for admission, the fifth consecutive year for a record number of applications. The yield was slightly lower, but the overall enrollment/full-time student headcount for fall 2024 was larger than the previous year because of increased retention. The College enrolled 70 new transfer students for fall 2024 from 175 applications, a similar number enrolled over the past two years; 36% were from the College of Southern Maryland. The slightly lower yield of admitted students was based on a few factors, including the challenges associated with the delayed and flawed rollout of the

FAFSA form. Nevertheless, this is the most diverse class (34%) to ever enroll and, at a recent high, the 86% retention rate is a 5% increase from the previous year. Both data outcomes represent significant progress toward goals set in *The Rising Tide* strategic plan. The retention of Fall 2023 DeSousa Brent Scholars was especially high (95%). For the fall 2025 entering class, inquiries and campus visits are down; the latter primarily due to lower attendance at the September Open House compared to the previous year. Current Common Application "suspect" and "prospect" data suggest another increase in applications. VP Hautanen mentioned five areas of potential future challenges that include increased competition due to demographic changes and institutions not meeting their fall 2024 enrollment goals; students applying to a greater number of colleges on average; continuing challenges with the 2025-26 new FAFSA rollout; the need for the overall campus experience to sustain our gain in retention; and the impact and opportunity of AI in recruitment and admission.

Institutional Advancement – Committee Chair Gail Harmon reported on the Sept. 20 meeting. The integrated marketing team is assisting Admissions with multiple, targeted strategies that include a digital campaign in Maryland and key out-of-state markets; short form videos; improvements to the SMCM website and key enrollment pages; and stories in educational media. (For example, the College's recent rise from #11 to #4 in the nation in the Princeton Review's "Making an Impact" ranking can be incorporated in our strategic enrollment messages). Development is doing very well; by June 30, 2024, \$6.8M was raised toward the FY24 \$5M goal, exceeding the 5-year campaign goal of \$20M a year ahead of schedule. Under the banner, "How High Can We Fly?" the campaign will officially end June 30, 2025, when President Jordan retires. From July 1, 2024, through August 23, 2024, \$682,944 has been raised, with 85% of that designated for the LEAD General Fund to support the College's strategic plan. A special fundraising effort has been launched under the LEAD campaign to modernize restrooms in a traditional hall to serve as a catalyst for future residence hall projects, with \$1.6M as a target amount. Giving prospects for this effort were suggested by trustees and discussed at the committee meeting.

Campus Life – Committee Chair Nick Abrams reported on the Sept. 12 meeting. The Office of Public Safety (OPS) has completed the transition to a hybrid/security police model with the hiring of Special Police Officers; the officers' skills have been upgraded and the department's policies and procedures have been enhanced (including for armed officers). Training remains an integral part of our commitment to provide exceptional service and ensure the safety and well-being of the community.

The residence halls are getting a refresh; three of the traditional hall lobbies are receiving a makeover with flooring, unique furniture, and a new color scheme; Dorchester Hall is almost complete with new flooring, painting, and furniture, as we still await new window treatments. This hall went co-ed last fall. Prince George has new flooring on the first and second floor lobbies and new paint and furniture is due over winter break. Queen Ann is awaiting new painting and flooring over winter break. Caroline is awaiting flooring, painting, furniture and window treatments, also planned for winter break.

The Committee endorsed the 2024 Performance Accountability Report, also slated for approval by the Academic Affairs Committee and the Finance, Investment, and Audit Committee. **Action**



**Item 2425-06: Approval of 2024 Performance Accountability Report** is outlined later in this report.

In his report, Student Trustee Hudson Christensen suggested some process enhancements for student requests for residence hall repairs; he pointed to the rapport with IT as a process to emulate. As a student athlete, he and fellow students are proud to be Seahawks, and he underlined the recent success of the program in most all sports; he encouraged that we not let that slip and compared SMCM with other colleges on what they have for facilities, trainers, strength and conditioning as indicators for continued competitive success. Trustee conversation that followed suggested such analyses should focus on our conference competitive peers.

Major changes were made to our Title IX policy and grievance procedures which went into effect on August 1. This required a complete overhaul of our policies to incorporate protections against all sex-based harassment and discrimination, to promote accountability and fairness, and empower and support students and families. All employees must be trained promptly upon hiring or a change of position that alters their duties; afterwards, all employees must be trained annually. Incoming first-year and transfer students must receive Title IX training. The process for hearings also has been improved. **Action Item 2425-03: Approval of Title IX Policy** was approved and is listed later in this report.

The Freedom of Expression Policy, just revised and updated, was presented for discussion; to facilitate its full consideration for a review and vote, Committee Chair Abrams asked that the Board convene as a Committee of Whole. Chair Bell called for a motion (received) and a second (received) and a vote (unanimous) for the Board to convene as a Committee of the Whole to discuss and vote on the Freedom of Expression Policy. The policy establishes guidelines to assure that expressive activities do not unreasonably disrupt SMCM operations, violate the protected speech activity of others, endanger the safety of others, or risk the destruction or obstruction of SMCM property and/or facilities. A recommendation was made to include in the policy, the ability for SMCM to assess for additional security and associated costs. Following the discussion, Chair Abrams reported out on the action taken by the Committee of the Whole and requested that Chair Bell seek a vote by the full Board on the revised policy. The vote on **Action Item 2425-02: Approval of Freedom of Expression Policy** was approved and is outlined later in this report.

The Board adjourned for a scheduled lunch with students. Upon returning, Chair Bell asked for a motion to close the open session of the Board of Trustees in accordance with Maryland General Provisions Code, Ann. §3-305 (b) to review and discuss items permitted in closed session – specifically: (1)(i) The appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction; (ii) Any other personnel matter that affects one or more individuals; (2) To protect the privacy or reputation of individuals with respect to a matter not related to public business. The topics included the Presidential search; program or unit evaluation; personnel issues; the discussion of an academic program analytics tool under review as a possible pilot; and potential donor strategies for facilities improvements. Following discussion of the first topic (the Presidential search), there would be a brief return to open session for the Technology, Buildings, and Ground report, then a return to closed session for the

remainder of the meeting. Upon a second and unanimous vote to approve, the closed session was convened at 1:30 p.m. and a quorum was noted. College administrators were excluded from this first segment pertaining to the Presidential search.

Chair Bell concluded the closed executive session first segment at 2:30 p.m. and returned to open session for the Technology, Buildings, and Grounds report. Rejoining the board for the open session were President Jordan; Vice President Mohammadi; Student Trustee Christensen; Betsy Barreto; and David Taylor.

Technology Buildings and Grounds (TBG) – Committee Chair Donny Bryan reported on the Sept. 16 TBG committee meeting. The state capital budget request includes funding for the design and renovation of Montgomery Hall that will improve energy efficiency, update code compliance and address space deficiencies; the College requested an amendment to enable the Green Premium Building goal change from LEED Silver to a Net-Zero Energy Building, adding additional \$11.8M and bringing the total project cost to \$69.3M. Other campus infrastructure improvements to address deferred maintenance and renewal needs including the lower library and St. Mary's Hall roof replacements; Kent Hall building envelope and parking lot upgrades, controls upgrades, and chiller replacement; Campus Center boiler replacement; and Schaefer Hall upgrades. The preliminary phase of the FY26-FY36 Campus Master Plan is underway; a steering committee has been established and a consulting firm being sought to complete the planning in fall 2025. A contract has been signed to construct the marine sciences vessel with completion expected in fall 2026. For technology improvements, the Anthology student system went live on October 8 as the latest step in the ongoing effort to replace the outdated Jenzabar System; Finance and Payroll were the first steps in July 2023. And finally, the tennis courts have just been re-surfaced, the O'Brien basketball courts re-finished, and Bermuda grass planted on the baseball field. Discussion that followed conveyed that the Montgomery Hall design funding costs would be deferred from FY28 to FY33 to enable work on other upgrades to proceed for additional classrooms and labs to address the growth and success of the marine science and business programs and to expand Schaefer Hall's building envelope; academics was the core of this revised focus.

Chair Bell concluded the TBG open session segment at approximately 3:30 p.m. and returned to closed session for the remainder of the meeting to discuss topics as previously noted. Joining the next closed segment were Vice President for Academic Affairs Katie Gantz and Assistant Vice President for Institutional Research Anne Marie Brady.

The meeting would not return into open session until Saturday, Oct. 12.

### **Action Items**

**Action Item 2425-01 Faculty Bylaws Approval:** The Academic Affairs Committee recommended approval of the revised Faculty Bylaws - the foundational document within the shared governance structure used to guide decision-making by the faculty body. Last approved in 2019, the current proposed revisions were put forward to address outdated terminology and to align institutional processes with best practices. Following a motion by Committee Chair Bruns, a second by Trustee Kelley and a unanimous vote, the Faculty Bylaws were approved.

**Action Item 2425-02 Freedom of Expression Policy:** The Campus Life Committee recommended the approval of the Freedom of Expression Policy. The College has an obligation to protect the freedom to speak rights of the campus community. No member shall prevent such expression, which is protected under the constitutions of the United States and the State of Maryland. Diversity of opinion or perspective is one of the greatest strengths of a public honors college. Following a motion by Committee Chair Abrams, a second by Trustee Dyer and a unanimous vote, the Freedom of Expression policy was approved.

**Action Item 2425-03 Approval of Title IX Policy -** The Campus Life Committee recommended the approval of the Title IX Policy. The 2024 Title IX Final Rule policy has been updated in compliance with federal and state laws. Following a motion by Trustee Wernecke, a second by Trustee Harmon and a unanimous vote, the revised Title IX policy was approved.

**Action Item 2425-06: Performance Accountability Report -** The Performance Accountability Report (PAR) is a report required by the State of Maryland that assesses the College's progress on a variety of goals and objectives, including academics, enrollment, retention and graduation 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. In their committee meetings, Academic Affairs, Campus Life, and Finance, Investment, and Audit all voted to approve the PAR for a Board vote. Following a motion by Trustee Bruns, a second by Trustee Wernecke, and unanimous vote, the Board approved Action Item 2425-06.

**BOARD OF TRUSTEES MEETING  
JANUARY 31, 2025**

**PRESIDENT'S REPORT**

**Reaffirmation of Accreditation**

Preparation for the March 16-18, 2025, site visit by the team of reviewers from the Middle States Commission of Higher Education (MSCHE) continues. The pre-visit by the chair of the site visit team, Dr. Joe Bertolino, occurred October 16 – 17, 2024. During the visit, the chair met with groups of students, faculty, and staff as well as with the executive leadership team. It should come as no surprise that the chair was highly impressed by the students. Overall, things went as expected and the feedback regarding the draft self-study report (SSR) was helpful. A refined draft was provided to the campus community and a small group of trustees for feedback (in-person, online, or via email) in late November/early December. As of this writing, the final draft has been submitted to the professional editors and designers. The SSR and evidence inventory will be submitted to the MSCHE before the February 2, 2025 deadline. The executive summary of the SSR will be available in the Resource Folder in the portal in time for the January 31, 2025, convening of the Board of Trustees. The [Steering Committee](#) has done a tremendous job preparing the drafts, engaging the community, and gathering the evidence in support of the College's reaffirmation. The College is now preparing for the March 16 – 18, 2025, onsite review by the site visit team that will meet with the campus stakeholders, including a small group of trustees. At the conclusion of their visit, the chair will present to the campus community a preliminary assessment of SMCM's efforts to comply with the seven standards required for accreditation by the MSCHE. We believe that the College's case for reaffirmation is very strong and that when the eighth president takes the helm later this year, the College will be able to present them with that good news.

**The Strategic Plan**

Since the October 2024 Board meeting, progress addressing the four pillars of [The Rising Tide](#) has been steady. A few specific highlights, many of which were presented during Board Committee meetings, follow.

Pillar I - Create. To ensure that the College both continues to meet its enrollment goals and maintains its place as the premier public honors college in the nation, it must provide the best academic programs possible - ones that attract new students, prepare our graduates for successful careers, and make sure that these programs are financially sustainable over the long haul. The work of Task Force III ensured that the College would 1) continue to evaluate new programs through these lenses and 2) assess current programs using both academic and financial analyses. The Academic Affairs leadership team has done a good job working to ensure these priorities are satisfied. Through the shared governance process, the faculty recommended four new academic programs for development and implementation: two majors, one minor, and one program representing a partnership that would result in SMCM students receiving an undergraduate and graduate degree in an expedited timeframe. At this time, two of the recommended programs (a

minor in Data Science and a BS/MS program for Environmental Studies) have met the criteria for development and implementation. The Academic Affairs Committee discussed these at length, and they will be presented to the Board for approval. Recruitment of excellent faculty and staff is also paramount to the success of both the students and the institution. Faculty hiring is going well, and it is good news that two new hires will be joining Computer Science in the fall. Equally good news is that Rafael Zapata has been hired as the interim associate vice president of inclusion and belonging. This position plays an important role in our student, faculty, and staff retention efforts.

Meeting enrollment goals requires that we attract/recruit students. Data from Admission indicate that the campus visit is a major determinant in the student's decision-making process. It should come as little surprise that the condition of the campus facilities and grounds plays a major role in this. The staff has put a good deal of time and resources into increasing its efforts to maintain and update spaces in the traditional residence halls since the October trustee meeting. Information in the Technology, Buildings, and Grounds Committee materials provides an update on the improvements that have been made recently and the work that will be done in Summer 2025, prior to the implementation of, and incorporation into, the Facilities Master Plan in the fall. During the Board meeting, members of the executive leadership team (the vice presidents for Student Affairs, Business, and Institutional Advancement) will present an overview of what is being proposed, the timeline for development and implementation, and potential financing, inclusive of philanthropy.

Pillar II – Empower. Empowering students for success enhances both retention and post-graduation outcomes. The residence hall project is an important aspect of this as it will provide both refreshed community spaces and new quiet spaces as well as a sense of enhanced privacy and security for students. Additionally, contained within the Campus Life Committee materials is the vice president's report detailing the enhancement and expansion of mental and physical health services. Of particular note are the increases in demand for health services (+47% year-over-year, "y-o-y") and walk-ins for counseling services (+35% y-o-y), both of which have been on upward trajectories since the pandemic. Continuing to identify resources and creative ways to provide and/or expand these services will be essential for student success both within and beyond the classroom.

Pillar III – Build. There are many levers that need to be tended to as the College continuously works to build a student body that is reflective of Maryland's population demographics, helps the institution fulfill its mission, and aligns with the campus ethos. As institutions debate the impact of the so-called enrollment cliff on enrollment, the conversation tends to focus on the first-time, first-year student (FTFY) but transfer student enrollment must be a focal point as well. During the last 10 years at SMCM, this population of students has transitioned from being "new student backfill," as they are thought of at many institutions, to one that garners special orientation programming, LEAD courses, and recruitment strategies. The evolution of transfer student policies and initiatives has received much attention in Maryland, and the College is fortunate to have a seasoned professional, Jacqueline Rogers-Frere, leading its efforts. The AFA slides contain information regarding the evolving transfer market, strategies SMCM uses to engage with transfers, and efforts to make the transfer process as seamless as possible. There is also information that touches on financial aid strategies. Both of these topics impact enrollment,

revenues, and expenses. The staff has worked to decrease the discount rate for FTFY students, and the rate has been trending downward for a few years. For transfers, the rate is up a bit, reflective of inter-institutional competition. This increase, however, does not impact the budget in a major way because of the sheer difference in the number of students in the two groups.

Pillar IV – Become. In higher education, most of us strive to prepare citizens ready to engage with and succeed in the world. This requires that we provide opportunities for students to engage with people who have had different lived experiences, who think about things differently, and who react to stimuli differently. It also requires that we help them learn to identify, appreciate, and respect their differences. A college campus is the ideal place for all of this to occur, although it is becoming increasingly difficult to do this work. The Dodge Performing Arts Center (DPAC) is becoming the community and cultural hub that we envisioned. The Institutional Advancement Committee materials contain the opportunities and challenges associated with the DPAC. DPAC has the opportunity to be a reliable revenue generator. As evidenced by the data, we are well on our way to doing this with revenues this year being higher than last year at this point in time. Thinking beyond revenue generation, it is essential that we continue to think about ways in which we can ensure that all who enter into that structure are not only entertained but experience something different and leave with a greater appreciation for what it means to be human. Under the leadership of VP Curry, while DPAC revenues have increased, the number of performances has been decreased to facilitate remaining true to both our mission and our role as public servants. This delicate balance will be essential as we navigate the implications of the policy changes and conversations happening at the national level.

### **Beyond the Strategic Plan**

At present, the College continues to be on good financial footing. The budget presentation in FIA provides a degree of clarity that we've not seen before regarding revenues and expenditures thanks to the herculean efforts of interim VP Mohammadi working with a reorganized and enhanced team in finance. Additionally, the return on investment from the initiatives supported by the bond is beginning to come into focus as we continue to realize the greater-than-anticipated growth in Marine Science, steady enrollment increases in Business, and growth in Performing Arts. It is reasonable to expect that the investments made in computing capacity will facilitate a successful launch of the proposed minor in Data Science in the fall upon Board approval. Investment in the creation and programming of the Center for Career and Professional Development continues to pay off as we witness ever-increasing numbers of employers visiting campus to recruit SMCM students and graduates, as well as steady growth in Honors College Promise (HCP) participants. The HCP engages students in high-impact practices (HIPs), activities that enhance post-graduate success, including employment. SMCM is at the initial stages of measuring these outcomes but there is little doubt that the impact on post-graduation activities will be measurable and positive.

Updating, expanding, and enhancing the IT infrastructure is a critical element that encompasses all pillars of *The Rising Tide* and affects every aspect of business operations, as well as the academic enterprise and engagement with the community beyond the campus. The implementation of the ERP is central to all of this, and the benefit of the new system cannot be overstated. Progress is steady but slow as the community begins to galvanize around the fact that everyone must work and, as some might say, go above and beyond the call of duty to find

solutions to problems that are the result of having a highly customized legacy system for over 20 years. The implementation of the system and integration with *essential* functionalities as customizations, with appropriate access and safeguards, requires a cultural shift and is critical for compliance with external and internal laws, guidelines, and processes and ensures that the College functions efficiently, effectively, and securely. It also requires some organizational restructuring and personnel changes. These are underway in the most critical areas and will continue until the College is functioning at the highest professional level in *every* unit.

The projected magnitude of the State's budget deficit requires that we continue to be good stewards of the support we receive from Annapolis. The legislative session has been underway for less than a month, and it is already clear that it will be like none other during my tenure and that the government relations team will be just as busy as we were in 2017 when we succeeded in getting the funding formula revised. Although we will work hard to defend both our operating and capital budget requests, we will do our part to help the State meet its budgetary goals. For the last several years, SMCM has engaged in a budgeting process that is very close to so-called zero-based budgeting. This year, we will be more diligent in employing this method of budgeting and continue to scrutinize requests for both funding and staffing increases.

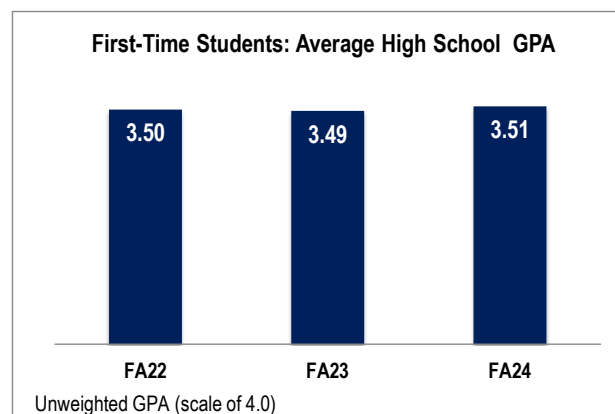
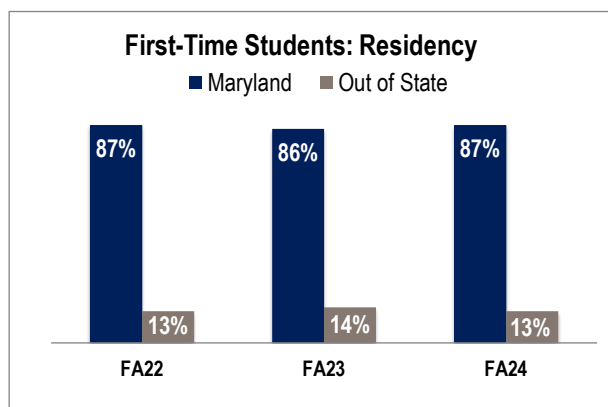
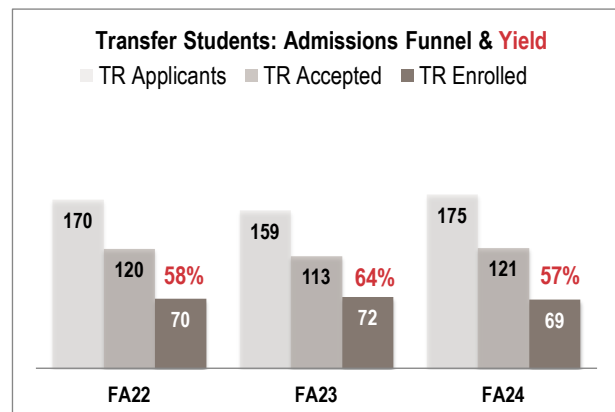
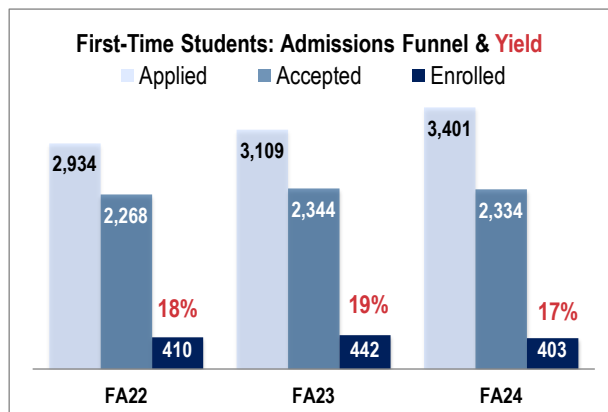
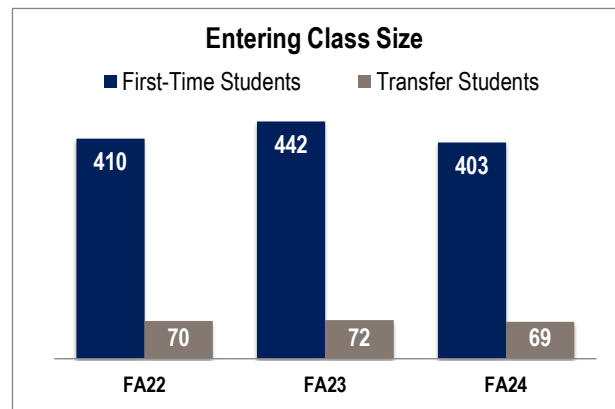
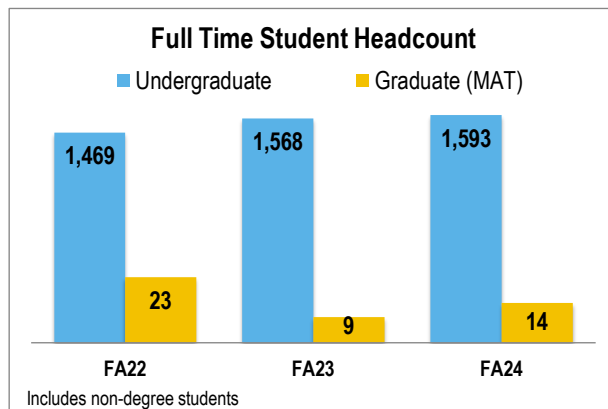
### **Summary**

It was a whirlwind of a conclusion to the fall semester, and after what appears to have been a truncated Winter Break, the spring semester has gotten off to a chaotic start. Yet, in spite of the fatigue and the headwinds we face in the near term, there is a quiet resolve, and I daresay confidence and determination that we will persevere and again emerge from all of this, better and stronger than before. And, through it all, we will embody and embrace our ethos, doing what we must with dignity, grace, and respect.

## Board of Trustees Dashboard - January 2025

### Student Characteristics in Enrollment

Fall 2024 figures based on final census (freeze) data, 9/23/2024

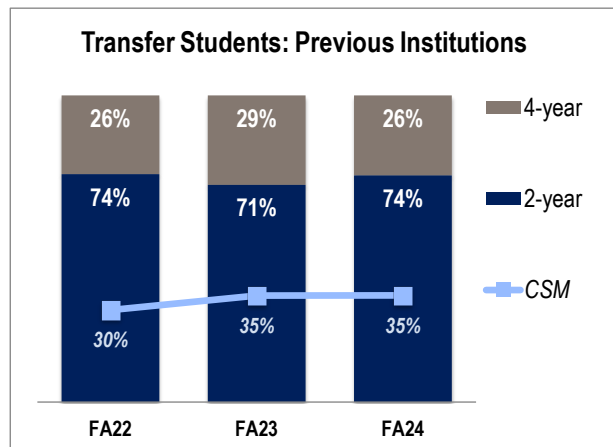
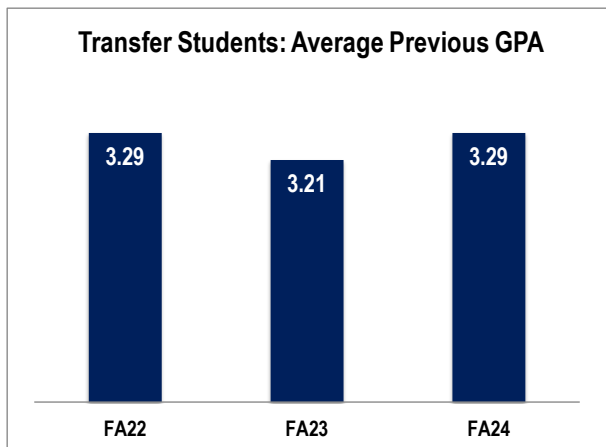
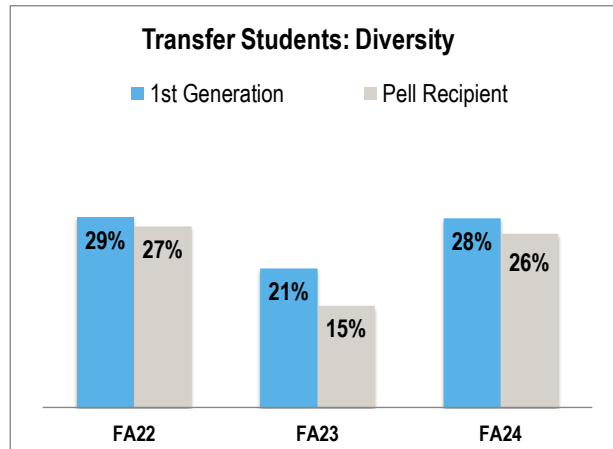
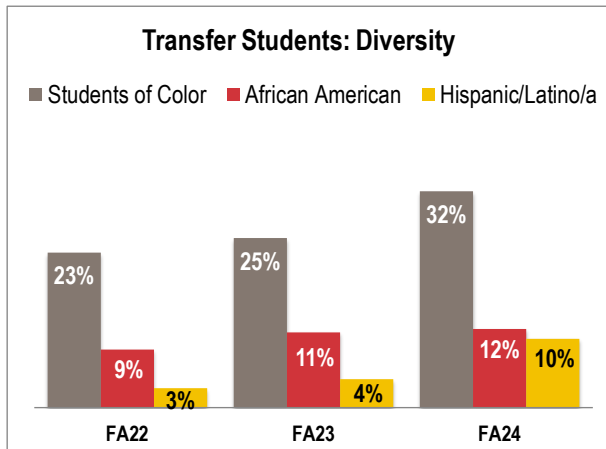
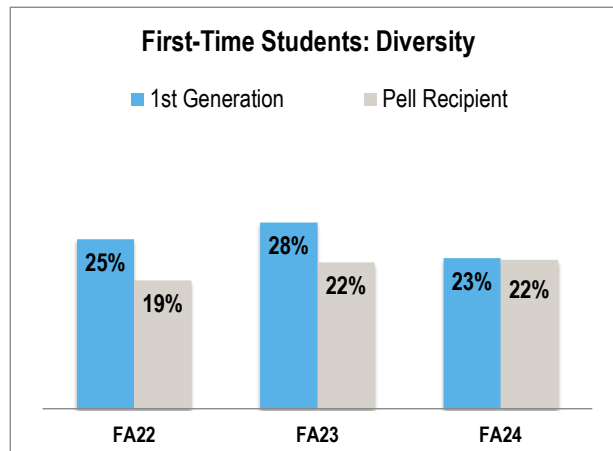
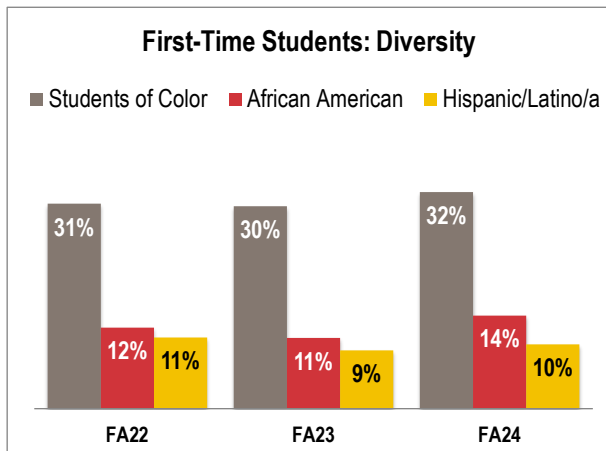




## Board of Trustees Dashboard - January 2025

### Student Characteristics in Enrollment

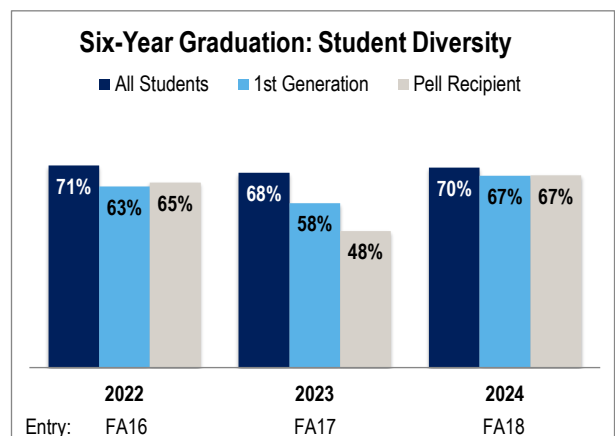
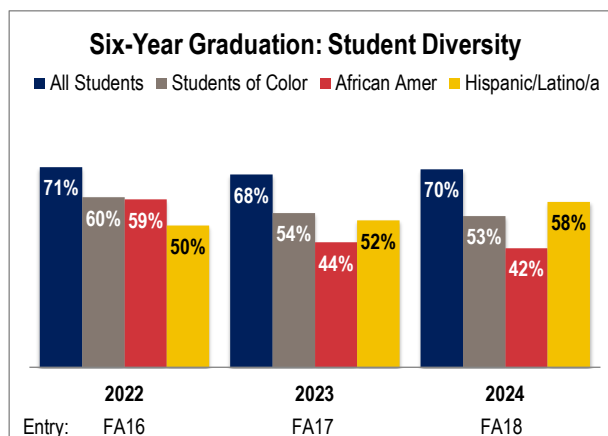
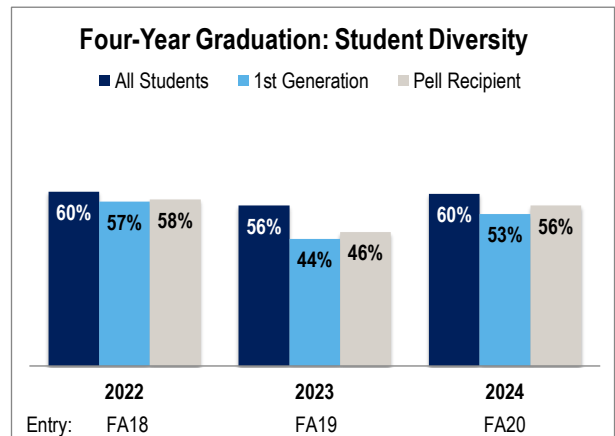
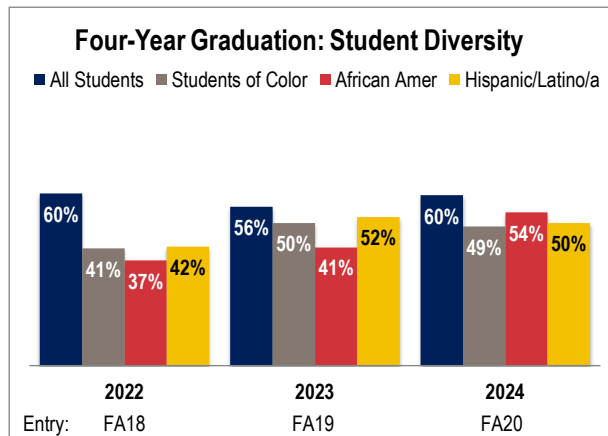
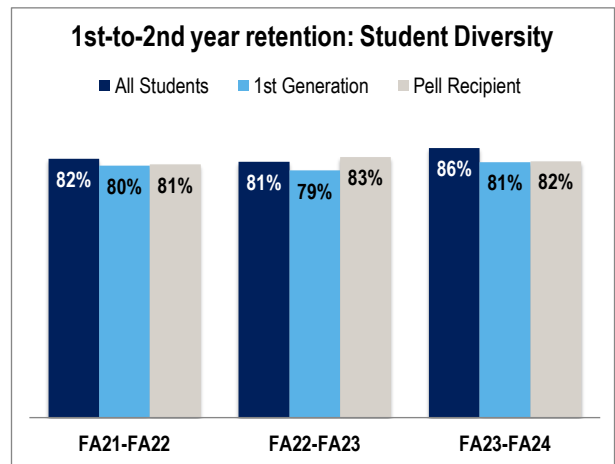
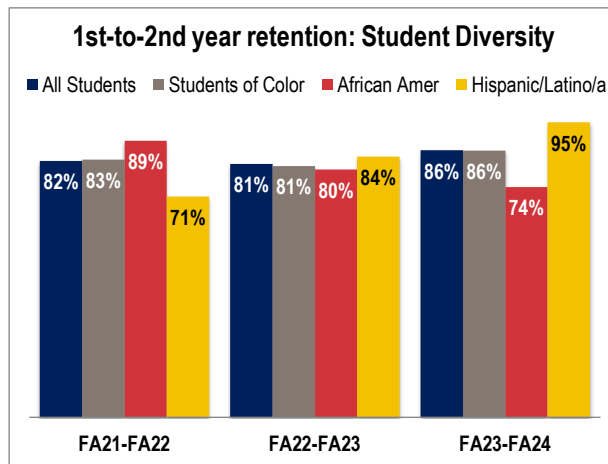
Fall 2024 figures based on final census (freeze) data, 9/23/2024



## Board of Trustees Dashboard - January 2025

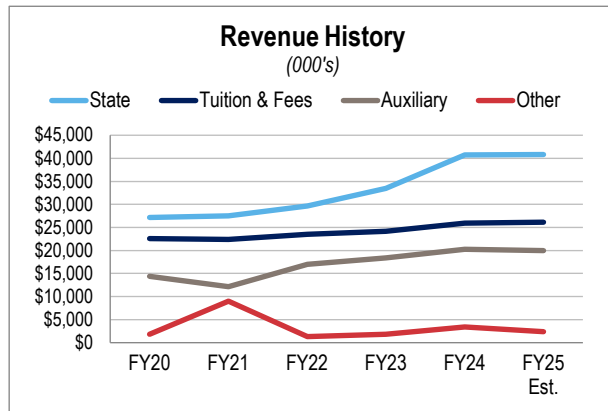
### Student Retention and Persistence (First-Time Students)

Fall 2024 figures based on final census (freeze) data, 9/23/2024

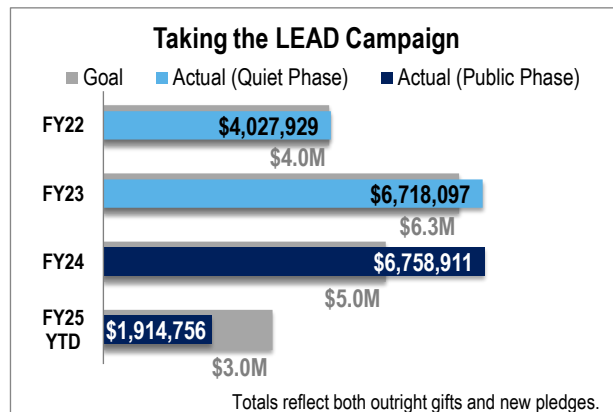
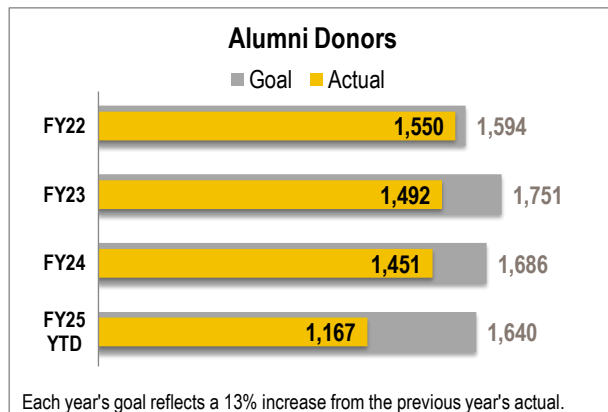


## Board of Trustees Dashboard - January 2025

### Revenue and Fundraising



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





**BOARD OF TRUSTEES  
GOVERNANCE COMMITTEE**

**OPEN SESSION  
MINUTES**

**Date of Meeting:** September 11, 2024

**Status of Minutes:** Approved

**Committee Chair:** Paula Collins

**Committee Members Present:** Paula Collins, Chair; Kristen Greenaway, Vice Chair; Donny Bryan '73; Sven Holmes; John Wobensmith '93; John Bell '95, Board Chair, *ex-officio*; Tuajuanda Jordan, President, *ex-officio*.

**Committee Members Absent:** Melanie Rosalez, '92

**Others Present:** Mary Broadwater

**Staff Members:** David Taylor; Betsy Barreto

Chair Collins called the open session to order at 9:30 a.m. A quorum was present.

She noted that at the October Board meeting dinner the 2024 Ark & Dove recipient would be awarded to the individual that the Board voted for in May, though the name had not been publicly released at the time of the meeting. For next year, she indicated that nominations are welcome and appreciated for deserving individuals to receive this award, which is one of the most prestigious honors the College bestows. She reviewed the process by which recipients are chosen. Nominations can be sent to President Jordan and Chair Collins. Once the Executive Council has chosen the nominee, it is sent to the Committee and full Board for approval.

Chair Collins asked for a motion (received) and second (received) and a vote (unanimous) to go into closed session in accordance with Maryland General Provisions Code Ann. § 3-305 (b) to review and discuss items permitted in closed session, specifically (1)(i) The appointment, employment, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over which it has jurisdiction; (2) To protect the privacy or reputation of individuals with respect to a matter not related to public business. Primarily, this closed session was required to review and vote on candidates for appointment as new trustees; the continuation of current trustees for additional terms; and the results of an assessment of Board performance.

This meeting would not return into open session. At 9:35 a.m. the open session was adjourned.

# ST MARY'S

## COLLEGE of MARYLAND

*The National Public Honors College*

### BOARD OF TRUSTEES GOVERNANCE COMMITTEE

**JANUARY 6, 2025**

**ACTION ITEM 2425-09**

### **BOARD OF TRUSTEES CALENDAR EDIT – FEBRUARY 2026 MEETING**

#### **RECOMMENDED ACTION**

The Governance Committee recommends the following edits to the Board of Trustees meeting schedule for calendar year 2026; the February date edit is to provide more time for committee meetings to be held and meeting materials prepared after winter break given the new committee meeting schedule. The October wording edit is to convey more clearly the new meeting format.

#### ***Current Calendar:***

##### **CALENDAR YEAR 2026**

- February 6, 2026 – Committee Meetings
- February 7, 2026 – Board Meeting
- May 15, 2026 – Board Meeting (*Committees and Board*)
- May 16, 2026 – Commencement
- July 24, 2026 – Board Retreat
- July 25, 2026 – Board Retreat
- October 9, 2026 – Committee Meetings
- October 10, 2026 – Board Meeting

#### ***Proposed Calendar:***

##### **CALENDAR YEAR 2026**

- February 20, 2026 – Board Meeting
- February 21, 2026 – Board Meeting
- May 15, 2026 – Board Meeting (*Committees and Board*)
- May 16, 2026 – Commencement
- July 24, 2026 – Board Retreat
- July 25, 2026 – Board Retreat
- October 9, 2026 – Board Meeting
- October 10, 2026 – Board Meeting

**ST. MARY'S COLLEGE OF MARYLAND  
BOARD OF TRUSTEES  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE  
JANUARY 8, 2025  
INFORMATION ITEM III.A.  
MARINE SCIENCE PROGRAM**

Status of Vessel Construction

As of December 2024, the vessel construction was approximately 10% complete. The IP based systems and engineering modeling and fitment is approximately 30% complete. The engine and transmission units have been ordered and are in the process of being built and paired by the manufacturer.

The deck has received its print and mat layers. Tunnel blockers are surfaced with their primary coats of wax. Upon completion of the print layer, the mold will be set on its feet and fabrication of the keel can begin. The Composite crew has gelled and skinned the hull.

The first layer of stitched fabrics is complete on the hull. The crew is now filling the strakes with high density foam to allow the rest of the laminate to lay continuous to the bottom panel.

Engineering of the house systems, such as BZTUs for HVAC and 12V/12V/240V current loads, is in progress.

Composite is currently converting 2D drawings into a 3D model, and calculating gear ratios, shaft angle and diameter, propeller diameter, pitch, exhaust sizing, air supply, seawater, and other driveline details.

Invoices paid to date total \$289K.

Schaefer Hall Labs

The Schaefer Hall lab, specifically designed for the Marine Science program, opened in Fall 2024. The design of the lab has received praise for its modern aesthetics, natural and ambient lighting, equipment resources, and technology-rich instructional features. A unique feature of the lab, which was recommended by faculty, is a large picture window in the corridor wall. This window enables student ambassadors who are touring with prospective students and parents to observe class taking place within the lab, providing an opportunity to see experiential based learning first-hand.

The popularity of the program has been exceptional with enrollment projections exceeding 300% of expectations in 2024. This enrollment growth led the Office of Campus Planning, Design, and Construction to propose constructing an addition onto Schaefer Hall that would serve multiple future needs:

- New state-of-the-art labs to accommodate growth in the Marine Science, Environmental Studies, and Biology programs.

- Much needed office space for attracting and retaining the best faculty.
- Faculty research labs to meet a growing desire to provide advanced scientific research on campus.
- A new modular, flexible, “swing lab” to accommodate a variety of teaching pedagogies, enabling class lab instruction to be maintained while older labs are taken off-line to be renovated into new state-of-the-art laboratories.

In October 2024, the Office of Capital Planning, Design and Construction formally submitted the project to the state as Program Part I: Schaefer Hall Expansion and Greenhouse Replacement Project.

**ST. MARY'S COLLEGE OF MARYLAND**  
**BOARD OF TRUSTEES**  
**TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE**  
**JANUARY 8, 2025**  
**INFORMATION ITEM III.B.**  
**RESIDENCE HALL REFRESH PROGRAM**

The residence hall refresh and modernization plan is comprised of short-, mid-, and long-term objectives to address critical needs and to phase improvements in a strategic manner. Short-term upgrades to the traditional residence halls were completed within two months and focused on cosmetic enhancements to improve the visual aesthetic of the main lobbies and recreation rooms. These renovations were expedited and completed during the Thanksgiving and winter breaks.

Mid-term plans, beginning in 2025 and spanning three years, will involve comprehensive renovations to the traditional residence halls that modernize the shared bathrooms to increase privacy, improve ADA accessibility, and meet gender neutral needs. In addition, the IT infrastructure will be upgraded to support the growing demand for reliable internet connectivity and smart technology.

Long-term plans for the entire residence life housing portfolio will be integrated into the Campus Master Plan, ensuring that the College's residence halls meet evolving student needs in the future. The goal is to create modern, safe, comfortable, and accessible living spaces that foster a supportive and engaging campus community.

**Short-term Plan – Traditional Residence Halls**

**Timeline: Completed by January 10, 2025**

**Key Points – Improvements:**

- Queen Anne, Caroline, Prince George, and Dorchester Hall lobbies and rec rooms: Vinyl plank flooring installed including new cove base.
- Dorchester, Caroline, and Prince George Halls: each lobby painted with new accent colors to compliment the new furniture.
- Dorchester, Prince George and Caroline Halls: New lobby furniture installed, and rec room furniture replaced in each hall.
- Dorchester, Caroline, Queen Anne, and Prince George Halls: New window treatments in all lobbies.
- Dorchester, Caroline, Queen Anne, and Prince George Halls: Lighting improvements have been negotiated with an 80% discount to include the replacement of all light fixtures within the corridors, laundry facilities and lobbies. Over 400 light fixtures will be replaced with an ROI within 1.5 years.
- Indoor air assessments – currently underway to ensure a safe environment for students and conducive to student learning.



- Addition of a part-time worker who has dual reporting to the Physical Plant and the Office of Residence Life for effective coverage and delivery of services on the evenings and weekends. The expected start date is January 2025.
- Queen Anne Hall: New furniture has been ordered.

### **Mid-term Plan – Traditional Residence Halls**

**Timeline: May 2025 - August 2025: Pilot Phase / August 2025 - August 2027: Future Phase**  
**Cost estimation to be determined.**

#### **Key Points:**

- Design-Build Approach: Utilizing a design-build method will streamline the bidding process, reduce potential change orders, and accelerate project timelines, ensuring minimal disruptions.
- Scope / Targeted Renovations: The focus is on modernizing the bathrooms for increased privacy, daylighting the existing corridors, and converting study areas into modern collaborative lounges.
- Pilot Phase in 2025: The Summer 2025 project in Prince George's Hall will serve as a pilot, allowing the College to refine processes and ensure smooth implementation for future phases in 2026 and 2027.
- IT and Safety Upgrades: The scope includes upgrading information technology infrastructure, enhancing life safety systems such as fire alarms and sprinkler systems, and installing security cameras and access door controls.
- Future Scalability: Lessons learned from the initial phase will inform improvements in subsequent renovations, optimizing project efficiency and quality.
- Comprehensive painting, cleaning, and replacement of cove base will occur in all the traditional dormitories.

### **Long-term Plan 2027 and Beyond – All Residence Halls**

#### **Integrating Improvements into the Campus Master Plan**

St. Mary's College is committed to enhancing and expanding our residential housing options to meet the evolving needs of our students. The Preliminary Master Planning Committee completed the pre-planning phase in December 2024 for the *2025-2035 Campus Master Plan*. One component of the Plan focused on renovating, redesigning, and potentially adding a new residential hall to the housing portfolio. The goal is to provide a diverse range of housing choices that support a safe, engaging, and inclusive living-learning environment. Improvements will be made across all current residential facilities, including townhouses, suites, apartments, and traditional residence halls, to ensure modern amenities, enhanced safety, and a strong sense of community. The College also aims to incorporate sustainable practices in all future housing projects to minimize our environmental footprint and promote long-term sustainability.

**Key Points:**

- **Comprehensive Housing Improvements:** The College plans to renovate and upgrade existing townhouses, suites, apartments, and traditional residence halls to enhance student living experiences.
- **Diverse Housing Options:** Future planning will explore adding or redesigning residential spaces to offer a variety of housing styles that cater to different student preferences.
- **Focus on Safety and Community:** Ensuring a safe and supportive environment for students to live and learn is a top priority, fostering a sense of place and belonging.
- **Environmental Sustainability:** All housing developments will prioritize eco-friendly practices, reducing the College's environmental impact.
- **Long-Term Planning:** The *2025-2035 Campus Master Plan* will strategically guide improvements and expansions, ensuring the College's residential offerings remain competitive and aligned with student needs and expectations.

**ST. MARY'S COLLEGE OF MARYLAND  
BOARD OF TRUSTEES  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE  
JANUARY 8, 2025  
INFORMATION ITEM III.C.  
COLLEGE MANAGED CAPITAL PROJECTS**

Maryland Heritage Interpretive Center

Smith Group met with the mechanical, electrical, and plumbing engineer to redesign the mechanical system to ensure that equipment can be accessed safely and maintained by Historic St. Mary's City. On November 21, 2024, W.M. Davis received permission to proceed with the mechanical equipment installation.

Montgomery Hall Renovation

The College is awaiting approval from the Maryland Department of Budget and Management for Program Parts I/II in January 2025. Upon approval, the design phase with Hord Coplan Macht Architects shall begin.

Schaefer Hall Chiller/Boiler Replacement Project

This project was awarded to Limbach Kent Island Mechanical in October 2023 and is scheduled for completion in February 2025. The oil-fired boilers in both Schaefer and Montgomery Halls will be replaced with four high-efficiency, propane-fired, condensing boilers. This will reduce the boiler carbon imprint and heating bills by 20-40%. This project also replaces the centrifugal chiller in Schaefer Hall with a magnetic bearing chiller. This will reduce the chiller energy costs by 20-30% and result in lower maintenance costs over time.

Hilda C. Landers Library Renovation

Quinn Evans Architects have completed the design development phase and have begun the construction documents, which are expected to be completed by March 1, 2025. The College will manage the bid and award process to select a general contractor for the project. Once awarded, a phased construction period will allow the Library to remain partially operational while the renovation is in progress. Construction is anticipated to begin in May 2025 and to be completed in Spring 2026, at which time the Center for Career and Professional Development and the Office of International Education will relocate into the Library. This will culminate the vision of creating a 21<sup>st</sup> Century library with state-of-the-art technology and student-centric programs to support academic success and research.

# HISTORIC ST. MARY'S CITY

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

## QUARTERLY REPORT TO THE BOARD OF TRUSTEES ST. MARY'S COLLEGE OF MARYLAND 2<sup>ND</sup> QUARTER, FY 2025 18 December 2024

**John L. Seidel, PhD**  
**CEO/Executive Director**  
**Historic St. Mary's City**

Historic St. Mary's City (HSMC) has been as busy as ever this fall quarter, with a full slate of events and programming, exciting progress on capital projects, formulation of the FY 2026 budget, and staff visioning that will provide a platform from which the Commission can crystallize a vision and blueprint for HSMC in 2034, at the state's 400<sup>th</sup> anniversary. Some quick take-aways are highlighted below, followed by a summary of key progress. More detailed departmental reports are available on request.

### Quick Hits

- A series of meetings in October, November, and December have made **important progress in redefining and substantively improving the relationship between the museum and the Indigenous Community.**
  - The **Piscataway Conoy Tribe** has been fully briefed on the plans for the MHIC, and a framework for consultation is resulting in positive conversations about the exhibits;
  - The **Piscataway Indian Nation** also is supportive of the moves toward finalizing the MHIC exhibits.
  - Based on these conversations, **planning and design for the Maryland Heritage Interpretive Center (MHIC) exhibits is resuming.**
  - These conversations will provide a bridge **to creating a more formal arrangement such as an MOU to guide long-term relationships.**
- HSMC staff are **managing over 50 capital and site improvement projects**, working hard to maintain progress and liaise with other state agencies and private contractors to maintain a steady pace. Many of these projects are summarized elsewhere in this report.
- Senior staff are working with St. Mary's College of Maryland (SMCM) to **update the many MOUs under which the SMCM-HSMC partnership has operated**, while **consolidating them into a single, overarching MOU** that is comprehensive and fair to both partners.

- HSMC **hosted Curator Alice Rose of Kiplin Hall** over the Thanksgiving weekend. On this visit and in other discussions with Kiplin Hall leadership and the Maryland Center for History & Culture, we have **discussed collaborative ventures and the possibility of an MOU**.
- The Kiplin Hall relationship ties in with the **continuing production of the film on the founding of Maryland**, part of which was previewed at an event for the donors at the Green Spring Valley Hunt Club in Owings Mill on November 10, attended by Commission Chair Heely, Executive Director Seidel, and Senior Research Associate Miller of HSMC.
  - **HSMC staff continue to work with the film producer** to ensure accuracy, and additional filming at the museum is scheduled for March 2025.
  - In addition to a premiere in Maryland in late May or early June 2025, a **UK premier at the Georgian Theater is planned for Charter Day in June at the Georgian Theater**, along events at Kiplin Hall. **HSMC Commissioners are welcome to join these events**.
- Work on **improving staff working conditions and compensation** continues, along with **continued improvements in communication and morale**. A new **text-based messaging platform** has been adopted across the museum for priority announcements to staff, and an in-house **wage and compensation study** has been initiated.
- Concerted staff engagement has included their participation **all-staff information sessions** and in **visioning for 2034**, part of a larger process that will **produce a vision and blueprint for HSMC leading up to 2034**.
- A series of **continuing and new events and school tours throughout the fall drew 6,631 visitors**, while **social media made another 463,990 impressions**. Weather continues to have a major impact on attendance; after excessive heat days, forced museum closures this summer, frigid temperatures in the late fall forced the cancellation of the Krampus Ball and decreased numbers for Hearth & Home (along with well-advertised movie releases that weekend).

By the numbers:

3,659	Program and event attendees
1,454	General admissions
<u>2,972</u>	Students and school group attendees
8,085	Total attendees
388,160	Impressions on Facebook
<u>75,830</u>	Impressions on Instagram
463,990	Total social media contacts
<b>472,075</b>	<b>Total public contacts</b>

11% increase in school visits this quarter over the previous year's Q2

## Staffing, Organization

Efforts continue to fill the few empty positions in the organization, to improve recruitment and retention, and to strengthen morale. The senior leadership team was completed over the last year, and at the next supervisory level down, we recently hired Lisa Fischer as Deputy Director of Research & Collections (see the Research & Collections Department report below). Ms. Fischer's experience at Jamestown and Colonial Williamsburg will be a major boost in moving HSMC towards the creation of a digital museum.

As a result of a recent departure in Finance, a search has been launched for a Senior Accountant. Although the Grounds Department was fully staffed through the season, the Maintenance Department has suffered more staff losses this fall. Compensation levels and competition with other regional employers continue to make recruitment and retention a challenge.

## Capital Projects

***Maryland Heritage Interpretive Center*** - The Maryland Heritage Interpretive Center (MHIC) remains HSMCC's highest-priority CIP project. We maintain daily oversight to ensure the contractor, W.M. Davis, adheres to the project timeline with minimal disruptions. The roof on the West side of the building has been completed, and the East side roof is approximately 20% complete. W.M. Davis has stated that the roof will be fully completed by the end of the third week of December. Work continues on the interior, and exhibit design is recommencing.

***Farthings Parking Lot*** - The Punch Out walkthrough for the Farthings Parking Lot was completed on Thursday, December 5. The lot and ADA pathway tie-ins are in excellent condition, and no serious issues were encountered during the walkthrough.

***Angelika's Kitchen at Farthings Kitchen & Ordinary*** – In an important milestone, the Lease with Angelika's Kitchen for the Farthings Ordinary Complex was fully executed on December 4, 2024. The projected completion date for mold remediation and construction is set for March 1, 2025. Angelika's Kitchen, specializing in artisanal cuisine—handcrafted breads, cheeses, fruit preserves, and more—will complement our educational offerings by partnering with our Education Department on events such as Hearth & Home and programs highlighting 17th-century Maryland cuisine.

***Farthings Bathrooms*** - We learned this morning that the Farthings Bathrooms project has been removed from the BPW meetings scheduled for December 4 and December 18 due to persistent paperwork mishandling at the Department of General Services (DGS). While our DGS Project Manager has been excellent and shares our frustration, this delay remains disappointing.

***The Cell Tower*** – A new tower was erected at the HSMCC Grounds and Facilities HQ located on Mattapan Road (the lease was finalized earlier this year). Carriers will be installing their respective antennas on the Tower throughout 2025.

***"Big Rocks" Schedule*** - Building on senior staff meetings and museum-wide staff input, Peter Carroccio and Joe Kangas are finalizing a "Big Rocks" Excel spreadsheet, which outlines the timeline for all projects to be completed by 2033 in preparation for the 2034 celebration of Maryland's 400th anniversary. These tentatively number 72 at this time. This careful analysis will be shared with the Commission for input and discussion, and is critical to effectively positioning the agency for this important anniversary.

## **Planning**

The push to flesh out an ambitious vision for 2034 has further illuminated the tight time frame for that effort. On the capital side, if there are construction projects that are important to have completed by 2034, diligence is needed on pushing those projects currently in the pipeline and avoiding delays. If new projects are desired by 2034, such as elements of the Master Plan that are not yet scheduled with the Department of Budget Management (DBM), proposals and justifications for these new efforts will have to be submitted by May 1, 2025.

## **Finance**

Revenue is down significantly due to various factors, including the closure of the Farthing's parking lot and an associated drop in gift store sales, the absence of an event manager for part of the year, the closure of the Inn at Brome-Howard, closure of several rental properties for renovations and mold remediation, and the longer than expected loss of income from food services as the Farthing's Kitchen has been renovated. However, we manage the budget proactively, and corresponding cuts in expenses should keep the HSMC budget for FY 2025 on track. We received feedback on the FY 2026 budget from DBM and submitted our response to their questions and recommendations. Although it is premature to posit the final outcome on HSMC's place in the Governor's FY 2026 budget, the signals are very positive, especially given the tight budget climate.

The HSMC Finance Department continues to have difficulty in meeting internal and external deadlines in financial reporting, as well as in paying vendors, due to slow-downs on the SMCM end of the HSMC-SMCM finance partnership. This is partially due to SMCM staffing shortages, compounded by the launch of a new software system (Anthology) at SMCM, which also poses problems in personnel time management and payroll. Consultation continues with DBM on how to bring some of the more problematic elements of the partnership back into HSMC to improve our efficiency, while working with SMCM to resolve the issues. The prognosis on this front is good, with excellent communications with senior SMCM finance staff.

## **Education & Programs**

Visitors from schools were up in this quarter over the previous year by 11%, although attendance at some events such as Hearth and Home were down due to weather and other factors. Education staff offered exciting programs such as Lost City, Hearth and Home, and Lord of Misrule, while assisting with social and other events such as Tall Ships at Twilight, joint public sails with the Constellation, Vampire Manor, and the St. Mary's Watershed Association's Riverfest, held on museum grounds. In addition, the department took the museum's offerings on the road, with the *Maryland Dove* participating in Chestertown's annual Downrigging Festival, which saw over 1,300 visitors come aboard for dockside interpretation and public sails.

## **Research & Collections**

Work continues on archaeology at the 1634 St. Mary's Fort and the Leonard Calvert House, with excellent progress in providing evidence that will support the follow-on capital projects. The department continues to engage with the Chancellor's Point Working Group (CPWG), a team of community members invested in the respectful study of the human remains discovered at the Chancellor's Point site.

Department staff are actively engaged in major exhibit design projects (e.g., MHIC, Chapel furnishings), as well as in original research, publication, and conference participation. Staff members delivered 6 papers at professional conferences or other venues during the quarter, while also supporting both research and courses at SMCM. Public outreach includes coordination with a group from our sister museum at Jefferson-Patterson Park and Museum and survey work at a nearby cemetery, yielding valuable experience for our staff in ground penetrating radar work and supporting the local community.

### **Advancement & Communications**

Social media continues to engage public imagination and heighten awareness of HSMC, with 75,830 hits on Instagram and 388,160 on Facebook, where a series of “silent movie shorts” and other clever posts captured a wide audience. Fall events included the following:

- ***Tall Ships at Twilight***: Introduced as a warm welcome for Pride of Baltimore II during RiverFest, featuring:
  - Catering by Pier 450, live music, and ship tours.
  - Established collaboration with Pier 450, a South County business.
- ***Vampire Manor***: A fall highlight that drew new audiences, featuring:
  - 198 attendees (including discounted staff and complimentary tickets), \$11,172.53 in ticket sales, and \$1,500 sponsorship from Patuxent Dental.
  - Partnerships with local vendors, including Jubilee Farm Fermentations, Free State Ciders, and others.
  - Unique performances by the Black Magic Circus.

A preview of 2025 includes the following events that have been planned during the current quarter:

- MarylandFest (May 3): A family-friendly, free community event celebrating Maryland pride.
- Vampire Manor (October): Returning by popular demand.
- Frost Fair (December): A new two-day winter festival featuring:
  - A holiday market, local vendors, festive lighting, and a Krampus concert.

### **Volunteer Summary**

- Volunteer Recruitment: New coordinator Brooke Moe is off to an energetic start, having remarkably doubled the volunteer pool with 80 new recruits.
- Event Support: Staffed six major events, including Vampire Manor and Lost City.
- Tech Integration: Implemented Volgistics software to streamline volunteer management.
- Internship Program: Partnered with St. Mary’s College of Maryland to manage SHIP internships and enhance community connections.

### **Community Outreach**

- Participated in St. Mary’s College events, including the Fall Career Fair and Volunteerism Day.
- Partnered with SMCM’s Office of Community Outreach to host info sessions on volunteering at HSMC.



## **Membership Summary**

A total of 29 memberships came in during the quarter, of which 11 were new members. An end-of-year push to secure additional memberships was mailed on Friday, December 13, 2024. Fall events that helped to spread the word or that were designed to serve existing members included:

- *Lost City*: Engaged over 1,000 attendees and promoted memberships.
- *Natural Wreath Making*: Sold-out workshop producing festive decorations.
- *Archaeological Lab Tour*: Overbooked event with plans to repeat.
- *Member Exchange Program*: Hosted members from Jefferson Patterson Museum.

Initiatives planned for 2025 include:

- ***Genealogy Classes***: January-February weekly sessions (free for members, \$40 for non-members).
  - ***Mother's Day Tea***: Joint event with St. Clement's Island (May 9).
  - ***Seasonal Workshops***: Floral design, herb gardening, and returning favorites like wreath-making.
  - ***New Programs***: Doggie Social in late spring and expanded Member Exchange tour
- 

Overall, the HSMCC grounds, educational programs, archaeological projects, and administrative functions are progressing with noticeable improvements in quality and attention to detail. The enthusiasm, commitment, and teamwork demonstrated by our staff continue to foster a welcoming environment that is both inspiring and informative for our visitors. In short, Historic St. Mary's City has never looked better, a testament to the dedication of a truly remarkable and effective team.

On a personal note, I was pleased to teach a course in Underwater Archaeology (ANT/ENST 351) at SMCM this fall semester and truly enjoyed it. It was wonderful to work more closely with students and to see how the College operates from the inside - I was very favorably impressed with the way in which various components of the academic programming are handled. I know that I speak for all of the staff members at HSMC who have an opportunity to teach and to interact with SMCM students, faculty, and staff that we greatly value the interactions and partnership.

**ST. MARY'S COLLEGE OF MARYLAND  
BOARD OF TRUSTEES  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE  
JANUARY 8, 2025  
ACTION ITEM II.A.  
APPROVAL OF THE FY26 PLANT FUND BUDGET**

**RECOMMENDED ACTION**

The Technology, Buildings, and Grounds Committee recommends approval by the Finance, Investment, and Audit Committee of the proposed FY26 plant fund budget in the amount of \$1.587M. The primary source of funding comes from the student facility fee. The Finance, Investment, and Audit Committee will review and act on the FY26 plant projects at its January 30, 2025, meeting.

**RATIONALE**

The Technology, Buildings, and Grounds Committee is charged with the responsibility to establish priorities for capital projects. The Committee will consider the proposed FY26 plant projects. A cost breakdown of the FY26 plant projects by priority categories is provided.

**ST. MARY'S COLLEGE OF MARYLAND**  
**FY26 PLANT PROJECT SUMMARY**

**FY26 Priority List**

<b>PROJECT</b>	<b>ESTIMATED COST</b>
<b><u>CAPITAL PROJECTS</u></b>	
Capital Planning Design & Construction Programming & Revisioning	\$120,000
Campus Center - Provide New Great Room Chairs	\$60,000
Campus-wide - Exterior Signage Improvements (Phase 2)	\$193,040
Campus-wide - Interior Signage Upgrades	\$50,000
<b>TOTAL COST OF FACILITIES PROJECTS</b>	<b>\$423,040</b>
<b>MAINTENANCE AND REPAIR</b>	
Miscellaneous Maintenance and Repair Projects - Unknown	\$30,000
Plant Contingency	\$30,000
Campus-wide - Roof repairs	\$50,588
Campus-wide - Building Automation	\$20,000
Campus-wide - ADA Automatic Doors	\$15,000
Campuswide - Parking Lot Repairs/Maintenance	\$20,000
Campus Center Kitchen Roof Top Equipment	\$20,000
Lucille Clifton Basement Waterproofing	\$25,000
Lewis Quad and Waring Commons Stairwell Rescreening	\$8,000
Rectory Roof Replacement	\$25,000
Rowing Center Carriage Door Restoration	\$15,000
Schaefer Hall - Environmental Control Room 201-205 Floor Repair	\$10,000
<b>TOTAL COST OF MAINTENANCE AND REPAIR PROJECTS</b>	<b>\$408,588</b>

<b>PROJECT</b>	<b>ESTIMATED COST</b>
<b>PROGRAM SUPPORT</b>	
Miscellaneous Enhancements - Unknown	\$12,000
Miscellaneous Site Improvements Projects - Unknown	\$10,000
Admission Welcome Center - Office Privacy Project	\$5,000
Campus Center - Furniture Update - Aldom Lounge	\$40,000
Cobb House - Window Replacement Phase Two	\$30,000
Goodpaster Hall - First Floor Offices	\$20,000
Kent Hall - Adjunct Office Project	\$25,000
Kent Hall - Computer Lab Project	\$20,000
Kent Hall - HVAC Analysis	\$15,000
Library - Landscape Improvements	\$20,000
Mattapany - Landscape Improvements	\$8,000
Montgomery Hall – MH 118 Classroom Furniture Replacement	\$20,000
Schaefer Hall - Attic Water Containment	\$20,000
Schaefer Hall - Attic Water Systems	\$40,000
Schaefer Hall - Greenhouse Renovation Project	\$25,000
Schaefer Hall - Loading Dock Renovations	\$10,000
Wellness Center - Privacy Window and Pass-Through Cabinet Project	\$5,000
<b>TOTAL COST OF PROGRAM SUPPORT PROJECTS</b>	<b>\$325,000</b>
<b><u>RESIDENCE HALL RENEWAL PROGRAM</u></b>	
Miscellaneous Residence Hall Repairs	\$30,000
Crescents - New Furniture Phase Three	\$200,000
Residence Hall - Fire Alarm Upgrade Phase Six	\$100,000
Residence Hall Renewal Project Funds	\$100,000
<b>TOTAL COST OF RESIDENCE HALL PROJECTS</b>	<b>\$430,000</b>
<b>TOTAL COST OF PRIORITY A PROJECTS</b>	<b>\$1,586,628</b>

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

**ACTION ITEM 2425-10**

**ACCEPTANCE OF THE FY24 AUDIT REPORT AND APPROVAL  
OF THE AUDITED FINANCIAL STATEMENTS**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit committee recommends that the St. Mary's College of Maryland Board of Trustees accept the FY24 auditor's report and the audited financial statements of the College.

**RATIONALE**

Statements reflecting the financial transactions and position of the College for the period July 1, 2023 through June 30, 2024 were prepared in accordance with generally accepted accounting principles, reflecting the GASB 34 and 35 reporting requirements. The independent firm of Clifton, Larson, Allen, LLP, whose report and opinion are included in the document, has audited these statements. To provide evidence that the statements have been provided to, and approved by, the Board of Trustees, the Committee is asked to recommend acceptance of the financial statements by the St. Mary's College of Maryland Board of Trustees.

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

**ACTION ITEM 2425-11**

**APPROVAL OF THE FY26 PLANT FUND BUDGET**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, with the endorsement of the Technology, Buildings and Grounds Committee, of the proposed FY26 plant fund budget in the amount \$1.587M.

**RATIONALE**

The Technology, Buildings, and Grounds Committee is charged with the responsibility to establish priorities for capital projects and provide its endorsement to the Finance, Investment, and Audit Committee. The primary source of funding comes from the student facility fee. A cost breakdown by priority categories and a listing of FY26 plant projects is provided

**ST. MARY'S COLLEGE OF MARYLAND**  
**FY26 PLANT PROJECT SUMMARY**

**FY26 Priority List**

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# ST MARY'S

## COLLEGE of MARYLAND

*The National Public Honors College*

### BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE JANUARY 16, 2025

#### VICE PRESIDENT FOR ACADEMIC AFFAIRS AND DEAN OF FACULTY'S REPORT

The units that compose Academic Affairs have adopted a core mission that, in turn, support both the Academic Affairs Committee and the institution as a whole: to cultivate a rigorous and equitable academic environment where the St. Mary's College community thrives. As we move into the spring semester, Academic Affairs is making steady progress in support of Pillar I of our Strategic Plan. Below, I offer an update on multiple facets of our work supporting faculty excellence and innovative educational experiences: the FY26 hiring season, an overview of our progress on Strategic Plan objectives to develop and implement new program proposals, highlights from the Anthology implementation, details of the College's second annual LiveWell day, a summary of the College's evolving approach to generative artificial intelligence in higher education, and some brief remarks on post-pandemic lessons learned.

#### Hiring Updates

Academic Affairs is roughly at the midpoint of the FY26 hiring season, so far completing six out of 12 tenure-track hires, as well as two lecturers. As an update for the Board's reference, below is the status of our successful FY25 searches to date.

Program	Position/rank	Search Status
Math/ Computer Science	Senior rank tenured computer science position	Completed
Math/ Computer Science	Tenure-track computer science position	Completed
Marine Science	Lecturer position	Completed
Chemistry/ Biochemistry	Tenure-track chemistry position (Cluster Hire)	Completed
Biology	Tenure-track biology position (Cluster Hire; microbiology)	Completed

Biology	Tenure-track biology position (Cluster Hire; molecular biology)	<b>Completed</b>
Environmental Studies	Tenure-track environmental studies position	<b>Completed</b>
Women, Gender, & Sexuality	Tenure-track position	<b>Finalist interviews</b>
Intl Languages & Cultures	Lecturer in Chinese	<b>Finalist interviews</b>
Performing Arts	Tenure-track Scenographer	<b>Finalist interviews</b>
Psychology	Tenure-track Psychology	<b>Failed search</b>
Psychology	Lecturer in Psychology	<b>Failed search</b>
English	Tenure-track position in English	<b>Long list</b>
English	Tenure-track in Composition and Rhetoric	<b>Long list</b>
Anthropology & Sociology	Tenure-track in Sociology	<b>Offer/negotiation</b>
Educational Studies	Lecturer in Educational Studies	<b>Completed</b>
Biology	Visiting assistant professor in biology	<b>Failed search</b>

For context: the failed Biology FTV search arose from an attempt to quickly replace a visitor who backed out of his verbal agreement; by the time the search committee returned to the pool, there were no viable candidates remaining. Our Biology faculty are teaching overloads to cover those courses. Per the feedback from finalists of the two failed searches in Psychology, the failed searches in Psychology are less straightforward, but in part relate to our rural location.

### **New Program Proposals for Approval**

In Pillar I.A of the Rising Tide, the College set the goal of a) developing three to five new programs by fall 2024, and b) implementing at least two new programs by fall 2026. There is substantial progress to report in both these areas.

I am pleased to report that we satisfied our objective for three to five fully-developed program proposals. In summer 2024, faculty steering committees developed four new programs for possible inclusion in our curricular array. Those pre-proposals included:

- Data Science minor
- Public Health major
- Dual degree, 3-2 program with Bard College for two possible Environmental Studies specializations

- Master's degree in Counseling and Clinical Psychology

Of these four, I have recommended the Data Science minor and the Environmental Studies dual degree program for immediate implementation. A memo outlining my program recommendations to the President is in the accompanying materials for the committee's review.

### **Briefing on Generative Artificial Intelligence (AI) at SMCM**

In response to the expanding presence of generative artificial intelligence (AI) in higher ed, SMCM has undertaken a series of steps to a) define the issues pervasive in our classrooms and workspaces; b) evaluate the positive adaptations as well as the threats of AI at SMCM; and c) provide broad guidance to our students and faculty on how to engage in an AI-informed learning environment.

A year after the first conversations on AI at our 2023 teaching excellence workshops, the College hosted a workshop on AI at the 2024 COPLAC Summer Summit. At the close of that discussion, the COPLAC participants had identified a number of ways in which AI is—and increasingly will be—a support tool for work across the institutions. Such applications include ADA accessibility measures (e.g. auto-captioning); administrative tasks (e.g. generating committee minutes); and academic support (e.g., personalized learning tools such as self-graded quizzes).

The College returned to the topic in fall 2024 SMCM teaching excellence workshops, in which I hosted a faculty discussion on AI in the liberal arts classroom.

There were three outcomes of that recent presentation.

1. We identified a common interest among faculty and Academic Affairs staff in forming a workgroup to discuss and propose guidelines for effective, ethical AI use in academic work. The workgroup will begin meeting in Spring 2025 to review some [templates and sample guidelines](#) generated by the non-profit, TeachAI.
2. The Center for Inclusive Teaching and Learning responded to the request for a shared folder with examples of how our faculty have proactively integrated AI into their coursework. This resource bank is available to SMCM faculty for incorporation into their own classes.
3. A number of resources were shared that can help instructors with such things as syllabus statements on the use of AI, student/instructor agreements, and how students can cite the AI they have used in preparation of their assignments.

In fall 2023, faculty were encouraged to include formal guidance in their syllabi on their own approach to the use (or the prohibition) of AI in their courses. This was repeated a year later in fall 2024, with the additional recommendation that faculty consider adopting a seminal resource on AI in the classroom for their students from a collaboration between Elon University and AAC&U. Their [Student Guide to Navigating College in the Artificial Intelligence Era](#) PDF was

personalized with permission to include the SMCM logo, and is free for distribution under the Creative Commons License.

### **Advances in Anthology Implementation: Academic Processes**

As the roll-out of the Anthology ERP progresses, we are pleased to report advances for both students and faculty involving academic processes. Our cohort of students in Winterim 2024 classes proved ideal to pilot our standard process of student self-registration. Due to the successful outcome of that pilot, we will expand the process for all students self-registering for fall 2025 classes this spring.

At the end of fall semester, the faculty were able to successfully enter course grades through Anthology. The process was smooth, and some small glitches were productively addressed. The simpler user interface has been a change that is much appreciated by the faculty.

### **Second Annual LiveWell event**

Building upon Goal I.C of the Strategic Plan, the College hosted our second annual LiveWell on October 30, 2024. Planned in collaboration between Academic Affairs and Student Affairs and staffed by both campus members and external experts, the event centers on physical, mental, and social wellness. Like last year, 2024 LiveWell was scheduled the day after fall advising to provide a more cohesive conversation for our students about the role of personal choices toward well-being.

A full day of programming open to students, staff, and faculty, the 2024 LiveWell featured multiple events on the hour dedicated to informational presentations and to active, skill-based workshops. Sessions included yoga, Zumba, a meditative labyrinth walk, a faculty panel discussion on the physiology and neuroscience of stress, art therapy with the counseling staff, a journal-making workshop, healthy cooking with the Bon Appetit nutritionist, “recess games” on the lawn, a financial wellness discussion for staff and faculty hosted by the Calvert County Family and Consumer Sciences agent, and a workshop on conflict resolution led by a St. Mary’s County Mediation Services representative. Attendance was markedly increased (and with a much higher staff turnout) from our inaugural event.

### **Lessons learned: the post-pandemic classroom**

While the pandemic has influenced processes across all parts of the College, two changes arising from the pandemic are especially significant to the academic experience: 1) the integration of our web conferencing platforms into the SMCM curriculum; and 2) the establishment of our Continuity of Learning protocol. The common thread is an emphasis on access (how may we extend and amplify our support of student success?) and equity (what steps must we take--and what must we avoid--to ensure all students have the learning experience we have promised them?).

The applications of web conferencing have had a range of positive after-effects, such as more expansive availability for faculty and staff to offer student support in virtual office hours. The faculty have also made excellent use of web conferencing in their additional hour of Engaged Learning each week, setting up virtual student discussion groups and foreign language conversation practice. As a result of the “Zoom classroom” that the faculty were forced to adopt

during the pandemic, they have acquired a new fluency with online learning. We have learned that remote instruction is an effective and viable form of content delivery during the winter and summer sessions. The inaugural Winterim term was launched in December 2020, offering 48 fully remote courses to 281 students. The success of that pilot has meant that Winterim is now a permanent feature of our academic year. The recent expansion of online course offerings to SMCM's portfolio between standard academic terms (summer term is now increasingly composed of remote courses) has enhanced students' opportunities to make additional progress toward completing their academic programs. Within its brief four-week timeframe, Winterim's all-remote courses are ideal to get ahead or catch up on credits, or to complete major or LEAD course requirements. Analysis of students who enrolled in Winterim supports its success in advancing degree completion. The percentage of students who were on track for graduation increased after both Winterim 2021 and 2022, while the percentages of students up to 16 credits behind decreased.

In summer 2020, a number of campus-wide task forces were established to support the College's fall 2020 reopening as a residential campus. The subcommittee focused on teaching and learning proposed an expansive Continuity of Learning protocol, emphasizing clear and comprehensive guidance for faculty in the event of campus closures of any sort:

... To support continuity of learning on days when the instructor cannot physically be present in the classroom, instructors may utilize online/remote modalities when the planned curriculum supports such a modality, and the instructor can access the appropriate infrastructure to conduct remote teaching. However, remote instruction is expected to be a rare occurrence and may not be a regular, recurring part of the syllabus (e.g., "every other Tuesday will be virtual") unless the class has already been approved as hybrid by the Dean of Faculty.

Remote instruction should *not* be utilized under circumstances when the College is officially closed under emergency conditions (e.g. public health crises, natural disasters, emergency weather situations) or when widespread digital access may be compromised (e.g. power outages). Doing so, even as a voluntary gesture, creates inequalities of access.

*-2024 Faculty Handbook.*

While faculty's individual agency to switch to online teaching in certain conditions was central, the broader protocol affirms our institutional identity as a face-to-face learning environment. In sum, our post-pandemic lesson was that remote learning could be a superb tool to ensure stable and comprehensive coverage, but that in-person instruction is fundamental to the SMCM academic experience.



BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE

PRESIDENT OF THE FACULTY SENATE'S REPORT

January 3, 2025

Introduction

This has been anything but a quiet Fall! The last of the 2024 Bylaws revision was completed. The college's ERP has been replaced. The faculty approved three new programs. And we're in the midst of a presidential search. In this report, I will reflect on those developments and close with a sobering assessment of Maryland's rather sobering budget challenges.

Bylaws Update

The Board met on Friday, October 11th and approved the last remaining section of the 2024 revised Faculty Bylaws.

As a refresher, the 2019 Bylaws state:

"Tenure terminates with the retirement or resignation of the faculty member, or when the faculty member is dismissed for cause, or when the position is eliminated."

Below is the revised language approved by the Faculty Senate on September 4th, 2024 and then approved twice by the Faculty on September 16th and September 30th:

"Tenure terminates with the retirement or resignation of the faculty member, when the faculty member is dismissed for cause after due process, or when the position is eliminated under extraordinary circumstances such as financial exigency or discontinuance of a program or department of instruction. Termination of tenured faculty members because of financial exigency should be declared and demonstrably bona fide. The determination that it is in the best interest of the College to discontinue a program or department shall be made following a review by the faculty, via the Faculty Senate, the administration, via the President, and the Board of Trustees, via the Academic Affairs Committee. Any proposal to eliminate a program or department will require input from all three sectors. The final decision, however, is lodged in the Board of Trustees. Reasons for any decisions of the Board that are adverse to faculty recommendations shall be communicated to the faculty. Tenured faculty in academic programs that are discontinued may be offered an opportunity to fill positions available in other programs at the College if they qualify for those positions."

The new language is borrowed heavily from the Bylaws of peer institutions as well as the AAUP definition of tenure, it specifically acknowledges that the faculty are to be involved in any such

decisions, and adds a provision on trying to find another position for any affected faculty.

### Pulse Survey

In the Fall of 2022, the Faculty Senate launched The Faculty Pulse survey to get a better, more timely sense of faculty perspectives on important topics. In addition to gathering responses to new issues, the Faculty Pulse Survey also tracks trends over time to better understand changes in faculty opinion. The [October 2024 Pulse Survey](#) included 7 questions that had been asked in prior surveys (Six Campus Quality of Life questions as well as thoughts on Forming a Union).

- 75% of the faculty are Satisfied or Very Satisfied with Classroom Faculty to Student Ratio. That compares to 70% in September 2023. Only 10% are Dissatisfied as compared to 15% in 2023. 15% are Neutral/Had No Opinion and that is the same as in 2023.
- 54% are Satisfied or Very Satisfied with Resource availability, statistically unchanged from 2023. 24% are Dissatisfied or Very Dissatisfied, little changed from 22% in 2023. 23% are Neutral/Had No Opinion - the same as in 2023.
- 47% are Dissatisfied or Very Dissatisfied with Administrative Changes and Restructuring. That was 43% in 2023. 29% are Satisfied or Very Satisfied, which is up from 17% last Fall. Fully 40% were neutral last Fall and that has fallen to 23% now.
- 46% are Dissatisfied or Very Dissatisfied with Shared Governance. That is down from 55% in 2023 and 67% in 2022. The share of faculty who are Satisfied or Very Satisfied has gone from 8% in 2022 to 14% in 2023 and 23% now.
- 45% are Satisfied or Very Satisfied with Public Safety Policies as compared to 33% in 2023. Only 16% are Dissatisfied (and none are Very Dissatisfied) as compared to 26% in 2023. 39% are Neutral/Had No Opinion which is close to the 41% in 2023.
- There has been a marked shift in opinion regarding the Physical Plant and Facilities Management. 45% are Dissatisfied or Very Dissatisfied. That was only 28% last Fall. Satisfaction has fallen from 38% last year to 29% now. 26% are Neutral/Had No Opinion now as compared to 34% last Fall.
- 68% of faculty respondents are Interested or Very Interested in Forming a Union and that is little changed from the 65% in 2023. 11% are Not Interested or Not at All Interested and that is little different from the 13% last Fall. 21% are Neutral/Had No Opinion. (In the 2022 Pulse survey 61% were Interested or Very Interested, indicating a steady uptick in interest over time.)

### Workload Perceptions

- 57.5% of faculty responded that their Non-Teaching Workload has increased A Lot over the last 4 years and another 24% said that it had increased A Little. No respondents indicated a decrease in workload. More than 8 in 10 faculty report an increase in their non-teaching workload.
- 35% of faculty who had previously served as a Chair/Coordinator said they'd do it again, 26% said they would not. The remaining 40% were unsure.
  - The most commonly cited reason for not wanting to serve again as Chair is that the



- amount of work required far exceeds the compensation provided.
  - The most commonly cited reason for saying one would serve again was out of a sense of obligation to colleagues, the department, or students.
- 27% of faculty who have never served as Chair/Coordinator say they would agree to do so in the future. 32% said no they would not. The remaining 41% were unsure.
  - Again, the most referenced reason for not wanting to be Chair/Coordinator was the disconnect between the workload and the compensation. The most commonly cited reason for saying one would serve was service to the department, colleagues, or students.

### New Programs

Faculty have developed several proposals for new programs and three of these proposals were approved by the Curriculum Review Committee, the Faculty Senate, and the Faculty. The three program proposals are summarized in VPAA Gantz's report so I'll limit myself to the vote tallies:

- [Bard Dual Degree Program](#) - Approved 76-5
- [Master of Arts in Counseling and Clinical Psychology](#) - Approved 75-7
- [Data Science Minor](#) - Approved 62-10

### Presidential Search

The search for President Jordan's successor continues apace. The search committee includes three faculty members, including myself. Each member of the search committee signed a confidentiality agreement and in deference to that agreement, I will refrain from discussing any specifics other than to say that the search undertaken by WittKieffer has resulted in an incredibly impressive list of candidates. The quality of candidates attracted reflects well on the reputation of St. Mary's College. The search is progressing in accordance with the timeline released to the public in the Fall.

### Shared Governance

The faculty looks forward to taking the next steps in the college's shared governance review. President Jordan's pending retirement and the search for a new College President resulted in a temporary postponement of follow up to the college's shared governance review, but we look forward to its resumption under the college's new president.

### New Committee Meeting Structure

Faculty understand and see the value in the switch to pre-Board meeting committee meetings, but it has caused some growing pains. The prior approach offered a degree of predictability as committee meetings took place on the Friday of scheduled Board meetings. This predictability was helpful given that faculty have no flexibility with regard to their teaching schedule - they cannot realistically cancel a class to attend a committee meeting. Faculty representatives to board committees have had difficulty reconciling the new committee meeting approach with their teaching schedule. The faculty representative to the Campus Life Committee was unable to attend the Fall or Winter committee meetings owing to a conflict with their teaching schedule. Faculty participation on board committees is a critical component of shared governance and we appreciate any flexibility in ensuring their ability to attend these meetings.



### Transition to Anthology Student

Faculty have known for some time that our current ERP system, Jenzabar CARS, was going to be discontinued and there would be a transition to a new ERP - Anthology Business and Anthology Student. We understand why this needs to happen and most of us likely will not miss the old system, but the transition has been disruptive and has added to faculty non-academic workload. VPAA Gantz and the entire Academic Affairs team have worked to ease the transition, but transitions this substantialre going to be bumpy. The demands placed on the campus IT department have limited their ability to provide support to faculty. The live support once provided during Chairs/Coordinator Meetings has become intermittent and live support for Faculty Meetings is no longer available.

### Maryland's Looming Budget Woes

In the Spring of 2024 I briefed the faculty on Maryland's looming budget challenges. At that time, the state was facing a \$761 million budget shortfall projected for the fiscal 2025 budget. Members of the legislative Spending Affordability Committee adopted recommendations that called for a series of one-time budget actions that closed the 2025 budget gap. But over the next five years, revenues are expected to grow 3.5% annually while spending growth is expected to be 5% annually over the same period. Maryland faces a projected \$2.7 billion deficit for fiscal 2026 that grows to almost \$6 billion over a five-year period, according to budget analysts. Much of that is caused by spending hikes tied to education reforms in the Blueprint for Maryland's Future which increased K-12 spending by \$3.9 billion (45%) by 2034. Those spending commitments were made without identifying a funding source. By fiscal 2028, the state will exhaust the money set aside to cover the costs of education reforms and will require money from the general fund. The structural deficit will grow to nearly \$4.7 billion in 2028, then \$5.2 billion a year later, and again to \$5.9 billion in fiscal 2030. Add to this the expiration of billions of dollars of K-12 and Higher Ed aid provided in response to COVID.

Unfortunately, perverse incentives tied to federal matching funds available for K-12 education, healthcare, and infrastructure make higher education funding an easy target for state budget cuts. During the last round of budget shortfalls in Maryland, nearly every state agency, including colleges and universities, were given budget reduction targets that needed to be met. Those of us who have worked for St. Mary's College (or the state of Maryland) long enough likely remember those days. It's unfortunate that such times have come around again. Though the budget picture will become much more clear as the General Assembly convenes for the 2025 legislative session, I want to make clear that during prior periods of budget crisis the faculty (and staff) have proven to be valuable partners in identifying ways to meet state mandated budget reductions while maintaining the college's commitments to faculty, students, staff, and the larger community. There's little that we can do to forestall the state's budget shortfalls, but there may be much that we can do to minimize any negative impacts.

Respectfully submitted,



Todd Eberly, Ph.D.  
President, Faculty Senate

# ST MARY'S

## COLLEGE of MARYLAND

*The National Public Honors College*

### BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE

#### OPEN SESSION REPORT SUMMARY

**Date of Meeting:** January 17, 2025

**Date of Next Meeting:** TBA

**Committee Chair:** Peter Bruns

**Committee Members:** Board Chair John Bell, Paula Collins, Susan Dyer, Elizabeth Graves '95, Gail Harmon, President Tuajuanda Jordan, Kim Kelley, Danielle Troyan '92

**Executive Staff:** Katie Gantz

**Faculty Liaison:** Todd Eberly

**Staff Liaison:** John Spinicchia

**Dashboard Metrics:** N/A

#### **Executive Summary:**

##### **Discussion Items**

Faculty Senate Report

Dean of Faculty Report

##### **Information Items**

Minutes of October 1, 2024 meeting

##### **Action Items:**

Academic Program Proposals



**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE  
JANUARY 16, 2025**

**ACTION ITEM 2425-12**

**RECOMMENDATION TO APPROVE  
PROGRAM PROPOSALS**

**RECOMMENDED ACTION:**

The Academic Affairs Committee recommends approval of the two new programs for Board approval:

- Data Science Minor
- Dual degree, 3-2 program with Bard College for two possible Environmental Studies specializations.

**RATIONALE**

In Pillar I.A of the Rising Tide, the College set the goal to develop three to five new programs by fall 2024 and to implement at least two new programs by fall 2026. In summer 2024, faculty steering committees developed four new programs for possible inclusion in our curriculum. Following a thorough review by shared governance and upon the recommendation of the faculty, and approval by the President, the two aforementioned programs have met the requirements for new program creation and seek Board approval. Supporting information regarding the two programs and the administrative logistics, curriculum, resource needs and timeline is included in the attachment.

TO: Tuajuanda C. Jordan, President  
FROM: Katherine Gantz, Vice President for Academic Affairs and Dean of Faculty  
DATE: January 8, 2025  
RE: FY'26 Program Proposal Recommendations



In Pillar I.A of the Rising Tide, the College set the goal of a) developing three to five new programs by fall 2024, and b) implementing at least two new programs by fall 2026. In summer 2024, faculty steering committees developed four new programs for possible inclusion in our curricular array. Three have been reviewed by shared governance and were recommended by the faculty. Below, I offer my recommendations for two new programs:

- Data Science minor
- Dual degree, 3-2 program with Bard College for two possible Environmental Studies specializations

***Data Science Minor: recommended for approval***

***Co-chairs: Prof. Chuck Adler (Physics); Asst. Prof. Dan Savelle (Economics)***

Academic Affairs has made targeted efforts to recruit faculty across the disciplines with data science skills and research. A number of those faculty, acting as a steering committee, assembled a Data Science minor, focusing on applied contexts and liberal arts interdisciplinarity. Our [external market research report](#) points to quickly-growing employer demand for data science skills throughout the mid-Atlantic region. [In-house research](#) of our peer- and peer-aspirant institutions shows a roughly even split between those offering minors and those offering majors; among small liberal arts colleges most comparable to SMCM, a Data Science minor is most common. All proposal materials are available for review in the [Data Science Folder](#).

**Administrative logistics:** Data Science will join the North division, as overseen by Assoc. Dean of Faculty Sahar Shafqat. Initially, the minor will be modeled on the early days of our Environmental Studies CDSA: a steering committee of four affiliated faculty members, one of whom serves as coordinator, will administer the minor. This steering committee will be responsible for course schedules, advising minors, submitting hiring requests, and serving as the Program Evaluating Committee for tenure and promotion. Upon moving into a major, the program will convert to a department with an appointed chair.

**Curriculum:** The [full curricular map](#) with course outcomes has been reviewed and approved by the Curriculum Review Committee and by Academic Affairs. In contrast to the curricular design of the Data Science major approved in 2021, the present proposal is distinct in its use of cloud computing, as well as in a staffing model that does not rely on course contributions from Computer Science. Instead, the 24-credit minor requires a total of six courses, with an eye to both foundational skills and flexibility: two required courses are specific to the minor (DATA 101, DATA 102), while the remaining credits may be fulfilled through approved courses in other disciplines.

The proposed minor requires:

- DATA 101 (Introduction to Data Science I). NB: in spring 2025, a pilot section of “Introduction to Data Science” taught by a new adjunct will be offered in the department of Math and Computer Science. Upon the minor’s approval, this course will be counted as the equivalent of DATA 101.
- DATA 102 (Introduction to Data Science II)
- DATA 150 (Quantitative Foundations) or MATH 151 (Calculus I)
- One statistics course
  - either DATA 301 (Probability and Statistics 2) or an approved statistics course offered in Biology, Economics, Math, Physics, or Psychology
- Two elective courses
  - DATA 201 (Probability and Statistics II), DATA 310 (Data Visualization), or other approved courses in Biology, Computer Science, Economics, Marine Science, Physics, and Psychology

**Resource needs and Timeline:** In light of current state budgetary uncertainties, the proposed minor is careful to scaffold its resource needs apace with the course needs of new DATA students progressing through the minor. This proposal plans for steady, incremental growth to assure the most successful launch with the ultimate objective of evolving the minor into a major. Of note: because DATA 101 and 102 are offered in year one, students may complete the minor in that same year through cross-listed courses in other disciplines.

In its first year (presumably AY25), there will not yet be a tenure-track dedicated data scientist on staff. Because we anticipate the same market challenges that we encounter when searching for computer scientists, it will be critical to successfully implement the Data Science minor to entice faculty to a viable, stable institutional home base. Initially, Data Science faculty would be affiliated appointments, housed in an existing SMCM program and contributing two or three DATA courses annually, and the other half to the home department. In some cases, cross-listed DATA courses would mean no need for replacement staffing in the home department. In other cases, adjuncts or half lines would be needed.

The SMCM faculty presently includes 11 faculty offering data science-informed courses in Biology, Computer Science, Economics, Marine Science, Math, and. In its role as a cross-disciplinary program, Data Science is invested in affiliating additional disciplines; this might also be a moment in which faculty working in digital humanities could more formally organize. It is anticipated that some existing SMCM faculty will be interested in modifying their current departmental affiliation to this hybrid model. However, full-time data scientists will be needed to deliver upper-level courses. Depending on the seat availability needs and the budgetary picture, this may later take the form of a tenure-track hire and lecturer or two tenure-track hires.

Regarding infrastructure: We expect that some of our DATA program instructors will require more powerful desktops/laptops. As one-time dollars, those expenses will be included in the instructor’s hiring package. The Data Science proposal co-chairs met with Associate Vice President of Information Technology Jenell Sargeant on Monday, December 30, 2024 to discuss the College’s technology readiness to support the minor. AVP Sargeant reported that the school is in the process of improving infrastructure to handle the internet needs for Data Science and has continued ongoing projects related to this. She is confident that the Web computational services needed for the Minor and potential Major can be provided by adjusting current enterprise agreements with Amazon Web services and other partners, based on programmatic needs. Based on the discussion, she suggested that up to \$25,000 would be needed for computing resources for the first year of the minor, which would primarily be licensing costs (while there is the possibility that free resources may be sufficient in year 1, this expense is included to be comprehensive in cost estimates). This would increase to \$50,000 in year 2 and by year

3, combined costs of licensing and computer lab needs are likely to be approximately \$100,000. These expenses, representing a range of resources used by other campus constituencies, will likely not all be part of the DATA annual operating budget.

We continue to encounter challenges regarding office space for new programs. State funding to develop a Schaefer Hall annex will be critical to the expansion of the Data Science program, providing suitable space for both faculty offices and dedicated classrooms. As this is likely to occur in the second half of the decade, staffing the program initially with existing faculty is the most pragmatic means to launch in AY25.

The proposed timeline for implementation is as follows:

**YEAR 1 (2025-26):** Existing SMCM faculty affiliated with the program will be solicited to offer DATA 101 and DATA 102, and MATH 151. Academic Affairs will also approve self-designed majors in Data Science as one measure of student interest.

**YEAR 2 (2026-27):** The minor will offer all DATA courses by way of three existing SMCM faculty who have modified their program affiliation to include Data Science, contributing coursework equivalent of 1.5 FTE. A total of 9 courses per year contributing to the Data Science program will amply cover the needs of a minor. Student interest will be assessed to determine the timeline for further staffing and curricular growth.

**YEAR 3 (2027-28):** In AY26, the bond will be expended, further emphasizing the need for a self-sustaining program. Assuming a total of at least 30 minors across all classes (see resource needs analysis below), the steering committee will put forward a proposal to upgrade the program to a major. Upon successful shared governance review, Board approval, and MHEC approval, the College will search for a tenure-track data scientist and a lecturer.

**YEAR 4 (2028-29):** Possible implementation of the Data Science major; the new hires will be the first dedicated faculty member in the program. Affiliated faculty will serve as program steering committee until the new tenure-track hire is tenured.

### Detailed resource needs analysis:

	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5 +</i>
	<b>2025-2026</b>	<b>2026-2027</b>	<b>2027-2028</b>	<b>2028-2029</b>	<b>2029-2030</b>
Computing/licensing needs	\$ 25,000	\$ 50,000	\$ 100,000	\$ 50,000	\$ 50,000
Course development	\$ -	\$ 12,000	\$ 12,000	\$ -	\$ -
New TT faculty (salary + benefits) *	\$ -	\$ -	\$ -	\$ 157,300	\$ 157,300
New lecturer (salary + benefits)	\$ -	\$ -	\$ -	\$ 136,500	\$ 136,500
<b>Projected expenses</b>	<b>\$ 25,000</b>	<b>\$ 62,000</b>	<b>\$ 112,000</b>	<b>\$ 343,800</b>	<b>\$ 343,800</b>
Enrollment targets (new students) **	8	12	16	20	20
Enrollment targets (all classes) **	8	18	30	37	42
<b>Projected revenue ***</b>	<b>\$ 76,184</b>	<b>\$ 171,414</b>	<b>\$ 285,690</b>	<b>\$ 352,351</b>	<b>\$ 399,966</b>
<b>Projected surplus (deficit)</b>	<b>\$ 51,184</b>	<b>\$ 109,414</b>	<b>\$ 173,690</b>	<b>\$ 8,551</b>	<b>\$ 56,166</b>
<p>* Presently, the salary range for assistant professors of data science nationally is \$58k to \$474k; the average salary is \$119k; however, that average is inflated by salaries at R1s. Currently, the average salary for an assistant professor of data science in the mid-atlantic region is between \$77k-80k (I've been unable to find salaries specific to SLACs). Salary estimation sources: 6figr.com, Comparably.com. Regional and size differences have a significant impact on salary averages. For example, the Chronicle is advertising this same position at San Jose State U (a program that not only has a major but is a prime recruiter for Silicon Valley jobs) for \$100k-110k. With these numbers in mind, I believe \$121k salary in 2028 for an assistant professor at a mid-atlantic SLAC is a reasonable projection.</p>					
<p>** Enrollment targets are modeled on recent growth of new minors at SMCM, and anticipated demand for Data Science among new and returning students, and are adjusted to reflect the targets needed to cover expenses each year.</p>					
<p>*** Projected revenue is based on \$9,523 per student, a 38% discount from FY26 projected tuition and fees.</p>					

**Lab needs:** We are collaborating with OIT to identify underutilized existing computer lab assets, such as the computer lab on the library's third floor, the three computer labs in the basement of Goodpaster Hall, and the computer lab in CITL. Targeted computer upgrades across those labs are estimated to cost \$50,000.

**Conclusion:** The proposed Data Science minor has been designed for immediate implementation and for sustainable growth; we presently have sufficient data science expertise among our current faculty to launch the minor in AY25 pending board approval (MHEC approval is not required for minors). A review of comparable institutions indicates that a minor is aligned with small liberal arts colleges like SMCM, and the minor is readily integrated as a complementary field of study with many of our existing majors. All indications confirm that the demand for hires with data science skills is rapidly expanding in our area. Data science is becoming not just a preferred skill in the workplace, but a required one. This program will be a timely addition to our honors college curricula. **I respectfully recommend the approval and implementation of the Data Science minor for fall 2025.**

## ***Environmental Studies 3-2 program with Bard Graduate Programs***

### ***Chair: Associate Prof. Barry Muchnick (Environmental Studies)***

The goal of the proposed agreement with Bard Graduate Programs for a dual degree program is to provide motivated, academically talented SMCM undergraduates with the opportunity to earn either an [M.S. in Climate Science and Policy](#) or an [M.S. in Environmental Policy](#) along with their SMCM Environmental Studies bachelor's degree in five years. The full proposal may be reviewed in the [Environmental Studies 3-2 Program folder](#). Through the review of comparable agreements between Bard and other institutions, we estimate an average **cohort size between 1-3 students annually**. This program will require no new resources other than marketing materials.

The SMCM proposed dual degree program is distinguished in several ways from potential competitors. The proposed dual degree will uniquely integrate an interdisciplinary major versus a conventional STEM degree; embody a public-private partnership; and implement a distinctive 2:1:1:1 format. This model maintains students' connections to their SMCM class, leverages a junior year abroad model, presents our students with new degree options, and folds rich professional development experiences, opportunities, and networks back into the SMCM community.

**Administrative Logistics:** The Environmental Studies program and these proposed graduate concentrations will remain with the Riverside Division, as overseen by Assoc. Dean of Faculty Randy Larsen. The program requires no additional staffing, and thus the chair of Environmental Studies will be the *de facto* administrator.

**Curriculum:** (NB: The existing curricular map for the ENST major remains in place.) The Environmental Studies 3-2 agreement with Bard Graduate Programs proposes five years of scaffolded coursework, resulting in an SMCM Bachelor of Arts in Environmental Studies (coursework in Years 1, 2, and 4) and a Bard Master's of Science in either Climate Science and Policy or Environmental Policy (coursework in Years 3 and 5). The five-year progression of coursework is below:

**YEAR 1:** SMCM students work to satisfy foundational LEAD and ENST major requirements, and Bard prerequisites (built into ENST major).

**YEAR 2:** SMCM students continue to meet LEAD and ENST requirements. SMCM students apply to the dual degree program through the normal Bard process by May 15 of sophomore year.

**YEAR 3:** Students spend junior year at Bard taking interdisciplinary masters core curriculum coursework from degree programs linked above.

- Includes pre-requisite bridge coursework in the summer before junior year at Bard (included with tuition to Bard, which will match SMCM's annual tuition)
- Pre-matriculation courses held on summer evenings, weekly beginning in Mid July for either two or three weeks.
  - Quantitative Analysis (12 hr remote)
  - Bard Justice, Equity, Diversity, and Inclusion Training (6 hrs remote/6 hrs in person)

**YEAR 4:** Students return to SMCM to complete their B.A., transferring in Bard graduate courses to satisfy College and ENST major requirements. During Year 4 at SMCM, Bard remotely supports setting up high-level, 4-6 month internships to start after graduation. If the student's plans change, the student may decide to complete just the Bachelor's Degree at this juncture.

**YEAR 5:** Summer and Fall – students complete Masters Internship and Capstone Proposal,



returning to Bard for 2nd yr coursework to complete Master's Degree.

**Resource Needs and Timeline:** Except for modest funding to develop online and print marketing materials and the implementation of a recruitment strategy, the program is cost neutral for the College; there are no staffing, space, or equipment needs. The third year tuition payment to Bard will be an SMCM revenue loss of tuition and fees; however, for every new Environmental Studies student drawn to the value added of this 3-2 degree opportunity who would otherwise not have attended SMCM, the College gains at least three years of tuition dollars. If we weigh the \$20,000 of lost tuition revenue for two students a year, we must also consider the prestige we gain, and alumni who will credit SMCM with giving them a unique experience.

	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5 +</i>
	<b>2025-2026</b>	<b>2026-2027</b>	<b>2027-2028</b>	<b>2028-2029</b>	<b>2029-2030</b>
<b>Projected expenses</b>	\$ -	\$ -	\$ -	\$ -	\$ -
Projected participation (juniors)	2	2	2	2	2
<b>Projected revenue ***</b>	\$ (19,046)	\$ (19,046)	\$ (19,046)	\$ (19,046)	\$ (19,046)
<b>Projected surplus (deficit)</b>	\$ (19,046)	\$ (19,046)	\$ (19,046)	\$ (19,046)	\$ (19,046)
*** Projected revenue is based on \$9,523 per student, a 38% discount from FY26 projected tuition and fees.					

With Board approval, SMCM may finalize the agreement with Bard Graduate Programs this spring, allowing for the College to begin advertising and recruiting for the program in fall 2025.

**I respectfully recommend approving the proposed agreement with Bard Graduate Programs for the Environmental Studies dual degree, with implementation planned for fall 2025.**

To: Peter J. Bruns, Chair, Academic Affairs Committee of the Board of Trustees

From: Tuajuanda C. Jordan, President

Copy: Katherine Gantz, VPAA and Dean of Faculty

Date: January 14, 2025

Re: New Academic Programs Recommendations

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The VPAA and Dean of Faculty Katherine Gantz has recommended approval of two new academic programs: a minor in Data Science and a 3+2 program in Environmental Science in partnership with Bard College. Typically, subsequent to Board of approval, new academic programs must be approved by the Maryland Higher Education Commission (MHEC) approval is not required for a minor or for a 3+2 program in which no substantive changes are made to the curriculum at the home institution. Thus, VPAA Gantz has recommended implementation of these two programs in Fall 2025. I support both the new programs and this implementation timeline.

As part of the recommendations from Task Force 2, a program recommended to the Board of Trustees for implementation must, in addition to being vetted and recommended by the faculty, satisfy three criteria: 1) it aligns with the interests of today's students, 2) will result in graduates with specific knowledge and skills desired by employers and 3) develop a business plan that projects that the program will be essentially self-sustaining within five to seven years of implementation.

From the data presented in VPAA Gantz's report, it is clear that a Data Science minor has met these criteria. I believe this program could be as popular with students and employers as both Marine Science and Business Administration in recent years. Consequently, if the enrollment projections significantly surpass the current projections, that Academic Affairs move to hire additional faculty and offer the major in a timeframe quicker than proposed.

The enrollment data presented for the 3+2 Environmental Science (ES) program is not as compelling or as impactful as that for Data Science. Nevertheless, given 1) the popularity of the undergraduate ES current program, 2) the potential to provide a direct path to an excellent graduate program in employable fields and 3) the minimal financial support required to market and manage the program, the 3+2 ES program is an investment of low risk to the College and high rewards to students.

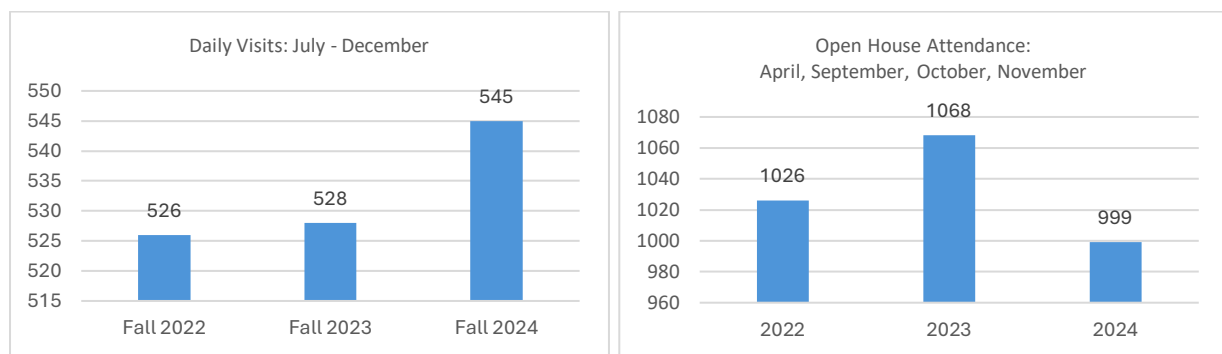
All in all, I recommend approval of these two new programs by the Board for implementation in Fall 2025.

**BOARD OF TRUSTEES  
ADMISSIONS AND FINANCIAL AID COMMITTEE  
JANUARY 9, 2025**

**VICE PRESIDENT FOR ENROLLMENT MANAGEMENT REPORT**

The Division of Enrollment Management is happy to submit its January 2025 mid-year and mid-cycle report to the Board of Trustees. Enrollment Management oversees the recruitment and enrollment of new students, the administration of federal, state, and institutional financial aid resources, and the delivery of student academic support services to contribute to the College's retention goals.

**Fall 2024 Recruitment Season:**



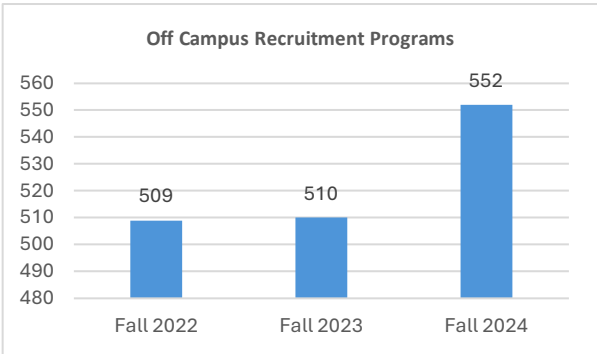
Overall, the number of campus visitors during the Fall 2024 recruitment season decreased by 52 students compared to the 2023 recruitment season. This was due to fewer students attending the fall open houses compared to the previous year. While there was an increase in the number of prospective students who attended daily campus tours and information sessions compared to 2023, it did not offset the decrease in the number of prospective students who attended the open houses. The increase in daily visits began in October. The increase can be attributed to a targeted campus visit digital advertising campaign which was launched in October by Institutional Marketing and Communications along with higher attendance at our Saturday campus visit programs which supports the importance of offering visit options on the weekend.

Decreases in the number of prospective students visiting campuses in the fall is occurring across the industry with survey data indicating that more students want to wait until they know where they have been offered admission to visit the campus. The impact of this shift in behavior is twofold. First, the limited time for students to visit campuses between offers of admission and deposit deadline dates means that students will have to be more selective about which institutions they visit. Secondly, it places even more emphasis on the College's digital presence on the web and in advertising to increase brand recognition and knowledge to drive campus visits. Given the influence of the College's location on prospective student decision making, increasing the number of prospective students who visit campus throughout the recruitment funnel is integral to

meeting enrollment goals.



Program evaluation responses (n=263) from our open houses attendees were strong and positive with increases in the highest rating for each question compared to the 2023 programs. In addition, 79% of respondents are very likely to apply and 33% indicate that St. Mary’s College is their first choice at this point in the recruitment process. This latter figure is an increase of 14% over the 2023 programs. Program evaluations serve to inform the ongoing improvement of the program. Of the four open house programs, the October program was the most highly rated. The Spring Open House is scheduled for Saturday, April 26, 2025.



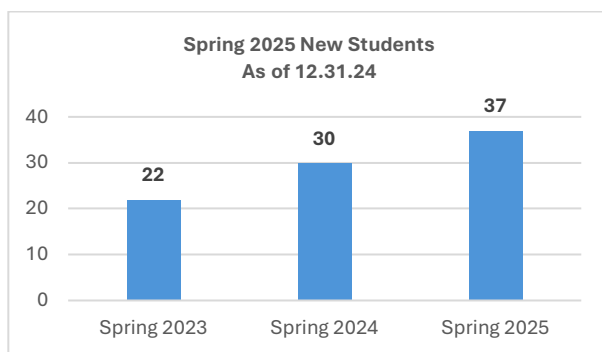
Admission staff conducted recruitment activities at 552 events primarily in Maryland and then in targeted out-of-state markets including Delaware, New Jersey, Pennsylvania, Virginia, and Washington D.C.. This included visits to high schools and community colleges, local, regional and national college fairs, and workshops for prospective students and counselors.

The Office of Admission sponsored three college counselor events this fall. In October, 34 counselors attended a luncheon event in Baltimore County and another 12 counselors attended a luncheon event in Salisbury, MD. On December 6 the Office hosted seven counselors from 5 high schools and the College of Southern Maryland for the Southern Maryland Counselor Preview Day. The off-campus events serve to engage counselors in their home area and to motivate them to visit campus. On-campus events provide an experience for counselors to see the College first-hand and to personally meet faculty and staff.

Over the course of the fall semester, the Office of Admission also hosted and supported more the 100 students and counselors for group campus visits. These groups include students and counselors from the College Track Program based at the Kevin Durant Center in Suitland, MD, the International High Schools at Langley Park High School and at Largo High School, Crisfield Academy and the College of Southern Maryland Men of Excellence Program. Hosting these visits are an important strategy in our efforts to serve underrepresented students.

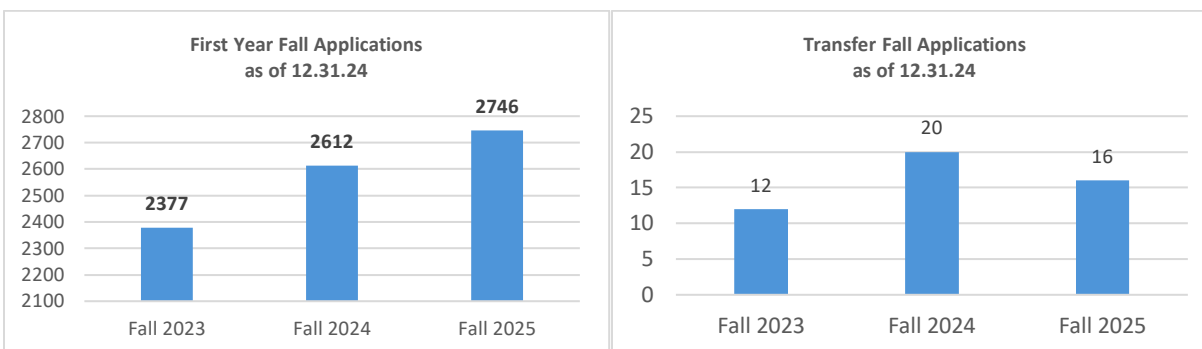
The Office of Admission continues to partner with the Office of Alumni Affairs on the alumni referral program for prospective students entitled “Launch-a-Leader” for this application cycle. As of December 31, 2024, 44 applicants have been referred by 39 St. Mary’s College alums. This is compared to a total of 63 and 66, respectively, at the close of last year.

### Spring 2025 New Student Enrollment:



As of December 31, 2024, Spring 2025 new student enrollment includes 37 students (two first-year students, 31 transfer students, and four students who were readmitted into the College). This is on a goal of 30 new students. Of note is that the new student cohort includes the first enrollee from the Pathway to Honors (p2H) program launched last spring in partnership with the College of Southern Maryland. As we expand this program, p2H should become an effective contributor to the new transfer student pipeline. The census date for Spring enrollment is on February 17, 2025. At that time, we will communicate the College’s actual Spring 2025 and blended annual enrollment totals as well as updated financial aid expenditure figures.

### Fall 2025 Applications:



The number of applications for admission to the College continues an upward trajectory. For Fall 2025, first-year Early Decision I applications have increased by 14% from 72 to 82; Early Action applications have increased by 4%; and, while the application deadline for Regular Decision (RD) and our new Early Decision II (ED II) program is on January 15, RD applications are 10% ahead of last year's figures at this point in time and there are 10 ED II applications following a soft launch of the application plan this fall. Early Decision II, like Early Decision I, is a binding application plan. While it is very early in the transfer application cycle with the Fall Priority Transfer application deadline on May 1, a robust fall community college recruitment schedule (32 events compared to 8 in Fall 2023), increased outreach to the community colleges, and the Pathway to Honors program should contribute positively to the cycle.

### **Admitted Student Yield Initiatives:**

Early Decision I and Early Action applicants were notified of their admission decision and merit scholarship in November and December, respectively. Early Decision II applicants will be notified of their admission decision by February 15 and Regular Decision applicants will be notified by April 1. Need-based financial aid awards will be communicated to admitted students who filed the federal Free Application for Federal Student Aid (FAFSA) as soon as possible in January following the completion of the need-based aid strategy and the awarding process.

The College will be hosting two on-campus Admitted Seahawk Days on Saturday, February 15 and Saturday, April 5. The Office of Admission is again planning on hosting at least two off-campus Admitted Seahawk Celebrations in Montgomery County and in Baltimore County. Admission staff will be hosting micro yield events in targeted in- and out-of-state areas. These programs complement the Office of Admission's comprehensive outreach and communication campaigns. Following decreased attendance since the height of the Covid-19 pandemic, this cycle's virtual Future Seahawk Series will be scaled back to only a few programs.

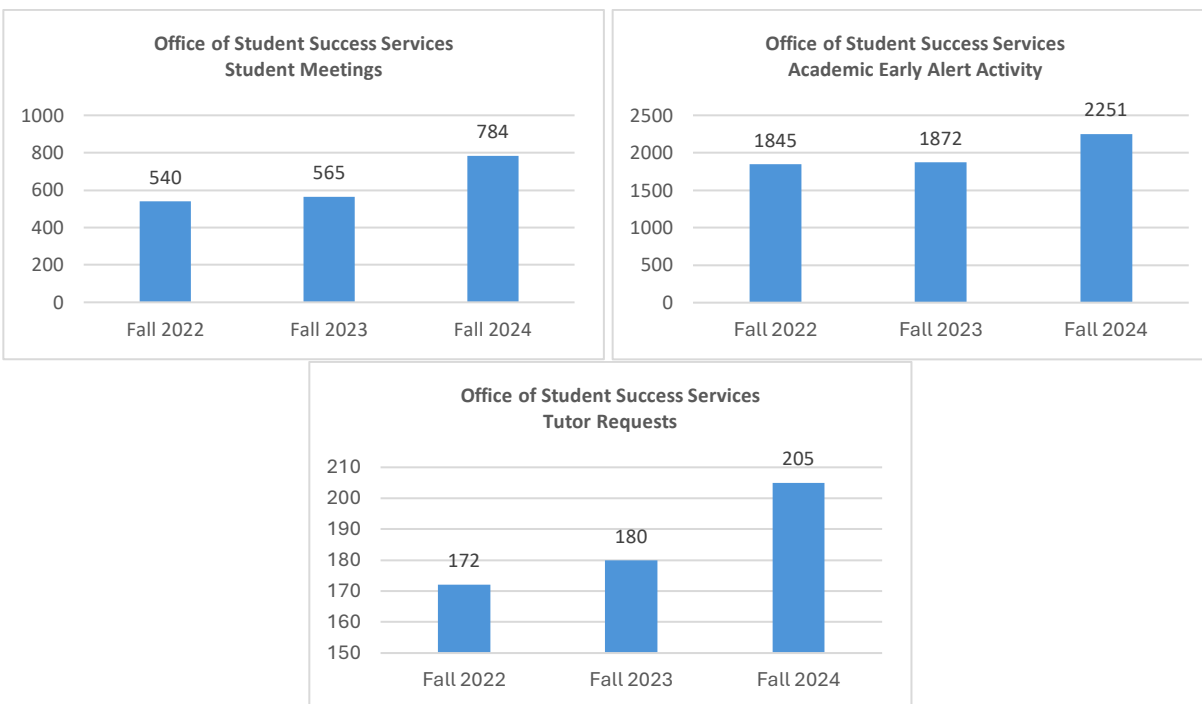
### **Retention Initiatives:**

In partnership with the Vice President for Academic Affairs and the Vice President for Student Affairs, the Seahawk Success Network was launched this fall for new students. Each student's network includes their academic advisor, assigned counselors in the Office of Student Success Services and the Office of Student Financial Assistance, and a co-curricular advisor. These advisors and counselors serve as a point of contact to provide students with advice, guidance, and support. Each student received communication introducing them to their network and continued to receive timely messages of encouragement and offers of assistance as needed. The network fosters a supportive community to enhance retention and graduation rates.

The launch of the Seahawk Success Network follows the establishment of the online Seahawk Success Center in Summer 2024 which gathers the College's student success, academic, and student life programs into a virtual one-stop resource for students. It ensures students have access

to resources that will help them thrive throughout their college experience. A chatbot is embedded on the site to quickly answer questions. Unanswered questions are automatically routed to the appropriate office.

### Student Success Services:



The Office of Student Success Services (OS3) staff supports student success by providing academic coaching and advising, workshops for students, faculty, and staff, parent/family outreach and support, and managing the College's early alert system (Beacon), the PASS peer mentor program, and the academic tutoring program. As the data show, the participation in the services provided by OS3 continues to increase. This is likely due to ongoing outreach, including through the Seahawk Success Network, to ensure that students, faculty and staff are aware of the office and its services, as well as an increase in the number of courses (N=66) that offer tutoring. During the fall semester OS3 also offered 22 workshops in support of faculty and in partnership with campus departments and units such as Athletics and Equity Programs. Along with their coordination of the Seahawk Success Network and their leadership in the implementation of the Seahawk Success Center, OS3 works to ensure that students have the tools to support their academic, social, and personal well-being and thrive in college.



**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE**

**OPEN SESSION  
REPORT SUMMARY**

**Date of Meeting:** January 14, 2025

**Date of Next Meeting:** April 18, 2025

**Committee Chair:** Nick Abrams '99

**Committee Members:** Board Chair John Bell '95, Peter Bruns, Hudson Christensen '25, Peg Duchesne '77, Katharine Fritz '04, Talib Horne '93, President Tuajuanda Jordan, Jesse Price '92

**Staff Members:** Jerri Howland

**Staff Liaison:** Melissa Golowski

**Faculty Liaison:** Kristina Howansky

**Dashboard Metrics**

None

**Executive Summary**

**Information Items:**

Vice President for Student Affairs

Vice President Jerri Howland will report on student's well-being in the fall 2024 semester.

Student Trustee Report

Student Trustee Hudson Christensen will give a summary of his Board Report.

**Discussion Items:** N/A





**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE  
JANUARY 14, 2025**

**OPEN SESSION  
AGENDA**

- I. DISCUSSION ITEMS**
  - A. Campus Shuttle – River Runner
  - B. Student Well-Being Services
  - C. Student Trustee in Training Process
  - D. Student Trustee Report
- II. ACTION ITEMS**
  - N/A
- III. INFORMATION ITEMS**
  - A. Approved minutes from September 12, 2024
  - B. Student Trustee in Training Timeline and Process



**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE**

**OPEN SESSION  
MINUTES**

**Date of Meeting: September 12, 2024**

**Status of Minutes: Draft**

**Campus Life Committee Members Present:** Committee Chair Nicolas Abrams '99, Peter Bruns, Hudson Christensen '25, Staff Liaison Melissa Golowski, Talib Horne '93, President Tuajuanda Jordan, Jesse Price '92,

**Campus Life Committee Members Not Present:** Board Chair John Bell '95, Peg Duchesne '77, Katherine Fritz '04, Faculty Liaison Kristina Howansky

**Staff Members:** Jerri Howland

**Others Present:** Betsy Barreto, Carolyn Curry, Katie Gantz, David Hautanen, Mary Broadwater, Amir Mohammadi, Chuck Steenburg, David Taylor, Gretchen Phillips, Summer LaRocco

**Executive Summary**

Committee Chair Nick Abrams called the meeting to order at 2:00 p.m.

**Discussion Items**

Vice President Report

Vice President Howland shared highlights of her full report with the committee:

Residence Hall lobby upgrades

- Dorchester Hall lobby is complete with new paint, floor, lighting, and furniture.
- Queen Anne Hall lobby and recreation room has received new paint and floors.
- Caroline Hall and Prince George Hall lobbies are slated to receive new paint, lighting and floors-over the winter break.

Public Safety updates

Transition to the new Public Safety hybrid model is complete. The Office of Public Safety (OPS) has a staff of 15: seven PSOs, six SPOs, a dispatcher, an administrator; one PSO position is currently open and being actively recruited. One SPO is on probation pending completion of their on-the-job training and successful completion of the SPO training academy.

Chair Abrams asked Student Trustee Christensen how students were feeling about OPS. Trustee Christensen, shared that at first, students were confused and concerned about armed officers on

campus, but with so much information having been shared with them, they seemed to be more comfortable about it.

Trustee Horne asked for background information on the MOUs with Trinity Church, Historic St. Mary's, and the Sheriff's office. Dr. Howland explained that the current MOUs discuss the services that OPS's unarmed Public Safety Officers perform. As we now have armed officers, the MOUs must be updated to reflect this. The MOUs with Historic and the Sheriff's offices are in process, hopefully completed by the end of the month. The MOU with Trinity is on hold as they are in the process of hiring a new rector.

### Title IX Changes

The Title IX policy underwent major changes to comply with new regulations:

- Mandatory annual training of all employees;
- Expanded scope defining sex-based discrimination;
- Cross examination by advisors no longer allowed;
- Formal written complaints no longer required; and
- An oral or written request can be considered a request for the college to investigate.

With the new changes, there could be a substantial increase in reports. Trustee Abrams inquired if we have adequate staff in the event of an increase in reporting. This remains to be seen based on caseload. Education will be key in helping to manage a potential increase in reporting. Not all Title IX reports meet the requirements; educating the campus community on what constitutes a Title IX case and how an investigation works will be key. The full policy can be found in the materials on OnBoard.

### Freedom of Expression Policy

The policy aims to clarify faculty, staff and students' rights and ensures that external guests adhere to our guidelines. Currently, portions of the policy are housed in different campus policies. This policy is still in draft form. Dr. Howland will meet with the SGA executive board, Faculty Senate, and Staff Senate to discuss and receive feedback from each group. Policies at different state institutions have been looked at to ensure that we are in alignment with them.

Dr. Howland's full report can be found in the materials on OnBoard.

Trustee Abrams asked how the shuttle service was progressing. Over the summer, Facilities been worked on hiring drivers for the bus. Student Affairs is working to identify the shuttle-routes from Lexington Park to Leonardtown and back to campus three days per week. Further, weekend shuttle trips would run twice a month with shuttle drop-off points in D.C. and Baltimore. The shuttle would leave campus Friday afternoon and return Sunday afternoon for pick up and return to the campus. SGA is currently running a contest for students to name the shuttle.

### **Action Items**

#### Action Item II.A. Endorsement of the 2024 Performance Accountability Report

The Campus Life Committee recommends that the Board approve the 2024 Performance Accountability Report for submission to the Maryland Higher Education Commission. Trustee

Horne made the motion to approve the endorsement, which was seconded by Student Trustee Christensen. The motion passed unanimously.

Action Item II.B. Approval of the Title IX Policy

The Campus Life Committee recommends that the Board approve the 2024 Title IX Policy, which has been updated to comply with federal and state laws. Trustee Bruns made the motion to approve the updated policy, which was seconded by Trustee Horne. The motion passed unanimously.

Trustee Abrams asked for a motion to adjourn this meeting of the Campus Life Committee. Trustee Horne made the motion, which Trustee Price seconded. The motion passed unanimously.

The meeting adjourned at 2:57 p.m.

**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE  
JANUARY 14, 2025**

**VICE PRESIDENT FOR STUDENT AFFAIRS REPORT**

**Executive Summary**

The fall semester began with Counseling Services relocating to Margaret Brent Hall; they were previously housed in Ethel Chance Hall. The move was the result of expanding health and counseling services to meet student's needs on campus. With more staff hired in both counseling and health, the previous Wellness Center location was not able to hold both units. Throughout campus, the community members were expressing feelings of anxiety, uncertainty and fear around the upcoming presidential election. As a result, the Campus Conversations series theme in the fall was Election 2024 (Addendum #1). Discussions were galvanized around issues of voting, the impact of the Israel/Gaza war, immigration, diversity, reproductive rights and supporting marginalized populations, especially the LGBTQ population. Students participated in registering their peers to vote in collaboration with the Center for the Study of Democracy and Office of Community Outreach and Engagement (OCOE). The Center for Career and Professional Development (CCPD) hosted another successful Career Week (Addendum #2) and fair. For the second year Student Affairs partnered with Academic Affairs on planning LiveWell (Addendum #3), a day of wellness for the entire campus. In response to the increased anxiety on campus, many units increased their outreach efforts. Health Services implemented informal sessions in the residence halls promoting physical health, and the newly created OCOE created an outlet and renewed energy on volunteering and community service.

**Counseling Services**

Counseling Services relocated to Margaret Brent Hall, conveniently located beside the Campus Center. The new location provides more visibility and access for students. With the expansion of office space, Counseling Services has added services to include: two telehealth rooms, a meditation room, a large group room, peer health educator planning space, intern offices and more counselor offices. Counseling Services continued to offer individual and group counseling, workshops, consultation, case management services, psychiatric medication management, and the Peer Health Educator program. This fall students utilized the new telehealth rooms for 49 virtual sessions with their external providers and the meditation/de-stress room 18 times. Further, Counseling Services saw a 35% increase in walk-ins over last fall. Other notable increases compared to fall 2023 were in new assessments/intakes which increased by 10 (111), and individual therapy appointments which increased by 12 (219).

**Health Services**

Health Services expanded into the empty spaces in Ethel Chance Hall vacated by Counseling Services. Health Services saw a growth in utilization of their services, resulting in some growing pains, with a 47% increase.

### Health Services Utilization

	FALL 2023	FALL 2024	
Medical appointments	594	876	47% increase in demand
CLIA waived in-house testing	340	202	
LabCorp testing	310	412	
Flu vaccination	250	250	
Other vaccinations	12	2	
OTC Self-care	301	327	
Radiology	7	11	
Total points of clinical contact w/students	1,814	2,080	

Current Health Services staffing includes Director (backup Registered Nurse (RN)); Assistant Director (RN); one 10-month Nurse Practitioner; one 10-month Certified Nursing Assistant (CNA); and an Office Associate II. In addition, Health Services welcomed Nicole Davies, a Doctoral Nurse Practitioner (NP) student from the University of Maryland School of Nursing this Fall. Nicole is being advised by Mary Wince, our resident NP on campus.

Services provided by Health Services now include nurse case management (coordinating specialty care off-campus and obtaining referrals and insurance preauthorization for other services); reproductive health care services (these services align with House Bill 477 which requires public senior higher education institutions to provide reproductive healthcare on campus and appropriate referrals); on-site diagnostic testing (such as EKGs, rapid lab results, and procedures such as breathing treatments and IV infusions, lab services, Narcan (overdose medication); and safe medication disposal and needle box exchange program to the full campus.

New outreach efforts include the “Ask-A-Nurse” Walking Rounds program and the Caring Corner and Free Little Library program. The “Ask-A-Nurse” connects and educates students on the scope of services offered by Health Services. Amber Verbic, RN, Assistant Director, and Mary Wince, NP began meeting with students weekly this Fall in the residence halls for Q&A sessions, flu shots, and to provide education on relevant healthcare topics. About 150 students have rotated through the “Ask-a-Nurse” walking rounds. The “Caring Corner” is a signature program of Health Services maintained by Amber Verbic. The “Caring Corner” continues to fill the gaps in resources for underserved students without financial means to afford personal care items. This program services many students’ weekdays from 8:00 a.m. – 5:00 p.m. throughout the calendar year. Menstrual products, toothpaste, soap, shampoo, socks, nail clippers, and many other items that promote self-care and confidence are available to students without an appointment while supplies last.

In addition to these outreach efforts Health Services hosted a food and coat drive and blood drive. To mitigate the effects of food insecurity on campus, Health Services supported *Solomon’s Shoppe* this Fall with their food drive. *The Mission*, an organization serving homeless and low-income citizens of Southern Maryland, was also the recipient of coat drive donations collected in the clinic. The SMCM community had a successful Red Cross Blood Drive in October, and 56%

were first-time donors. Over the last 5 years, SMCM has held 31 blood drives, donated 1,204 units of blood, collected 39 average units of blood per drive for a total of 1,518 donors.

### **Community Outreach and Engagement (OCOE)**

OCOE's mission is to enrich campus and community life by advancing meaningful, mutually beneficial partnerships that support community-based learning and contribute to building a more equitable, thriving and resilient Southern Maryland. To support its mission, OCOE developed a Community Engagement Council (CEC) composed of SMCM faculty and staff, students, and community members. Community members represent varied sectors of the community with experience and knowledge in their areas of interest.

OCOE has been productive working with our students this past fall on community engagement activities, such as helping remodel the Patuxent Habitat for Humanity Restore; supporting students who are volunteering at the Building Bridges after-school program; working with the Sustainability Club to create new trails at local parks with the Patuxent Tidewater Land Trust; at Kate Farm with Professor Barry Muchnick; driving students and community to sites for Early Voting; and a service project for Hunger & Homeless Awareness Week this past November. This spring OCOE is hosting community service projects for MLK day; working with Parisa Rinaldi, Assistant Professor in Environmental Studies, to develop a new community-based learning course; and coordinating the Bay-to-Bay Service Days, which supports alumni serving their local communities in group projects.

Up next, this spring Student Affairs is creating a restorative justice model for students to complement our student conduct process. Restorative Justice (RJ) is a process where “all the stakeholders affected by an injustice have an opportunity to discuss how they have been affected by an injustice” and “decide what should be done to repair the harm.” In RJ processes, offenders must take responsibility for their actions and try to repair the harm they've done.

## Addendum #1





Addendum #2



Fall 2024

# CAREER WEEK & FAIR

**Mon 10/21** BOOO-st Your Resume *Learning Commons • 11:30am-1pm*

**Tue 10/22** Hot Ones: CCPD Edition *Dodge PAC Lobby • 4-5pm*

**Wed 10/23** Making Connections Through Community Service *DPC • 11:30am-12:30pm*

**Fri 10/25** JCPenney Suit Up! *JCPenney @ Wildewood Shopping Center • 4-7pm*  
Shuttle available from DPC

**Tue 10/29** Career & Internship Fair *ARC Rec Courts • 10am-2pm*

ST MARY'S  
COLLEGE of MARYLAND

CENTER for CAREER &  
PROFESSIONAL DEVELOPMENT



## CAREER & INTERNSHIP FAIR

Tuesday, October 29th  
ARC Rec Courts • 10am-2pm

Register in  
Handshake:



## Addendum #3



**BOARD OF TRUSTEES  
STUDENT TRUSTEE REPORT  
JANUARY 14, 2025**

When the fall 2024 semester officially closed, students left the campus to relax and enjoy the holiday winter break after a grueling finals week. The semester was full of ups and downs as new freshmen settled in and laid down roots as they explored the countless clubs and student groups this campus offers. Among the new clubs recognized is Morgan's Message, Model UN, and Service Club. Students also saw a huge uptick in campus activities, with different groups offering events to help students "de-stress." All were well received by students if they knew they were happening. This runs into the common issue of advertising events so that more students can be aware of them. One of the most successful ways to get around this is by hosting events in high foot-traffic areas. Different performance clubs have sat in the campus center to advertise and allow students to reserve tickets for shows later in the semester. One of the largest and most beneficial events is the club fair hosted by SGA, which allows students to explore clubs they may have never seen except on a flyer. I look forward to continuing to report all the exciting new events, clubs, and student-led programs that make this college unique and a home to countless groups of students.

**Anthology**

I'm certain I am not the first and certainly not the last to discuss this topic – but the switch to Anthology, while necessary and long overdue, created a confusing and complicated time for students on nearly every front. Change is difficult, and in the case of Anthology, it will help the college and its students in the long run. However, with the expedited course selection date, schedules were rushed, advisors' schedules were compressed, and every student needed to be cleared. For some students who knew what they wanted to take, it made little to no change besides figuring out how exactly to select courses. However, for first- and second-year students who are still picking majors or do not understand what they need to take to complete their major, their timeline was greatly pushed forward.

Moving past course selection, the Anthology site has been challenging some students cannot access their tuition bills, receive incorrect spring semester schedules, and have difficulty accessing transcripts or previous grades. All this combined has created confusion for students in handling their administrative operations. I think I speak for the students in suggesting that we could use a little more help in making this transition.

**Moving Forward**

This year, we are approaching the application window for the new Student Trustee in Training, and I am ecstatic to introduce you to some of the amazing leaders and students this college has to offer. I am grateful for the opportunity to serve on this Board and will keep you posted on the student body's continued movements.



**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**INSTITUTIONAL ADVANCEMENT REPORT**

**Date of Meeting:** January 8, 2025

**Reporter:** Carolyn Curry, vice president of Institutional Advancement

Institutional Advancement (IA) is comprised of the units of development, integrated marketing and communications, alumni relations, events and conferences and the Dodge Performing Arts Center (Dodge PAC). IA's strategic focus is to ensure a strong future for St. Mary's College of Maryland in an intensely competitive environment by advancing the College's reputation and brand as the National Public Honors College, inspiring philanthropy, strengthening alumni engagement and establishing the institution as a cultural hub for the region.

IA aligned its four goals with *The Rising Tide* strategic plan through the reporting period September 2024 – December 2024 as illustrated in selected progress points.

**Fundraising for the Taking the LEAD Campaign**

**Giving to date:** As of June 2024, the Taking the LEAD campaign surpassed its \$20M goal a year ahead of schedule raising \$20,281,299. The campaign transitioned to the How High Can We Fly? phase which will conclude in June 2025, with a 2024-25 goal of \$3M. To date \$1,570,313 has been raised with 90% allocated to current funds and 44% directed to the priority LEAD General Fund. Campaign updates and impact can be tracked at [go.smcm.edu/taking-the-lead/](http://go.smcm.edu/taking-the-lead/)

- *Giving Tuesday (Dec. 3, 2024):* The Alumni Relations team led a phenomenal record-breaking Giving Tuesday raising \$816,075, inclusive of \$416,075 in gifts plus a \$400,000 gift from Bill Seale for the William Seale Professor of Business. This exceeded the FY25 goal of \$300,000 and outperformed 2023's total of \$391,086.
- *Residence Hall modernization:* A major donor-driven fundraising initiative is underway for restroom upgrades in one traditional residence hall, aiming to catalyze updates for the three others. Don Stabile, professor of the College and major donor, is helping the development team with a matching gift challenge to raise \$1.6M this semester.
- *Planned Giving:* Efforts target 1,000 alumni for planned gifts. Foundation Director Scott Raspa '86, who made the College's largest planned gift, is collaborating with the team, resulting in two planned gifts to date.
- *Grants:* \$98,815 has been received in corporate and foundation grants during this reporting period, with several others under consideration or development.

**Cultivation and stewardship:** On September 27, 2024, IA's Assistant VP of Development Karen Raley oversaw a ceremony to name the Dallas P. Dean Learning Commons after the late benefactor and alumnae of the College. A video tribute is available on the College's Giving webpage. Other initiatives included:

- *California Events (Nov. 6-9, 2024):* The Alumni Relations and Development teams hosted six large and small events in California for alumni, major donor prospects, and parents drawing 60 attendees. Sites included Cardiff, Coronado, Newport Beach, Los Angeles, Monterey and Berkeley. President Jordan attended several of these events, expressing gratitude for their ongoing support and commitment to the College.
- *Florida Events (January 2025):* In mid-January, the teams will travel to Florida for similar outreach and cultivation events in Jacksonville, Orlando, Tampa, Fort Myers and Sarasota; President Jordan will meet with attendees at the last three events.

### **Increasing SMCM's Standing as the College of Choice**

**Enrollment Marketing:** The integrated marketing team assists in realizing Admission funnel goals through multiple and targeted communication strategies. From the 25 print pieces produced in the reporting period, QR code scans were up 24% (1,420) over the same time last year with 25% more unique individuals. Among other strategies successfully employed during this time:

- *Key page views:* How to Apply page views increased by an impressive 53% (11,860 v. 7,771) with engagement up 68% (1 min. 25 secs.) by 21% more users.
- *Extended Visit campaign:* An additional fall visit push was launched after the November Open House. The efforts drove 20,000k website sessions thus far (up 46% over fall 2023) with Instagram accounting for 13,000 sessions. The effort will run through January 2025 not only encouraging visits, but also generating buzz for The National Public Honors College in-and out-of-state.
- *Out -of -state:* A new three-month digital out-of-state campaign, backed with retargeting on social media and digital display, generated 1,124 website visits in November from a highly targeted pool of inquiries; 800+ secondary actions were also recorded (page views, form fills, button clicks, etc.). Adding hyper-geotargeting, the campaign total exposure so far is more than 500,000 impressions reaching 100,000+ students, families and influencers (teachers, coaches, counselors, school staff). The integrated marketing team produced two :30 videos for the drive.
- *Video assets:* A new recruitment video for Admission to show at Open Houses and other related events was introduced along with video ads and parent and student testimonials, the latter being utilized on web pages and in digital pushes.

**Alumni Engagement:** Choosing to have alumni engage in strategic SMCM activities is the goal of the Alumni Relations team through bi-monthly communiques, e-newsletters and social media. The digital media engagements are significantly up over the same period last year: X/Twitter (51

in 2024 v. 14 in 2023), Facebook (3,338 v. 1,436) and Instagram (2,814 v. 418). Among other metrics, video views by alumni in Instagram skyrocketed 11,162 v. 45 when comparing reporting periods. The Alumni Council is currently piloting an “engagement scorecard” to actively track their involvement with the College in order to scale the effort to a broader alumni base. Updates on other ongoing activities include:

- *Hawktoberfest (Oct. 18-19, 2024)*: The annual Fall Family Weekend produced by Alumni Relations engaged 1,825 attendees, a College record surpassing last year’s total of 1,714. Of significance, 1,066 were parents/family members and 479 were students, the latter the highest number ever. The event underscores why SMCM is the best choice; surveys, testimonials and the sheer growth in attendance point to success.
- *Giving Tuesday (December 3, 2024)*: Also led by Alumni Relations, the annual online fundraiser exceeded the donor goal of 3,000 with 3,915 unique donors and more than 4,100 gifts, another College record. The goal of achieving 1,000 alumni donors was also met for the first time. The involvement of the Alumni Council, IA’s SAGE student group, former Alumni Association President Allan Wagaman and Associate Dean of Faculty Kelly Neiles and the Program Student Ambassadors all were instrumental in incentivizing, encouraging and thanking hundreds of donors.
- *Mentor-a-Seahawk*: In connection with the Center for Career and Professional Development, Alumni Relations recruited 65 alumni mentors to support two LEAD course sections in the fall with efforts underway to recruit 300 for the spring semester needs.
- *Refer-a-Seahawk*: 39 alumni to date have referred 44 prospective students, progressing toward the FY25 goal of 67 referrals.

**Affinity Marketing:** The integrated marketing team continues to enhance SMCM’s online presence by updating and creating fresh content across numerous webpages. Notably, the Taking the LEAD webpage experienced a 43% increase in pageviews (549) and a 33% rise in users (243) compared to the early fall 2024 reporting period. Additionally, three campaign-related news stories collectively garnered 620 pageviews. For Giving Tuesday, the team implemented a broader targeting strategy with paid social media reaching 8,281 users. Throughout the fall, efforts were also focused on migrating the smcm.edu website to a more secure hosting platform and purging outdated pages and content in partnership with departments across campus.

- *Internal newsletters*: The team produces a SMCMDaily newsletter for all faculty and staff and The Current, a recently created daily news update for students. The Current received 2,944 visits during the fall semester, a solid baseline for readership. Its Photo of the Day submissions surged to 26 students from just six in the spring. The Current just earned national recognition from the Educational Digital Marketing Association, receiving a Bronze Award for its overall creativity and content and a Silver Award for its Photo of the Day feature. The latter integrates submitted photos across social and print platforms, showcasing the College experience.

- *Holiday assets:* The team produced President Jordan's annual holiday card and video, with the latter emphasizing 2024 momentum. The holiday video achieved 663 views with a 77% average completion rate within the first two days, marking the highest engagement in all comparable reporting periods.

### **Advancing The National Public Honors College and LEAD**

The fall Mulberry Tree magazine (reaching 14,000 readers) spotlighted the Taking the LEAD fundraising campaign and the impact of donations on LEAD initiatives. Among other tactics employed in the reporting period:

**LEAD visibility:** Website views for LEAD pages are up 6% (2,800) in comparison with the previous early fall 2024 reporting period with active users up 950 from 750. Student-focused YouTube shorts about their LEAD experiences garnered nearly 500 video plays, complemented by 235 views on general LEAD videos.

**Rankings:** The College's ranking achievements—such as its #5 ranking among U.S. News and World Report's Top Public Colleges for the second consecutive year and a leap to #4 from #14 in Princeton Review's Making a Difference—were leveraged across ads, social media and promotional materials. Visits to the College Rankings webpage grew by 25% in the reporting period (610 v. 489) compared to the earlier fall reporting.

### **Enhancing St. Mary's College of Maryland as a Cultural Hub and Sought-after Regional Resource**

The integrated marketing team launched a Community Hub website for the new Office of Community Outreach and Engagement achieving 471 pageviews during the reporting period. Among other initiatives:

**Events:** In November, IA produced the annual Sacred Journey in conjunction with the Sacred Journey Steering Committee, involving nearly 300 participants, including Congressman Steny Hoyer. President Jordan received the inaugural Sacred Journey award and Commemorative lantern. Among other events in the reporting period, the team supported the Twain Laughing to the Polls led by Professor Ben Click drawing 400+ attendees. Internally, the Events team is testing several survey instruments to gather feedback from attendees. The team also manages the newly overhauled venue scheduling system, facilitating more than 6,000 monthly space reservations across campus and training employees in its use.

**Dodge Performing Arts Center:** While fall 2024 overall attendance (12,075) is lower than in 2023 (15,280) in the same reporting period, average attendance per event rose to 242 from 191. December events in particular drew nearly 4,000 attendees over nine performances in an 11-day period.

- *Strategic academic shift:* A strategic shift was made this fall to streamline usage of the primary performance venues (the Recital Hall and Concert Hall) to increase availability for the Music Department. By reassigning alternative venue space to other non-



performing campus events that did not require the Dodge PAC, the venue prioritization has provided the department enhanced student rehearsal and classroom practicum space.

- *Community rentals:* The Dodge PAC secured revenue-generating partnerships with groups like Historic St. Mary's City/Newtowne Players, Ballet Caliente and the COSMIC Symphony. These collaborations benefit students by fostering community connections and professional opportunities as well as expanding the venue's regional footprint.
- *Ticketing platform:* Conversion to a new ticketing platform launched this fall will allow for more convenience, segmented tracking, ticket options and ticket packaging. For the first time, the Dodge PAC ventured into ticket packaging which enabled customers to buy tickets for a suite of concerts at a reduced price.
- *Art installation:* A commissioned piece by Aurora Robson, made possible by the state and the Maryland State Arts Council, will be installed in January and provide added marketing opportunities.
- *Integrated marketing:* A distinctive logo complementing the College logo was created for the Dodge PAC that is now featured on its website and promotional materials. The team also expanded the Dodge PAC website encompassing multiple pages with a more navigable layout. The result: a 139% increase in pageviews (2,765 v. 1,155) compared to the earlier fall 2024 reporting period. Organic Google search and ads on Meta were the primary contributors to the bump, among other mediums. For the seven ticketed events during the reporting period, the primary generators of tickets were the Dodge PAC website and social media, among other mediums including postcards and flyers.



**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**SMCM ALUMNI ASSOCIATION REPORT**

**Date of Meeting:** January 8, 2025

**Reporter:** Kate Fritz '04, SMCM Alumni Association president

The Alumni Council had a busy fall focusing on two priorities: Giving Tuesday and re-building our Regional Chapters.

**Giving Tuesday 2024** - The Alumni Council and Alumni Council Legacies (former members) set an ambitious goal to raise \$30,000 for this year's Alumni Council Challenge. Exceeding all expectations, we collectively raised over \$43,000 - a record-breaking amount. 100% of the Council contributed on Giving Tuesday and this funding inspired SMCM Champions to rally around SMCM causes of personal significance (academic departments, student clubs, athletic teams, scholarships, etc.). The top 10 performing Champions, determined by donor votes through the donation form, were awarded amounts ranging from \$500 to \$5,000 for their chosen SMCM cause. Additionally, every Champion cause received \$10 for each alum and student who voted for them.

The impact of this Challenge, combined with the seamless coordination of the event by the Institutional Advancement team, was extraordinary. This year, a record 3,900+ donors contributed a total of \$416,075 in addition to the surprise \$400,000 gift from Bill Seale which brings the total to \$816,075. The momentum was further fueled by six Alumni Council members who took time off work on December 3 to be on campus, assisting Institutional Advancement in engaging students and building excitement at the Campus Center. This unique Challenge continues to set SMCM apart from other colleges and nonprofits on Giving Tuesday.

**Regional Chapters** - In addition to Giving Tuesday, the Alumni Council has prioritized building and rebuilding regional chapters to strengthen alumni connections across the country. In November, President Jordan and the Institutional Advancement team embarked on a six-stop tour from San Diego to Berkeley, California, connecting with alumni and supporters throughout the state. This effort resulted in a petition for charter with more than double the required signatures to establish a Southern California Alumni Chapter. The Alumni Council will vote on this new chapter at the Winter Council meeting in February, and we are optimistic about its approval.

These accomplishments underscore the energy, generosity, and dedication of the SMCM alumni community. With even more exciting opportunities ahead, we look forward to seeing what we can achieve together in partnership with the Institutional Advancement team in the coming year.

# Alumni Engagement



## Record Breaking Numbers

- Alumni Challenge--\$43,000
- 3,915 unique donors/1,137 alumni donors
  - \$816,075 raised
  - 341 student donors
  - 553 parent donors



## Taking the LEAD Campaign Dashboard

*How HIGH Can We Fly?*

December 31, 2024

### LEAD Campaign Overview

	CUMULATIVE METRICS
Campaign Goal	\$ 20,000,000
Total Raised to Date (Total Value of Gifts/Pledges)	\$ 22,248,979
Balance of Outstanding Pledges and Unrealized Planned Gifts	\$ 7,111,516
Percent Raised toward \$20m Goal	111.24%

	FY21-FY24 Total	FY2025 YTD (\$3M Goal)	Total Campaign
Annual Total Raised	\$ 20,281,299	\$ 1,967,680	\$ 22,248,979
Annual Total Number of Major Gift Donors (\$10,000 and up)	\$ 162	\$ 19	\$ 181
Total Value of Major Gifts (\$10,000+)	\$ 17,780,448	\$ 1,368,590	\$ 19,149,038
Number of New Pledges	88	13	101
Value of New Pledges	\$ 7,929,833	\$ 712,411	\$ 8,642,244
Number of New Planned Gifts	5	4	9
Value of New Planned Gifts	\$ 4,823,735	\$ 141,790	\$ 4,965,525

### LEAD Campaign Priorities

Total Dollars Raised	FY21-FY24 Total	FY2025 YTD	Total Campaign
LEAD General Fund	\$ 3,508,497	\$ 741,855	\$ 4,250,352
New Academic Programs—Business Administration	\$ 411,005	\$ 402,775	\$ 813,780
New Academic Programs—Marine Science	\$ 320,368	\$ 58,113	\$ 378,482
New Academic Programs—Neuroscience	\$ 52,190	\$ 1,110	\$ 53,300
New Academic Programs—Performing Arts	\$ 1,568,989	\$ 3,300	\$ 1,572,289
Enhanced Curricular Support	\$ 1,302,549	\$ 166,583	\$ 1,469,132
Residence Hall Fund	-	\$ 25,000	\$ 25,000
Co-Curricular Support	\$ 459,376	\$ -	\$ 459,376
Honors College Promise	\$ 303,004	\$ 7,948	\$ 310,952
IDEAA	\$ 6,250	\$ 14	\$ 6,264
Scholarship Support	\$ 7,546,356	\$ 163,330	\$ 7,709,686
St. Mary's Fund	\$ 824,096	\$ 58,512	\$ 882,607
Unrestricted Endowment	\$ 2,502,200	\$ 2,000	\$ 2,504,200
Other	\$ 1,476,420	\$ 337,141	\$ 1,813,561
<b>TOTAL</b>	<b>\$ 20,281,299</b>	<b>\$ 1,967,680</b>	<b>\$ 22,248,979</b>