



**BOARD OF TRUSTEES
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
JUNE 5, 2025**

AGENDA

I. OPEN SESSION - MEETING CONVENES - MOTION TO CLOSE

The meeting will return to open session

II. CLOSED SESSION

III. MOTION TO RECONVENE IN OPEN SESSION

IV. OPEN SESSION - ACTION ITEM

A. Approval of FY26 Current Fund Operating Budget

V. MOTION TO CONCLUDE

**STATEMENT REGARDING CLOSING A MEETING OF THE BOARD OF TRUSTEES
OF ST. MARY'S COLLEGE OF MARYLAND
FINANCE, INVESTMENT & AUDIT COMMITTEE**

Date: June 5, 2025

Time: 9:30 a.m.

Location: Via Zoom

**STATUTORY AUTHORITY TO CLOSE A SESSION
Md. Gen. Prov. Code Ann. §3-305 (b):**

- (1) To discuss:
- ☒ (i) The appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction; or
- ☒ (ii) Any other personnel matter that affects one or more specific individuals.
- (2) ☐ To protect the privacy or reputation of individuals with respect to a matter that is not related to public business.
- (3) ☐ To consider the acquisition of real property for a public purpose and matters directly related thereto.
- (4) ☐ To consider a preliminary matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State.
- (5) ☐ To consider the investment of public funds.
- (6) ☐ To consider the marketing of public securities.
- (7) ☐ To consult with counsel to obtain legal advice on a legal matter.
- (8) ☐ To consult with staff, consultants, or other individuals about pending or potential litigation.
- (9) ☐ To conduct collective bargaining negotiations or consider matters that relate to the negotiations.

- (10) ☐ To discuss public security, if the public body determines that public discussions would constitute a risk to the public or public security, including:
- (i) the deployment of fire and police services and staff; and
 - (ii) the development and implementation of emergency plans.
- (11) ☐ To prepare, administer or grade a scholastic, licensing, or qualifying examination.
- (12) ☐ To conduct or discuss an investigative proceeding on actual or possible criminal conduct.
- (13) ☐ To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter.
- (14) ☐ Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiation strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.

TOPICS TO BE DISCUSSED: Staffing and Personnel Issues.

REASON FOR CLOSING: (1)(i)(ii) Staffing and Personnel Issues.

**ST. MARY'S COLLEGE OF MARYLAND
BOARD OF TRUSTEES
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
JUNE 5, 2025**

**ACTION ITEM V. A.
APPROVAL OF THE FY26 CURRENT FUND OPERATING BUDGET**

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the attached current fund operating budget for FY26.

RATIONALE

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the FY26 current fund budget will allow the College to continue its mission of providing a high quality, public, post-secondary education.

**FY26 Operating Budget
Supporting Documentation Table of Contents**

- Exhibit A: FY25 Projected Results
- Exhibit A: FY26 Proposed Operating Budget
- Exhibit B: FY26 Key Assumptions
- Exhibit C: FY26 CFU Revenue by Source
- Exhibit D: FY26 CFU Expenditures by Object
- Exhibit E: Five-Year Comparative Expenditures by Object
- Exhibit F: Reconciliation of State Appropriation
- Exhibit G: FY26 CFU Budget for Contingency Items
(Provides information about the contingency funds included in the current fund unrestricted budget.)
- Exhibit H: FY26 CFU Planned Expenditures Greater than \$100,000.
(Required by the Board approved Budget Policy, this schedule displays anticipated operating budget expenditures for goods/services to a single vendor greater than \$100,000 each.)

ST. MARY'S COLLEGE OF MARYLAND

SMCM FY26 Proposed Operating Budget - Exhibit A

[illegible]

St. Mary's College Expenses									
Operating Expenses									
Contractual Payroll (includes student payroll)	4,129,680	3,565,824		563,856		4,147,745	(581,921)	4,147,745	(581,921)
Travel	2,321,492	1,478,026		843,466		1,419,304	58,722	1,419,304	58,722
Utilities and Fuel	4,015,000	3,696,064		318,936		4,009,600	(313,536)	4,009,600	(313,536)
Contractual Services	7,777,923	8,690,870		(712,947)		7,854,102	836,168	7,854,102	836,168
Supplies	2,012,284	2,009,599		2,685		1,925,905	83,694	1,925,905	83,694
Equipment	1,375,499	1,516,553		(141,054)		1,346,601	169,952	1,346,601	169,952
All Other Operating Expenses	1,603,924	2,212,820		(608,896)		2,084,065	128,355	2,084,065	128,355
Sub-Total Operating Expenses	23,435,803	23,169,756		266,047		22,787,322	382,434	22,787,322	382,434
Auxiliary Expenses									
Dining Services (Bon Appetit costs)	4,800,000	4,956,038		(156,038)		5,085,000	(128,962)	5,085,000	(128,962)
Bookstore Operations	925,000	1,305,534		(380,534)		1,322,534	(17,000)	1,322,534	(17,000)
Sub-Total Auxiliary Expenses	5,725,000	6,261,572		(536,572)		6,407,534	(145,962)	6,407,534	(145,962)
Other Expenses									
Institutional Expense	500,000	296,930		203,070		600,000	(303,070)	600,000	(303,070)
Debt Services	3,429,035	3,431,727		(2,692)		3,153,579	278,148	3,153,579	278,148
Sub-Total Other Expenses	3,929,035	3,728,657		200,378		3,753,579	(24,022)	3,753,579	(24,022)
Scholarship Waiver Expenses									
Tuition Waivers	787,000	750,081		36,919		785,658	(35,577)	785,658	(35,577)
Total Scholarships	8,750,000	8,878,573		(128,573)		8,531,601	346,972	8,531,601	346,972
Sub-Total Scholarship/Waiver Expenses	9,537,000	9,628,654		(91,654)		9,317,259	311,395	9,317,259	311,395
Sub-Total SMC/M Expenses (Non-FT Personnel)	42,026,838	42,788,639		(161,802)		42,265,094	522,946	42,265,094	522,946
St. Mary's College FT Personnel Expenses									
Personnel - Wages	33,918,647	34,033,004		(114,357)		34,941,587	(908,583)	34,941,587	(908,583)
Personnel - Benefits, Wage Changes, Savings, Miscellaneous Items, etc.)	13,186,792	13,529,895		(443,103)		14,099,258	(469,563)	14,099,258	(469,563)
Sub-Total FT Personnel Expenses	47,105,439	47,662,899		(557,460)		49,040,844	(1,377,945)	49,040,844	(1,377,945)
Total Expenses:	89,732,276	90,451,538		(719,262)		91,306,538	(855,000)	91,306,538	(855,000)

Individuals who fall under this classification include all student workers, faculty and staff stipends, some exempt and non-exempt staff, work-study students, and grant-funded Ph.D. Added FY26 - added -0.45% - FAMLI - Mid State Paid Family Leave Implementation.

All study abroad travel, faculty and staff professional development, travel for student summer programs, and faculty start-up costs. Travel consists of transportation, lodging, meals, and registration costs. Registration and study abroad expenses are the two largest categories, for FY25 study abroad expenses are down and are trending lower for FY26.

Cross associated with electricity (40%), natural gas/energy, heating oil, water, miscellaneous fuel (for vehicles and equipment), MES, and sewer.

Recurring and one-time expenses including those associated with full-time ASI, interpreters, counseling and medical services, cable/rental chair rentals, event lighting, video and audio support, catering, office machine rentals, public safety video/cameras, database access, OAG salary and litigation services, software for business operations and academic processes, coach bus service for athletic team travel, ERP system implementation and maintenance, facilities repair and maintenance, performers and lecturers, instrument/equipment repair and maintenance.

Costs for basic office supplies and materials, academic/classroom supplies and materials, computer and IT supplies, software licenses, electronic supplies, branded materials ("swag", printing of banners, posters, flyers, brochures, etc.), cleaning supplies, recruitment and marketing supplies, shipping and mailing supplies, and stipends for college events.

Equipment for academic programs (e.g., theater productions, labs, studios), athletics and club sports, administrative offices, technology, events, catering, IT infrastructure, specialized equipment for health and safety, student support services, recruitment, and maintenance.

Communications and vehicle operations. Fixed charges subscriptions, memberships dues, online services, water products and services, health and safety equipment, academic program supplies, maintenance supplies, lease and maintenance fees, etc.

Includes (3) FT Staff Salary and Wages (reduced in the wage section)

Includes (3) FT Staff Salary and Wages (reduced in the wage section)

Institutional contingency, philanthropic contingency, and insurance.

The interest and principal payments for the 2012, 2018, and 2020 Series A Bonds.

These projections will continue to fluctuate through June 30, 2025 until audited. Scholarship accounting remains in progress between Financial Aid and Student Accounts. Finalized figures will be presented at the October Board of Trustees meeting.

Only permanent state employees (410 faculty and staff) are included in this category. The largest increase from FY25 is due to statewide COLA & longevity increment increases. In addition there were increases due to faculty tenure and promotion, staff job reclassification and comparison market enhancements, approved collective bargaining unit increases, filling staff vacancies, and office restructures. Includes FY26 state personnel costs for health insurance, dental insurance, and other fringe benefits. Health insurance costs increased 1.1/2025. For FY26 - added -0.45% - FAMLI - Mid State Paid Family Leave Implementation.

Additional Expenses Beyond Normal Operating Budget									
FY25/26 Security Cameras Annual Lease	234,266	234,266	-	-	234,266	-	234,266	-	Year three of a three-year lease-to-own agreement (Final year to fund)
FY25/26 ERP Final Implementation Costs (FY26- Addtl Post Integration Requirements)	650,000	867,381	(217,381)	-	650,000	217,381	650,000	217,381	Funds needed to continue Post Integration requirements
FY25 Support for Middle States Reaffirmation of Accreditation (not needed FY26)	66,360	66,360	-	-	-	66,360	-	66,360	
FY25 Montgomery Hall Temporary Relocation Expense (not needed for FY25 or FY26)	325,000	-	325,000	-	-	-	-	-	
FY25/26 Modernization of Residence Halls	600,000	700,000	(100,000)	-	125,000	575,000	125,000	575,000	Aesthetic renovations of traditional residence halls, FY26/ocus PG Hall
FY25 Wi-Fi Upgrade Project (Carryover from FY24) (not needed FY26)	417,475	417,475	-	-	-	417,475	-	417,475	
FY25/26 Cybersecurity Initiatives	-	80,936	(80,936)	-	250,000	(169,064)	250,000	(169,064)	
FY26 QIT Server Replacement (Phase 1)			-	-	150,000	(150,000)	150,000	(150,000)	
FY26 PG Hall Modernization Project (Bond)			-	-	1,250,000	(1,250,000)	1,250,000	(1,250,000)	Aesthetic renovations of traditional residence halls, FY26/ocus PG Hall
FY26 QIT Infrastructure Enhancements for Library (Bond)			-	-	325,000	(325,000)	325,000	(325,000)	
FY26 Marine Science Research Vessel (Bond)			-	-	513,000	(513,000)	513,000	(513,000)	
FY26 Strategic Initiatives to the Bond - One Time Expenses			-	-	672,260	(672,260)	672,260	(672,260)	Includes \$40K for ERP Project Manager
FY25/26 Strategic Plan "The Rising Tide" Initiatives to the Bond	1,242,500	562,889	679,691	-	1,027,500	(464,691)	1,027,500	(464,691)	One-time and annual costs for The Rising Tide Strategic Planning Initiatives.
FY25/26 Strategic Plan "The Rising Tide" Initiatives to Operating Expenses	179,000	150,000	29,000	-	248,000	(98,000)	248,000	(98,000)	One-time and annual costs for The Rising Tide Strategic Planning Initiatives.
Sub-Total Additional Expenses Beyond Normal Operating Budget	3,714,601	3,079,227	635,374	-	5,445,026	(2,365,799)	5,445,026	(2,365,799)	
Additional Revenues Beyond Normal Operating Budget									
Strategic Initiatives to the Bond	3,455,480	3,113,529	(341,951)	-	3,618,870	505,341	3,618,870	505,341	
Bond Funds for Strategic Plan Initiatives FY26				-	1,027,500	1,027,500	1,027,500	1,027,500	
Carry-forward of FY24 Surplus to Offset FY24 Unencumbered Expenses (TBD for FY26)	527,850	527,850	-	-	-	(527,850)	-	(527,850)	
Carry-forward of FY24 Surplus to Increase FY25 Modernization of Residence Halls	300,000	300,000	-	-	-	(300,000)	-	(300,000)	
Sub-Total Additional Revenues Beyond Normal Operating Budget	4,283,330	3,941,379	(341,951)	-	4,646,370	704,991	4,646,370	704,991	
Grand Total of Revenue (Total Operating Revenue + Additional Revenue)	93,594,669	93,868,567	283,898	-	96,165,925	2,297,358	96,992,998	3,124,431	
Grand Total of Expenses (Total Operating Expenses + Additional Expenses)	93,446,877	93,530,765	(83,888)	-	96,751,564	(3,220,799)	96,751,564	(3,220,799)	
Surplus/(Deficit)	137,792	337,802	2,00,010	-	(585,639)	(923,441)	241,434	(96,368)	

FY26 Key Budget Assumptions

Exhibit B

Revenues

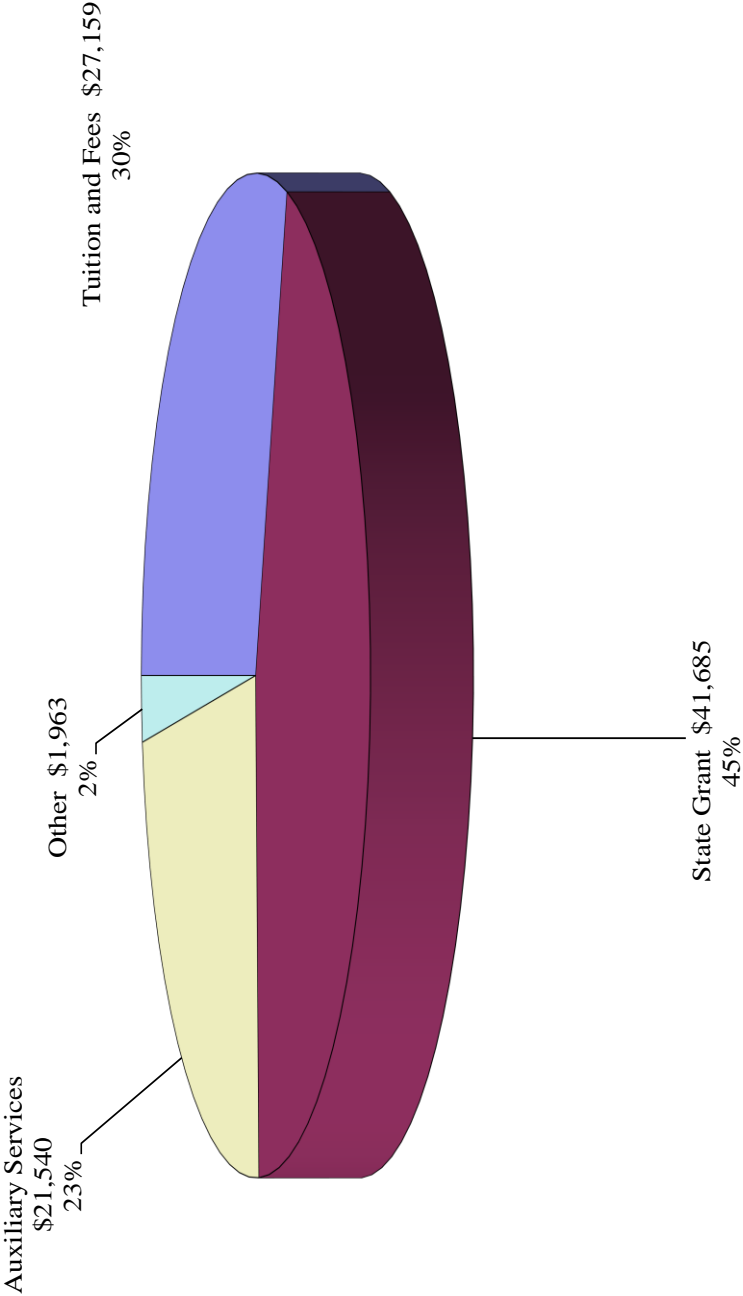
The FY26 revenue budget has increased \$3.41M (3.6%) over the FY25 board approved revenue budget primarily due to increase in state support, tuition, fee, and auxiliary enterprise revenues.

The state appropriation increased \$1.13M over the FY25 appropriation representing the block grant inflator, and annualization of FY25 COLA and increment salary funding.

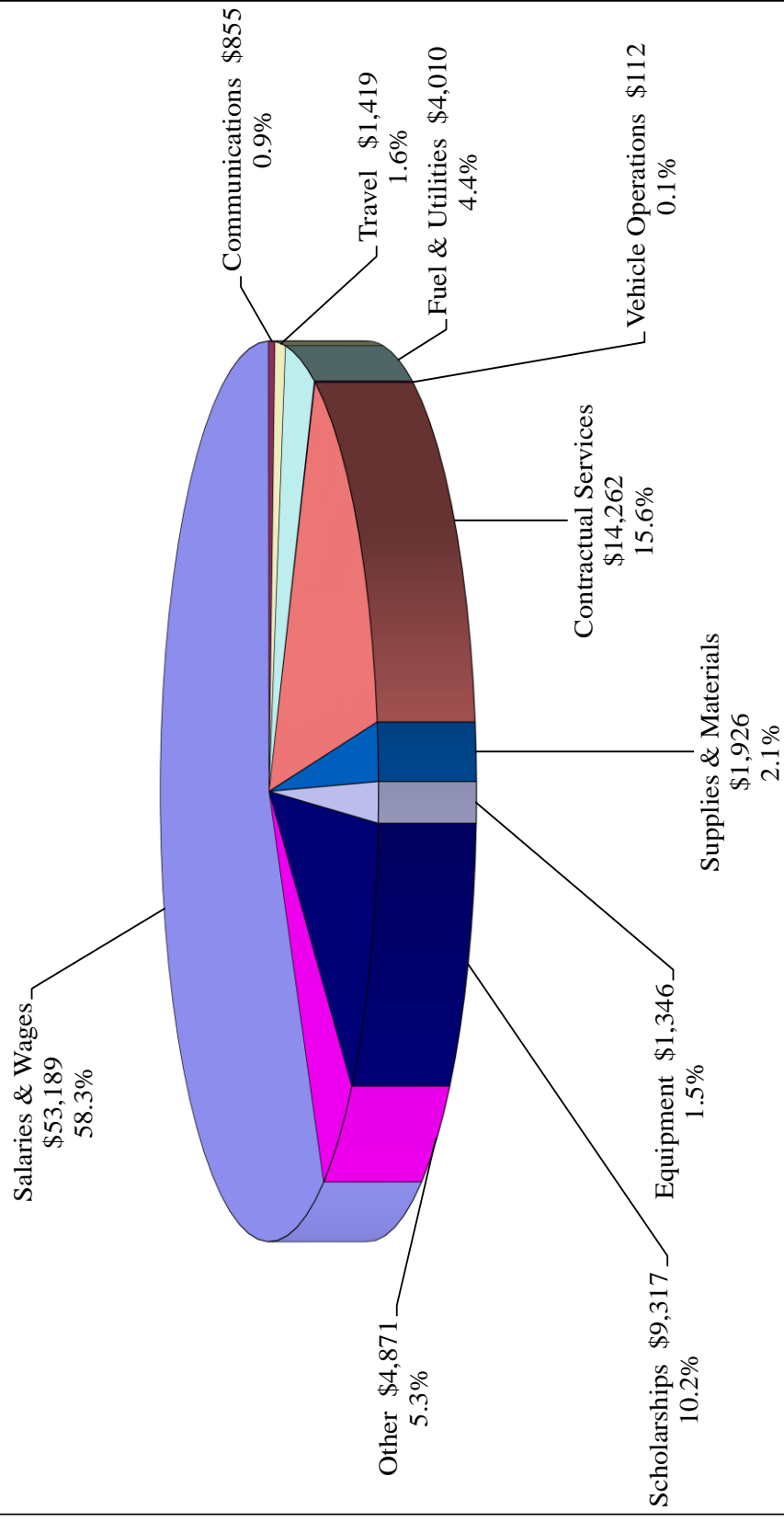
Expenditures

The FY26 current fund unrestricted expenditure budget, detailed in Exhibit A (excel document), increases a total of \$3.3M (3.6%) over the FY25 board approved expenditure budget consisting of new required expenditures, annualization of prior year salary changes, operational budget changes due to the results of strategic initiatives additions.

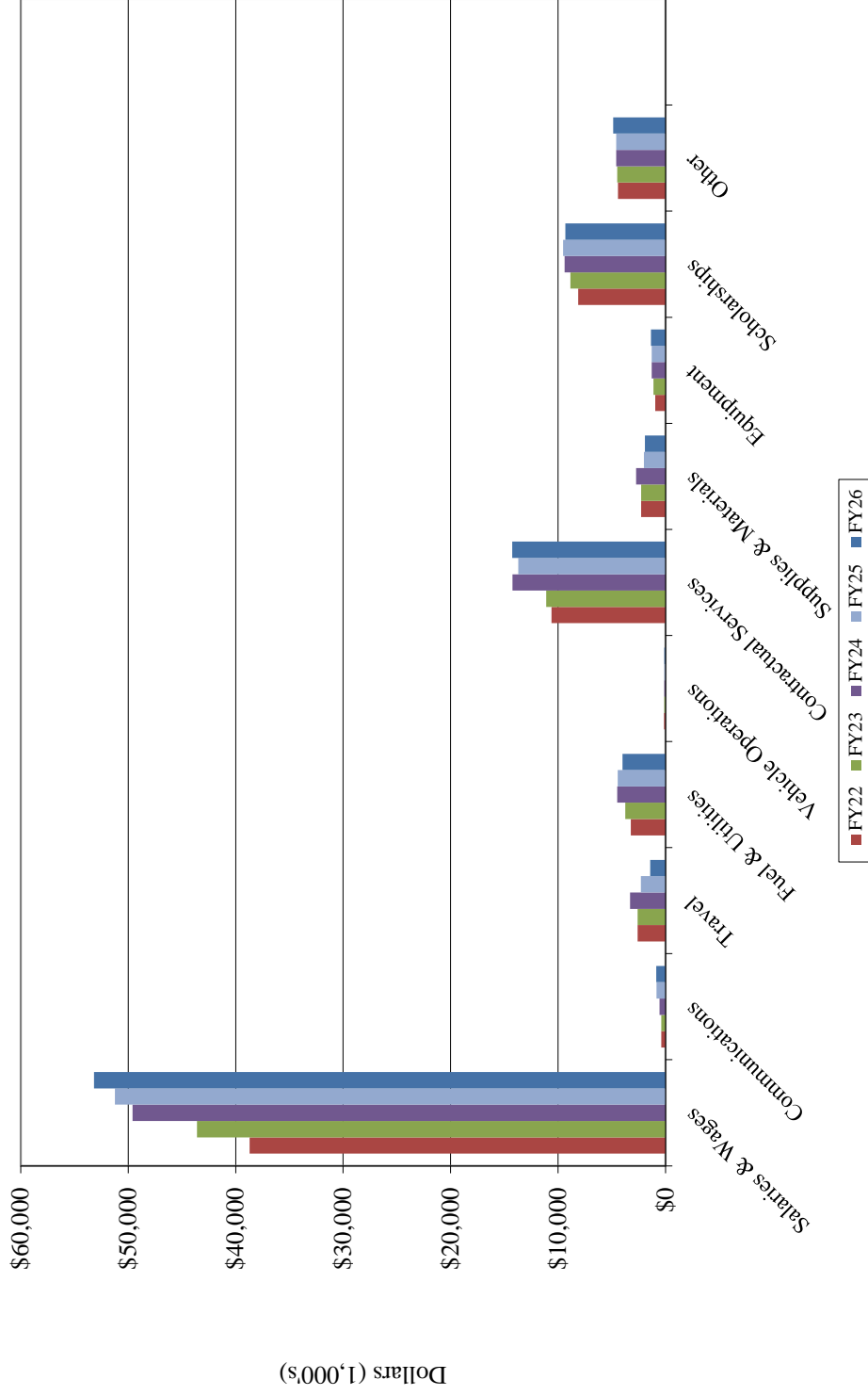
**SMCM FY26 Operating Budget
CFU Revenues by Source
(\$000s)
Exhibit C**



**SMCM FY26
Operating Budget
Unrestricted Expenditures by Object
(\$000s)
Exhibit D**



SMCM Comparative Operating Budget
Expenditure by Object
Exhibit E



FY26 Operating Budget
Reconciliation of State Appropriation (General Fund Grant)
Exhibit F

Beginning Base for FY26	\$36,483,675
Prior Salary Enhancements	\$1,525,888
Beginning Base for FY26	<u>\$38,009,563</u>
<u>FY26 Adjustments</u>	
Base Inflator Amount	\$1,125,334
Total Adjustments	<u>\$1,125,334</u>
Allowance	<u>\$39,134,897</u>
HEIF Portion	<u>\$2,549,840</u>
FY26 General Fund Grant Total	<u>\$41,684,737</u>

FY26 CFU Contingency Items
Exhibit G

<u>Item</u>	<u>Amount</u>
Institutional Contingency - Ins. Support Balance	\$300,000
Institutional Contingency - Auxiliary Support Balance	\$600,000
Institutional Contingency Amount	<u><u>\$900,000</u></u>

FY26 CFU Planned Expenditures Greater Than \$100,000 Each to a Single Vendor
Exhibit H

Description	Vendor	Estimated Amount
<u>IT & Library Related</u>		
Administrative Software Campus Management	TBD	\$523,675
University of Maryland Acad. Telecom. Sys. - Internet	Maryland Broadband	\$291,000
Life Cycle Replacements	Dell	\$400,000
Administrative Systems	Anthology	\$1,215,000
Library Mgt. System	USM & Affiliated Institutions (USMAI)	\$140,000
Library Databases	Lyrasis	\$200,000
Library Serials	Ebsco	\$175,000
Server Replacements	TBD	\$150,000
Cybersecurity Initiatives	TBD	\$250,000
		<u>\$3,344,675</u>
 <u>Maintenance and Utilities</u>		
Housekeeping Services	Shine Brite	\$220,000
Sewage Services	METCOM	\$345,000
SMO	Gas and Propane	\$300,000
Electricity	SMECO	\$2,000,000
Postage	US Postal Service	\$145,000
Heating Oil	Burch Oil	\$1,600,000
Trash Disposal	Waste Management	\$150,000
Cleaning Supplies	Blind Industries	\$100,000
		<u>\$4,860,000</u>
 <u>Auxiliaries, International, and Miscellaneous</u>		
Marketing	Creative Communications	\$500,000
Strategic Search	Enrollment Management	\$100,000
Food Service Contract	Bon Appetit	\$5,100,000
Bus Service, Athletics Teams	Keller Transportation	\$235,000
Publication Printing	Awarded among Carter, Tray Printing, and Schmitz Press)	\$425,000
		<u>\$6,360,000</u>
	 Grand Total	 <u>\$14,564,675</u>

Return on Investment on the Private Bond after Four Years
A Report Submitted to the SMCM Board of Trustees
by Tuajuanda C. Jordan, President
June 2, 2025

Introduction

In October 2020, in the midst of a global pandemic, the president, assisted by the vice president for business/chief financial officer, and encouraged and accompanied by the chair of the Board of Trustees and the chair of the Finance, Investment, and Audit committee embarked on a mission to seek “ a private bond as a strategic investment directed towards program development and implementation that will help propel growth of the College well into the future.” Over the course of two months, the pitch was made to five or six groups of investors. Four made offers. Success. A \$20M bond focused on supporting new programming designed to enhance both the College’s attractiveness to students and student success was secured by January 2021. On May 7, 2021, the Board of Trustees took action delegating authority to the president to approve expenditures of the bond proceeds over the course of the next five years. Generally, expenditures focused on a) the attraction and retention of excellent faculty and staff, b) development and implementation of new, innovative programming (LEAD), and c) the enhancement of the campus infrastructure, all necessary activities in our efforts d) to recruit and attract new and retain returning students in fulfillment of our goal of becoming the college of choice.

These categories for bond expenditure aligned well with two strategic initiatives: the forward-thinking work borne out of *Big Audacious Goals* that was in progress during the COVID-19 pandemic and the transformative work of the current and final strategic plan of the Jordan era, namely *The Rising Tide*. This report highlights how the funds have been used and the impact, i.e., return on investment, of these expenditures on the St. Mary’s College of Maryland community, both within and beyond the campus, from July 2021 through May 2025. The upshot is that, with *70% of the available bond money (\$19,283,585) invested*, the returns are noteworthy.

- Overall enrollment has increased 10%.
- The number of undergraduate applications has increased 38%, helped in no small way by the new academic programs as well as the lauded track and field program.
- Faculty receiving junior professorships were retained at a higher rate (83%) than the comparison group (62%) and are more productive overall.
- One thousand two hundred seventy (1,270) students have engaged with the Center for Career and Professional Development since FY22 to garner internships, mentorships, and externships and the internship investment has been leveraged to garner additional internships from local and regional partners.
- The number of regional partners actively recruiting students for internships and jobs (412 at career fairs, 181 guest speakers) is significant (we have no pre-2022 data).
- Alumni engagement is consistently high as evidenced by the engagement of more than 400 Mentor-A Seahawk mentees every year since the program’s inception in FY23.
- The number of students participating in research experiences is high and shows an “overrepresentation” of historically marginalized students (five-year average of 70% vs 62%).

- The track and field program has enhanced enrollment growth with these students representing 8.2% of the entering class on average.
- The track and field program has increased student diversity with 37% of the rosters represented by multi-cultural underrepresented groups.
- Student retention rates in the two most popular curricular (marine science and business administration) and the single new co-curricular (track and field) programs are mixed.

The impacts of the bond-supported initiatives are enhanced College financial health due to increases in student enrollment and enhanced visibility and stature as well as its ability to attract and retain students who can thrive here due to higher faculty and staff productivity and engagement.

Results

A. Attraction and Retention of Faculty and Staff.

Allocated Bond Spending by Category	\$ Allocated	\$ Spent in FY22 & FY23	\$ Spent in FY24	\$ Projected in FY25
Retaining Excellent Faculty	5,000,000			
Osprey and Eagle Named Junior Professorships		3,069,946	1,737,845	1,789,980
Osprey and Eagle Research Awards		102,974	80,000	80,000

Twenty-three “poachable” faculty who had been at the College between three and 10 years were awarded *Pandion haliaetus* (Osprey) or *Haliaeetus leucocephalus* (Eagle) Junior Professorships that were for two-year (one-time renewable) terms and included a 10% increase in base salary and up to \$10K in research support. A “poachable” faculty member is one we believed to be in a highly attractive field and/or who possessed unique, marketable skills/expertise. The individual also had to have either had a laudatory third-year review or appeared to be on a firm path to being promoted to full professor at the appropriate time.

Osprey/Eagle Results				
Overall Retention (%)			Earned Tenure (%)	
Osprey Eagle Faculty		83% ¹	92%	
Comparative Group		N/D ²	62%	
Osprey/Eagle Faculty Accolades and Awards				
Peer-reviewed Publications	Extramural Grants (#)	Exhibitions/ Invited Talks (#)	Conference Attendance (#)	Published Conference Abstracts (#)
19	8	5	2	2
¹ None of the four departing faculty expended any of their research funding				
² Not Determined				

As can be seen above, these faculty were retained at a higher level than non-supported faculty and the research funds supported/enhanced scholarly productivity. Additionally, seventeen of these professors were featured in 65 news stories on our site since 2021, generating over 10,600 pageviews. In FY25, the

group had five earned media mentions, with 4.9 million impressions and an estimated ad equivalency of \$122K.

Allocated Bond Spending by Category	\$ Allocated	\$ Spent in FY22 & FY23	\$ Spent in FY24	\$ Projected in FY25
Recruitment of New Faculty and Staff in LEAD Areas	3,960,000			
Academic Search (Senior Professor of Business Administration)		52,975		
Marine Science Faculty		115,628	20,000	30,000
Business Administration Senior Faculty Support		15,000	23,000	
Coordinator of Studio Art			71,500	
Marine Science Staff			78,000	
Business Administration Faculty			125,500	
Performing Arts Faculty			78,000	
CCPD Staff (up to 6)		503,508		500,440
Office of Community Engagement and Outreach Staff			150,000	150,000

The recruitment of new faculty and staff in LEAD areas has been especially impactful. The inaugural William Seale Professor of Business has exceeded all expectations in his work building our new Business Administration major. In just three years, the number of majors has increased eightfold; we exceeded our projected 88 majors for spring 2025 by 71% (151). The subsequent hire of Assistant Professor of Business Talha Salam in FY24 has provided critical staffing and expertise to the major.

The marine scientist has jump-started the Marine Science program, overseeing its meteoric growth. Under the scientist, the program has successfully recruited a junior faculty member who is also an alum, as well as lab coordinator.

Relatedly, the hire of our Coordinator of Studio Art has been a productivity multiplier comparable in function to our STEM lab coordinators; this position is tasked with advanced coordination of studio art spaces and materials, freeing full-time studio faculty to more effectively teach and undertake creative work with students. Most significantly for the Art program, the Coordinator of Studio Art has facilitated growth in the major by reallocating full-time faculty to focus on recruitment; number of majors has doubled since 2021. As with lab coordinators, the Coordinator of Studio Art has contributed to cost savings due to careful purchasing management. As part of the position responsibilities, the coordinator teaches one course per semester, saving the College \$9000 in adjunct pay.

Regarding the Performing Arts Visiting Assistant Professor: all theater performances require a scenographer to oversee set design and costume design. In the absence of a scenographer, the College would have to contract one for each production at roughly \$7,000 per production (or \$28,000 per year). Unlike contract scenographers, the visiting scenographer also teaches two courses per semester, contributing to the ongoing stabilization of the program.

B. Program Development and Implementation.

Curricular programs emerging from the *Big Audacious Goals (BAG)* were applied data science, marine science, neuroscience, business administration and performing arts. All but applied data science launched within two years of the conclusion of *BAG*; track and field was the co-curricular program.

Eighty-seven percent of the expended funds have supported curricular-based programming emerging from *BAG*. The lion's share has been spent on Marine Science, and this has shown a very good return with respect to the quality of the faculty recruited and/or retained via the junior professorships (Section A, above).

Allocated Bond Spending by Category	\$ Allocated	\$ Spent in FY22 & FY23	\$ Spent in FY24	\$ Projected in FY25
Development of New LEAD-Focused Curricular and Co-Curricular Programming	2,420,000			
Marine Science Near Shore Vessel (Maritime 233)		98,531		
Design Costs for Renovation for Schaefer Hall for Marine Science Lab		161,800	26,500	
Iver C. Franzen Maritime - Marine Science Research Vessel design services		8,000	11,500	
Renovation Costs for Schaefer Hall for Marine Science Lab			442,632	
Marine Science Instructional Lab Equipment (Estimated Cost)			30,958	
Composite Yachts - Design, Research & Development Services for Marines Science Research Vessel			64,500	
Create Community-Based Learning Courses (Strategic Plan IV.B.1)			0	19,750
Neuroscience - EEG Machine			30,000	
New Program Market Analysis (Strategic Plan I.A.1)				21,300

Marine Science

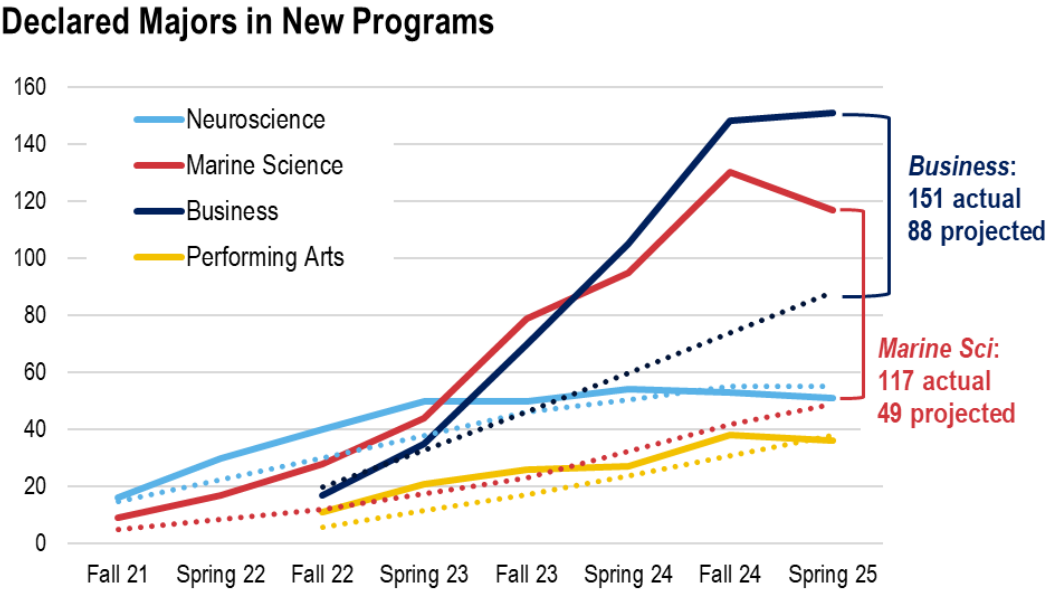
The Marine Science near-shore vessel, the research vessel design, instructional lab equipment, and costs for the renovation of the Marine Science lab are all in support of our most rapidly growing major. Since its implementation in Fall 2021, enrollments (see figure below) have dramatically outpaced all predictions, bringing in substantial tuition revenue.

The Maritime 233 (near-shore vessel) has been used by both faculty members and students working on their research. Use of the vessel has been essential for the research productivity to complete work grant-funded research of at least one of these faculty (a *Pandion haliaetus* professor).

The near-shore vessel has been used in support of the following classes: MRNE 395 (FA24, SP25), MRNE 481 (SP25). It is also currently being used by the sailing staff in support of Nationals.

The lab has been functional for 3 semesters only. During this brief time, a total of 205 students in 8 lab classes have undertaken research in that space. The lab classes taught in the new space take advantage of specialized equipment to allow for effective teaching of subjects such as Introduction to Marine Science, Biological Oceanography, Physical Oceanography, and Coastal Monitoring.

The impact of the curricular investments on enrollment is demonstrated by the number of majors in each program since their implementation. In all but one case as of spring 2025, these numbers exceed the projections.



Thus far during *The Rising Tide* era, there is only one curricular program that will be supported by the bond and that is the data science minor. Other potential bond supported programs were deemed non-viable at this time after market analysis – a bond supported activity. Programs that are too early in development to have an impact are: a pilot living-learning lab and five initiatives related to curricular design, all of which are expected to enhance student engagement and, ultimately, retention.

A single co-curricular program has been supported by the bond – the throwing field, as part of the track and field program, a *BAG* initiative. Reava Potter, the track and field coach, has done an exceptional job developing a program that has received numerous accolades and awards:

Track and Field Accolades and Championships	
2024 United East Conference	2025 United East Conference
Indoor Men's Runner-Up	Men's Indoor Champions
Indoor Women's Runner-Up	Women's Indoor Champions
Outdoor Women's Runner-Up	Women's Indoor Coach of the Year
Men's Indoor Rookie of the Year	Women's Indoor Rookie of the Year
Men's Outdoor Rookie of the Year	Women's Indoor Track Athlete of the Year
Women's Rookie of the Year	Women's Field Athlete of the Year
Women's Track Athlete of the Year	Men's Outdoor Runner-up Champion
Women's Field Athlete of the Year	Women's Outdoor Champion
Indoor Men's and Women's Elite 20 Honoree	Men's Outdoor Rookie of the Year
Outdoor Women's Elite 20 Honoree	Men's Outdoor Track Athlete of the Year Honors
	Women's Outdoor Rookie of the Year
	Women's Outdoor Field Athlete of the Year
	Women's Outdoor Coach of the Year
USTFCCCA All-Mid-Atlantic Region	
Men's Indoor Track & Field 2022 Hammer Throw	
Men's Indoor Track and Field 2024 60m	
Men's Outdoor Track & Field 2022 Discus	
Men's Outdoor Track & Field 2024 100M	
Women's Outdoor Track and Field 2024 Shot Put	
Men's Outdoor Track and Field 2025 400 Hurdles	
Men's Outdoor Track and Field 2025 Pole Vault	
Women's Coach of the Year Honors for the 2025 NCAA Division III Indoor Track and Field season	

These accolades and achievements enhance both the College's profile and student recruitment efforts (Section D below).

C. Enhancement of Campus Infrastructure.

These projects are necessary to enhance business efficiencies and will impact new initiatives related to programming as well as recruitment and retention of all community stakeholder groups.

Telephone System Upgrade

The College upgraded its entire telephone network from a Private Branch Exchange (PBX) system to a modern, IP-based VoIP (Voice over Internet Protocol) solution in 2022 because of 1) end-of-life product line, 2) outdated components, 3) specialized skill requirements for managing the PBX system and 4) dwindling expertise. The VoIP system upgrade has delivered substantial operational benefits. Benefits include reduced reliance on external vendors, improved service responsiveness, and a more scalable and sustainable communication infrastructure. HelpDesk tickets have declined 53% in three years, reflective of a mature, stable system and a well-trained support team capable of managing most issues efficiently.

Presidio for IT Assessment – Resident Hall & Academic Connectivity Improvements

Presidio conducted a network connectivity study for academic/administrative buildings and in the residence halls (57 buildings; 83 network closets). The focus of the assessment (\$122,00) was on power

and network connections, ultimately identifying the need for replacement of UPS units and CISCO network switches.

The summarized results are:

- annual vulnerability scans that allow SMCM to systematically identify and remediate potential threats before they can be exploited. This proactive measure is expected to reduce exploitable vulnerabilities by 30–50% annually and improve incident response times by up to 40%, aligning the institution more closely with industry best practices and compliance standards;
- policy implemented for scheduled, annual firmware update. This yielded a decrease in firmware-related issues by 40–60%, while ensuring consistent performance and reliability across the network infrastructure;
- standardized hardware replacement process and replaced 50% of outdated switches that led to enhanced performance, scalability, and support for current network protocols and security standards;
- financially realizing estimated annual savings of 20–30% due to reduced maintenance costs and fewer support calls; the newer switches consume approximately 15–20% less power (total ~\$20K/year); and,
- replaced campus UPS units thereby enhancing network uptimes from 60% to 95%.

None of the upgrades or replacements were paid with bond funds.

D. Student Recruitment, Attraction, and Retention.

Allocated Bond Spending by Category	\$ Allocated	\$ Spent in FY22 & FY23	\$ Spent in FY24	\$ Projected in FY25
Student Recruitment and Retention	5,240,000			
Internships (HCP)		217,599	288,000	288,000
Academic Support		493,476	140,000	
International Experiences (HCP)			81,900	35,250
Student Research (HCP)			130,000	56,270
Motorcoach			225,000	
Sum Primus Living-Learning Community		8,073	28,625	
Must Go-to Program			31,167	16,846
Out-of-State Recruitment			40,000	40,000
Rebrand Campus Life				25,000
Expand Seahawk Experience				14,946
Travel Transition Grant				14,540
International Recruitment				31,250
Campus Transport Initiative				10,520

The Honors College Promise (HCP)

The HCP guarantees every student the opportunity to participate in one of three select high impact practices (HIPs), namely, a research or international experience or an internship.

The Center for Career and Professional Development (CCPD) has played arguably the most significant role in the College's success in providing these opportunities to students. CCPD was created in FY20. In the early years (FY20 and FY21), it faced significant challenges due to the COVID-19 pandemic, limited data collection, understaffing (interim executive director and 1 full-time staff), and limited funding for the SHIP internship program. These constraints severely hampered the program's ability to grow, resulting in minimal impact and success. The limited staff was only able to provide individual student career counseling and facilitate basically student employment that was classified as internships. The influx of bond funding in FY22, transformed the CCPD and its impact: there was significant programmatic growth, with the CCPD prioritizing strategic partnerships to develop internships and cultivating relationships with employers, alumni, and community stakeholders. By building bridges to the local and regional community, these efforts have driven consistent growth, improved student outcomes, enhanced the college's reputation, and strengthened community engagement, delivering measurable impact each year.

The \$288,000 annual funding enabled 1,135 students to secure paid internships, reducing financial barriers and allowing students eligible for Federal Work-Study and The Dream.US to gain professional experience. CCPD **leveraged \$915,410** in other source funding to cover an additional 479 internships for students, see chart below.

Average Cost Per Internship (FY22-25)	Total Bond or Other Funds Utilized	Number of Internships Supported	Average Cost per Internship
SMCM SHIP/BOND FUNDS TOTAL	\$1,152,000	1135	\$1,015
OTHER FUNDING SOURCES LEVERAGED			
Federal Work Study	\$186,000	124	\$1,500
Dream.US	\$45,000	21	\$2,143
Patuxent Partnership SoMD 2030 (summer only)	\$187,136	43	\$4,352
On & Off Campus by Others	\$457,611	231	\$1,981
SMCM AA Affairs Department	\$39,663	60	\$661
Other Total	\$915,410	479	\$1,911

With enhanced career skill development through internships, combined with **mentorship** (4,669 total appointments) and **externships (1,270 students)**, students were equipped with practical skills, industry knowledge, and professional networks, to enhance employability. *The 238 credit-bearing internships aligned professional experiences with academic goals, contributing to holistic student development.*

The CCPD's robust employer partnerships (**412 at career fairs, 181 guest speakers**) elevated the College visibility among regional and national employers, strengthening its reputation as a career-focused institution. Below are points of pride:

- **Student Engagement:** High participation in career fairs (3,764 students) and networking events (1,205 students) increased student preparedness and post-graduation success, likely boosting alumni outcomes and institutional rankings.
- **Recognition:** Awards and badges underscore the CCPD's innovative approach, attracting prospective students and reinforcing SMCM's commitment to career readiness.
- **Local Workforce Development:** Off-campus internships (268) and partnerships like The Patuxent Partnership (43 interns) supported regional workforce needs, particularly in Southern Maryland, aligning with the SoMD 2030 initiative.
- **Community Engagement:** Programs like Volunteer Week (260 participants) fostered civic responsibility and strengthened ties with the local community, enhancing the college's regional impact.

Below is a summary of the impact of the bond funding on CCPD's operational, programmatic and LEAD courses for students:

CCPD - PROGRAMMATIC SUMMARY	FY22	FY23	FY24	FY25	TOTAL
FY22 - FY25 as of 05.20.25	2021-22	2022-23	2023-24	2024-25	FY22-FY25
CCPD OPERATIONS					
Full-Time Staff	8	8	8	8	
Student Peer-to-Peer Career Mentors	19	28	33	30	110
Adjunct Instructors for LEAD 111, 112, 211, & 311 courses	17	24	29	26	96
INTERNSHIPS	FY22	FY23	FY24	FY25	TOTAL
Total Internship Opportunities Requesting SHIP Funding Support	402	580	741	673	2,396
Total Internships Approved for SHIP / Bond Funding	396	422	484	280	1,582
Total Internships Filled	293	504	578	550	1,925
SHIP/Bond Funded Internships - Filled - Total	230	342	320	243	1,135
SHIP - On-Campus Internships Filled	230	342	186	109	867
SHIP - Off-Campus Internships Filled	0	0	134	134	268
Funded By Other Sources - Internships Filled - Total	63	126	174	189	552
Federal Work-Study (FWS) eligible interns	0	77	25	22	124
The Dream.US eligible interns (\$15,000.00/YR)	0	3	10	9	22

The Patuxent Partnership SoMD 2030 Workforce Development - Funded by DoD Grant & Companies	0	0	16	27	43
On/Off-Campus Internships - Supported by CCPD	63	46	123	71	303
On-Campus Dept - AA Program Student Ambassador (New in FY25)	0	0	0	60	60
<i>Credit Bearing Internships (p/o above totals; includes some that are not funded)</i>	0	36	84	118	238
MENTOR INTERACTIONS	FY22	FY23	FY24	FY25	TOTAL
Mentor-A-Seahawk Student Mentees	N/A	433	450	405	1288
Mentor-A-Seahawk (# Points of Contact/Met)	N/A	3	3	4	10
Appts w/ student Career Mentor's (P2P/CMs)	N/A	950	1250	1332	3532
Appointments w/ CCPD staff mentors	N/A	334	360	443	1137
EXTERNSHIP PARTICIPATION (CORE-P / LEAD COURSES)	FY22	FY23	FY24	FY25	TOTAL
Sections	17	24	29	26	96
Student Enrollment	194	343	346	387	1270
Guest Speakers / Industry Experts	N/A	35	63	83	181
OTHER IMPACTS	FY22	FY23	FY24	FY25	TOTAL
Volunteer Week / Bay to Bay - Student Participation	N/A	N/A	N/A	260	260
Networking Events - On-Campus - Employer Participation	2	4	5	5	16
Networking Events - On-Campus - Student Participation	221	341	301	342	1205
Employer Site-Visits - Off-Campus - Student Participation	45	61	76	122	304
Employers On-Campus - Career & Internship Fairs - Employer Participation	45	119	115	133	412
Employers On-Campus - Career & Internship Fairs - Student Participation	259	1093	1198	1214	3764

In conclusion, the \$288,000 annual internship funding was a catalyst for transformative student experiences, institutional growth, and community impact, delivering a strong return on investment through enhanced career readiness, employer engagement, and regional workforce contributions.

The Office of International Education (OIE) was allotted a maximum of \$165K/year towards helping reduce the cost for students to engage in international experiences. These subsidized opportunities have contributed to a dramatic increase in the number of applications and yield, as seen in the table below.

Year	Applications Opened	Committed Participants	Number of Students Receiving Need-Based Aid	Total Amount of Awarded Aid
FY22	44	22	13	\$34,000
FY23	105	70	24	\$19,650
FY24	126	105	41	\$81,900

In the above table, it should be noted that FY22 represents the baseline year; FY23 is the year the allotted funds were distributed directly to the OIE. Some important details regarding the demographics of the students who received the bond support:

- 65% identified as White, 13% as Black, 11% as Hispanic/Latina/o, 6% as Multiracial, and 4% Unknown. In comparison, the general study abroad participation data of the same timeframe was 77% white, 7% Hispanic, 6% Black, 4% Multiracial, and 4% Asian.
- 24% identified as first-generation college students, compared to the general study abroad population, which was only 12% first-generation.
- 76% identified as female, 24% as male (we do not have a count for any other gender identification), while generally, 72% were female, and 28% male.

The data indicate that historically marginalized students and females are benefitting from these grants and this activity should, by extension, have a positive impact on graduation rates because recent analysis shows that SMCM students who study abroad persist at higher rates than students who do not engage in an international experience. For example, among students who had already returned for their third year (since the majority of study abroad happens in years 3 and 4), 98% of those who had studied abroad were retained to the fourth year, compared to 90% of those students who did not study abroad. Further, 89% of those study abroad students graduated within four years, while only 75% of students without an international experience graduated in four years.

Various Campus Offices – Student Research

Student research support was set to be \$212K/year. To date, \$102K has been expended in supporting SMPs, SURF students, and student conference travel – all on-campus initiatives. This summer, the research support has broadened significantly (~\$40K) to include off campus research experiences, a move that will enhance the likelihood of students attending graduate programs and/or employability.

Community Engagement and Outreach

Community engagement positively impacts student retention and enhances the campus' value in the local and regional communities as well. The Office of Community Outreach and Engagement (OCOE) was established with the hiring of a director in FY25. The OCOE supports six paid student interns. It's impact, however, is extensive.

In its first year (FY25) the OCOE has created **46** (one-time and ongoing) volunteer opportunities, hosted/co-hosted **9** events, partnered with **29** external organizations faculty and tracked **879** hours of community engagement reported by staff, and tracked **1,013** campus community volunteer hours in the following areas: MLK Day of Service, Bay to Bay Service Day, Volunteer week and student/clubs volunteering.

OCOE was awarded **\$50,684** in external grant funds: the Hunger-Free Campus Grant from MHEC (in collaboration with Student Affairs) in the amount of \$17,404, and the Chesapeake Conservation & Climate Corps grant (in collaboration with Kate Farm) in the amount of \$33,280.

In addition, OCOE created the first annual Community Engagement Awards and held its first ceremony in spring 2025: a) *Student Community Service Award* for exemplary commitment to community service and generous contributions of time and effort that have significantly enriched the community and inspired others to serve; b) *Community Engagement Award* for outstanding commitment to community engagement, leadership in fostering partnerships, and unwavering dedication to strengthening connections between the College and the broader community; c) *Community Engagement Award* for exemplary dedication to community-based teaching and learning and steadfast commitment to experiential education; d) *Community Partner Award*, for outstanding partnership with St. Mary's College of Maryland, dedication to enriching student learning through hands-on experience, and commitment to engagement that has made a lasting impact on our campus and community; e) *Community Partner Award*, for invaluable partnership and steadfast commitment to advancing student success through meaningful professional development opportunities. These awards, too, will serve to uplift the importance of community engagement in the spirit of the St. Mary's Way and serve to enhance the status of the College as a strong community partner across the region – both of which are difficult to quantify the ROI at this point.

Sum Primus Living-Learning Community (LLC)

The retention of all first-generation college students in FY21 from fall to spring semester was 80%. The Sum primus expanded program, which included the addition of a summer program (Summer First), and Living Learning Community (LLC), began in FY22. Sum primus LLC is a first-generation college student community in Caroline Hall designed to stimulate academic success and performance, by providing target support and cultivating an encouraging environment, to aid in maximizing students' personal development and success.

The bond money (\$36,698) was used to hire three peer mentors to live in Caroline Hall with Sum primus students (41 on-campus; 44 total) and to cover supplies and materials for programming throughout the academic year.

To date there have been 3 cohorts:

Sum primus					
Cohort	Year	# Students	LLC	Sum primus Retention	All First-Gen Retention
1	FY22	8	7	86%	79%
2	FY23	20	18	100%	81%
3	FY24	16	16	86%	

Executive Motor Coach

For the last few years Student Affairs offered a 15-passenger van for use as a shopping shuttle for students on Saturdays during the semester from 12:00 pm to 3:00pm (The Campus Transport Initiative). Students were hired as drivers to run the shuttle which ran on a continuous loop for 3 hours from Dorchester circle on campus to the Walmart Shopping Center in Lexington Park and back to campus.

With the purchase of the Executive Motor Coach (55-passenger bus, the “River Runner”) in FY24, we were able to 1) expand the shopping shuttle to twice weekly (Wednesdays and Fridays); and 2) add a monthly weekend home shuttle (stops in Baltimore and DC); and 3) add four break shuttles (Thanksgiving, Winter Break, Spring Break and Easter). There were two locations for the weekend trips for drop-offs and pick-ups one in Baltimore at Penn Station and one in DC at the Branch Avenue Station.

The River Runner had a late launch due to challenges in recruiting qualified drivers. The River Runner’s first shopping shuttle was in late October 2024. With the late start in the fall semester, we only average 5-10 students a week; ridership increased in the spring as did the number of shopping trips (9 in the fall, 26 in the spring).

There were 45 students who utilized the monthly weekend trips (to Baltimore and DC) for the full academic year, with 33% being repeat users each month. Of the 45 students, 73% were female, 41% were first-year students and 16% were from Baltimore, Maryland. Additionally, the majority of students who utilized the shuttle for break trips were female and first-year students with 50% being white students and 38% being black students. This initiative, however, is too new for the College to assess its impact on student retention. Nonetheless, student demographic baseline data across race, sex, hometown, and class standing have been established this year.

Track and Field

The track and field program has been used to enhance student recruitment; the bond has supported construction of the field sport areas as well as equipment for both track and field. The men’s and women’s track and field programs first competed in Spring 2021 as a club sport, the inaugural year of the program. At that time the roster was a total of 16 student-athletes (current students only). With the addition of the Throwing Sports Project in FY22, over the past four years the roster has grown from 16 in FY 21 to 35 student athletes in FY23, to 50 student-athletes in FY24-25 competing in the last two indoor and outdoor seasons. With the addition of the throwing tracks the team has been able to recruit 10 out of state students from Florida, Texas, Delaware, Pennsylvania, and Virginia.

Men's and women's track programs have hosted an outdoor track meet each of the last four seasons, bringing several regional teams to the College. In addition, the program has brought a significant diversity impact with 37% of the men's and women's roster for FY24-25 roster from multicultural underrepresented groups. It is expected that the program's roster will grow to the maximum size of 70 within the next two years.

Retention of the track and field students aligns well with both the general student body and other athletes through the second year. From the Fall 2022 through the Fall 2024 entering class, the College has enrolled 18, 20 and 20 new first year and transfer students who are participating on the Track and Field team. This includes a number of multi-sport students who participate on the Track and Field team and another team. On average, student athletes recruited for the Track and Field account 8.2% of the recruited student athlete entering class. Retention for these students is impressive with first term and first to second year retention eight to 17 percent, respectively, above the average for the entering class.

Student Retention - Track & Field Athletes
Entry Cohorts for First-Time First-Year Students (Full-Time)

	Beginning Cohort	Retained to 2nd Semester		Retained to 2nd Year		Retained to 3rd Year	
	N	N	%	N	%	N	%
All Students							
2022	408	385	94%	332	81%	293	72%
2023	442	423	96%	379	86%		
2024	403	377	94%				
Athlete Status at Entry							
<i>Athlete (All)</i>							
2022	119	114	96%	99	83%	85	71%
2023	133	132	99%	121	91%		
2024	101	97	96%				
Athlete (Track & Field)							
2022	17	17	100%	15	88%	10	59%
2023	19	19	100%	19	100%		
2024	19	19	100%				
Non-Athlete							
2022	289	271	94%	233	81%	208	72%
2023	309	291	94%	258	83%		
2024	302	280	93%				

Given the success of the program with respect to recruiting students, their athletic accomplishments, and the awards received by the athletes and the coach, the investment has helped diversify the student

body and increased the stature of the College. The retention is relatively good although work must be done to identify and mitigate the reason(s) student persistence falls after the second year.

Curricular Programming (Business Administration and Marine Science) Impact

The Business and Marine Science application funnel data since 2022 supports the positive impact of these programs on enrollment (Section B above). Since Fall 2022, the percentage of entering Business and Marine Science students has steadily increased from 15% to 25% of the first year entering class and has ranged from 16% to 23% of the entering new transfer student class. The Marine Science major has also contributed to the increased enrollment of out of state students. From a retention standpoint the returns are mixed. Except for the Fall 2023 entering class first to second year retention, Business students have progressed below the average for the class; that of Marine Science students has been above the average except for the Fall 2022 entering class first to second year retention which was the first full year of the program.

Student Retention - Business & Marine Science

Entry Cohorts for FTFY Students (Full-Time) - Intended Major / Declared at Entry

	Beginning Cohort	Retained to 2nd Semester		Retained to 2nd Year		Retained to 3rd Year		Retained to 4th Year	
	N	N	%	N	%	N	%	N	%
All Students									
2021	381	354	93%	314	82%	290	76%	264	69%
2022	408	385	94%	332	81%	293	72%		
2023	442	423	96%	379	86%				
2024	403	377	94%						
Major at Entry*									
<i>Business Administration</i>									
2021	N/A	--	--	--	--	--	--	--	--
2022	31	27	87%	20	65%	13	42%		
2023	43	38	88%	37	86%				
2024	50	45	90%						
<i>Marine Science</i>									
2021	2	2	100%	2	100%	2	100%	2	100%
2022	34	32	94%	26	76%	21	62%		
2023	50	49	98%	45	90%				
2024	52	48	92%						

* Major cohort counts based on declared major at entry. If undeclared at entry, cohort major is determined by intended major.

Thus, in addition to the quality of the faculty recruited for these new programs, the impact of these programs on student recruitment is significant. However, student retention will need to be monitored closely, and the reasons mitigated for what appears to be a decline in persistence after the second year.

Specific Recruitment Activities

Institutional Advancement

The work of Institutional Advancement has been integral to assisting Admission reach enrollment goals. In FY25, the Office of Integrated Marketing & Communications (IMC) launched a \$60,000 initiative (\$20,000 funded via bond proceeds) to reinforce Admission efforts to target out-of-state students. Newly developed 30-second video spots emphasizing academic excellence (“Honors for All”) and our location (“Life is Better by the River”) were shown via “connected TV” (CTV) via networks such as Tubi, Pluto, Roku. Two campaigns (application and yield enhancements) were run targeting audiences via a list of out-of-state prospects provided by Admission (> 28,000 prospects) and through precise geofencing around high schools on the Admission visit list for fall 2024 (~ 100 out-of-state schools). Of the inquiries and applications received during the period of the application campaign, 42% were shown to have been exposed to the video ads through analysis. There was a 12% increase in inquiries from outside the state of Maryland compared to 2023-24. While the yield campaign is just concluding, early results are promising. At the April Admitted Seahawk Day event, Admission reported an increase in attendance to 214 students from 13 states compared to 187 students from 7 states the previous April. Admission website traffic during the past 90 days showed a 25% increase in pageviews from outside Maryland compared to the previous year.

Admission

- The Office of Admission has expanded out of state recruitment travel to areas that have students who have demonstrated the interest and have the resources to attend college out of state. These areas include the southeast Florida, the metro Atlanta area in Georgia, New Jersey, the Research Triangle Area of North Carolina, and Long Island New York. We do not know of the impact of this effort beyond the track and field team recruitment.
- Over the last three years the Office of Admission has increased the number of recruitment events from 48 to 71 to 87, respectively. The number of applications has increased by 31% and the number of enrolled students has increased by 10%.
- International: During the past two years, four trips to Central and South America have resulted in three applications being received for Fall 2025 admission. At this point, the impact is not possible to assess since it takes years to build the requisite relationships that generate results.
- High-School Counselors: In 2023-2024 the Office of Admission hosted a Preview Day and Crab Feast for Counselors who were attending the NACAC National Conference in Baltimore, two counselor luncheons in Montgomery County, MD, the College’s first counselor overnight program (SMCM Counselor Voyage) and a Transfer Professionals Day. A total of 107 counselors attended these events. During the 2024-2025 academic year, 73 counselors attended counselor luncheons in Towson and Salisbury MD, an on-campus Southern Maryland Counselor Preview Day, the second counselor overnight program and the Transfer Professionals Day. Program evaluations indicate that the program increased their understanding of the benefits of attending the College. The impact of these activities is not yet known.

- Travel / Transition Grants: Beginning with the Fall 2023 entry term, a program (Feathering the Nest) was established to provide complimentary residence hall room supplies to Pell-eligible students. This support eases the transition of our lowest income students to campus and has contributed to Fall to Spring retention outcomes that were within one percent of the overall term to term retention for Fall 2023 and three percentage points above the overall term to term retention for Fall 2024 (data below). At present, retention of these students is within the typical range normally observed with first-year students. To assess impact, the students should be surveyed to ascertain whether the initiative has mitigated financial concerns.

Student Retention - Pell Eligible & 'Feathering the Nest'					
Entry Cohorts for FTFY Students (Full-Time)					
	Beginning Cohort	Retained to 2nd Semester		Retained to 2nd Year	
	N	N	%	N	%
Fall 2023					
Total Cohort	442	423	96.0%	379	86.0%
All Pell Eligible	98	93	95.0%	80	82.0%
All 'Feather the Nest' Offers	93	88	94.6%	76	81.7%
Received	75	71	94.7%	60	80.0%
Did Not Receive	18	17	94.4%	16	88.9%
Fall 2024					
Total Cohort	403	377	94.0%		
All Pell Eligible	91	87	96.0%		
All 'Feather the Nest' Offers	76	72	94.7%		
Received	66	62	93.9%		
Did Not Receive	10	10	100.0%		

Conclusion

What has been the return on investment for the bond proceeds? There have been significant and positive impacts in the following areas:

- new curricular and co-curricular programs have increased student enrollment and enhanced diversity;
- focused initiatives have served to enhance student engagement and retention;
- business operations have become more efficient and cost-effective; and,
- faculty and staff recruitment efforts have been more successful; faculty productivity and retention has increased; the College's stature has increased.

Initiatives that have not been as impactful as originally hoped, e.g., the Spanish language interpreter and the international recruitment trip---will be modified, scaled back or eliminated. All in all, the ROI for the bond proceeds have been very good and, importantly, all of these initiatives align with the College's strategic plans and our legislated mission.

The Immediate Future

In FY26, the final year of the bond funding, new initiatives, e.g. the modernization of the traditional residence halls will be implemented; student research assistants will be supported for faculty hired as part of the Biology/Biochemistry cluster; and a project manager will be hired for the ERP rollout. Additionally, IDEAA will focus on increasing campus-wide programming to help create an environment in which all campus stakeholders have the opportunity to thrive