

# ST MARY'S COLLEGE *of* MARYLAND

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*The Public Honors College*

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

**BOARD OF TRUSTEES**

**OPEN SESSION**

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

**May 12, 2017**

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

**AGENDA**

May 12, 2017 (#682)  
2:30 p.m.

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

- I.** Welcome **Sven Holmes**
  
- II.** President's Report **Tuajuanda Jordan**
  - A. Action Item 1617-23:** Approval of the Plan for a Program of Cultural Diversity
  
- III.** Remarks **Larry Leak '76**
  - A.** Government Relations Liaison
  
- IV.** Remarks **Karen Crawford**  
**Vera Damanka '17**
  - A.** Faculty Senate President
  - B.** Student Trustee
  
- V.** Action Items **Mike O'Brien '68**
  - A.** Buildings and Grounds Committee
    - 1. Action Item 1617-24:** Approval of the Annual Facilities Condition Report
  
  - B.** Institutional Advancement **Gail Harmon**
    - 1. Action Item 1617-25:** Approval of Renaming the Library to the Hilda C. Landers Library
  
  - C.** Academic Affairs Committee **Peter Bruns**
    - 1. Action Item 1617-26:** Approval of Revisions to SMCM's Residency Policy
    - 2. Action Item 1617-27:** Approval of 2017 Candidates for Graduation
    - 3. Action Item 1617-28:** Approval of 2017 MAT Candidates for Graduation
  
  - D.** Finance, Investment, and Audit Committee **John Wobensmith '93**
    - 1. Action Item 1617-29:** Approval of FY18 Tuition, Fees, Room and Board Rates, and the FY18 Preliminary Budget
    - 2. Action Item 1617-30:** Approval of the FY19-FY23 State Capital Budget Proposal

**3. Action Item 1617-31:** Approval of Handbook Policy Revisions  
(Employment of Foreign Nationals Policy, Affirmative Action Policy, Non-Discrimination Policy)

**VI.** Adjourn

**Sven Holmes**

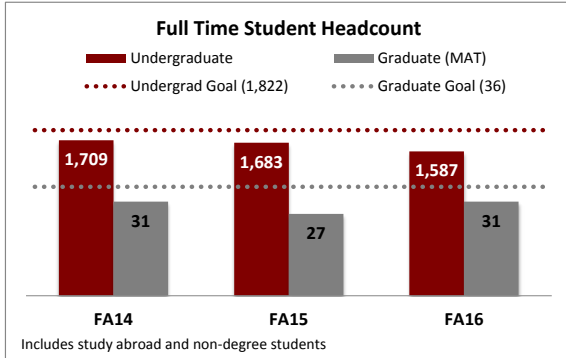
*Note: A portion of this meeting will be conducted in closed session.*

# ST MARY'S COLLEGE of MARYLAND

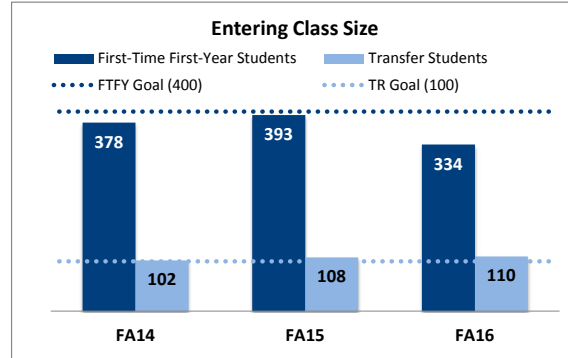
The Public Honors College

## Student Characteristics in Enrollment

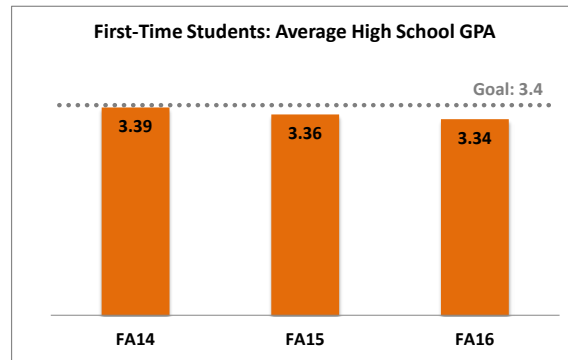
Fall 2016 figures based on final census (freeze) data, 9/26/16



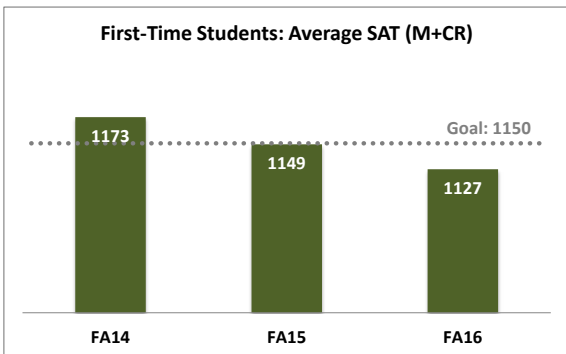
Trend:	Undergrad	Graduate
	↓	→



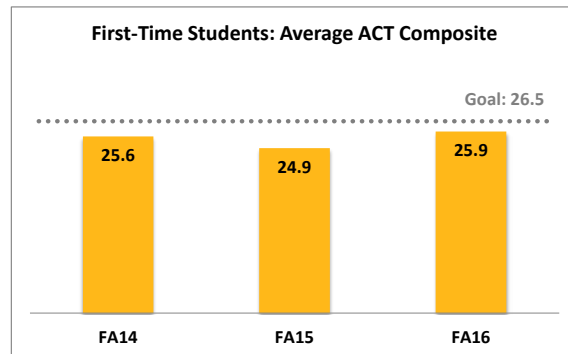
Trend:	First-Time	Transfers
	↓	↗



Trend:	High School GPA
	↓

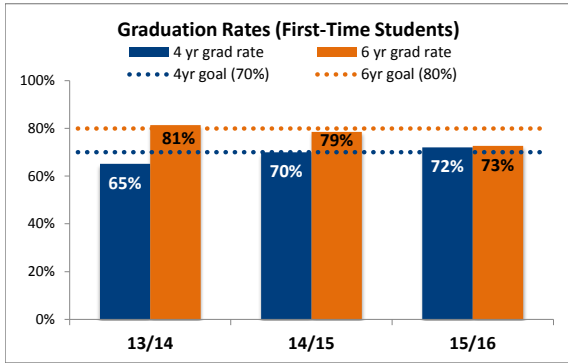


Trend:	SAT(M+CR)
	↓

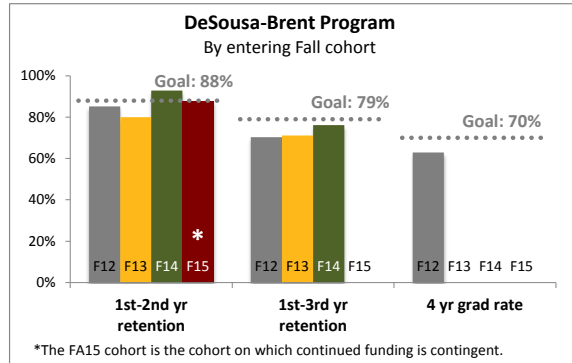


Trend:	ACT Composite Score
	↗

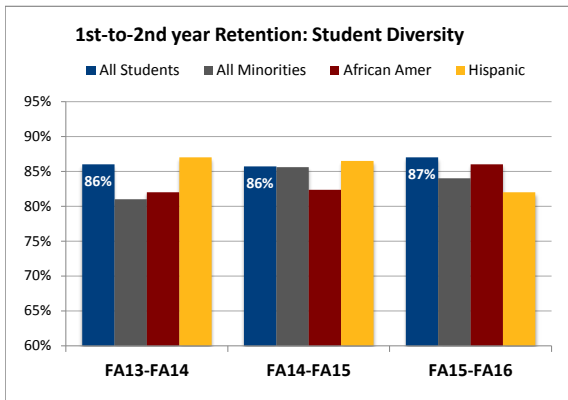
## Student Retention and Persistence



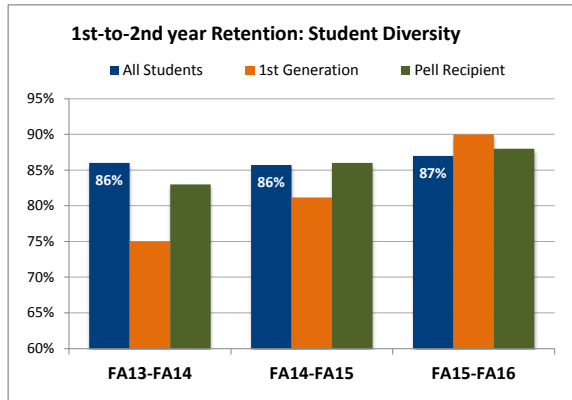
Trend:	4yr Grad Rate	6yr Grad Rate
	↗	↘



Trend:	1st-2nd	1st-3rd	4yr grad
	→	↗	↗

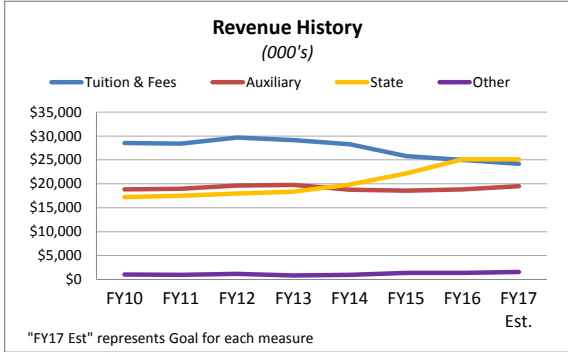


Trend:	All Students	All Minorities	African Am	Hispanic
	→	↗	↗	↘

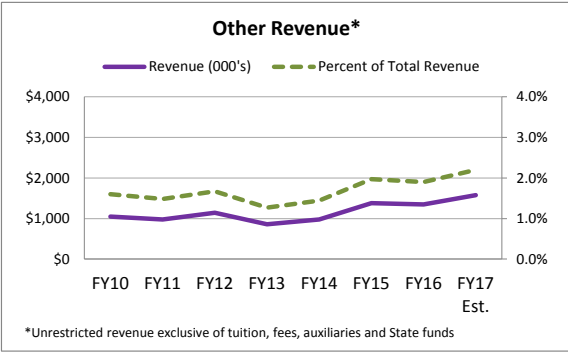


Trend:	All Students	1st Gen	Pell Recipients
	→	↗	↗

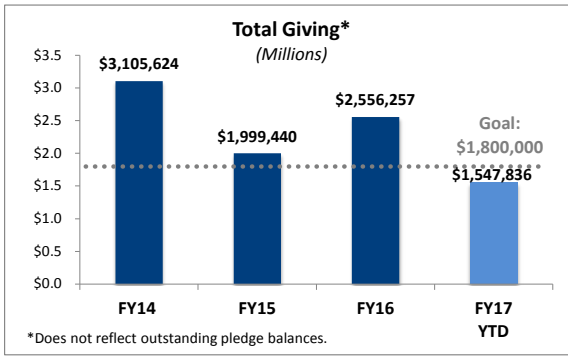
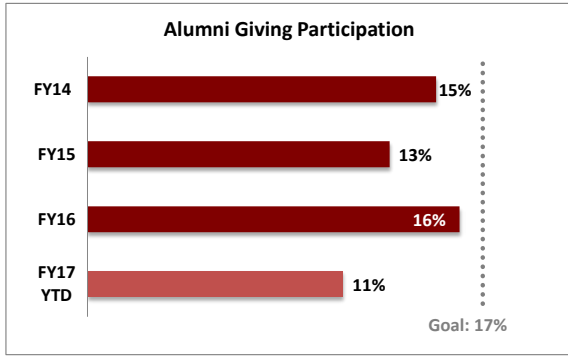
## Revenue and Fundraising



<b>Trend:</b>	Tuition/Fees ↓	Auxiliary →	State ↗	Other ↗
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<b>Trend:</b>	Other Revenue ↗
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Note: FY14-16 total annual giving averaged \$1.5 million yearly. The actuals shown are higher as they include one-time only estate gifts (FY14) and capital campaign donations (FY15, FY16) of more than \$300,000.

**BOARD OF TRUSTEES  
PRESIDENT'S REPORT**

**Date of Meeting:** May 12, 2017

**Date of Next Meeting:** October 21, 2017

**Executive Summary:**

This has been a very busy and productive semester with some tremendously significant advances made in virtually every sector of the College. In this report, I highlight some of the many activities and/or achievements this academic year, especially in those areas directly tied to A Time for Rebirth.

**Strategic Plan Implementation**

Perusal of the strategic plan implementation tracking tool (<https://seahawks.smcm.edu/ics>) will reveal that the campus has implemented, or is in the process of implementing 90 – 95% of the targeted activities. This high degree of progress speaks to the level of campus engagement and commitment to this effort.

**Middle States Small Team Site Visit**

A small team of two evaluators and the College's MSHEC liaison site visited the College in late March to evaluate progress towards addressing Standard 14, for which SMCM was found to be non-compliant in October 2015 and placed on warning. The draft report from the site visit team found the College to be fully compliant with the standard. Additionally, the College received several commendations for its efforts. The expectation is that the warning will be removed and the College's accreditation will be reaffirmed during the next meeting of the Commission. The faculty and staff are to be commended for their efforts to effectively demonstrate student learning outcomes unambiguously across the entire institution.

**Government Relations**

This has been a historic legislative session for St. Mary's College of Maryland. In addition to receiving full support of our submitted operating and capital budgets, the governor granted our request to advance the funding for a portion of our new academic building / stadium complex project to help the College fulfill the wish of the donor who is responsible for our meeting the \$2.5M challenge much earlier than required. A historically significant achievement is that, through the work of our strong and committed team, the College was able to get to new bills drafted and signed into law. One bill strengthened the College's autonomy. This bill goes into effect October 1, 2017. The second bill addresses the structural financial deficit that was implicit in the original funding formula. Both bills had strong and highly respected sponsors in both the House of Delegates (Speaker pro tem Adrienne Jones) and the Senate (Senator Nancy King) and, quite amazingly, both bills were unanimously supported in both the House of Delegates and the Senate. The funding legislation becomes law on July 1, 2017, and will be implemented in FY2019 (July 1, 2018).

**Discussions Regarding Recent Archeological Findings**

The recent discoveries resulting from the required archeological survey for the athletics stadium complex have provided an opportunity to engage both the campus and broader communities in thoughtful discussions regarding the College's relationship to slavery to think about appropriate ways by which the discoveries we are uncovering can be commemorated in ways that can benefit students as well as members of the local, national, and even international communities. A collaborative presentation of both the findings and the context was made by a group that included faculty member Julie King (Anthropology Dept. and the lead archeologist on the project), Chip Jackson, Regina Faden (executive direction of The Museum), and me to two small groups

comprising internal (students, faculty, and staff) and external community members, respectively, as well as a campus-wide meeting. A special presentation was made to the Facilities staff. Kortet Mensah (AVP of Inclusive Diversity) facilitated all meeting discussions including a special forum for individuals who did not want to submit their comments electronically. The Commemoration Committee is reviewing comments from all of the meetings. The committee is charged in the short-term with summarizing the feedback that has been received, identifying themes, and submitting a prioritized recommendation list of ways to commemorate the history. Going forward, beginning in the 2017-18 academic year, the members of the Commemoration Committee will be asked to work with members of the internal and external communities to bring the short- and long-term commemoration plans to fruition.

### **Enhancing/Sustaining the College's Image**

The list of keynotes I have given/panels on which I have served since the last Board meeting can be found on the following webpage - <http://www.smcm.edu/president/speeches-presentations/>. Additionally, there has been a series of lectures (co-)sponsored by the president's office that have brought several renowned guests to the College including Walter Mosley (inaugural President's Lecture Series), Toi Derricotte and Yona Harvey (1<sup>st</sup> annual St. Mary's College Lucille Clifton Award) and a series of awards (Trailblazer Award, Lucille Clifton Legacy Award, and The Jordan Teaching Exemplar Award) that draw attention to the impact individuals associated with the College have on others.

### **Nota Bena**

The space known as the Campus Farm has been renamed the Kate Chandler Campus Farm in memory of the life and legacy of Dr. Kate Chandler, a faculty member with a joint appointment between the English department and the Environmental Studies program.

During this academic year:

- Career development opportunities have been expanded for students (108% increase in the number of on-campus interviews for internships and full-time employment; 45% increase in the number of employers recruiting on campus; 82% increase in the number of micro-internships);
- Efforts to enhance student retention continue to progress with the integration of the associate dean of student success with academic services and the implementation of the Beacon system, the cornerstone to our new intrusive advising system;
- The collaboration between the College and the Foundation continues to grow stronger. For FY18, unrestricted Foundation support will increase more than 200%.
- Merit compensation plans have been designed. That for the staff was implemented in Fall 2016. The faculty will begin transitioning to the new permanent system beginning Fall 2017.
- The Office of the Provost led a diversified faculty recruitment process that has resulted in 50% of new tenure-track hires coming from diverse racial/ethnic backgrounds.
- For the first time, Institutional Advancement launched a SMCM digital media outreach campaign that included a national award-winning video targeting 32 new markets. The data: 2% average click-through rate (national average = 0.09%), 11M total impressions, and seven social media platforms. The impact: 175% increase in SMCM followers.
- A new Memorandum of Agreement has been signed between College Bound, an organization that inspires and empowers Baltimore City public school youth to achieve their post-secondary plans, and the College. Through a collaborative effort with College Bound, the number of applications from Baltimore City increased. To date, the result has been a 280% increase over last year in the number of paid deposits from Baltimore City students.



**Action Item(s) related to specific strategic plan goals as appropriate:**

**Action Item 1617-23: Approval of the Plan for a Program of Cultural Diversity** for submission to MHEC. The College's draft plan is based on metrics defined in the strategic plan.

**Committee Action Taken/Action in Progress:**

N/A

**Recommendation to the Board:**

The President recommends approval of the Plan for a Program of Cultural Diversity by the Board of Trustees at its May 12, 2017 meeting.

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

**ACTION ITEM 1617-23**

**APPROVAL OF THE PLAN FOR A PROGRAM OF CULTURAL DIVERSITY**

**RECOMMENDED ACTION**

The President recommends approval of the Plan for a Program of Cultural Diversity, as presented, by the Board of Trustees at its meeting on May 12, 2017.

**RATIONALE**

The governing body of each Maryland public college and university is required to develop and implement a plan for a Program of Cultural Diversity, which must be submitted to the Maryland Higher Education Commission (MHEC) prior to July 1, 2017. Thereafter, each institution must submit an annual report, beginning September 2017, to MHEC that summarizes the progress toward the implementation of its Cultural Diversity Plan.

The Program of Cultural Diversity Plan presented aligns with the requirements set forth by MHEC and highlights the College's efforts to accomplish the goals and objectives as outlined in the State's goals for higher education.

**St. Mary's College of Maryland**  
**2017 Plan for Program of Cultural Diversity**

- I. Introduction of Strategic Plan and Inclusion, Diversity and Equity (IDEs) Connection
  - This section will briefly mention that the Strategic Plan is the guiding document for the IDE/diversity plan and the organization structure for how the goals and outcomes will be described in the report, which is similar to last year's report structure.
  
- II. Recruitment and Retention
  - Note: Information in this section will highlight the College's efforts to accomplish the listed goals/objectives.
  
  - a. Recruitment
    - i. Students
      - Goal 1 (Objective 1): Increase the diversity of the student body, including out-of-state and international students.
  
    - ii. Faculty and Staff
      - Goal 3 (Objective 1): Increase the diversity of staff and faculty, and provide an inclusive environment that optimizes the strengths of a diverse faculty and staff.
  
  - b. Retention
    - i. Students:
      - Goal 1 (Objective 3): Enhance the academic and social integration of students in the campus environment.
      - 4-year graduation rate for underrepresented (racial/ethnic and first generation college) students
  
    - ii. Faculty and Staff
      - Goal 3 (Objective 1): Increase the diversity of staff and faculty, and provide an inclusive environment that optimizes the strengths of a diverse faculty and staff.
      - Goal 3 (Objective 2): Develop holistic initiatives that support professional excellence and personal well-being, creating a work environment where employees thrive.
  
- III. Positive Interactions and Cultural Awareness
  - Note: Information in this section will highlight the College's efforts to accomplish the listed goals/objectives.

i. Curricular

- Goal 1 (Objective 2): Provide opportunities that promote academic collaboration, intellectual growth, and lifelong wellness within and beyond the formal curriculum.
- Goal 2 (Objective 4): Promote a community and academic environment that embodies the principles of diversity and inclusion on which we were founded.

ii. Trainings, Resources, and Co-Curricular

- Goal 2 (Objective 4): Promote a community and academic environment that embodies the principles of diversity and inclusion on which we were founded.
- Goal 4 (Objective 3): Promote inclusions, diversity, and equity to engage students in challenging and abating injustice consistent with the St. Mary's Way.
- Goal 4 (Objective 4): Promote responsible citizenship through leadership, environmentally responsible engagement and stewardship, and an appreciation for the community.

IV. Other Initiatives

- Completed Hiring Process for an Associate Vice President of Diversity and Inclusion

V. Campus Statement of the Process for Reporting Hate-Based Crime

VI. Conclusion

Detailed Listing of Strategic Plan's Goals/Objectives (Used in the Report)

- **Goal 1:** Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.
  - Objective 1: Increase the diversity of the student body, including out-of-state and international students.
    - Metrics:
      - Increase out-of-state enrollment (students originating from outside of Maryland) of the incoming class to 13%
      - Increase international student population of the incoming class (FTFY) to 3%
      - Increase the number of students from underrepresented minorities of the incoming class to 31%.
      - Increase the first-generation (first to earn a baccalaureate degree) population of the incoming class (FTFY) to 20%

- Objective 2: Provide opportunities that promote academic collaboration, intellectual growth, and lifelong wellness within and beyond the formal curriculum.
  - Metric: Establish course on wellness, diversity, leadership, and financial literacy (1 each)
- Objective 3: Enhance the academic and social integration of students in the campus environment.
  - Metrics:
    - Increase satisfaction with academic experience by 30%
    - Increase satisfaction with social experiences by 20%
    - Increase access to support for help with managing non-academic responsibilities by 50%
    - Increase use of academic support services by 30%
- **Goal 2:** Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.
  - Objective 4: Promote a community and academic environment that embodies the principles of diversity and inclusion on which we were founded.
    - Metrics:
      - Create inventory of coursework for diversity content, currently used pedagogical strategies that focus on diversity, and regular offerings of workshops/trainings that promote inclusivity.
      - Establish system that supports development of courses/experiential learning activities with a primary diversity focus
      - Incentivize departments to offer experimental diversity courses
      - Develop long-term plan for promoting diversity across the entire institution
- **Goal 3:** Attract and retain a diverse staff and faculty who achieve excellence across the liberal arts in the teaching, scholarship, creative works, and practice of their disciplines.
  - Objective 1: Increase the diversity of staff and faculty, and provide an inclusive environment that optimizes the strengths of a diverse faculty and staff.
    - Metric: Increase underrepresented (gender and racial/ethnic) minorities in new hires to 30%
  - Objective 2: Develop holistic initiatives that support professional excellence and personal well-being, creating a work environment where employees thrive.
    - Metric: Establish a baseline of employee needs for the first year.
      - Baseline includes needs of faculty and staff as indicated in the Thrive survey, Planning & Facilities housing survey, and COACHE survey.

- **Goal 4:** Graduate prepared, responsible, and thoughtful global citizens.
  - Objective 3: Promote inclusions, diversity, and equity to engage students in challenging and abating injustice consistent with the St. Mary's Way.
    - Metrics:
      - Increase college-wide IDE initiatives (by 50% AY 2016 and AY 2017, by 25% AY 2018)
      - Faculty and staff participating in two approved IDE-related professional development activities per year (100% by AY 2016)
      - Increase IDE webpage traffic (50% AY 2017 over AY 2016 baseline)
  - Objective 4: Promote responsible citizenship through leadership, environmentally responsible engagement and stewardship, and an appreciation for the community.
    - Metric: Faculty advisors trained to coach and mentor IDE student leaders (5 faculty AY 2017)
- 4-year graduation rate for underrepresented (racial/ethnic and first generation college) students
  - Note: Although this objective is not explicitly listed in the Strategic Plan, the College is committed to supporting efforts aimed at enhancing retention and graduation rates of this student population.



**BOARD OF TRUSTEES  
BUILDINGS AND GROUNDS COMMITTEE  
REPORT SUMMARY**

**Date of Meeting:** May 12, 2017

**Date of Next Meeting:** October 20, 2017

**Committee Chair:** Mike O'Brien '68

**Committee Members:** Donny Bryan '73, Sven Holmes, President Tuajuanda Jordan, Katherine Russell, Kevin Emerson

**Staff Members:** Annie Angueira, Chip Jackson, Maury Schlesinger

**Dashboard Metrics:** N/A

N/A

**Executive Summary:**

**Discussion and Information Items:**

Trinity Church Road Sidewalk Design Concept Update

Update of final concept option for extending a sidewalk from MD Rt. 5 to Kent and Calvert Halls.

New Campus Entrance Sign Update

Update on progress and schedule for new campus entrance sign to be completed summer 2017.

Cobb House Renovation Update

Update on construction progress to provide a new home for the Alumni Affairs offices and space for campus hospitality events.

Capital Project Status Update

Status update on various capital projects.

Historic St. Mary's City Commission Report

Commission Report to be provided by Historic St. Mary's City representative.

**Action Item(s):**

Buildings and Grounds Committee Meeting Minutes of January 27, 2017

Approval of Buildings and Grounds Committee meeting of January 27, 2017.

FY18 Plant Budget

The Committee on Buildings and Grounds recommends to the Finance, Investment and Audit Committee that they approve a FY18 Plant Budget that provides funds in the amount of \$1.33M.

FY19-FY23 State Capital Budget Proposal

The Committee on Buildings and Grounds recommends to the Finance Investment, and Audit Committee that they approve the proposed FY19-FY23 State Capital Budget Proposal.

Approval of the 2017 Annual Facilities Condition Report

The Committee on Buildings and Grounds recommends to the Board of Trustees that they approve the 2017 Annual Facilities Condition Report.

Jamie L. Roberts Stadium Schematic Design

The Committee on Buildings and Grounds recommends approval of the Schematic Design for the Jamie L. Roberts Stadium.

MD Rt. 5 Traffic Calming Phase II Design

The Committee on Buildings and Grounds recommends approval of the MD Rt. 5 Traffic Calming Phase II Design.

Renaming of the Library Building to the Hilda C. Landers Library

The Committee on Buildings and Grounds recommends to the Board of Trustees to approve the renaming of the Library to the Hilda C. Landers Library.

**Committee Action Taken/Action in Progress:**

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**Recommendation to the Board:**

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**BUILDINGS AND GROUNDS COMMITTEE  
MEETING OF MAY 12, 2017**

**AGENDA**

**I. CALL TO ORDER**

**II. ACTION ITEMS**

- A. Approval of Minutes (Meeting of January 27, 2017)
- B. Approval of the FY18 Plant Budget Proposal
- C. Approval of FY19 - FY23 State Capital Budget Proposal
- D. Approval of the Annual Facilities Condition Report
- E. Jamie L. Roberts Stadium Schematic Design Approval
- F. MD Rt. 5 Traffic Calming Phase II Design Approval
- G. Renaming of the Library Building to the Hilda C. Landers Library

**III. DISCUSSION ITEMS**

- A. Trinity Church Road Sidewalk Concept Design Update
- B. New Campus Entrance Sign Update

**IV. INFORMATION ITEMS**

- A. Cobb House Status Update
- B. Capital Project Status Update
- C. Historic St. Mary's City Commission Report

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
COMMITTEE ON BUILDINGS AND GROUNDS**

**ACTION ITEM 1617-24**

**APPROVAL OF THE ANNUAL FACILITIES CONDITION REPORT**

**RECOMMENDED ACTION**

The Committee on Buildings and Grounds recommends approval by the Board of Trustees of the Annual Facilities Condition Report.

**RATIONALE**

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

**BOARD OF TRUSTEES  
BUILDINGS AND GROUNDS COMMITTEE**

**MINUTES**

**Date of Meeting:** January 27, 2017

**Status of Minutes:** DRAFT

**Committee Members Present:** Committee Chair Mike O'Brien '68, Donnie Bryan '73, Kevin Emerson, Board Chair Sven Holmes, Katherine Russell, President Tuajuanda Jordan

**Committee Members Absent:** None

**Others Present:** Annie Angueira, Allison Boyle, David Boisvert, Leonard Brown, Cindy Broyles, Laura Cripps, Carolyn Curry, Vera Damanka '17, Peter Bruns, Regina Faden, Kathy Grimes, Cynthia Gross, Mary Grube, Gail Harmon, Ann McDaniel, Jim McGuire, Kortet Mensah, Lisa Smith, Derek Thornton, Danielle Troyan, Allan Wagaman '06, Mike Wick, Anna Yates, Derek Young, Chip Jackson

**Executive Summary:**

**Committee Chair Mike O'Brien called the meeting to order at 1:50 p.m.**

**Jamie L. Roberts Stadium Status**

The College awarded a design-build contract to RAD Sports. Archaeology investigation is nearing completion and will inform the Schematic design.

**Trinity Church Road Sidewalk Design Concept**

A new design concept was shown to the Committee. The design presented consisted of Trinity Church Road becoming a one-way road with a sidewalk being placed in the location of the remaining lane currently. The College will continue to explore this new option.

**Capital Projects Status Report Update**

The Capital Projects Status Report was presented. No questions were raised.

**Governor's FY18-FY22 Capital Improvement Program (CIP)**

The Governor's 5-year CIP for FY18-FY22 has been released. The Governor's budget advanced construction funding for the Jamie L. Roberts Stadium project from FY19 to FY18 as requested by the College with funding for Campus Infrastructure projects originally planned for FY18 deferred to FY19. An additional year of Infrastructure Project funding was added by the Governor in FY22. Funding for the New Academic Building/Auditorium Project remains unchanged in the Governor's Capital Improvement Plan.

**Meeting of October 14, 2016 Minutes**

The minutes from the October 14, 2016, Buildings and Grounds Committee Meeting were approved by the Committee on December 20, 2016.

**Historic St. Mary's City Commission Report**

The Commission Report was presented by Regina Faden of Historic St. Mary's City (HSMC).

**Closing Questions**

Questions with regards to need for better campus signage were presented to the committee. Chair Mike O'Brien '68 stated that this issue is a priority and will be added to the next Buildings and Grounds Committee meeting agenda for May 2017.

**Action Item(s):**

**Renaming the White House to the Lucille Clifton House**

The proposed name change honors the legacy of Lucille Clifton who served as Distinguished Professor of Humanities at St. Mary's College of Maryland from 1989 to 2005. The building is now home to the Title IX coordinator and the associate vice president of inclusion and diversity. If approved by the Board of Trustees, the College will seek final approval from the Board of Public Works on February 8, 2017, for the renaming the White House to the Lucille Clifton House.

**Committee Action Taken/Action in Progress:**

The proposed action item was approved by the Buildings and Grounds Committee at its meeting on January 27, 2017.

**Recommendation to the Board:**

The Buildings and Grounds Committee recommends approval of the recommendation made by the Institutional Advancement Committee to rename the White House to the Lucille Clifton House by the Board of Trustees at their meeting on January 28, 2017.

**Meeting was adjourned at 2:32 p.m.**

**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT  
REPORT SUMMARY**

**Date of Meeting:** May 11, 2017

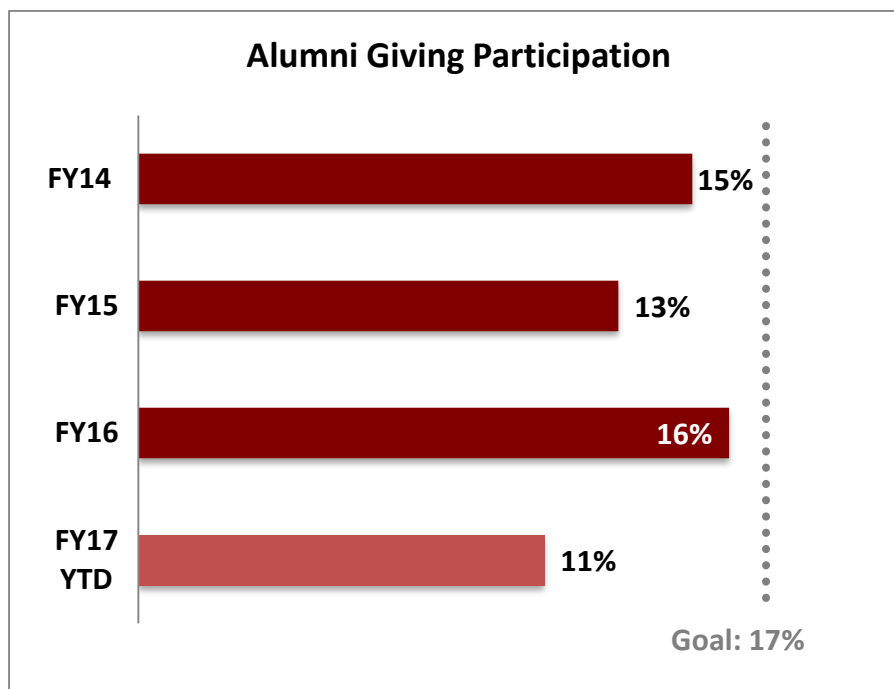
**Date of Next Meeting:** October 21, 2017

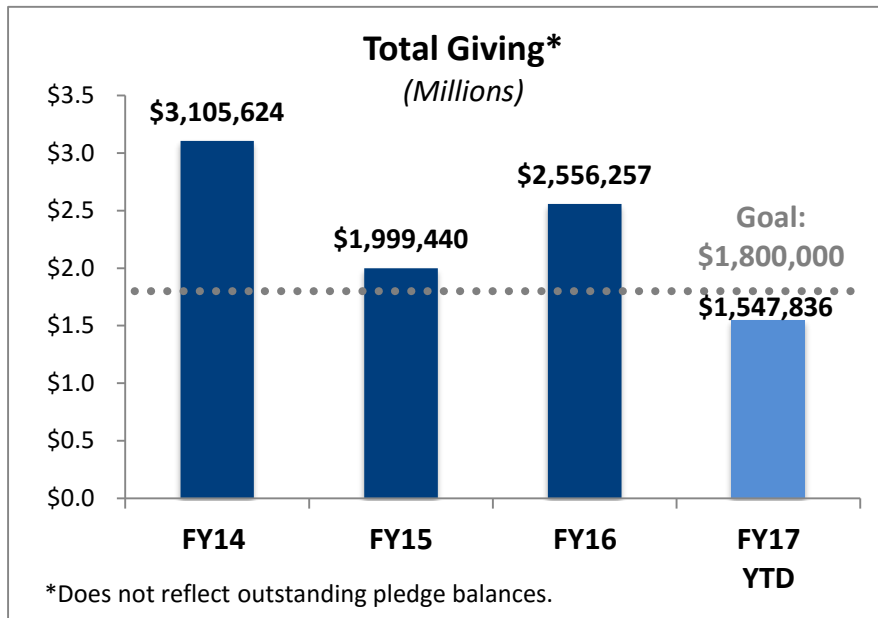
**Committee Chair:** Gail Harmon

**Committee Members:** President Tuajuanda Jordan, Board Chair Sven Holmes, Cindy Broyles '79, Peg Duchesne '77, Elizabeth Graves '95, Danielle Troyan '92, Harry Weitzel, Allan Wagaman '06

**Staff Member:** Carolyn Curry

**Dashboard Metrics for MAY 2017:**





Note: FY14-16 total annual giving averaged \$1.5 million yearly. The actuals shown are higher as they include one-time only estate gifts (FY14) and capital campaign donations (FY15, FY16) of more than \$300,000.

**Executive Summary:**

The Institutional Advancement Committee will consider a recommendation to rename The Library to the Hilda C. Landers Library. If the Committee approves, the naming recommendation will be forwarded to the Building and Grounds Committee for its consideration before the Institutional Advancement Committee can then put forth the recommendation to the full Board of Trustees (per the Board’s Naming Opportunities Policy—Gifts or Honorarium).

The Committee will review progress to date on the 2016-17 Institutional Advancement (IA) strategic goals and metrics. The focus will be on the following:

1. Key development strategies to reach the \$1.8 million annual giving drive.
2. Key integrated marketing strategies to strengthen the College’s image.
3. Key Alumni Relations strategies to increase engagement, reach the participation goal, assist with career networking and strengthen the SMCM image.

The Committee will also hear a report on the SMCM Foundation, Inc. activity from its president and a report on the SMCM Alumni Association activity from its president.

**Action Item(s) related to specific strategic plan goals as appropriate:**

Approval of the recommendation to rename The Library to the Hilda C. Landers Library.

**Committee Action Taken/Action in Progress:**

The Institutional Advancement Committee forwards the approved action to the Building and Grounds Committee for its consideration. If approved by the Building and Grounds Committee, the Institutional Advancement Committee will forward to the full Board of Trustees for its consideration.

**Recommendation to the Board:**

Approval of renaming The Library to the Hilda C. Landers Library (pending approval by the Building and Grounds Committee as well).

**INSTITUTIONAL ADVANCEMENT COMMITTEE**

**MEETING OF MAY 11, 2017**

**AGENDA**

**I. CALL TO ORDER**

**II. DISCUSSION ITEMS**

- A.** Progress to date on Institutional Advancement Goals
  - 1.** Development
  - 2.** Integrated Marketing
  - 3.** Alumni Engagement
- B.** Review of Board's Role in Reaching Goals
- C.** Update from St. Mary's College of Maryland Alumni Association President
- D.** Update from the St. Mary's College of Maryland Foundation, Inc. President

**III. ACTION ITEMS**

- A.** Renaming The Library to the Hilda C. Landers Library

**IV. INFORMATIONAL ITEMS**

- A.** Minutes dated January 27, 2017
- B.** Calendar of Key Events

*The Committee does not expect any portion of this meeting will be closed.*



**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
MEETING OF MAY 12, 2017**

**ACTION ITEM 1617-25**

**RENAMING OF THE LIBRARY TO THE HILDA C. LANDERS LIBRARY**

**RECOMMENDED ACTION**

The Institutional Advancement Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, to rename The Library to the Hilda C. Landers Library because of Mrs. Landers' enduring commitment to St. Mary's College before and after her death in 1998.

Before coming to the Board of Trustees, the naming recommendation would also be endorsed by the Buildings and Grounds Committee, as per the process outlined in the Board of Trustees Naming Opportunities Policy—Gifts or Honorarium. If approved by the Board of Trustees, President Tuajuanda Jordan will submit the recommendation to the State of Maryland's Board of Public Works for final review and approval, as required by law.

**RATIONALE**

Hilda C. Landers was a 1923 graduate of the Seminary. Her husband, Arthur (d.1984), graduated from St. John's College in Annapolis. Mrs. Landers began giving to her alma mater out of love for the College cultivated by former President Ted Lewis and a shared passion for poetry. She and her husband created two trusts---the Hilda C. Landers Trust and the Arthur E. Landers Jr. and Hilda C. Landers Trust---of which St. Mary's College is one of the beneficiaries. These trusts continue to benefit the College today.

Support to date from Hilda and Arthur Landers, during their lifetime and through their trusts, is estimated at \$6.4 million. This support includes the establishment of an endowed chair in the liberal arts, an endowed scholarship fund for merit and financial need, a special fund to assist students from the Baltimore area with financial need, support for Baltimore students participating in the DeSousa-Brent program, and a donation to the recently completed \$2.5 Building Challenge.

Almost 2,000 students have received merit and financial through these gifts. A plaque currently in The Library in honor of Hilda Combs Landers, Class of 1923, best captures the impact of her philanthropy: "*Her generosity of spirit and kindness of heart will ensure that students for generations to come who use this library will be given the gift of knowledge at St. Mary's College of Maryland.*"



## BOARD OF TRUSTEES

### INSTITUTIONAL ADVANCEMENT COMMITTEE

#### MINUTES

**Date of Meeting:** January 27, 2017

**Status of Minutes:** Approved

**Committee Members Present:** Gail Harmon, Board Chair Sven Holmes, President Tuajuanda Jordan (*by teleconference*), Cindy Broyles '79, Peg Duchesne '77, Elizabeth Graves '95 (*by teleconference*), Danielle Troyan '92, Allan Wagaman '06, Harry Weitzel

**Committee Members Absent:** None

**Others Present:** Carolyn Curry, Peter Bruns, Ann McDaniel, Kelley Hernandez, Allison Boyle, Chip Jackson (*by teleconference*), Kortet Mensah, Michael Wick, Leonard Brown, David Boisvert, Kathy Grimes, Anna Yates, Cynthia Gross, Vera Damanka '17, Justin Hoobler, Sophia Macek '19, Sandy Abell

#### Executive Summary

##### Chairperson's Report

Institutional Advancement (IA) Committee Chair Gail Harmon called the meeting to order at 10:48 a.m. She referred members to the worksheet created for Trustees in the October Committee meeting outlining ways to assist in achieving Institutional Advancement (IA) goals. She explained that progress-to-date on Trustee assistance would be mentioned throughout the Committee meeting.

##### Vice President for Institutional Advancement Report—Strategic goals, objectives and actions

Ms. Harmon asked Vice President Carolyn Curry to update the Committee on progress toward meeting development, engagement and integrated marketing goals in the 2016-17 Institutional Advancement strategic plan.

##### A. Progress-to-date on selected Institutional Advancement (IA) Goals

###### 1. Development

- \$1.28M has been raised year-to-date toward the goal of \$1.8M in the 2016-17 annual giving cycle.

- The *Giving Tuesday* campaign on November 29, 2016 exceeded its goal of \$50K with 500 donors. The Development team raised \$162K with 651 donors through a multi-tiered effort. A post-campaign participant survey revealed 54% were inspired to give by donor challenges, 81% preferred to make their annual gift on Giving Tuesday, 89% believed that communications were “just right,” and 97% planned on participating again next year.
- Corporation and foundation activity, a new development focus this year, shows 14 proposals in progress and 19 faculty and staff collaborations underway.
- Trustee and Foundation Board giving to date: 14 of 21 Trustees have given a total of \$88,689, and 12 of 13 Foundation Board members have given a total of \$176,352.
- Ms. Harmon asked for an update on Trustee assistance thus far for meeting fundraising goals. Ms. Curry reported 11 out of 21 Trustees gave \$6,900 on *Giving Tuesday*, three (Peg Duchesne '77, Allan Wagaman '06, Danielle Troyan '92) have been active social media ambassadors, one provided a philanthropic challenge during *Giving Tuesday*, four have made connections to corporations and foundations, three have identified Foundation Director candidates, and two have opened donor doors.
- Ms. Harmon underscored the need, in addition to giving, to continue providing assistance in thanking major donors, hosting dinners/receptions, and in identifying prospects.

## 2. College Image (Integrated Marketing)

- In its continuing efforts to enhance visibility, reputation and influence, IA hosted two campus image workshops in October led by image consultant Steve Dahllhof, connected to the College through Trustee Molly Mahoney Matthews. Mr. Dahllhof will follow up on the workshops and provide image consulting pro bono.
- Strategies to promote the College's image are being implemented through a new communications matrix that includes the College's website and numerous social media platforms. Research on Generation Z is generating focus group testing to commence in February.
- Ms. Curry noted that there is considerable expertise within the Board on marketing; the integrated marketing team will be reaching out for input as the image work develops.

## 3. Engagement

- IA is reaching out to selected cohorts to increase constituent engagement in major events and lectures. Trustee Molly Mahoney Matthews made possible the MLK Prayer Breakfast speaker, attorney David E. Kendall, as well as the upcoming Bradlee Lecture series speaker Cokie Roberts.

- The alumni participation rate year-to-date is 9% toward the FY17 goal of 17%.
- Alumni are engaging through events like the Legislative Reception in February, Bay-to-Bay Service Day in April and the alumni reception in Philadelphia. The Alumni Council is partnering with Career Services through programs like micro-internships and Bookbag to Briefcase. Ms. Harmon encouraged Trustees to assist in identifying internship possibilities to feed the pipeline.

B. Review of Board's Role in Reaching Goals

- Ms. Curry noted that Trustees cumulatively need \$60K more to reach the giving goal set and that seven Trustees have not yet made annual fund contributions. The deadline is June 30; Ms. Harmon encouraged Trustees be reminded.
- After discussion by Committee members prompted by Ms. Harmon, the following were requested of VP Curry: sharing naming opportunities so Trustees might identify possible prospects; thank you note information and materials distributed to those willing to write to major donors; updates on any image work with Gen X; and communication of upcoming key events/programs with sufficient lead time for Board members to reach out to key constituents throughout the community and to also possibly attend.
- SMCM student Sophia Macek '19, who is majoring in French and Global Studies, gave an overview of her recent microinternship experience and her student philanthropy leadership through her internship with Institutional Advancement. Ms. Macek organized the student giving arm of *Giving Tuesday* and had students write thank you notes to every donor (651). She said her work gave her student team an appreciation of the value of donor giving and thanked the Trustees for their contributions.

C. Update from the St. Mary's College of Maryland Foundation, Inc.

Foundation President Harry Weitzel reported on the November 2016 meeting, noting that the endowment is doing very well in this post-election political climate with a total portfolio market value of \$28,282,463 as of 10/31/16. Endowment investment manager J.P. Morgan continues to identify grant opportunities on behalf of the Foundation, and will be hosting a workshop on donor-advised funds at the Foundation and JIAC's May meeting. At its last meeting, the Foundation Board appointed four new members to the Board of Directors – Christopher Holt '86, Nicolas Abrams '99, Paul Schultheis '98 and Michael O'Brien '68 (who will take part after his Trustee tenure ends). Mr. Weitzel noted the Foundation Board adopted a comprehensive checklist of ways in which members can assist Institutional Advancement with fundraising efforts, mirroring the IA Committee's efforts.

D. Update from the SMCM Alumni Association President

Alumni Council President Allan Wagaman reported on the success of *Giving Tuesday*, of which alumni and the Alumni Council played a vital role. Not only were Alumni Council members fully engaged, but so, too, were alumni social media ambassadors. Mr. Wagaman said to continue to help the College's fundraising, registration for Alumni Weekend would open early for those who have donated \$100 or more to the College this giving cycle.

Mr. Wagaman pointed to alumni successes beyond philanthropy:

- An expansion of the microinternship program, doubling the number of students served to 60 and increasing the alumni hosting sites from eight to 37.
- Continued work with Bookbag to Briefcase, interacting with 59 students.
- Helping to host a meet-and-greet featuring Dr. Jordan in Philadelphia in November with 23 alumni participating.
- Distributing more than 30 admissions packets to teacher alumni to spread the SMCM word.
- Producing Bay to Bay April 22-23 with double the sites.

Mr. Wagaman also said the Council is updating its Chapter Handbook to better align with current alumni needs.

**ACTION ITEM: Renaming of the White House to the Lucille Clifton House**

Chair Harmon referenced ACTION ITEM 1617-12 (Attachment #4), whereby President Jordan requested approval to rename the small cottage currently known as the White House to the Lucille Clifton House. Trustee Cindy Broyles asked that the Lucille Clifton Foundation be contacted as part of due diligence before the request—if approved—was sent to the state in case that entity had any naming authority. Upon review of the Recommended Action and the Rationale, the renaming recommendation was put to a vote.

**MOTION:** Peg Duchesne motioned to approve the renaming of the White House to the Lucille Clifton House; the motion was seconded by Danielle Troyan. All were in favor. The motion carried.

The Committee forwarded its recommendation to the Buildings and Grounds Committee for approval before submitting to the full Board of Trustees for consideration, as outlined in the Board of Trustees Naming Opportunities Policy—Gifts or Honorarium.

**Chairperson's Summary:**

Chair Harmon asked Committee members to review the College's Calendar of Events and to make efforts to attend and invite others to ensure large turnouts. Additionally, she encouraged Board members to complete and return the hand-out "The Role of Trustees in Meeting Institutional Advancement Goals Worksheet" if they had not done so by now. An appeal was made by Ms. Troyan for Trustees to consider participating in some of the key Alumni Weekend events in June, to which Allan Wagaman agreed to personally send invitations to Trustees.

Meeting adjourned at 11:58 a.m.

**Action Item(s):**

Approved the recommendation to rename the White House to the Lucille Clifton House.

**Committee Action Taken/Action in Progress:**

The Institutional Advancement Committee forwarded the approved action to the Building and Grounds Committee for its consideration, and it was approved. The Institutional Advancement Committee forwarded the recommendation to the full Board of Trustees for its consideration.

**Recommendation to the Board:**

The Board of Trustees voted on the recommendation as approved by Institutional Advancement and by the Buildings and Grounds committees and it was approved.

**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION  
REPORT SUMMARY**  
*(See appendix for supporting materials)*

**Date of Meeting:** May 12, 2017

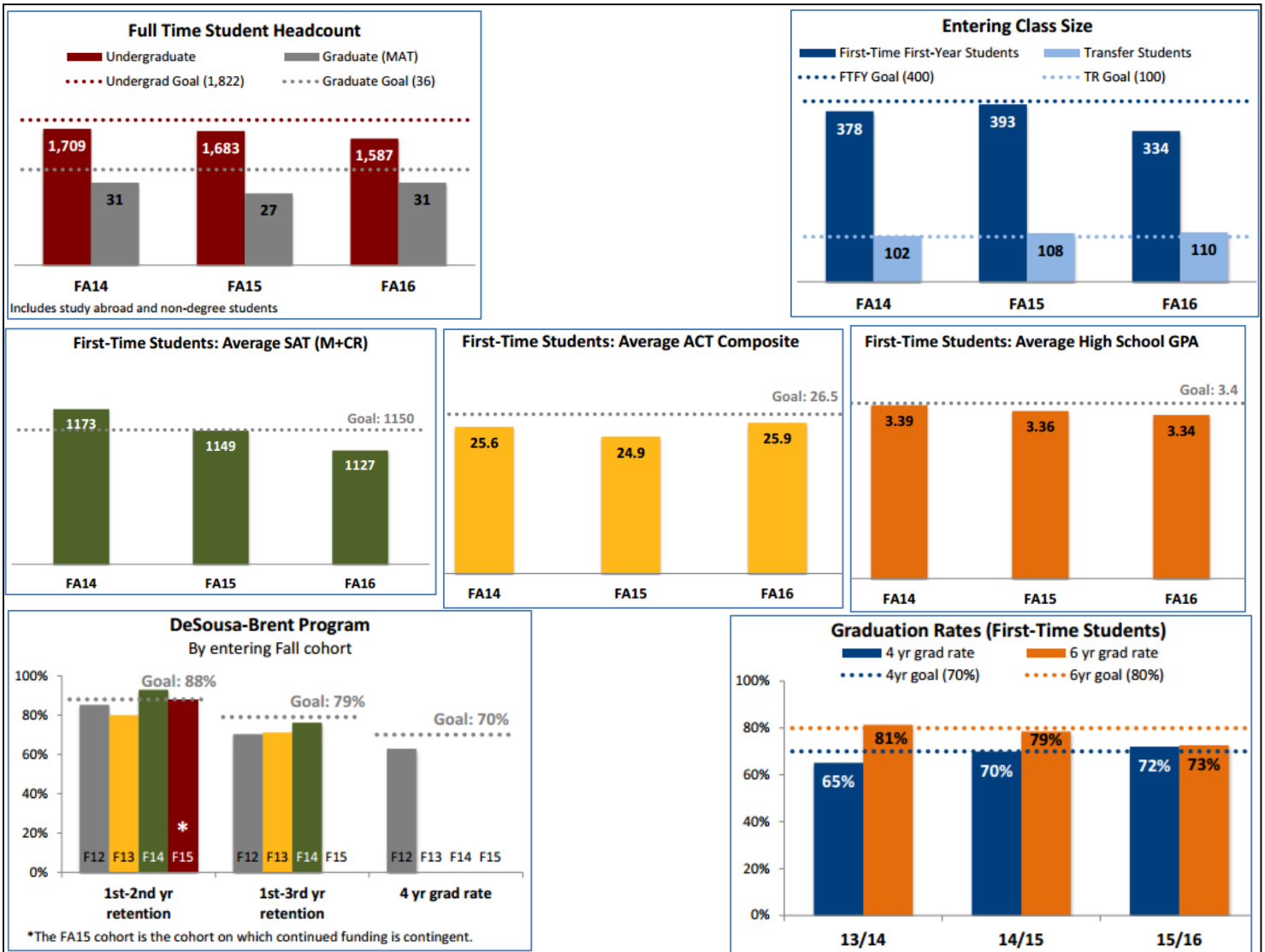
**Date of Next Meeting:** October 20, 2017

**Committee Chair:** Peter Bruns

**Committee Members:** Tim Heely, Board Chair Sven Holmes, Glen Ives, Larry Leak '76, Ann McDaniel, President Tuajuanda Jordan

**Staff Member:** Michael Wick

**Dashboard Metrics:**



**Executive Summary:**

**DISCUSSION ITEMS**

**Faculty Senate Report**

Faculty Senate President Karen Crawford will discuss the Faculty Merit Compensation Plan and provide an update on the work conducted this academic year by the Faculty Senate.

**DeSousa Brent Scholars Program Report**

Director F.J. Talley will provide an update on performance measures, the status of the 2015 cohort, retention and student success efforts, and recruitment for the 2017 cohort.

**Dean of Faculty Report**

Provost Wick will discuss the Middle States Team Visit and Monitoring Report, the Faculty Merit Compensation Plan, faculty recruitment and the Equity Study on Student Success.

**Action Item(s) related to specific strategic plan goals as appropriate:**

- Action Item III.A. Recommendation to Approve Revisions to SMCM's Residency Policy
- Action Item III.B. Recommendation to Approve 2017 Candidates for Graduation
- Action Item III.C. Recommendation to Approve 2017 MAT Candidates for Graduation

**Committee Action Taken/Action in Progress:**

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**Recommendation to the Board:**

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**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE  
MEETING OF MAY 12, 2017**

**OPEN SESSION  
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
  - A. Faculty Senate Report
  - B. DeSousa Brent Scholars Program Report
  - C. Dean of Faculty Report
    - 1. Middle States Update
    - 2. Equity Study on Student Success
    - 3. Faculty Merit Compensation Plan
    - 4. Faculty Recruitment Update
- III. ACTION ITEMS**
  - A. Recommendation to Approve Revisions to SMCM's Residency Policy
  - B. Recommendation to Approve 2017 Candidates for Graduation
  - C. Recommendation to Approve 2017 MAT Candidates for Graduation
- IV. INFORMATION ITEMS**
  - A. Minutes from meeting of January 27, 2017

*The Committee expects to close a portion of the meeting.*

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

**ACTION ITEM 1617-26**

**RECOMMENDATION TO APPROVE REVISIONS TO ST. MARY'S COLLEGE OF  
MARYLAND POLICY ON STUDENT RESIDENCY CLASSIFICATION FOR  
ADMISSION, TUITION CHARGE, AND DIFFERENTIAL PURPOSES**

**RECOMMENDED ACTION**

The revised Policy on Student Residency Classification for Admission, Tuition Charge, and Differential Purposes is recommended by President Jordan for approval by the Academic Affairs Committee.

**RATIONALE**

The revised Policy grants in-state tuition to any active duty service member, or any veteran within three years of discharge, regardless of his/her formal State of residence. This is extended to a spouse or child of an active duty member or veteran who is using Post 9/11 GI Bill Benefits or receiving the Marine Gunnery Sergeant John David Fry Scholarship. The student will retain in-state tuition as long as they are continuously enrolled. This change does not affect any of our currently enrolled students.

The changes were mandated in response to the Veterans Health Care and Benefits Improvement Act of 2016. The wording was prepared in consultation with and approved by the VA and MHEC.

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

**ACTION ITEM 1617-27**

**RECOMMENDATION TO APPROVE 2017 CANDIDATES FOR GRADUATION**

**RECOMMENDED ACTION**

On recommendation of the Provost and Dean of Faculty, and with the concurrence of the faculty, the candidates for the degree of Bachelor of Arts and Bachelor of Science are recommended for approval.

**RATIONALE**

By action of the Maryland State Legislature in 1964 St. Mary's College of Maryland was authorized to become a public, four-year college with its own Board of Trustees. The Board of Trustees is vested with all the powers, rights and privileges attending the responsibility of full governance of St. Mary's College of Maryland. The college by-laws enumerate the duties, powers, and responsibilities of the Board of Trustees, officers of the College and the faculty.

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

**ACTION ITEM 1617-28**

**RECOMMENDATION TO APPROVE 2017 MAT CANDIDATES FOR GRADUATION**

**RECOMMENDED ACTION**

On recommendation of the Provost and Dean of Faculty, and with the concurrence of the faculty, the candidates for the Masters of Arts in Teaching degree are recommended for approval pending successful completion of the program.

**RATIONALE**

By action of the Maryland State Legislature in 1964 St. Mary's College of Maryland was authorized to become a public, four-year college with its own Board of Trustees. The Board of Trustees is vested with all the powers, rights and privileges attending the responsibility of full governance of St. Mary's College of Maryland. The college by-laws enumerate the duties, powers, and responsibilities of the Board of Trustees, officers of the College and the faculty.

**BOARD OF TRUSTEES**

**ACADEMIC AFFAIRS COMMITTEE  
OPEN SESSION**

**MINUTES**

**Date of Meeting:** January 27, 2017

**Status of Minutes:** Approved April 18, 2017

**Committee Members Present:** Chair Peter Bruns, Tim Heely, Board Chair Sven Holmes, Glen Ives, Larry Leak '76, Ann McDaniel, President Tuajuanda Jordan

**Committee Members Absent:** none

**Others Present:** David Boisvert, Allison Boyle, Leonard Brown, Cindy Broyles '79, Jim Cranmer, Karen Crawford, Carolyn Curry, Peg Duchesne '77, Michael Dunn, Kathy Grimes, Cynthia Gross, Gail Harmon, Chip Jackson, David Kung, Kortet Mensah, Joan Pickett, Allan Wagaman '06, Michael Wick, Anna Yates

**Executive Summary:**

Meeting was called to order at 9:00 a.m. by Committee Chair Peter Bruns.

**DISCUSSION ITEMS:**

**Faculty Senate Report**

Faculty Senate President Karen Crawford reported on College-wide activities that faculty have been working on.

**Compensation for Department Chairs**

The Faculty Senate received a report from the Faculty Issues Committee (FIC) which examined the need for additional compensation for department chairs. The responsibilities of department chairs have become greater and may continue to increase. Chair compensation should be compared to our peer and peer aspirants. The Committee asked if 11-month contracts or permanent "career" chairs were options. Extending contracts an additional month into the summer would prevent faculty from receiving grant compensation.

**Faculty Merit Compensation System**

Professor Crawford updated the Committee on the progress of creating a Faculty Merit Compensation System, as charged by the Board of Trustees. Each faculty member turned in a 5-page merit report (Phase 1) to the Provost. Salary letters and rationale were received by faculty in January. The Ad Hoc Faculty Merit Compensation Committee is receiving faculty feedback on Phase 1 and will need more time for the Phase 2 process. It was noted that some faculty feel the merit component is more divisive than useful. The Compensation Committee will continue its work in the spring on Phase 2.

#### Faculty By-laws

Work continues on reviewing the current document along with streamlining several sections that were sent to the Board in January of 2016. Former Faculty Senate President Wes Jordan has been finalizing those changes and will meet with the Provost to review.

#### Solidarity Statement

The faculty created a statement of solidarity in support of our campus community members in response to a nationwide movement. The statement was discussed and endorsed by the Senate and shared with the entire campus community.

#### Criminal Background Check (CBC)

Professor Crawford reported that confusion surrounding the implementation of Criminal Background Checks, prompted the faculty to petition the Senate to investigate the policies, practices and procedures at the College. The Faculty Issues Committee has been charged with this review.

#### SeahawkLIFE Program

There was positive interaction and discussion at the November faculty meeting regarding the SeahawkLIFE Program. The program would provide residential learning opportunities at St. Mary's College for students with learning challenges.

#### **DeSousa Brent Scholars Program Report**

Dr. F.J. Talley, Director of the DeSousa Brent Scholars Program provided an update on the retention and success of the 2015 cohort. The 2015 cohort size is at 35 students. Two students left in the fall and one student returned after a leave of absence. Retention is down by 1 student. This cohort must graduate by August, 2019.

In the fall, meetings with members of the 2015 cohort resulted in several initiatives geared to student success, including tutoring in the sciences, math and other courses. Study groups for first year DeSousa Brent students were formed and are mentored by undergraduate DeSousa Brent students. The Sophomore Passport program continues to keep students engaged by offering social and educational programs. A Junior Passport program will also be offered. Early Alert and mid-term deficiency interventions are in place to keep students on track to graduate in 4 years.

Recruitment for the 2017 cohort is underway. DeSousa Brent staff, along with the Admissions staff attended five college fairs to promote the DeSousa Brent Program. The office has begun to contact students, identified by the Admissions office, as good matches for the DeSousa Brent Program.

The staff has met with the Provost and Vice President for Business and Finance to discuss how the DeSousa Brent Program can provide summer tuition assistance at the DeSousa Brent students' community colleges.

## **Dean of Faculty Report**

### Middle States Accreditation Response

Provost Wick provided the Committee with a draft Monitoring Report to the Middle States Commission on Higher Education (MSCHE). The report, a collective effort by the Office of the Provost and Dean of Faculty, the Office of Institutional Research and the Assessment Implementation Team, addresses the recommendations and requirements specified in the MSCHE Evaluation Team's Report. Dr. Wick provided the College's response to the accreditation warning for Standard 14: Assessment of Student Learning; Standard 2: Planning, Resource Allocation, and Institutional Renewal; and Standard 5: Administration: Continuity and Stability of Institutional Administration.

### Assessment of Student Learning

The College developed a student learning assessment framework and identified learning outcomes for all programs within the curriculum. Course syllabi were updated to list course-level student learning outcomes. Faculty are fully engaged in this process and understand how critical this is to the institution. The Faculty Senate issued a statement of support last semester. A newly created *Student Learning Assessment Handbook* contains a complete description of the assessment framework and the annual assessment process to be followed.

### Planning, Resource Allocation, and Institutional Renewal

During the 2015-16 academic year, members of the Strategic Planning Sub-Committee (SPSC) worked closely with the College community to develop a strategic plan for the College that would include measureable metrics for the assessment of the progress of the strategic plan's goals. Once the Strategic Plan was finalized, the President formed the Strategic Plan Implementation Team (SPIT Fire). This committee has been reviewing the goals, tactics and metrics of the strategic plan. Five working groups have been active this fall and have created a tracking document.

### Administration: Continuity and Stability of Institutional Administration.

The College has hired three key permanent positions on the administration team, which previously were held by acting or interim appointments: Provost and Dean of Faculty, Michael Wick; Director of the Library and Media Center, Katherine Pitcher; and Director of Institutional Research, Anne Marie Brady. To ensure continuity and stability of institutional administration, each division of the College is developing standard operating procedures. This ongoing process will document procedures and policies for smooth transitions when a vacancy occurs.

### Curricular Efficiency

The Committee was updated on the efficiency of St. Mary's course scheduling. Enrollment data from the fall, 2016 semester indicates that we are 90% efficient in the delivery of the class schedule. Factoring in the curricular role of courses with unused capacity, there appears to be only modest possible savings through revision of course scheduling (<0.5%). Section size also plays a role in curricular efficiency. Increasing section size could result in fewer empty seats by

combining like sections. Research shows that there is a correlation between section size and student learning, so increasing sections should be done with caution. Comparison to peer and peer aspirant institutions shows our class sizes are appropriate.

Meeting adjourned at 10:27 a.m.



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

**REPORT SUMMARY**  
*(See appendix for supporting materials)*

**Date of Meeting:** May 1, 2017

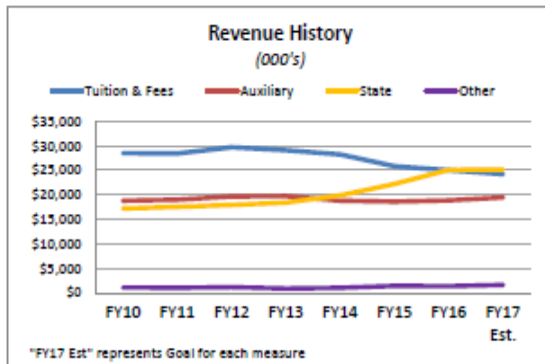
**Date of Next Meeting:** TBD

**Committee Chair:** John Wobensmith '93

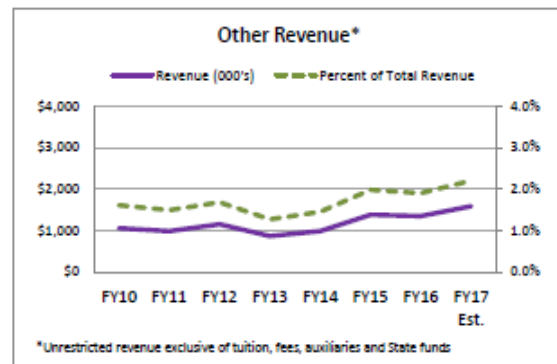
**Committee Members:** Lex Birney, Donny Bryan '73, Asif Dowla, Sven Holmes, Tuajuanda Jordan, Mike O'Brien '68, Katharine Russell

**Staff Member:** Chip Jackson

**Dashboard Metrics:**



<b>Trend:</b>	Tuition/Fees	Auxiliary	State	Other
	↓	→	↗	↗



<b>Trend:</b>	Other Revenue
	↗

**Executive Summary:**

Discussion Items

**Results of Legislative Session:** The 2017 Legislative Session ended on April 10th, 2017. The College's FY18 operating and capital budget requests were fully funded, and new legislation passed that restructures the College funding formula to increase State funding beginning in FY19.

**Overview of Foundation Support:** The College and the St. Mary's College of Maryland Foundation have continued discussions focused on how to best leverage the Foundation's resources to support the needs of the College. The College's FY18 Operating Budget includes \$75,000 as unrestricted revenue, an increase from \$35,000 in the current FY17 budget. In

addition, the Foundation has made available new one-time funds to support strategic initiatives such as internships, faculty support, and academic equipment.

Information Items

FY 2017 Financial Results to Date: Revenues are 96% compared to budget. Expenditures are equal to the same period as last year, and are 70.7% of budget.

College Endowment Investment Policy Update: The College is preparing revisions to its investment policy, planning to transfer certain funds from cash to equities, and coordinating with the Joint Investment Advisory Committee (JIAC) to prepare an RFP for a joint fund manager to be issued in fall 2018.

Reportable procurement items, and a joint investment activities updates will be provided. Reports from the Foundation President and the Staff Senate President are included in the materials.

**Action Item(s) related to specific strategic plan goals as appropriate:**

**III.A. Approval of FY18 Tuition, Fees, Room and Board Rates and the FY18 Preliminary Budget**

Approval of the student rates for FY18 (academic year 2017-2018) as per the attached Tuition and Fee Schedule. The recommended tuition rates for Maryland resident undergraduate students increase 2% from FY17. Tuition rates for both non-resident undergraduate students and Masters of Arts in Teaching graduate students each increases 2%.

**III.B. Approval of the FY19-FY23 State Capital Budget Proposal**

Approval of the FY19 State Capital Budget Proposal, contingent on favorable endorsement by the Buildings and Grounds Committee at its meeting on May 12, 2017. The proposed FY19 State funded capital budget is a continuation of the current capital budget and includes the New Academic Building and Auditorium (inclusive of the Jamie L. Roberts Stadium) and various Campus Infrastructure Improvements.

**III.C. Approval of Employment Handbook Revisions**

Approval of revisions to the St. Mary's College of Maryland Employee Handbook to add an Employment of Foreign Nationals Policy, an Affirmative Action Policy and a Non-Discrimination Policy, and to update the Criminal Background Check Policy to clarify requirements for the re-hiring of retired employees.

**Committee Action Taken/Action in Progress:**

The following action items were approved by the Committee:

**III.A. FY18 Tuition, Fees, Room and Board Rates and the FY18 Preliminary Budget**

**III.B. Approval of the FY19-FY23 State Capital Budget Proposal**

**III.C.1, III.C.2., III.C.3. Approval of Employment Handbook Revisions**

The addition of an Employment of Foreign Nationals Policy, an Affirmative Action Policy and a Non-Discrimination Policy.

The following action item was not approved at the meeting:

**III.C.4. Approval of Employment Handbook Revisions**

Update to the Criminal Background Check Policy to clarify requirements for the re-hiring of retired employees.

**Recommendation to the Board:**

The Finance, Investment, and Audit Committee recommends approval by the Board of the action items presented at its May 12, 2017 meeting.

**FINANCE, INVESTMENT, AND AUDIT COMMITTEE**

**MEETING OF MAY 1, 2017**

**AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
  - A. Results of Legislative Session
  - B. Overview of Foundation Support
- III. ACTION ITEMS**
  - A. FY18 Tuition, Fees, Room and Board Rates, and the FY18 Preliminary Budget
  - B. FY19-FY23 State Capital Budget Proposal
  - C. Employment Handbook Revisions
    - 1. Employment of Foreign Nationals Policy
    - 2. Affirmative Action Policy
    - 3. Non-Discrimination Policy
    - 4. Criminal Background Check Policy Revision
- IV. INFORMATION ITEMS**
  - A. Minutes from Meeting of December 2, 2016 and January 26, 2017
  - B. FY 2017 Financial Results to Date
  - C. College Endowment Investment Policy Update
  - D. Reportable Procurement Items
  - E. Joint Investment Advisory Activities
  - F. Foundation President Report
  - G. Staff Senate President Report

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

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

**ACTION ITEM 1617-29**

**FY18 TUITION, FEES, ROOM AND BOARD RATES  
AND THE FY18 PRELIMINARY BUDGET**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends that the Board of Trustees authorize student rates for FY18 (academic year 2017-2018) as per the attached Tuition and Fee Schedule. The recommended tuition rates for Maryland resident undergraduate students increase 2.00% from FY17. Tuition rates for both non-resident undergraduate students and Masters of Arts in Teaching graduate students each increases 2.00% as well.

**RATIONALE**

The Board of Trustees is the authorizing body for setting student tuition and fee rates. The tuition and fees planning process began with a review of a variety of factors affecting the College's ability to fulfill its mission to provide an outstanding educational program that is affordable and accessible. These include current and future budget projections, enrollment trends, and market conditions. The objective of the proposed pricing rates is to provide revenues that balance fiscal constraints and the need to support on-going operations and strategic initiatives.

The proposed full-time, in-state undergraduate tuition rate increase also reflects additional funding provided by Governor Hogan and the Maryland Legislature to moderate in-state tuition pricing. Specifically, FY18 State funding to the College includes \$394 thousand in additional general fund grant support, which is equivalent to a 2% increase in tuition. This added support effectively reduces the College's tuition increase from 4% to 2%. The additional State funds are provided with the requirement that tuition rates for Maryland resident students be capped at a 2% increase.

Rate increases for other Maryland public institutions are shown in the attached supporting materials. All institutions are expected to increase in-state tuition 2% following the State's buy-down funding.

Mandatory fees including charges for technology, athletics and recreation, health center services, lectures, fine arts, and facilities are proposed to increase 2.74% (\$76). Residence hall fees increase an average of 3.0% over FY17 rates. Board charges also increase an average of 3.00%.

The total charges for in-state tuition, fees, room, and board for first year students is \$27,312, a 2.55% increase over the prior year. Charges for first year out-of-state students will be \$42,764, an increase of 2.35% over the prior year. Graduate MAT program costs will be \$20,370, a 2.17% increase.

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

**ACTION ITEM 1617-30**

**FY19-FY23 STATE CAPITAL BUDGET PROPOSAL**

**RECOMMENDED ACTION**

The Finance, Investment and Audit Committee recommends approval by the Board of Trustees of the attached FY19 State Capital Budget Proposal, contingent on favorable endorsement by the Buildings and Grounds Committee at its meeting on May 12, 2017. The proposed FY19 State funded capital budget is a continuation of the current capital budget and includes the New Academic Building and Auditorium (inclusive of the Jamie L. Roberts Stadium) and various Campus Infrastructure Improvements.

**RATIONALE**

The attached chart summarizes our FY19–FY23 State Capital Budget proposal and compares it to the Governor’s 5-year Capital Improvement Plan dated January 2017.

**New Academic Building and Auditorium**

The project constructs a new academic building to house music, educational studies, study space, and a 700-seat auditorium. Relocating Music and Educational Studies departments will enable the College to reallocate vacated space to the arts (Montgomery) and the sciences (Goodpaster). The new study space will provide a contemporary “Learning Commons” for student collaboration and research. The auditorium will provide an appropriately sized facility for concerts, lectures, and other uses which cannot now occur for lack of a suitable facility.

This project requires the relocation of athletic fields to clear the site for the new building. The new athletic field’s component of the project includes a new grass playing field and a new artificial turf field with a running track. Support facilities include seating for 1,600 spectators (800 per field), team rooms, concessions, press box, parking for 75 cars.

The total estimated cost for this project is \$76 million with the College providing \$2.5 million in FY19. The State has appropriated \$ 11.6 million to date for design and construction of Jamie L. Roberts Stadium and preliminary design of the New Academic Building. The College has completed its fund raising requirements. The FY19 proposal includes \$ 3.0 million for continued design of the New Academic Building.

**Campus Infrastructure Improvements**

This project will provide infrastructure improvements in multiple phases to include improvements to pedestrian safety (funded in FY17), building HVAC systems, building envelopes, and campus roadways. The Governor’s Capital Improvement Plan includes \$13.1 million from FY18 through FY22. The FY19 proposal includes \$2.4 million to replace the windows in Calvert Hall, Storm Water and Living Shoreline improvements, replacement of the controls in the Library, and repair roads on campus.

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

**ACTION ITEM 1617-31**

**HANDBOOK POLICY REVISIONS**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends that the Board of Trustees approve the following revisions to the St. Mary's College of Maryland Employee Handbook ("Handbook"):

To add to the Handbook an Employment of Foreign Nationals Policy, an Affirmative Action Policy and a Non-Discrimination Policy.

To update the Criminal Background Check Policy to clarify requirements for the re-hiring of retired employees.

**RATIONALE**

The addition of an Employment of Foreign Nationals Policy is needed to establish guidelines for consistent decisions and practices when hiring and employing foreign nationals.

The addition of an Affirmative Action Policy is needed as a requirement of the Office of Federal Contract Compliance in accordance with Executive Order 11246, which prohibits discrimination in employment on the basis of race, color, religion, sex and national origin.

The addition of a Non-Discrimination Policy is necessary to recognize the College's commitment to equal employment and educational opportunities for its employees and students. The policy covers all protected classes and explains harassment, discrimination and retaliation.

The proposed revision to the Criminal Background Check Policy is the addition of the phrase "or retired faculty and staff that return to work at the College." This will allow for a more streamlined process for retirees (faculty or staff) who return to the College.

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

**Date of Meeting:** December 2, 2016

**Status of Minutes:** Approved May 2, 2017

**Committee Members Present:** Chair John Wobensmith '93, Lex Birney, Donny Bryan '73, Mike O'Brien '68, Katharine Russell, Asif Dowla

**Committee Members Absent:** Board Chair Sven Holmes

**Others Present:** President Tuajuanda Jordan, Chip Jackson, Carolyn Curry, Leonard Brown, Michael Wick, David Boisvert, Chris True, Chris Burch, Mary Grube, Kathy Grimes, Anna Yates, Tommy Cable, Allison Boyle, Monique Booker

**Executive Summary:**

The meeting was called to order at 4:04 p.m.

**DISCUSSION ITEMS**

**FY16 Auditors' Report and Audited Financial Statements**

Monique Booker, engagement partner at SB & Company, LLC, provided a detailed overview of the FY16 audited financial statements. Ms. Booker stated that there were no instances of fraud and that no material weaknesses in internal controls were discovered. Additionally, no findings were found with regard to the agreed-upon procedures and no significant journal entries were noted. SB & Company plans to issue an unmodified opinion on the financial statements.

*At 4:29 p.m. the Committee Chair Wobensmith asked for a motion to close the session in accordance with Title 10, Subtitle 3 of the General Provisions Article (the Open Meetings Act) to discuss an administrative function. Specifically, Trustees discussed the audit report and financial statements with representatives from SB and Company.*

*The closed session was adjourned at 4:43 p.m. and the open session of the Finance, Investment, and Audit Committee meeting resumed.*

**ACTION ITEMS**

**FY16 Auditors' Report and Audited Financial Statements**

Acceptance of the FY16 Auditors' Report and Audited Financial Statements. Statements reflecting the financial transactions and position of the College for the period July 1, 2015 through June 30, 2016 were prepared in accordance with generally accepted accounting principles, reflecting the GASB 34 & 35 reporting requirements. The independent firm of SB and Company, whose report and opinion are included in the document, has audited these statements.





**Committee Action Taken/Action in Progress:** The proposed action items were approved unanimously by the Finance, Investment, and Audit Committee at its meeting on December 2, 2016.

**Recommendation to the Board:** The Finance, Investment, and Audit Committee approved the action items as presented and recommend approval by the Board of Trustees at its December 12, 2016 special meeting.

The meeting adjourned at 4:48 p.m.



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

**Date of Meeting:** January 26, 2017

**Status of Minutes:** Approved May 2, 2017

**Committee Members Present:** Chair John Wobensmith '93, Lex Birney, Donny Bryan '73, Sven Holmes, Mike O'Brien '68, Tuajuanda Jordan, Asif Dowla

**Committee Members Absent:** Katharine Russell

**Others Present:** Annie Angueira, Allison Boyle, Leonard Brown, Tommy Cable, Carolyn Curry, Peg Duchesne '77, Vera Damanka '17, Kathy Grimes, Cynthia Gross, Mary Grube, Chip Jackson, Shannon Jarboe, Chris True, Michael Wick, Anna Yates

**Executive Summary:**

The meeting was called to order at 5:04 p.m.

**DISCUSSION ITEMS**

**FY18 Operating Budget Development** The College is in the early stages of developing its FY18 operating budget. Preliminary projections indicate a deficit of approximately \$800,000. Revenues incorporate anticipated student counts and State support based on the Governor's proposed budget. Tuition is expected to increase by 2%, State funds are anticipated to increase by the annual inflator plus additional funds equivalent to a 2% tuition buy-down as by the Governor. Revenue and expense assumptions will be refined over the coming months with a balanced budget presented to the Trustees at its May meeting.

**Five-Year Operating Budget Projections** The five-year budget model was reviewed with the Committee. Three scenarios were presented representing pessimistic, modest, and optimistic outlooks.

**College Investment Policy** The College's endowment funds (separate from the Foundation's endowment) totals \$3.74 million. College endowment funds are primarily used for College operations, and in FY17, contributed \$95,000 in earnings to support unrestricted revenues. The current investment policy, which was approved in 1998 by the Board of Trustees, may be outdated, and allocations may need reviewing. The combining of the College's and the Foundation's endowments to be managed by a single manager was discussed. The Committee concurred that this issue should be discussed with the Joint Investment Advisory Group (JIAC) and the Foundation Board.

**Compensation Plan Update** The Committee reviewed the compensation plan used to implement FY17 wage increases. Consistent with Strategic Plan Goal 3, to attract and retain faculty, the

plan includes merit and market considerations, as requested by the Board. Employee evaluations were completed in December 2016 and wage increases were effective January 1, 2017.

Enterprise Risk Management The Board of Trustees has expressed the need to develop a comprehensive risk management program for the College. The College is creating an ad hoc group to develop a risk management plan. The College's current practice addresses strategic, operational, financial and reputational aspects of the institution. The plan will be revised to include enrollment, state funding, reputation, the DeSousa Brent Scholars Program, compliance, competition, Title IX compliance, Middle States accreditation, and other areas as needed.

Update on Legislative Session College leadership has been very active this legislative session, having attended more than 35 meetings and events with legislators and members of the Governor's staff. The FY 18 operating and capital budget hearings have been scheduled. The operating budget request includes \$24 million in state funds and our block grant inflator of \$.55 million. Additionally, the governor has proposed a 2% tuition buy-down, which would provide an additional \$.40 million in tuition relief funding. The Governor's capital budget includes our request for continued funding of the academic building, auditorium, and athletic stadium, along with funding for infrastructure improvements. The College has submitted legislation that seeks to reset the current State funding formula. If passed, the funds will be used to enhance wages and benefits for employees, help support the operating costs of new academic facilities, and provide access to tuition buy-down funds when provided to other institutions. If this legislation passes, it will be effective for FY19.

## **INFORMATION ITEMS**

An overview of the FY17 Financial Results to Date was provided.

Foundation President Harry Weitzel reported on the Foundation Board and Joint Investment Advisory Committee (JIAC) activities. The Foundation recently revised its Investment Policy in the interest of industry best practices. Four new members have been added to the Foundation Board.

Staff Senate President Mary Grube reported on the progress made by the Compensation Committee in developing the current compensation plan. The Staff Senate has been engaged in providing various professional development opportunities for staff and in hosting social events for the campus community.

## **ACTION ITEMS**

Staff Salary Plan The College maintains a staff salary plan for non-exempt positions. In order to be consistent with the Strategic Plan's goal of attracting and retaining faculty and staff, the salary plan was reviewed and revised. The new staff salary plan will be implemented on April 1, 2017.



**Committee Action Taken/Action in Progress:**

The proposed action item, Staff Salary Plan, was approved unanimously by the Finance, Investment, and Audit Committee at its January 26, 2017 meeting.

**Recommendation to the Board:**

The Finance, Investment, and Audit Committee recommends approval the Staff Salary Plan by the Board of Trustees at its meeting on January 28, 2017.

The meeting adjourned at 5:56 p.m.



**BOARD OF TRUSTEES  
ADMISSIONS AND FINANCIAL AID**

**REPORT SUMMARY**

**Date of Meeting:** May 12, 2017

**Date of Next Meeting:** October 2017

**Committee Co-Chairs:** Carlos Alcazar and Gary Jobson

**Committee Members:** Peter Bruns, Board Chair Sven Holmes, Molly Mahoney Matthews, Ann McDaniel, Vera Damanka, President Jordan

**Staff Member:** David Boisvert, Interim Vice President for Enrollment Management

**Dashboard Metrics:** N/A

**Executive Summary:**

The Office of Enrollment Management is pleased to submit its May report to the Committee of Admissions and Financial Aid of the Board of Trustees. Outlined in this report are the undergraduate enrollment numbers to date, the estimated financial aid awards, and an update on the initiatives shared with the Board in January of 2017. This year has been very interesting because of the newly enacted Prior Prior Year policy (PPY), which in essence provided prospective students and families the ability to apply for financial aid early in the process. This initiative, passed by the Obama administration, was meant to provide enough information about an institution's commitment to institutional financial aid resources and to the government's Title 4 programs. In my view, colleges and universities across the nation are still unclear whether these changes will have an effect on the college application and enrollment process. The 2017/18 recruitment year will have one year of historical data to measure against next year's applicant and deposit flow throughout the 2018/19 recruitment cycle.

**A. Enrollment Numbers to Date:**

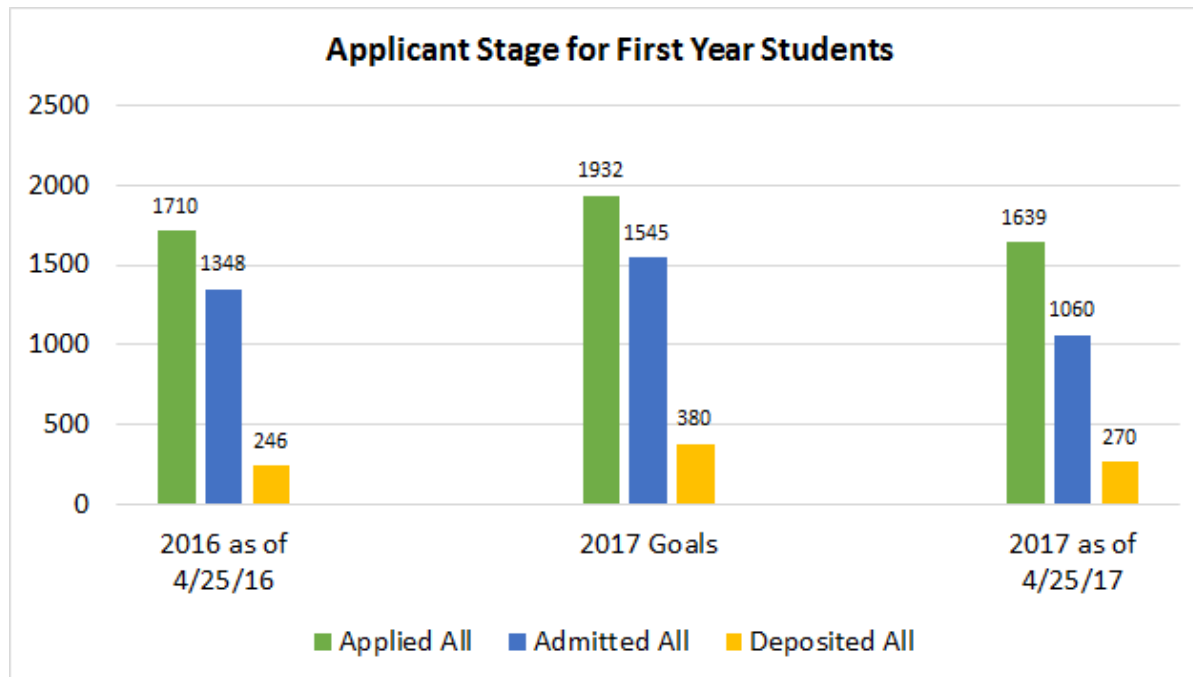
The recruitment year of 2017 has been very challenging because of PPY. A decision was made to move the deadline for Early Action to November 1st in order to get decisions out sooner. The applications generated during this recruitment cycle will not meet the applicant goal (1932) nor will it meet the acceptance goal (1545). The office saw a lower Early Action applicant flow compared to last year's numbers, (1105/948), a difference of 157 applications. Consequently, the acceptances fell behind in this category as well, (996/845), a difference of 151 acceptances. There was an aggressive effort in getting applications completed and decisions out, which created the opportunity for students to get their estimated financial aid packages sooner. Also, the Relationship Model initiated allowed for constant communication during the applicant stage. As a result and over the course of this year, the enrollment office experienced deposit increases each week compared to where we were the previous recruitment year. These deposits were in correlation to earlier acceptances and financial aid distributions. Currently, we have 270 deposits compared to last year's 246 to date (+10%). There are current initiatives underway among our faculty who are in the process of calling and emailing prospective students who have not yet committed with a deposit. With 890 accepted students still active, the opportunity to increase our financial commitments in the next few weeks is still an ongoing

process. As we enter the next recruitment cycle on August 1st and throughout the 2017/18 recruitment year, it will be important to measure the student behavior in 2016/17 to 2017/18 relative to applicant/accept/ and deposit stages.

Our Student Admit Days hosted 357 students and their families this year on our campus with many positive responses from students and parents.

Our academic profile for all accepted students thus far show an increase in the SAT category from 1183 in 2016 to 1217, this year, with the GPA staying relatively the same 3.44 last year compared to 3.45 this year. The deposited student profile is as follows: SAT last year was 1149 versus 1183 this year; GPA dropped slightly 3.43 last year compared to 3.34 this year. The deposited numbers/enrollments when actualized in September will provide us with final statistics.

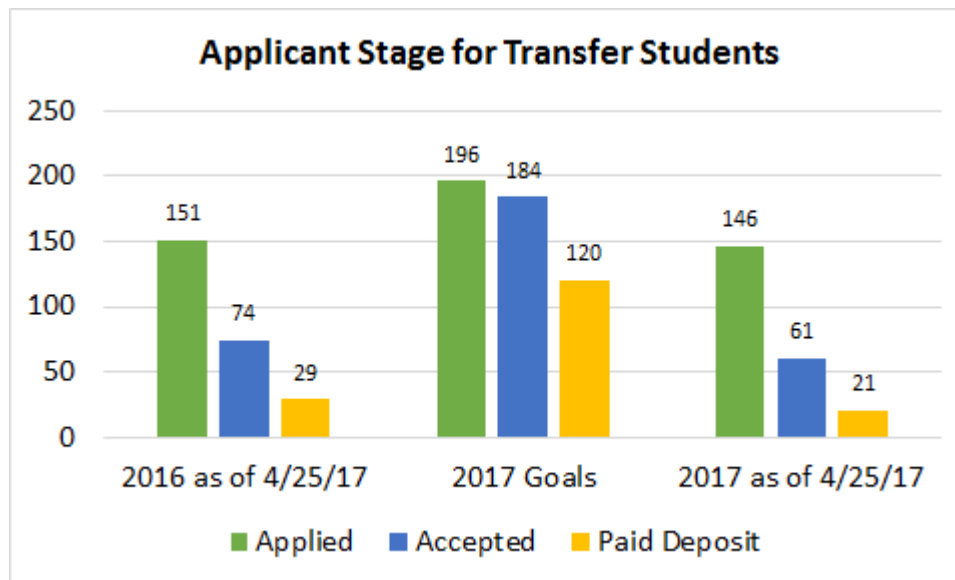
**Graph 1:**



**Transfers:**

There are still many opportunities with our transfer numbers, which appear to be close in applications but short in deposits. A concerted effort is underway to offer Transfer Thursdays for students who are interested in St. Mary's College, prospective transfer students will be able to receive immediate notification of transfer credit, provided they have all of their previous transcripts. We will continue to focus our efforts in the community colleges and will continue to employ our Relationship Model in securing more transfer students. The applicant flow in transfers will be a priority over the course of the next several months.

**Graph 2:**



**B. Financial Aid**

The FAFSA (Free Application for Federal Student Aid) regulations changed this year. For the first time, Financial Aid applications were available for families and prospective students to fill out on October 1, 2016, for the expected enrollment beginning the 2017-18 academic year. The concept of “Prior, Prior” generated earlier financial aid applications for colleges and universities and subsequently more estimated awards.

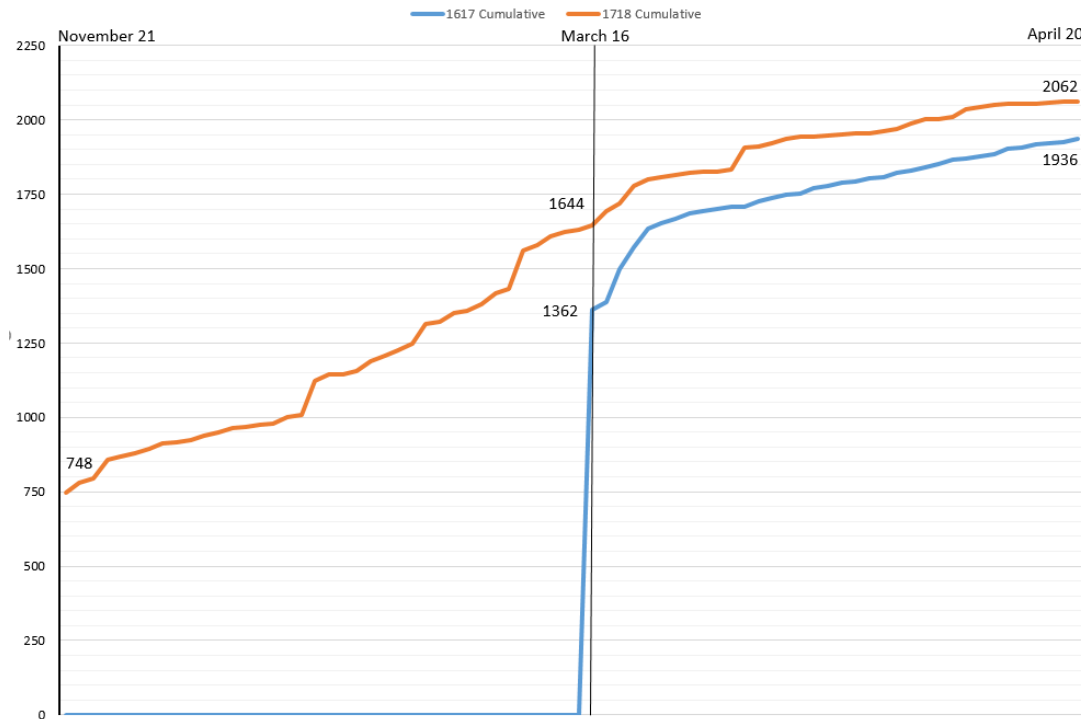
The concept was to provide students and families enough financial information to make an informed decision about the institution they were considering. The Parent and Student Tax information used was for the 2017/18 academic year, and is based on the 2015 tax information.

The PPY policy passed by the previous administration:

- Allows schools to get students admitted and Financial Aid award packages to prospective students earlier. St. Mary’s College sent out estimated awards as of April 20th (1107 this year vs. 865 last year), an increase of 242 awards.
- Gives the prospective student more time to decide on which postsecondary education opportunity to pursue.
- Allows the Financial Aid office to finalize awards earlier.

**Graph 3:**

**Total Number of ISIRs Loaded (Incoming and Returning Students)**



By April 20th 2016, St. Mary's College received numerous Institution Student Information Records (ISIRS) and sent out 865 financial aid award letters compared to the 1107 this year, an increase of 219 financial aid tentative awards for this upcoming class. St. Mary's College in 2016 didn't begin the process of distributing financial aid awards until March 16<sup>th</sup> of last year, versus our 2017 distribution of estimated awards which began on November 29<sup>th</sup>. This new operational change was a direct result of PPY.

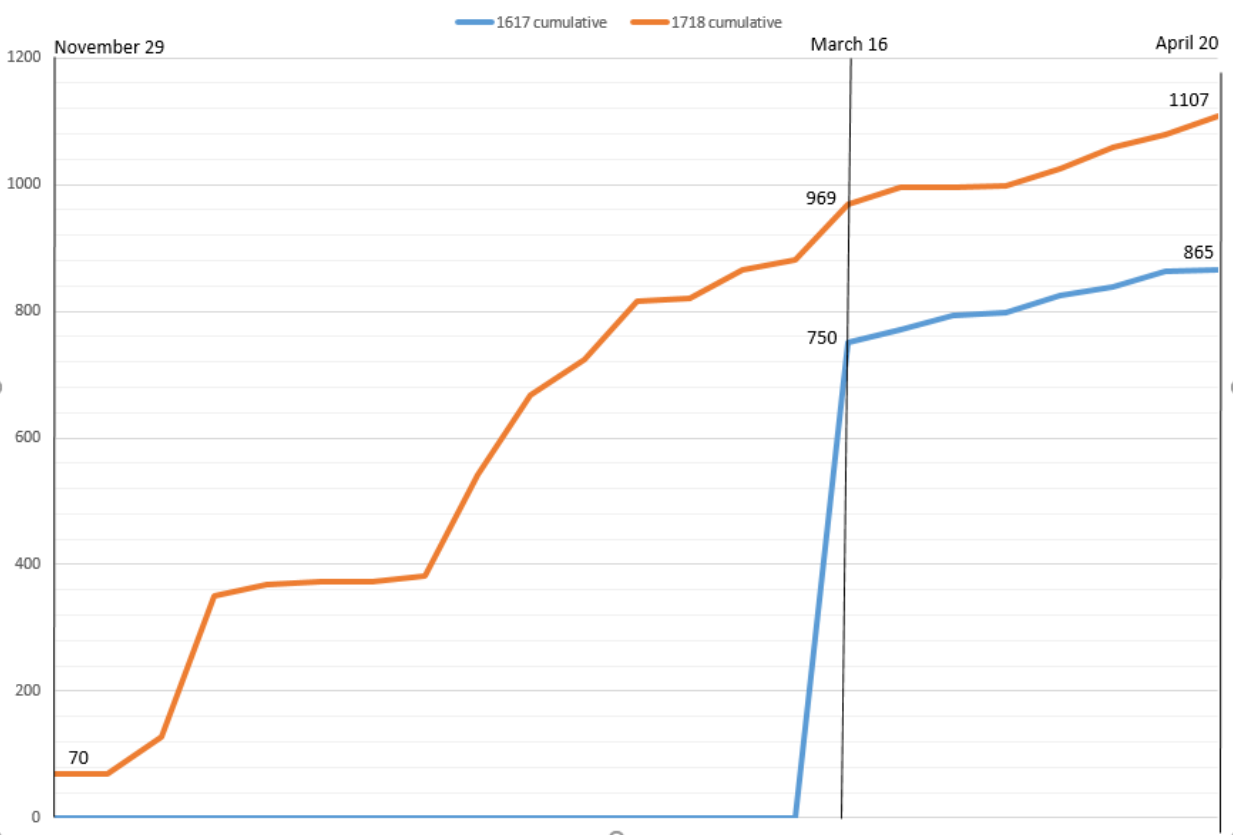
The total number of ISIRS represents our total population for incoming and returning students. We are currently at 2062 this year compared to 1936 last year. These numbers will change right up and through the final census date.

The incoming student population have all received estimated award packages, while the returning population has not yet received any estimated awards, at this time. Once our tuition and fees are approved, final awards will be disseminated to both populations.



**Graph 4:**

**Total Award Letters Mailed (Incoming students)**



An example of determining the qualification of a student’s need-based financial aid, institutions like St. Mary’s College use the Expected Family Contribution calculation (EFC).

EFC is determined by a formula that takes into account information such as the student’s and parents’ income, (often) their assets, how many people are in the family household, how many of those people are in college, family’s state of residence, age of the oldest parent, etc.

- Cost of attendance is utilized for award packaging and determined by the school; St. Mary’s College’s “in state” on campus student COA is currently at \$29,500.00. The financial need is determined by subtracting the EFC from the COA. This formula is different from school to school because of overall costs, i.e., tuition/fees/room/board/transportation, etc.

**Estimated Financial Aid Expenditures:**

During the 2016/17 awarding year, so far we have spent approximately \$6,323,662 in institutional funds versus our expected institutional expenditure of \$6,478,674, for 2017-18. You will notice the Foundation distribution has been reduced from \$780,899 to \$562,325 based on their projected estimation of fund availability. The Foundation has authorized this amount of distribution for 2017/18. The projection and future distribution of Foundation dollars will be awarded beginning in the fall of 2017 for 2018/19, a change in methodology because of PPY.

The total number of institutional dollars for distribution for 2017/18 minus the foundation dollars will be estimated at \$5,847,137.

I cannot underscore the relevance of change in our industry because of PPY. The financial aid office is busy developing policies and procedures for our upcoming 2018/19 recruitment year. The financial changes relative to charges and budgetary concerns will undoubtedly affect the decision making process of students.

**Enrollment Initiatives:**

Upon my arrival to St. Mary's College in late October, I focused on several initiatives. Many have been completed, while a few are still ongoing. One notable exception is the Policy and Procedure Manual, which is a living document that will need periodic updating as required processes and procedures change.

**Action Item(s) related to specific strategic plan goals as appropriate:**

None

**Committee Action Taken/Action in Progress:**

**Recommendation to the Board:**

**ADMISSIONS AND FINANCIAL AID COMMITTEE**

**MEETING OF MAY 12, 2017**

**AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
  - A. Fall 2017 Admissions Report
  - B. Financial Aid Report
  - C. Integrated Marketing Update (Carolyn Curry)
- III. ACTION ITEMS**
  - A. None
- IV. INFORMATION ITEMS**
  - A. Updated Admissions and Financial Aid Report
  - B. Minutes of January 27, 2017 meeting

**BOARD OF TRUSTEES**

**ADMISSIONS AND FINANCIAL AID  
OPEN SESSION**

**MINUTES**

**Date of Meeting:** January 27, 2017

**Status of Minutes:** APPROVED

**Committee Members Present:** Co-chair Carlos Alcazar, Co-chair Gary Jobson, Peter Bruns, Board Chair Sven Holmes, Molly Matthews, Ann McDaniel, President Tuajuanda Jordan, Vera Damanka, Alan Wagaman

**Committee Members Absent:** None

**Others Present:** David Boisvert, Nadine Hutton, Matthew Fehrs, Rob Maddox, Carolyn Curry, Michael Wick, Leonard Brown, Charles Jackson, Cynthia Gross, Anna Yates, Kathy Grimes, Michael Bruckler, Sandy Abell, Cindy Broyles, Danielle Troyan, Tim Heely, Gail Harmon, Michael O'Brien, Peg Duchesne, Allison Boyle, Lex Birney, Cindy Broyles, and Beverly Read

**Executive Summary:**

Meeting was called to order at 5:15 p.m.

**Admissions Data**

David Boisvert, Interim VP for Enrollment Management, reported to the committee on the following items related to enrollment and applications:

- Approximately 16 enrollment initiatives have been started since Mr. Boisvert's arrival with some complete, while others are ongoing. All have targets with mid-year and final year evaluations. Highlighted initiatives were the policy and procedures handbook, the organizational chart, and training for admissions staff on Radius.
- Mr. Boisvert outlined a Relationship Management Tool being used by the admissions staff. The staff is using this enrollment tool that includes a calling program with eight points of contact. This enrollment model engages the admissions staff with the perspective from applicant stage to deposit and enrollment. Also, automating the communications process and utilizing different mediums of communication, including texting, should reinforce the messaging and value of a St. Mary's College education.
- 2017-2018 First Year Enrollment Funnel. Applications for both Early Action and Regular Decision are up slightly as of January 16: applications up 15%, deposits up 7%. The department is cautiously optimistic it will meet expectations. As of January 16, 1,427 students have applied, 763 have been accepted, and 48 have deposited. The academic profiles for both the accepted and deposited students is up slightly over 2016.
- 2017-2018 Transfer Enrollment Funnel. The number of applications for fall seems low but it is still too early to tell. Transfer students are just beginning to apply for fall. Spring 2017 enrollment is up slightly. 72 students applied and 29 have paid a deposit.

- Applications for strategic populations. Minority, first generation, international and out-of-state students are in line as of January 16 and it appears they will match or exceed last year's numbers.
- Total institutional enrollment for Spring and Fall 2016 and Spring 2017. The preliminary total institutional enrollment for spring is 1,554 a decline from Spring 2016 of 117 students and a decline of 89 students from Fall 2016. However, the data suggest a 94% retention rate.
- In closing, Mr. Boisvert reported that there were adjustments made to the percentage of gift aid to students with EFC of \$0 but only in the index 1,2, and 3 out of 5. The 5% differential from 70% to 75% will translate into an average of \$1,300.00 more towards their aid package. The (5% change) will increase the discount rate from 31.4% to 31.7%.

### **Financial Aid Report**

Nadine Hutton, Director of Financial Aid reported on Financial Aid:

- Financial aid expenditures as of January 25 show a balance of \$72,958. Ms. Hutton expects that this amount will be spent this semester based on new requests for financial aid from currently enrolled students.
- To-date, 534 financial aid packages have been mailed, compared to 716 that had been mailed by March 15, 2016.
- The Office of Financial Aid has received notice of an increase in College SEOG funds, a sign she considers positive.

### **Marketing**

Carolyn Curry, Vice President for Institutional Advancement reported to the committee on marketing:

- Based on a recommendation from Molly Mahoney Matthews, the College was introduced to Steve Dahllof to help with branding and imaging initiatives for the college.
- The Marketing Office has reviewed all of the current materials, has done extensive research on Generation Z, the new profile of student, to understand how they think and what they expect in publications and messaging from colleges, conducted two campus image sessions with Steve, and are testing concepts with students.
- Improvements and additions have been made to financial aid and admissions pages on the website.
- Advertising and marketing for October through December included Facebook, Comcast, Pandora, and Instagram. A postcard was sent in December to all students in the inquiry pool, who had not submitted an application, encouraging them to apply.
- New banners were designed for placement on College Drive by the admissions office and a video was made to accompany a full suite of MAT marketing materials. In addition, there were 42 leveraging SMCM stories, 6 targeted print ads, and admissions collateral pieces.



- The College was named a 2016-2017 College of Distinction and The Wall Street Journal named us the best in the South for student/teacher ratio. U.S. News & World Report names us as one of the best Liberal Arts Colleges and we were in the top 100 on Kiplinger's Best Values list.
- The marketing office was presented the gold star award for a 30-second spot by CASE District II, a national organization. The gold star award is the highest award presented.

**Action Item(s):** None

Meeting adjourned at 6:26 p.m.

**BOARD OF TRUSTEES  
STUDENT AFFAIRS COMMITTEE  
REPORT SUMMARY**

**Date of Meeting: May 11, 2017**

**Date of Next Meeting: October 20, 2017**

**Committee Chair: Lex Birney (co-chair), Cindy Broyles'79 (co-chair)**

**Committee Members:** Carlos Alcazar, Vera Damanka'17, Peg Duchesne'77, Elizabeth Graves'95,  
Board Chair Sven Holmes, President Tuajuanda Jordan, Larry Leak'76, Danielle Troyan'92

**Staff Member:** Leonard Brown

**Executive Summary:**

**Compliance Review**

Discussion of the Alcohol Survey and related campus actions.

**Middle States Update**

Information on the Student Affairs division's work in support of Middle States review.

**Title IX Climate Survey Report**

Michael Dunn reviewed information from the survey.

**Student Trustee-in-Training Selection Process**

Information shared on the process to select a Student Trustee-in-Training.

**Student Trustee Report**

Vera Damanka reviewed her submitted report.

**Action Item(s) related to specific strategic plan goals as appropriate:**

N/A

**Committee Action Taken/Action in Progress:**

**Recommendation to the Board:**



**STUDENT AFFAIRS COMMITTEE**

**MEETING OF MAY 11, 2017**

**OPEN SESSION AGENDA**

- I. CALL TO ORDER**
  - A. Approval of January 27, 2017 Minutes
  
- II. DISCUSSION ITEMS**
  - A. Compliance Review
  - B. Middle States Update
  - C. Title IX Climate Survey Report
  - D. Student Trustee-in-Training Selection Process
  
- III. INFORMATION ITEMS**
  - A. Student Trustee Report



**BOARD OF TRUSTEES**  
**STUDENT AFFAIRS COMMITTEE**  
**MINUTES**

**Date of Meeting:** January 27, 2017

**Status of Minutes:** DRAFT

**Committee Members Present:** Co-chair Lex Birney, Co-chair Cindy Broyles '79, Carlos Alcazar, Vera Damanka '17, Peg Duchesne '77, Board Chair Sven Holmes, Danielle Troyan '92, President Tuajuanda Jordan

**Committee Members Absent:** Elizabeth Graves '95, Larry Leak '77

**Others Present:** Leonard Brown, Michael Wick, Allison Boyle, Kathy Grimes, Cynthia Gross, Anna Yates, Michael Dunn, Kortet Mensah, Kate Shirey, Joanne Goldwater, Derek Young, Tressa Setlak, Kay Ryner, Sharon Phillips, Lisa Youngborg

**Executive Summary:**

Meeting was called to order at 3:15 p.m. by Lex Birney

**Career Development**

The current program model and expansion plans for the Center for Career Development were discussed. The focus is on programs and internships that will prepare our students for life beyond SMCM.

**Retention Strategy and Implementation**

Institutional retention efforts using the Beacon program for student success were reviewed. Beacon assists in the identification, by faculty and staff, of at-risk students and allows staff to proactively connect students with the appropriate resources to succeed.

**Campus Culture Update**

An update on campus culture initiatives related to inclusion, diversity and equity was shared and discussed.

**Student Trustee Report**

Vera Damanka reviewed her submitted report.

**Clery Reporting**

Written report of the consultant's assessment of the policies and procedures for Clery reporting was submitted. No questions.

**Action Item(s):**

N/A

**Committee Action Taken/Action in Progress:**

N/A

**Recommendation to the Board:**

N/A

Meeting adjourned at 4:45 pm.

**ST. MARY'S COLLEGE OF MARYLAND  
ADMINISTRATIVE ORGANIZATIONAL CHART**

