

# 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**

**October 21, 2017**

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

**AGENDA**

October 21, 2017 (#683)  
10:15 a.m.

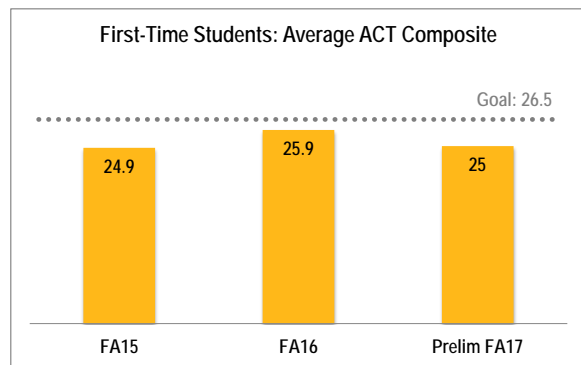
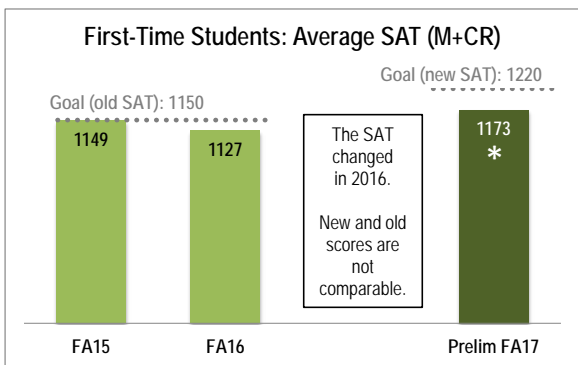
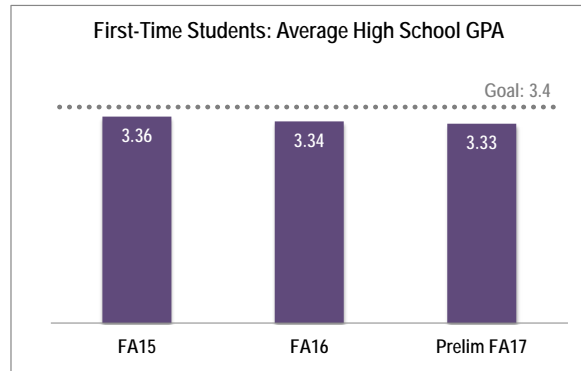
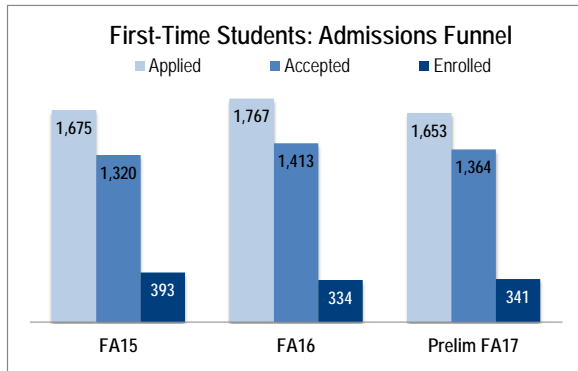
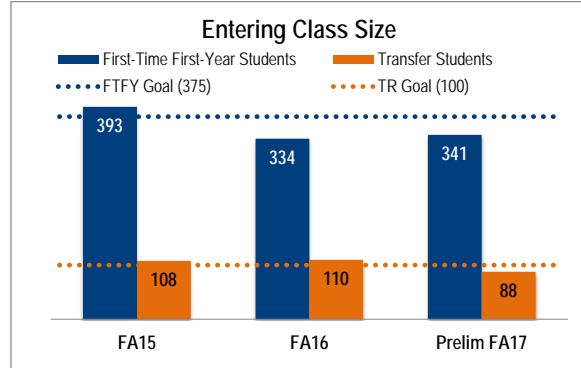
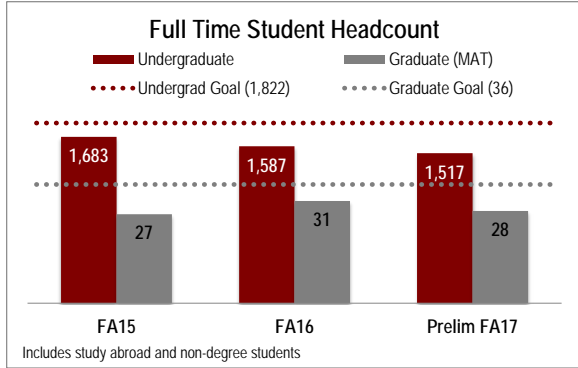
*Glendening Hall Annex  
St. Mary's College of Maryland  
St. Mary's City, Maryland*

- |              |  |                                    |
|--------------|--|------------------------------------|
| <b>I.</b>    | Call to Order  | <b>Sven Holmes</b>                 |
| <b>II.</b>   | Approval of agenda   | <b>Sven Holmes</b>                 |
| <b>III.</b>  | Report of the Board Chair  | <b>Sven Holmes</b>                 |
| <b>IV.</b>   | Report of the President  | <b>President Jordan</b>            |
| <b>V.</b>    | Admissions Report  | <b>David Hautanen</b>              |
| <b>VI.</b>   | Honors College 2.0   | <b>Mike Wick and Leonard Brown</b> |
| <b>VII.</b>  | Faculty Senate Report  | <b>Dave Kung</b>                   |
| <b>VIII.</b> | Action Items   |                                    |
|              | <b>A.</b> Finance, Investment and Audit  | <b>John Wobensmith '93</b>         |
|              | <b>a.</b> <b>Action Item 1718-03:</b> Revision of the FY18 Current Fund<br>(Operating) Unrestricted Budget |                                    |
|              | <b>b.</b> <b>Action Item 1718-04:</b> Reconciliation of the FY 18 Plant (Capital) Budget                   |                                    |
|              | <b>c.</b> <b>Action Item 1718-05:</b> 2017 Performance Accountability Report                               |                                    |
|              | <b>d.</b> <b>Action Item 1718-06:</b> Maryland Residency Requirements Waiver                               |                                    |
| <b>IX.</b>   | Student Trustee Report   | <b>Sharon Phillips '18</b>         |
| <b>X.</b>    | Alumni Association Report  | <b>Allan Wagaman '06</b>           |
| <b>XI.</b>   | Motion to Adjourn Meeting  | <b>Sven Holmes</b>                 |



**Student Characteristics in Enrollment**

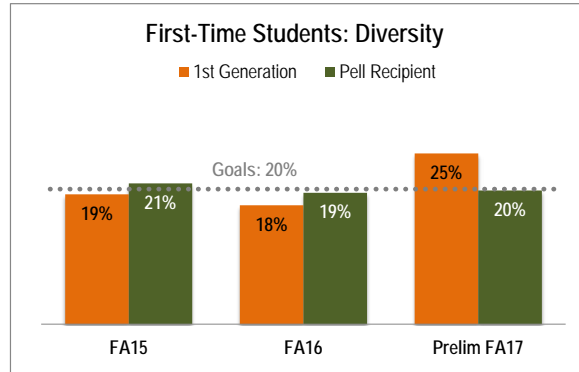
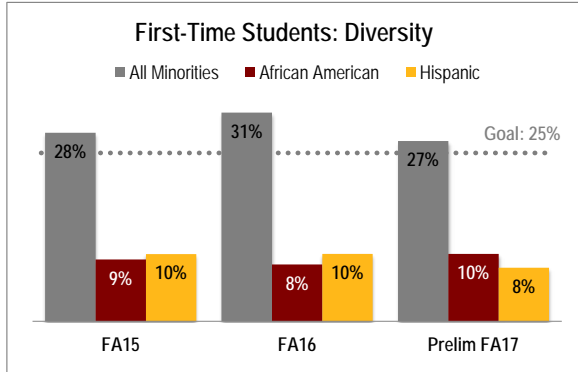
Fall 2017 figures based on preliminary census (freeze) data, 9/25/17



\* FA17 scores represent an average of all reported SAT scores, including new SAT scores (n=249) and old SAT scores converted to the new scale (n=27).

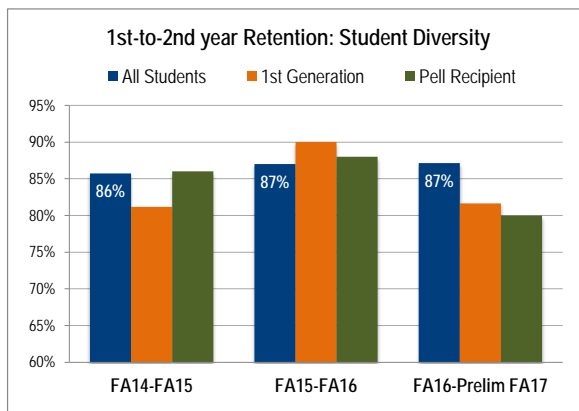
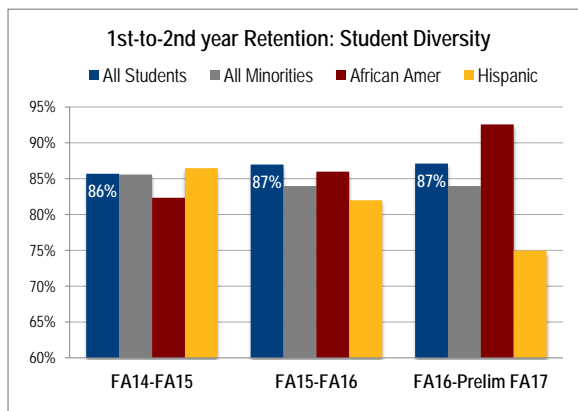
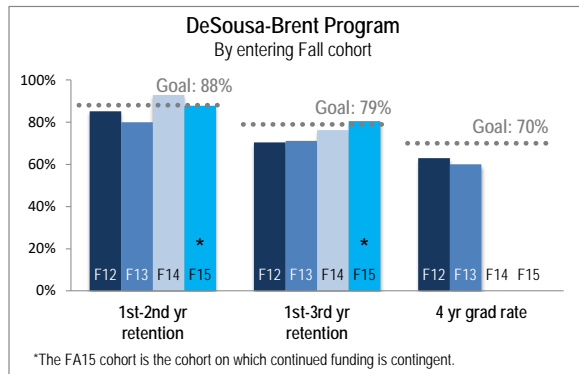
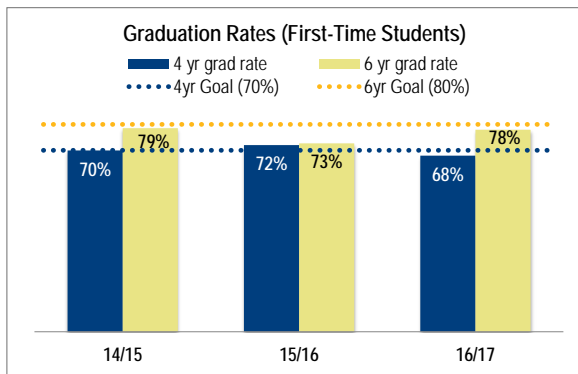
## Student Characteristics in Enrollment

Fall 2017 figures based on preliminary census (freeze) data, 9/25/17

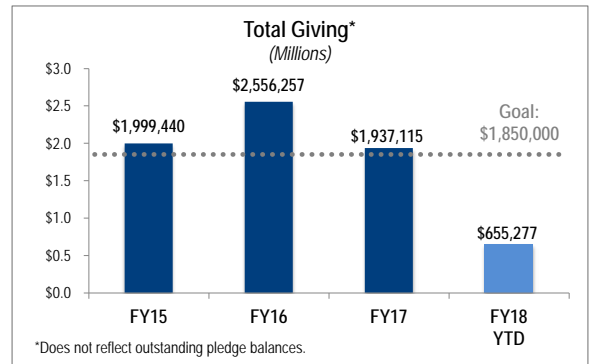
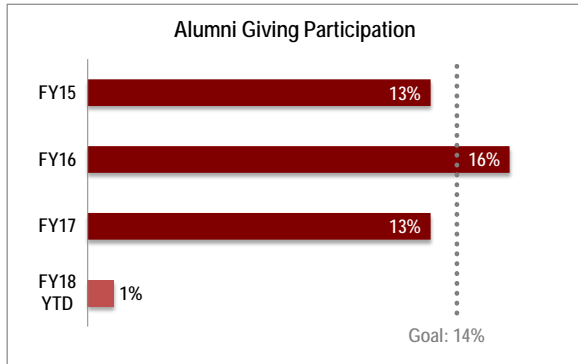
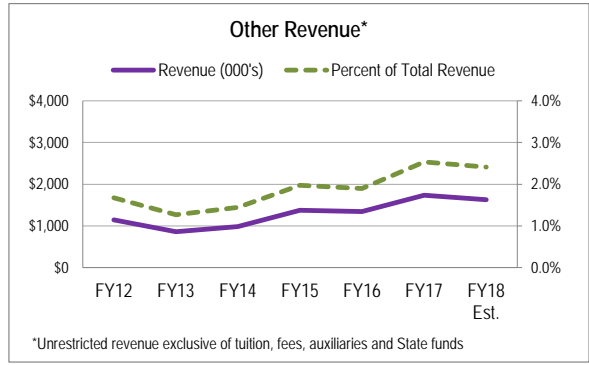
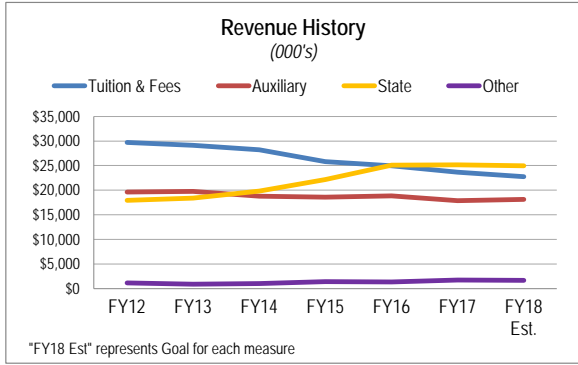


## Student Retention and Persistence

Fall 2017 figures based on preliminary census (freeze) data, 9/25/17



## Revenue and Fundraising



Note: FY15 and FY16 totals include donations to the capital building campaign.

**BOARD OF TRUSTEES  
PRESIDENT'S REPORT**

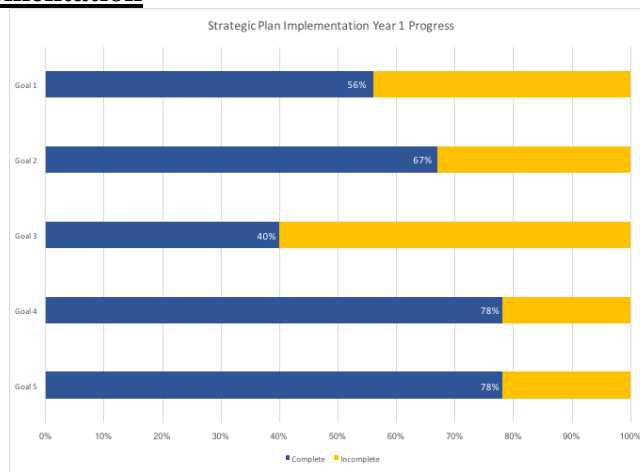
**Date of Meeting:** October 21, 2017

**Date of Next Meeting:** TBD

**Executive Summary:**

Several significant campus achievements and/or initiatives since the May 2017 Trustee meeting are highlighted.

**Strategic Plan Implementation**



A few notable areas of achievements, as well as a high-level assessment of progress towards all goals and metrics, are provided in Appendix I. More detailed information may be accessed by clicking on the tabs within the appendix.

**Middle States Higher Education Commission**

In June 2017, the College received official notification that its accreditation has been re-affirmed. The next review will occur during the 2024 – 25 academic year.

**Inclusive Diversity and Equity**

Campus-wide efforts to make the SMCM community more inclusively diverse and equitable so that all members may thrive continue: a thorough review of employment/hiring policies is underway; Title IX policy review and campus-wide dissemination are both up-to-date; and, bias incidence response protocols have been developed, implemented, and disseminated. Assessment of the effectiveness of all policies will inform decisions regarding future updates, training, etc.

A major initiative that was implemented over the summer and is set to conclude later this month is a two-part diversity training endeavor comprising an electronic module followed by in-person, small group discussions. This initiative, per the strategic plan, is required of all campus

community members. Kortet Mensah, the associate vice president of inclusive diversity and equity, is commended for her effort to coordinate this initiative and to lead the small group discussions. Going forward, this initiative will be required of all new students and College employees. Community conversations, necessary to build and sustain efforts of inclusion and equity will occur throughout the year, every year. This year's conversations, as well as several lectures and performances, are focused on the theme "Unmasking Oppression: Bringing Humanity Back to the Conversations."

**Rankings:**

This year's rankings are very good. Those who continue to work to ensure that the College has representation at national conferences and other events are commended for the efforts to keep the College visible and on the minds of those who are responsible for the rankings. 2018 rankings of note include: a) *US News & World Reports (USNWR)*- tied for 96<sup>th</sup> among all national (public and private) liberal arts colleges [it should be noted that only three of Maryland's public institutions are nationally ranked and SMCM is the second highest rank of the three]; b) ranked 5<sup>th</sup> by *USNWR* for public liberal arts colleges (top four are the military institutions); c) Best 380 Colleges in the *Princeton Review*; and, d) one of *Money Magazine's* Best Colleges for Your Money.

**Enrollment Management:**

Since the last Board meeting, a highly experienced and respected vice president for enrollment management, David L. Hautanen, Jr., has been hired and begun the work necessary to re-structure the College's admissions and financial aid policies, procedures, and structures to enhance the College's ability to bring in Cohort 2018. To facilitate this crucial endeavor, consultants have been identified to assist the College in our recruitment and marketing efforts, which includes financial assistance planning.

The enrollment challenges, however, are quite complex and go well beyond the work of the staff in admissions and financial aid. In light of this recognition, the College executive team, in consultation and collaboration with several faculty and staff groups, developed a framework that will be used to re-imagine and implement educational programming that is better suited to the needs of 21<sup>st</sup>-century students. Conversations with a wide variety of stakeholders (including trustees, Foundation Board of Directors, staff, Alumni Council, a sampling of both students and alumni across the country, and local community partners) have been overwhelmingly positive and supportive of the efforts. At this juncture, it is difficult to assess the level of faculty support. Work has begun in earnest to have elements of the concept at a point where they may be used to assist in recruiting Cohort 2018. Structures are being developed and implemented to engage stakeholders in the planning, development, implementation, and assessment of the various components that will be required to have educational programming that can significantly enhance the College's long-term viability and sustain our reputation as an excellent, nationally-ranked liberal arts institution with the unique mission built upon the principles of access, affordability, diversity, and excellence.

A new effort has been initiated to facilitate the transition of first-generation students and their families to the College (85 new students fall into this category). As part of this effort known as

“*Sum Primus. Sum Exemplar.*” (I am first. I am an exemplar), a parent luncheon was held on “Move-in Day” with the members of the executive to introduce them to college life and to address any and all questions they may have about expectations, the environment, etc. After the start of the semester, a reception was held as means to introduce the students to one another and, equally important, to faculty who are also first-generation college students. The plan is to have gatherings once a semester to share experiences and discuss challenges/successes and to link students to faculty and staff from similar backgrounds who may serve as mentors and special advisors. It is hoped that this low-cost initiative will have a positive impact on retention and that it will help the College enhance its infrastructure to better support this growing student demographic.

**Commemoration of the College’s Relationship with Slavery**

In light of the recent archeological and archival discoveries, the committee convened to respond to the community’s suggestions as to how best to commemorate the College’s relationship to slavery; the Commemoration Committee developed a list of five activities/initiatives to guide our efforts: 1) develop a contemplative memorial at the site of the recently discovered slave quarters near the soon-to-be constructed Jamie L. Roberts Stadium Complex; 2) inclusion in the curriculum; 3) develop a center; 4) construct a campus-wide walking path and tour; and 5) have an annual celebration acknowledging our past and present. Work has begun on the first two recommendations with the submission of grants to support the efforts.

**Nota Bene**

Members of both the faculty and staff continue to be recognized for their professional achievements as well as their ability to garner extramural support for their scholarly, creative, and professional endeavors. For example, in collaboration with the Virginia Department of Historic Resources (DHR), Chesapeake Conservancy, and the state-recognized Rappahannock Tribe of Virginia, Professor of Anthropology Julia King was awarded a \$240,000 grant by the National Endowment for the Humanities to trace the history and development of the Rappahannock Indians in early American history (200-1850 AD). A complete list of accolades since the May 2017 report may be found in Appendix II.

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

N/A

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

N/A

**Recommendation to the Board:**

N/A



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

**Date of Meeting:** October 18, 2017

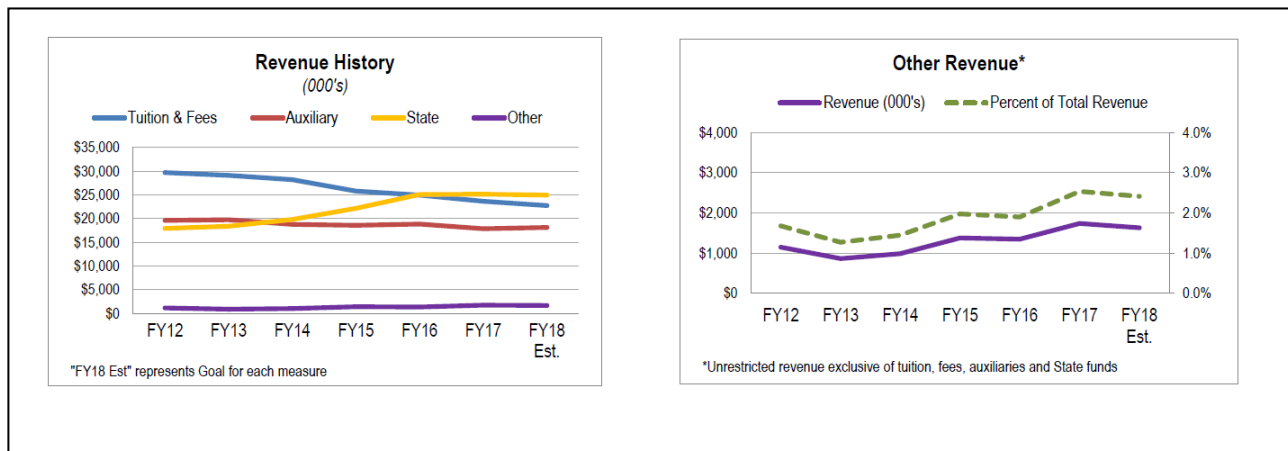
**Date of Next Meeting:** TBD

**Committee Chair:** John Wobensmith '93

**Committee Members:** Anirban Basu, Lex Birney, Donny Bryan '73, Asif Dowla, Susan Dyer, Sven Holmes, Tuajuanda Jordan, Katharine Russell

**Staff Member:** Chip Jackson

**Dashboard Metrics:**



**Executive Summary:**

Discussion Items

**FY17 Operating Budget Closing and Status of Financial Statement Audit:**

FY17 closed on June 30, 2017. Review and adjustments for year-end activity are complete and financial statement drafts are currently undergoing final review. We remain on schedule with the audit tasks. Audited statements are to be presented to the Finance, Investment, and Audit Committee for review in December.

Actual operating results are a surplus of \$1.2 million. Rollovers to FY18 total \$5.2 million including significant carry-forward items from the previous year (\$2.9 million), including the ERP project. In addition, \$100 thousand was transferred to Quasi Endowment as part of the year-end closing process.

**Honors College 2.0 – Resource Requirements:**

The College will provide \$710 thousand in one-time funds from the FY17 year-end surplus to support planning and development of the new educational master plan, recruiting, and marketing activity.

**Enterprise Resource Planning System (ERP):**

The College received initial proposals from four vendors in response to its RFP to replace the existing ERP. Assessment of the received proposals is ongoing with campus discovery and demonstrations by selected vendors scheduled in November and December of this year. Selection and award of the new ERP is anticipated early 2018. Implementation will take approximately 2 years from contract award.

**Investment Policy Revision:**

A draft revision to the College's investment policy has been prepared in consultation with the College's current investment manager, 19/19 Investment Council. The attached draft revision will be reviewed by both FIA and JIAC this fall with the goal to present a final policy to the Board of Trustees in February 2018.

**Dashboards:**

Dashboards reflect current and relevant data with regard to student characteristics in enrollment, student retention and persistence, revenue, and fundraising.

**Information Items**

May 1 and July 20, 2017 meeting minutes are provided for informational purposes. FY18 financial results to date, reportable procurement items, and a joint investment activities update will be provided. A report from the Foundation President is included in the materials.

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

**Action Item II.A. Revision of the FY18 Current Fund (Operating) Unrestricted Budget**

The proposed revision to the FY18 current fund budget incorporates carry-forward authorization for \$5,174,866 encumbered but not expended as of June 30, 2017. Rollovers include significant carry-forward items from the previous year (\$2.9 million) including the ERP project. Significant new funding is provided to support the Honor's College 2.0 initiative, as well as increase contingency.

**Action Item II.B. Reconciliation of the FY 18 Plant (Capital) Budget**

FY17 plant fund activity is reconciled to the end of the fiscal year and new projects approved in July 2017 are added. The FY18 active project budget totals \$2.6 million. The projected unencumbered plant fund balance is \$1.6 million.

**Action Item II.C. 2017 Performance Accountability Report**

The Performance Accountability Report (PAR) is required by the State of Maryland to assess the College's progress on a variety of goals and objectives including academics, enrollment,

retention and graduation, financial aid, and student outcomes. The report provides data on specific metrics as well as narrative describing strengths and challenges. Maryland law requires institutions to submit their PAR to the Maryland Higher Education Commission for review, and final submission to the Governor and General Assembly. The PAR will also reviewed by the Student Affairs Committee and the Academic Affairs Committee at their respective meetings.

**Action Item II.D. Maryland Residency Requirement Waiver – Puerto Rico and U.S. Virgin Islands**

In response to the humanitarian disasters in Puerto Rico and the U.S. Virgin Islands, residency requirements for students from these U.S. territories who enroll at the College in either the Spring 2018 or Fall 2018 will be waived.

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

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**Recommendation to the Board:**

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**FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2017**

**AGENDA**

**I. DISCUSSION ITEMS**

- A. FY17 Operating Budget Closing and Status of Financial Statement Audit
- B. Honors College 2.0 – Resource Requirements
- C. Enterprise Resource Planning System (ERP)
- D. Investment Policy Revision
- E. Dashboards

**II. ACTION ITEMS**

- A. Revision of the FY18 Current Fund (Operating) Unrestricted Budget
- B. Reconciliation of the FY 18 Plant (Capital) Budget
- C. 2017 Performance Accountability Report
- D. Maryland Residency Requirements Waiver

**III. INFORMATION ITEMS**

- A. CFU FY18 Results to Date
- B. Reportable Procurement Items
- C. Joint Investment Activities
- D. Foundation President Report
- E. Minutes (Meetings of May 1 and July 20, 2017)

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

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

**ACTION ITEM 1718-03**

**REVISION OF THE FY18 CURRENT FUND (OPERATING)  
UNRESTRICTED BUDGET**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommend approval by the Board of Trustees, St. Mary's College of Maryland, of revisions to the current fund (operating) budget for fiscal year 2018 (FY18) as attached.

**RATIONALE**

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the attached FY18 current fund budget will allow the College to continue its mission of providing high-quality, public, post-secondary education.

The revision incorporates carry-forward authorization for \$5,174,866 encumbered but not expended as of June 30, 2017. Rollovers include significant carry-forward items from the previous year (\$2.9 million) including the ERP project. Significant new funding is provided to support the Honor's College 2.0 initiative, as well as increase contingency.

<i><b>Program of Expenditure</b></i>	<i><b>Type of carry-forward</b></i>	<i><b>Amount</b></i>
Instruction	Faculty Development, Startup and Other Academic Requests	\$78,764
	Other Rollover Items including equipment lease	\$68,997
Academic Support	Encumbered Items	\$6,952
Institutional Support	Encumbered items	\$121,913
	Special Rollover items, current and prior year:	
	- ERP Initiative / IT Infrastructure	\$2,391,687
	- Honor's College 2.0 – Educational Master Plan, Recruiting, Marketing	\$710,000
	- Contingency	\$837,000
	- Misc. Other	\$203,211
Scholarships	Book Scholarships	\$15,000
Student Services	Encumbered Items	\$30,415
	Rollover Items	\$86,183
Auxiliary Enterprises	Line of credit future debt service	\$459,156
	Encumbered Items	\$28,143
	Bookstore Labor	\$25,000
Physical Plant	Encumbered items and additional rollovers	\$112,445
Contingency		
	<b><i>Total</i></b>	<b>\$5,174,866</b>

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

**ACTION ITEM 1718-04**

**REVISION OF THE FY18 PLANT FUND (CAPITAL) BUDGET**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary’s College of Maryland, of the following revisions to the plant fund (capital) budget for fiscal year 2018, as attached.

**RATIONALE**

The attached schedules are provided for information purposes and “walk” from the final approved FY17 plant budget total and add new projects approved by the Board in July 2017.

Four major projects with value greater than \$200,000 continue with a balance remaining of \$1.22 million. Projects with value greater than \$200,000 require explicit Board of Trustees approval. Additional projects with a value less than \$200,000 have a remaining balance of \$1.35 million.

FY17 plant fund activity is reconciled to the end of the fiscal year and new projects approved in July 2017 are added. The FY18 active project budget totals \$2,570,890. The projected unencumbered plant fund balance is \$1.6 million. Bracketed references in the reconciliation schedule are derived from the subsequent listing of all plant projects.

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

**ACTION ITEM 1718-05**

**2017 PERFORMANCE ACCOUNTABILITY REPORT**

**RECOMMENDATION**

The Finance, Investment, and Audit Committee recommends that the Board of Trustees approve the 2017 Performance Accountability Report for submission to the Maryland Higher Education Commission. This recommendation is contingent upon the endorsement of the Student Affairs Committee and the Academic Affairs Committee.

**RATIONALE**

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

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

**ACTION ITEM 1718-06**

**WAIVER OF MARYLAND RESIDENCY REQUIREMENTS**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends that the Board of Trustees authorize a waiver of the Maryland Residency Requirements for students from Puerto Rico or the U.S. Virgin Islands for the purpose of paying tuition.

**RATIONALE**

In response to the humanitarian disasters in Puerto Rico and the U.S. Virgin Islands, residency requirements for students from these U.S. territories who enroll at the College in either the Spring 2018 or Fall 2018 will be waived. Students whose residency is from Puerto Rico or the U.S. Virgin Islands who enroll at the College in either Spring 2018 or Fall 2018 will receive the residency waiver for up to 8 semesters. There are no current students enrolled at the College from these territories.





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

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

**Status of Minutes:** Approved September 29, 2017

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

**Committee Members Absent:** Katharine Russell

**Others Present:** Annie Angueira, Leonard Brown, Chris Burch, Tommy Cable, Carolyn Curry, Kathy Grimes, Cynthia Gross, Mary Grube, Kelley Hernandez '08, Chip Jackson, Shannon Jarboe, Kortet Mensah, Sharon Phillips '18, Chris True, Harry Weitzel, Michael Wick, Anna Yates

**Executive Summary:**

The meeting was called to order at 4:02 p.m.

**DISCUSSION ITEMS**

**Results of Legislative Session**

The College's FY18 operating and capital budget requests were fully funded. The FY18 operating budget included \$1 million that includes the block grant inflator and tuition buy-down funding. The State appropriated \$10 million to continue the design of the new academic building and auditorium and the Jamie L. Roberts Stadium.

The College introduced two legislative bills during the 2017 legislative session, both of which passed through the legislature. House Bill 556 will increase funding for the College beginning in FY19 by augmenting the current block grant formula. The Bill will provide supplemental funding for health insurance costs and cost of living increases, requires SMCM to be included in future State-wide tuition buy-down funding, and provides additional performance based funds related to 6-year graduation rates. In addition, House Bill 561/Senate Bill 435 clarifies the authority of the Board of Trustees in managing the College. This legislation places the College's Board in the same statutory position as the University System of Maryland and Morgan State University governing boards.

**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**

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**

Items were provided to the Committee.

#### **Joint Investment Advisory Activities**

The Joint Investment Advisory Committee met on March 21, 2017. Details of the current fund values were provided to the Committee.

#### **Foundation President Report**

Foundation President and Chair of the Joint Investment Advisory Committee Harry Weitzel reported on Foundation activity. He expressed his support for the College and the Foundation to jointly seek a single firm to manage their respective portfolios.

#### **Staff Senate President Report**

Staff Senate President Mary Grube provided an overview of the accomplishments and events of the spring semester. Staff Senate held elections on March 29<sup>th</sup> and new officers will assume their place on the executive committee on July 1, at which time Kelley Hernandez '08 will begin her position of Staff Senate President. President Jordan expressed her gratitude to Mary for all of her accomplishments during her tenure as Staff Senate President.

### **ACTION ITEMS**

#### **FY18 Tuition, Fees, Room and Board Rates, and the FY18 Preliminary Budget**

The tuition and fees schedule for academic year 2017-2018 were presented to the Committee and reflected a proposed 2% tuition increase for all students. The proposed increase reflected additional funding provided by the State to limit tuition increases for Maryland residents at 2%. This is consistent with tuition increases within other Maryland public institutions. Increases to mandatory fees, room and board were also reviewed. The action item passed unanimously.

#### **FY19-FY23 State Capital Budget Proposal**

The State Capital Budget Proposal was reviewed with the Committee and action was contingent on endorsement by the Buildings and Grounds Committee. The proposal is a continuation of the

current capital budget and is consistent with the College's current plans. Included are the new academic building and auditorium, the Jamie L. Roberts Stadium, and various campus infrastructure improvements. The action item passed unanimously.

**Employee Handbook Revisions**

The Committee was presented with proposed revisions to the Employee Handbook that would include the addition of an Employment of Foreign Nationals Policy, an Affirmative Action Policy, a Non-Discrimination Policy, and a Criminal Background Check Policy Revision.

Inclusion of the three additional policies will establish guidelines to ensure consistency and fair practice, while recognizing the College's commitment to equal employment and educational opportunities for faculty, staff and students.

The addition of an Employment of Foreign Nationals, Affirmative Action, and Non-Discrimination policies were approved by the Committee. Faculty Representative Professor Asif Dowla abstained. The Committee did not take action on the proposed revision to the Criminal Background Check Policy.

**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. FY19-FY23 State Capital Budget Proposal
- III.C.1. Employment of Foreign Nationals Policy
- III.C.2. Affirmative Action Policy
- III.C.3. Non-Discrimination Policy

The following action item was not approved at the meeting:

- III.C.4. Approval of Employee 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.

The meeting adjourned at 4:49 p.m.



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

**MINUTES**

**Date of Meeting:** July 20, 2017

**Status of Minutes:** Approved September 29, 2017

**Committee Members Present:** Lex Birney, Donny Bryan '73, Asif Dowla, Board Chair Sven Holmes, President Tuajuanda Jordan, Katharine Russell, Committee Chair John Wobensmith '93

**Committee Members Absent:** None

**Others Present:** Annie Angueira, Leonard Brown, Chris Burch, Carolyn Curry, Cynthia Gross, Susan Dyer, Bonnie Glick, Mary Grube, David Hautanen, Kelley Hernandez '08, Chip Jackson, Shannon Jarboe, Larry Leak '76, Kortet Mensah, Chris True, Michael Wick, Anna Yates

**Executive Summary:**

The meeting was called to order at 9:03 a.m.

**DISCUSSION ITEMS**

None

**INFORMATION ITEMS**

None

**ACTION ITEMS**

**II.A.1. Approval of the FY18 Current Fund (Operating) Budget, including new personnel positions**

The proposed operating budget totals \$67.5 million. State funds total \$25 million, which includes \$0.5 million of inflator funding and \$0.4 million in tuition buy-down funding. The proposed operating budget is based on an adjusted estimate of student enrollment to 1,411 full-time undergraduate students, 112 less than the prior year budget. Tuition rates for both in-state and out-of-state students increased 2% and Auxiliary fees 3%, as approved by the Board of Trustees at its May 2017 meeting.

Revenue is \$2.7 million lower than the previous year, primarily related to the enrollment challenge. Significant expense reductions to balance the budget include the elimination of 12 positions; faculty personnel savings due to retirements; elimination of wage increases; deferred strategic initiatives; and reductions to departmental budgets. Funds are provided for increased health care costs for permanent and contractual employees. As in the past, faculty promotion and retention funds are provided for FY18.

Chip Jackson described the campus consultation process to develop budget reductions. VP's worked with various stakeholders on campus to identify potential reductions to be brought forward to the president for consideration. He expressed appreciation to everyone who has worked collaboratively to find expense reductions, and also to Carolyn Curry and the Foundation for increasing its funding support to the College. President Jordan has been very communicative of the enrollment challenge to the faculty and staff over the past few months. Details of the final budget reductions will be made available to the campus community.

Chair Holmes stated that much of the upcoming Board retreat will focus on enrollment. This action item passed unanimously.

#### **II.A.2. Approval of the FY18 Plant Fund (Capital) Budget**

The Committee on Buildings and Grounds prioritizes the capital projects and forwards them to the Finance, Investment, and Audit Committee for funding consideration. In recognition of the enrollment issues, plant fund priorities were decreased in order to accommodate the budget and the recommendation from Buildings and Grounds Committee has been reduced by \$77 thousand. The amount of funding available for the FY18 plant budget is expected to be \$1.26 million. This action item passed unanimously.

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

The following action items were approved by the Committee:

II.A.1. Approval of the FY18 Current Fund (Operating) Budget, including new personnel positions.

II.A.2. Approval of the FY18 Plant Fund (Capital) Budget

#### **Recommendation to the Board:**

The Finance, Investment, and Audit Committee recommends approval by the Board of the action items presented at its July 20, 2017 meeting.

The meeting adjourned at 9:24 a.m.

**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION  
REPORT SUMMARY**

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

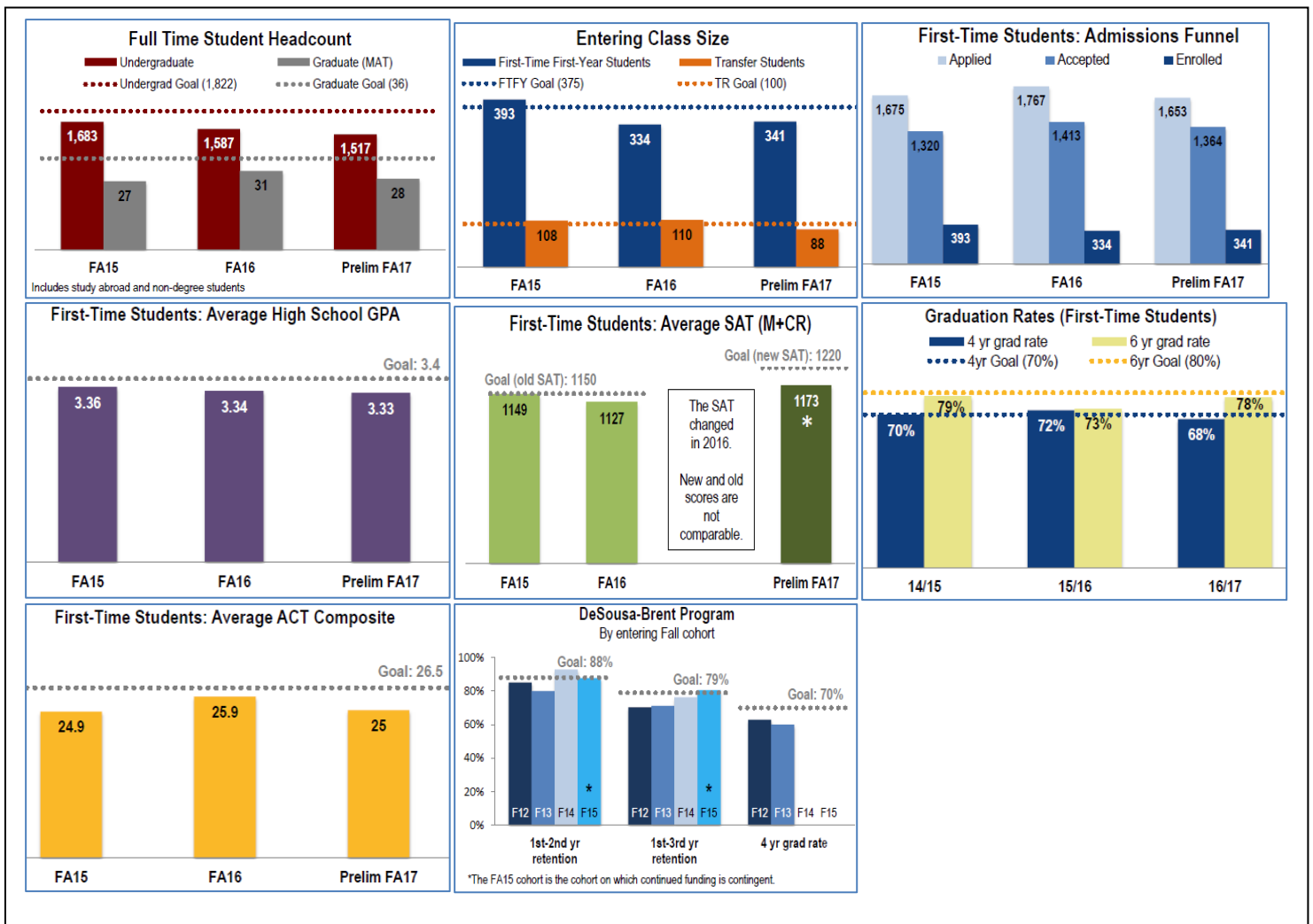
**Date of Next Meeting:** February 2, 2018

**Committee Chair:** Peter Bruns

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

**Staff Member:** Michael Wick

**Dashboard Metrics**



**Executive Summary:**

**DISCUSSION ITEMS**

**Faculty Senate Report**

An update is provided in response to the Board of Trustees' charge to explore curricular changes. A multi-level/multi-prong approach is outlined, along with a summary of upcoming work to be undertaken by the Senate this academic year.

**DeSousa-Brent Scholars Program Report**

Information is provided on the 2017 cohort of DeSousa-Brent Scholars. An update on the mandatory performance measures of the 2015 cohort, and the retention and student success efforts is presented.

**Provost and Dean of Faculty Report**

An overview of the Educational Master Plan will be presented.

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

**Action Item III.A. Endorsement of 2017 Performance Accountability Report**

The Performance Accountability Report (PAR) is a report required by the State of Maryland that assesses the College's progress on a variety of goals and objectives.

**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE  
MEETING OF OCTOBER 20, 2017**

**OPEN SESSION  
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
  - A. Dean of Faculty Report including Honors College 2.0 Development Update
  - B. DeSousa-Brent Scholars Program Report
  - C. Faculty Senate Report
- III. ACTION ITEMS**
  - A. Endorsement of 2017 Performance Accountability Report
- IV. INFORMATION ITEMS**
  - A. Minutes from meeting of May 12, 2017

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



**BOARD OF TRUSTEES**

**ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION  
MINUTES**

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

**Status of Minutes:** Approved September 26, 2017

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

**Committee Members Absent:** Glen Ives

**Others Present:** David Boisvert, Allison Boyle, Leonard Brown, Cindy Broyles '79, Donny Bryan '73, Jim Cranmer, Karen Crawford, Carolyn Curry, Peg Duchesne '77, Elizabeth Graves '95, Kathy Grimes, Cynthia Gross, Gail Harmon, Justin Hoobler, Charles Jackson, David Kung, Kortet Mensah, Michael O'Brien '68, Joan Pickett, Sharon Phillips, Katherine Russell, Frederico J. Talley, Allan Wagaman '06, Michael Wick, John Wobensmith '93, Anna Yates

**Executive Summary:**

Meeting was called to order at 11:07 a.m. by Committee Chair Peter Bruns.

**DISCUSSION ITEMS:**

**Faculty Senate Report**

Faculty Senate President Karen Crawford summarized the work of the Senate, as well as, the issues and challenges they faced this year. Noted was the devastating impact felt across campus of losing six faculty colleagues to illnesses in a two-year period.

**Faculty Merit Compensation Plan**

The Senate worked tirelessly this year to develop the Faculty Merit Compensation Plan. Some faculty were unhappy with Phase 1, but the faculty gave unanimous support to Phase 2 of the Plan. Professor Crawford acknowledged the efforts of the faculty and administrators who contributed to the work on the Faculty Merit Compensation Plan.

**Faculty Bylaws**

Work will continue on elements of the Faculty bylaws that need to be completed in the fall.

**Criminal Background Checks**

The Faculty Issues Committee of the Senate was petitioned to clarify the policy on Criminal Background Checks as it pertains to retired emeritus faculty. Professor Crawford remarked that it will take time for emeritus faculty to adjust to this policy.

### Other Discussion Items

There was discussion regarding the analysis of offerings at SMCM in comparison to peer and peer aspirants. The Academic Planning Committee (APC) provided the report to the Senate and the Provost for work on the

Academic Master Plan. Chair Bruns asked that the analysis be provided to the Committee for discussion at the Board retreat in September. The Committee also requested a report from the Senate on how the structure of the APC may need to be changed to facilitate a faster process.

### **Follow up Items**

- Provide Committee with analysis report on course offerings vs. peers for discussion at the Fall, 2017 Board of Trustees meeting.
- Provide Committee with Senate report on structuring the Academic Planning Committee to facilitate a faster process for discussion at the Fall, 2017 Board of Trustees meeting.

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

Dr. F.J. Talley, Director of the DeSousa Brent Scholars Program provided an update on the success of the 2015 cohort. The cohort remains on track to meet the mandatory goals for retention and graduation.

### Summer Tuition Assistance

Summer Tuition Assistance was implemented for this summer, thanks to many people on campus who worked to accomplish this. Twenty students will be taking summer classes at SMCM, and 13 are planning to take classes at other institutions closer to their homes.

### Academic Support

Study groups were formed in Biology, Math, Spanish and Chemistry and were mentored by undergraduate DeSousa Brent students. The Sophomore Passport program continued to keep students engaged by offering social and educational programs. A Junior Passport program was introduced in Spring, 2017. Two students who completed their passports in the spring semester will have their books provided by the DeSousa Brent program for the fall semester.

### Recruitment

Recruitment for the 2017 cohort continues. 35 students applied to join the DeSousa Brent Scholars Program, with 32 selected to date. Approximately 40 students are expected to enroll for the 2017 cohort.

### **Dean of Faculty Report**

#### **Middle States Monitoring Report**

Provost Wick updated the Committee on the Middle States Monitoring Report. Middle States conducted a Small Team Visit to the College on March 26-28, 2017. The Team submitted its report to the Middle States Commission for action at their June, 2017 meeting. The Team's

findings and recommendation to the Commission affirmed that the College continues to meet the Requirements of Affiliation under review.

Faculty Merit Compensation Plan

An overview of the Faculty Merit Compensation Plan (unanimously approved at the April 25<sup>th</sup> Faculty Meeting) was presented. The plan includes merit considerations in both annual salary adjustments and career milestone reviews (pre-tenure contract renewals, tenure and promotion, promotion to professor, and post-tenure reviews).

Equitable Education

Provost Wick outlined the results of a preliminary analysis of student success across racial and ethnic backgrounds. Student records from Fall, 2011 through Spring, 2016 were analyzed. The findings show inequalities in success rates between white and African American students. Inequalities between white and Hispanic students exist at a smaller rate. Additional analysis is needed to determine the strategies needed to close the equity gaps.

Faculty Recruitment

Thirteen tenure-track lines have been filled, and a fourteenth hire is pending. All positions will begin in fall of 2017.

Financial Aid Policy Revision

The College's financial aid policy was modified to reflect the federal eligibility requirements for receiving financial aid. The revised policy should allow more students to qualify for federal financial aid.

Action Items

Recommendation to Approve 2017 Candidates for Graduation was approved.

Recommendation to Approve 2017 MAT Candidates for Graduation was approved.

Meeting adjourned at 12:32 p.m.

Open Session reopened at 12:33 p.m.

Recommendation to Approve Revisions to SMCM's Residency Policy was approved.

Meeting adjourned at 12:35 p.m. to go into Closed Session

**Committee Action Taken/Action in Progress:** The proposed action items were approved by the Academic Affairs Committee at its meeting on May 12, 2017.

**Recommendation to the Board:** The Academic Affairs Committee recommended approval of the action items by the Board of Trustees at its meeting on May 12, 2017.



**BOARD OF TRUSTEES  
ADMISSIONS AND FINANCIAL AID  
REPORT SUMMARY**

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

**Date of Next Meeting:** February 3, 2018

**Committee Chair:** Carlos Alcazar

**Committee Members:** Anirban Basu, Peter Bruns, Bonnie Glick, Sven Holmes, President Jordan, Ann McDaniel

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

**Dashboard Metrics:**

N/A Included on Board of Trustees Dashboard

**Executive Summary:**

The Office of Enrollment Management is pleased to submit its October report to the Committee on Admissions and Financial Aid of the Board of Trustees. This report includes Fall 2017 enrollment and financial aid figures, fall recruitment plans, yield initiatives currently in the planning stage, and an update on staffing.

Enrollment (headcount) for the Fall 2017 semester includes 1517 undergraduate students and 28 graduate students.

This includes 341 first year first time (FYFT) students and 89 transfer students. New student enrollment includes seven additional FYFT students and 21 fewer transfer students compared to Fall 2016. The increase in FYFT students includes an increase in out-of-state enrollment from 6.6% (N=23) to 9% (N=31). From a diversity perspective, 27% of the FYFT class are students of color, 25% are first generation students, and 20% are Pell grant eligible. Compared to Fall 2016 admitted FYFT student yield increased from 23.6% to 24.6%.

The decrease in new transfer student enrollment can be attributed to fewer applications due to staff turnover in the Admissions Office during the recruitment season. Positively, a strong yield effort by Kristina Anderson, Interim Director of Admissions, and her team resulted in an increase in the yield of admitted transfer applicants from 61.5% in 2016 to 69% for 2017.

Fall 2017 continuing enrollment includes 1087 undergraduate students. Retention of FYFT students remained steady at 87% with an increase in the retention of African American students and decreases among Hispanic students, first generation students, and pell eligible students. These decreases will be assessed to identify additional action plans designed to increase retention.

For the Fall 2017 entering class, 80% of admitted students applied for financial aid, compared to 66% for Fall 2016. This is an outcome of the Free Application for Federal Student Aid (FAFSA) becoming available earlier (October 1) in the application cycle along with strong outreach to our inquiry and applicant pools last fall. Working with Ruffalo Noel Levitz, our financial aid partner, strategic decisions were made to increase scholarships for out-of-state students and increase the percent of need met for all Desousa Brent students. These

decisions along with 14 fewer new students contributed to a new student net tuition revenue decrease of \$511,254 to \$4,280,892 for a preliminary tuition/fees discount of 36.52% required to enroll the Fall 2017 new student class. This is compared to 29.07% for the Fall 2016 entering class. The preliminary overall undergraduate discount for Fall 2017 is 30.24% compared to the 24.98% for Fall 2016. Preliminary figures will be finalized once freeze enrollment files are reconciled with financial aid files.

The Desousa Brent (DB) program enrolled 39 students for Fall 2017 compared to 35 for Fall 2016. This increase is a result of two factors. The first being increased collaboration between Admissions and the DB program, and the second is the strategic decision to increase the percent of financial need met for admitted DB students. This increase resulted in a DB enrolled discount of 18% higher for Fall 2017 compared to Fall 2016. This awarding strategy will be reexamined for Fall 2018 with the goal of implementing a sustainable strategy. We are working with the DB program to continue to strengthen the recruitment, admission and enrollment processes for the DB program.

With Fall 2017 enrollment results continuing a trend begun in 2010, a robust recruitment strategy has been put in place to first stabilize and then build enrollment. The Fall 2018 recruitment strategy focuses on building awareness and relationships while also laying groundwork for the future.

To build greater awareness of SMCM among current HS seniors, an email, print and social media campaign has been launched. This campaign is targeting high school seniors in Maryland and out-of-state markets where admissions staff are conducting recruitment events. Students have been specifically targeted based on their academic profile and an expressed interest in attending a college with the same characteristics as St. Mary's College. Out-of-state students who indicated that they want to attend college away from their home state have also been targeted. This targeting is possible using the College Board's Enrollment Planning Service and Segment Analysis Service. This appears to be the first HS senior search campaign in recent history. A HS Sophomore and Junior search campaign for the Fall 2019 and 2020 entering classes is in the planning stage. We have also continued our investment in Naviance, a platform that connects students with post secondary institutions

To build greater relationships among prospective students, their family, college and transfer counselors and build for the future, we have implemented an aggressive off campus recruitment strategy designed to reengage, reintroduce or introduce SMCM across the state and in key out-of-state markets. Admissions staff will be conducting recruitment travel at more than 280 Maryland high schools, community colleges, and community based organizations. In addition, we will be hosting guidance counselor events across the state and a reception in Montgomery County. The out-of-state recruitment strategy includes recruitment events in markets selected based on proximity, historic relationships, and opportunity based on the characteristics of the market. This strategy is designed to generate results in the short term as well as build for the future. All together the Admissions staff will be conducting 30% more off campus recruitment events compared to Fall 2016.

These recruitment efforts are supported by a developing multichannel communication campaign designed to further increase interest in SMCM, increase the number of campus visitors, and increase the number of applications for admission. This campaign is being built as we go and includes email, print, texting, social media and targeted geofencing.

A campus-wide Signature Recruitment Events Committee has been convened to assist with the production of

Admission Open Houses and Admitted Student Days. We hosted the first of three Admission Open Houses on Saturday, September 23 with 219 prospective students and guests in attendance. This figure includes 19% more prospective students compared to the same Fall 2016 Open House. Evaluation results indicate that the Open House was a success with all respondents indicating that the event increased their interest in SMCM. Our next Open Houses are on Saturday, October 14, and Saturday, November 11.

During the last year, both the Transfer Coordinator and his replacement resigned. We are completing the search for an Assistant Director for Transfer. Once the successful candidate is onboarded we will move forward with reengaging our primary transfer feeder institutions. Preliminary meetings have already been held with the College of Southern Maryland and Montgomery College.

For the second year, students are able to complete the Free Application for Federal Financial Aid (FAFSA) as of October 1. This summer we posted a request for proposals (RFP) for a new partner to assist us with financial aid modeling and leveraging with the expiration of the three year contract with Ruffalo Noel Levitz. We are in the final stage of selecting a new partner to assist us with financial aid modeling and leveraging with the intention of delivering results better aligned with institutional enrollment goals. We are planning on providing estimated financial aid packages to admitted early action students who have completed the FAFSA in conjunction with admission offers. The team has an operational plan in place in order to be ready to release financial aid awards.

Once admission decisions are released, a comprehensive yield campaign targeting admitted students and their families will be implemented. This campaign will feature a multi-channel communications strategy, students, faculty and alumni outreach, as well as on and off campus events designed to further increase interest towards enrolling at SMCM. As part of our off campus yield event strategy, we would like to host a series of events in the homes of alumni and trustees throughout the state of Maryland.

The Director of Financial Aid search is in its final stages. We have completed interviews with four candidates and will be inviting finalists to campus for the week of October 16. The search for a permanent Director of Admission will commence after the start of the new year.

There have been a number of other staffing changes in the Enrollment Management. Over the summer three individuals resigned. One was in Financial Aid. Of the two who were in Admissions, one oversaw transfer recruitment and the other managed our communications flow. We hired two temporary staff to cover their off campus recruitment responsibilities, are at the offer stage in the Assistant Director for Transfer search, in the committee stage for the Financial Aid Counselor search, and are rewriting the job description for the second Admissions position.

**BOARD OF TRUSTEES  
ADMISSIONS AND FINANCIAL AID COMMITTEE  
with INTEGRATED MARKETING  
MEETING OF OCTOBER 20, 2017  
AGENDA**

**I. DISCUSSION ITEMS**

- A. VP for Enrollment Management Report
  - 1. Fall 17 Enrollment and Aid figures
  - 2. Fall 18 Recruitment update
  - 3. Personnel search update
- B. Integrated Marketing Report – Proposed strategy to brand and market Honors College 2.0

**II. ACTION ITEMS**

None.

**III. INFORMATION ITEMS**

Minutes from May 12, 2017

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



**BOARD OF TRUSTEES  
ADMISSIONS AND FINANCIAL AID**

**MINUTES**

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

**Status of Minutes:** Approved

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

**Committee Members Absent:** Co-Chair Carlos Alcazar, Molly Mahoney Matthews, Student Trustee Vera Damanka

**Others Present:** David Boisvert, Ray Ceo, Matthew Fehrs, Rob Maddox, Carolyn Curry, Michael Wick, Leonard Brown, Charles Jackson, Cynthia Gross, Anna Yates, Kathy Grimes, Michael Bruckler, Sandy Abell, Tim Heely, Gail Harmon, Peg Duchesne, Allison Boyle, and Beverly Read

**Executive Summary:**

Meeting was called to order at 8:30 a.m.

**Admissions Data**

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

- 2017-2018 First Year Enrollment Funnel. Total first year/full time applications are down from 2016, however the accept ratio has stayed relatively the same, 80% versus 81%. The goal of 1932/1545 applications to accepts will not be met. The deposit count is currently 8% higher than last year. Our yield has improved but our process is a moving target that will settle when the census date (the add/drop deadline for students) occurs in September. The applicant breakdown between early action (EA) and regular action (RA) are as follows: EA realized a 157 applicant drop on November 1, with less accepts and slightly below the EA deposit count of 231 versus 222 this year. The yield between both years was 3% higher than in 2016. 26/23%. The majority of applicants are generated each year in the early decision (ED) or EA categories. Last year those percentages actualized at 65% versus 58% this year. The percentages between 2016 and 2017 in RA changed with a higher ratio this year than last year. The deposit count is much higher. The academic profile of students is higher in SAT scores this year by 55 points, and slightly ahead in GPAs. The deposited student SAT has increased 46 points from 1136 last year to 1182 this year. Both increases in the SAT averages could be from the re-centering of the SAT by College Board. The charts are moving and will settle at census date.
- 2017-2018 Transfer Enrollment Funnel. The number of applications for fall is running the same as last year on average, 147(2016)/148 (2017). On May 11, 2016, there were 104 accepted and 62 deposits. May 11, 2017 transfer enrollments were at: 86 accepts and 49 deposits. A number of initiatives have been put in place to increase the number of applications and deposits for 2017.



### **Financial Aid Report**

Ray Ceo, Interim Director of Financial Aid reported on Financial Aid:

- As of May 11, 2017, 1,130 estimated financial aid award packages have been mailed; as compared to 926 mailed out the same day last year. Updated 2017 award packages that include any increases in tuition, fees, and room and board, when approved will be sent out immediately.
- The total number of Institutional Student Information Record's (ISIR's) loaded for incoming and returning students was 2090 on May 11, 2017 as compared to 2000 on May 11, 2016.
- Financial aid expenditures (estimated) for 2017-2018 will be slightly higher than the previous year. The increase is attributed to an allocation of an additional \$104,780 in Perkins Loans, a fund not utilized last year. Work Study, merit, and need based aid was increased.

### **Marketing**

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

- Steve Dahllof, a consultant working with the college to help with branding and imaging initiatives for the college, visited campus on April 26-27 and will return in June.
- The College's Marketing Office has met with student focus groups who provided valuable insight on what their expectations would be in publications and messaging from colleges. Students want snippets of video and they thrive on social media.
- Improvements and additions have been made to admissions pages on the website to include more information for transfer students.
- Several questions from board members related to recruitment materials being ready for upcoming recruitment activities was discussed.

### **Minutes**

The minutes of January 27, 2017 were approved unanimously.

Meeting adjourned at 10:10 a.m.

**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT**

**REPORT SUMMARY**

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

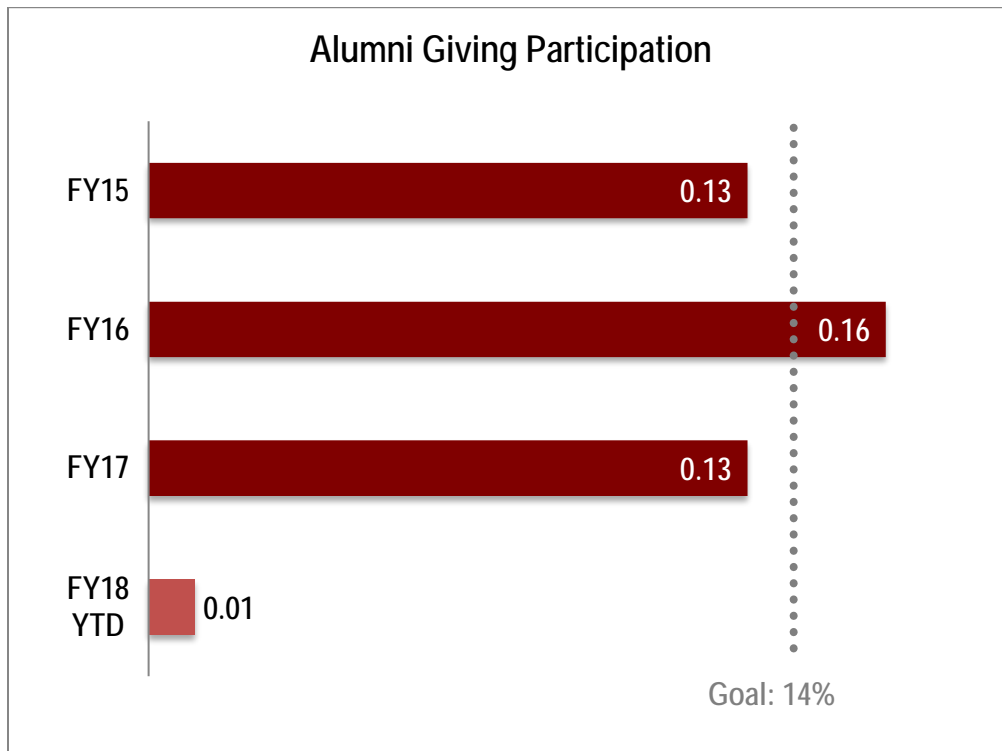
**Date of Next Meeting:** February 3, 2018

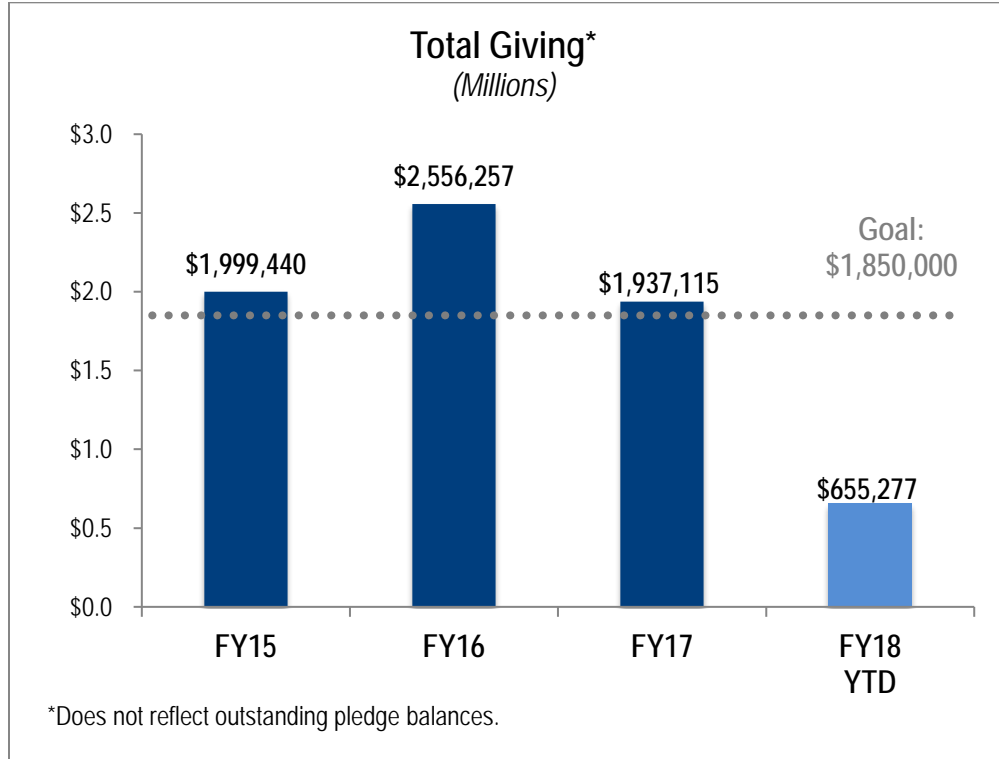
**Committee Chair:** Gail Harmon

**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 October 2017:**





Note: FY15 and FY16 totals include donations to the capital building campaign.

**Executive Summary:**

The Institutional Advancement (IA) Committee will review final metrics from FY17 and progress to date on reaching IA goals for FY18. FY18 goals include 1. Expand philanthropic support for the College by raising at least \$1.85M in annual giving; 2. Support Enrollment Management in reaching enrollment targets; 3. Enhance the College’s image and constituent engagement; and 4. Strengthen the IA infrastructure to leverage and optimize opportunities.

The Committee will discuss ways Trustees can assist in reaching goals and hear activity reports from the president of the SMCM Alumni Association and from the president of the SMCM Foundation, Inc.

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

N/A

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

N/A

**Recommendation to the Board:**

N/A

**INSTITUTIONAL ADVANCEMENT COMMITTEE**

**MEETING OF OCTOBER 20, 2017**

**AGENDA**

**I. CALL TO ORDER**

**II. DISCUSSION ITEMS**

**A. Institutional Advancement FY18 Goals**

**1. Development**

- a. Jamie L. Roberts Seahawk Fund**
- b. FY18 Funding Priorities and Honors College 2.0**
- c. Naming Opportunities**
- d. *Giving Tuesday*, November 28**

**2. Integrated Marketing**

**3. Alumni Engagement**

**B. Board's Role in Reaching Goals**

**C. Update from the 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**

There are no action items.

**IV. INFORMATIONAL ITEMS**

**A. Minutes dated May 11, 2017**

**B. Calendar of Key Events**

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

**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**MINUTES**

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

**Status of Minutes:** APPROVED

**Committee Members Present:** Gail Harmon, Trustee Chairman Sven Holmes, Dr. Tuajuanda Jordan, Cindy Broyles '79, Peg Duchesne '77, Elizabeth Graves '95 (*by teleconference*), Allan Wagaman '06

**Committee Members Absent:** Danielle Troyan '92, Harry Weitzel

**Others Present:** Carolyn Curry, Ann McDaniel, Tim Heeley, Peter Bruns, Mike O'Brien '68, Kelley Hernandez '08, Allison Boyle, Chip Jackson, Michael Wick, Leonard Brown, Kortet Mensah, Kathy Grimes, Anna Yates, Cynthia Gross, Sharon Phillips, Sandy Abell

**Executive Summary:**

The meeting was called to order by Chair Gail Harmon at 4:34 p.m.

**DISCUSSION ITEMS**

**Vice President of Institutional Advancement Report**

Vice President Carolyn Curry reviewed Institutional Advancement's FY17 year-to-date progress toward strategic goals, objectives and key actions. Institutional Advancement is comprised of the following units: Development, Integrated Marketing, Alumni Relations, Community Relations, and Events and Conferences. Highlights follow.

Selected progress to-date on Institutional Advancement Goals

1. Development

- Total giving year-to-date is \$1.57M, placing Development on target to meet the total giving goal of \$1.8M by June 30.
- The faculty/staff giving goal is currently at 40% toward the FY17 goal of 55%.
- Major gifts (\$10K+) are up 20%; 27 major gifts have been received year-to-date.
- Planned gifts are up 300%; five planned gifts have been implemented in FY17 with a value of \$600K.
- Corporate giving currently has a 67% success rate.
- Board of Trustee giving has a year-to-date participation rate of 76% (16 of 21) and Foundation Directors 92%. Both groups are on target for a 100% giving rate.

- Naming opportunities continue to be pursued.
- Challenge grants have proven to be very effective, e.g., *Giving Tuesday* dollar-for-dollar match, as well as the \$10K challenge by Chairman Sven Holmes to Jamie Roberts' classmates, which yielded 178 donors from Jamie's class years. Notably, 75% had never given before.
- The annual donor recognition dinner on May 5 for donors who gave \$1K+ in the current giving cycle had more than 120 attending.

## 2. Integrated Marketing

- The integrated marketing team continues imaging work with a branding consultant offering services pro bono. Continued focus group testing, storytelling and message development are underway.
- Digital and social media increased across 32 markets.
- Social media is tracking 175% higher than last semester.
- One hundred and seven unique stories have been pushed out to illustrate the value of the College.
- The [www.smcm.edu](http://www.smcm.edu) front site, through an overhaul, will better appeal to prospective students and families.

## 3. Alumni Participation

- The alumni participation rate to-date is 11% toward the goal of 17% by June 30. Last year's alumni participation rate experienced a big surge in the wake of the \$2.5M capital campaign appeals.
- Bay-to-Bay service day efforts yielded 1,700 lbs. of garbage collected by 250 alumni on the St. Mary's College campus.

### **Review of Board's Role in Reaching Goals**

Chair Gail Harmon reminded Committee members of the worksheets they completed in the fall to assist in meeting goals. She indicated several areas that could be of particular assistance right now:

- Achieving the 100% Board of Trustees participation rate
- Writing thank you notes
- Identifying prospects for naming opportunities
- Identifying and assisting with introductions/cultivation of major gift prospects

Ms. Curry noted that Trustees had written thank you notes, continued to serve as social ambassadors, and had put forth at least six names as potential prospects.

### **Update from St. Mary's College of Maryland Alumni Association President**

Alumni Council President Allan Wagaman gave highlights on alumni activities that linked to the College's strategic plan. Among them:

- Alumni Weekend has received over 500 registrations in the first 24 hours, and all premium housing has been reserved (\$100 annual giving level needed to qualify). Planning is underway for the Governor's Cup Race in August and the Class of '17 Zero Year Reunion.
- The Council is working on value-added uses of the Cobb House, the Handbook, local chapter work with affinity groups, the Association's value proposition, and branding.
- The annual Legislative Reception sponsored by Alumni Relations and the Alumni Council had an impressive attendance and was hopefully helpful in the College's legislative work.
- Chair Gail Harmon acknowledged Mr. Wagaman for his strategic thinking and for being a helpful resource in his role as president of the Alumni Association.

### **Update from the St. Mary's College of Maryland Foundation, Inc. President**

The SMCM Foundation report offered the following highlights.

- Since Foundation President Weitzel was not present due to a prior engagement, Chair Harmon acknowledged the Committee's appreciation to the following Foundation Directors whose terms are ending in June: John Bell '95 (who will join the Board of Trustees in FY18), Bob Waldschmitt who has served on the Foundation since 1989, and Sherri Robinson Bailey '81. Each member has given great support in advancing the mission of the College.
- Ms. Curry, the executive director of the Foundation, noted the market value of the endowment portfolio as of 3/31/17 has increased to \$30.7M.
- The Foundation will begin work next term on an RFP for FY18 to rebid its investment management services; the RFP will also include the College quasi-endowment.
- The Foundation recently added three new Directors: Nick Abrams '99, Paul Schultheis '98, and Chris Holt '86. The fourth newest member, Mike O'Brien '68, will start his term in September 2017 after his current Board of Trustee term ends.
- A new criteria matrix for Foundation Directors will help qualify future nominees.
- Foundation members received professional advice from JPMorgan at its May meeting in Washington, DC on philanthropic trends and donor-advised funds.
- Trustee Larry Leak expressed his appreciation to Harry Weitzel for the Foundation's critical support in Annapolis. Additionally, Chair Harmon lauded Mr. Weitzel for the tremendous work he has done as Foundation president, for his work with JPMorgan, and for being a tireless advocate for the College.

**ACTION ITEM**

**Renaming of The Library to the Hilda C. Landers Library**

Chair Gail Harmon noted that President Jordan had submitted to the Committee a proposal to rename the current Library to The Hilda C. Landers Library. Hilda C. Landers was a 1923 graduate of the Seminary. She and her husband Arthur Landers 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. Support to-date during their lifetime, and through their trusts, is estimated at \$6.4 million. Almost 2,000 students have received merit and financial aid through the Landers Trust gifts. Ms. Landers was particularly fond of the College's Library where a plaque hangs commemorating her generosity.

**ACTION ITEM: Renaming of The Library to The Hilda C. Landers Library.**

Chair Harmon referenced ACTION ITEM 1617-25, whereby the Institutional Advancement Committee recommends approval to rename The Library to The Hilda C. Landers Library. 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 Library to The Hilda C. Landers Library; the motion was seconded by Allan Wagaman. All were in favor. The motion carried.

Chair Harmon explained that the naming request would next go to the Building and Grounds Committee for its approval per the Trustee's naming policy. If approved there, Ms. Harmon will present it to the full Board of Trustees on May 12, 2017 for its approval. As a final step, the College has to submit the naming, as approved by the Board of Trustees, this summer to the State of Maryland Board of Public Works for approval.

**INFORMATIONAL ITEMS**

The Committee reviewed a list of 2017 Selected Calendar Events and member participation was encouraged.

President Tuajuanda Jordan noted that the College was starting to charge for some events such as the Twain Lecture series and that has been going well. While faculty, staff and students were free, others were charged \$8. Trustee Peg Duschesne noted that she wanted the record to show that as a goodwill gesture, alumni should be given a discount in the future.

The meeting adjourned at 5:43 p.m.



**ACTION ITEM SUMMARY**

**Committee Action Taken/Action in Progress**

The proposed action item, Renaming The Library to the Hilda C. Landers Library, was approved by the Institutional Advancement Committee at its May 11, 2017 meeting. The Institutional Advancement Committee forwarded the approved action to the Buildings and Grounds Committee for its consideration at its meeting on May 12, 2017, and it was approved.

**Recommendation to the Board**

The Institutional Advancement Committee recommended approval of the renaming of The Library to The Hilda C. Landers Library at its meeting on May 12, 2017. The Board of Trustees approved the naming.



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

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

**Date of Next Meeting:** February 2, 2018

**Committee Chair:** Donny Bryan '73

**Committee Members:** John Bell '95, Laura Cripps, Sven Holmes, President Tuajuanda Jordan, Katherine Russell

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

**Dashboard Metrics:**

N/A

**Executive Summary:**

Discussion Items

Honors College 2.0 – Space Needs

The development of a new educational master plan will likely require changes to the campus physical assets. Efforts are underway to consider short term space modifications such as establishment of a Teaching and Learning Center, learning commons, and modifications to the Hilda C. Landers Library. In addition, a food service study is being initiated to develop short-term and long term plans to enhance food options.

Campus Beautification Planning

In an effort to enhance the presentation of St. Mary’s College, the College has initiated the development of a comprehensive plan to improve appearance of the campus. This fall, campus buildings and grounds are being assessed from a curb appeal perspective. A preliminary prioritized list of campus beautification projects has been developed and will be refined along with funding strategies.

Slavery Commemoration Project

Planning for the Commemoration Project is continuing with a goal to begin design in Spring/Summer 2018. A benchmarking study was completed to help refine our conceptualization of the project. Funding from the State to support both design and construction has been requested. Stakeholder discussions will be held during Fall 2017 to continue community engagement.

Route 5 Traffic Calming Project Phase II Update

Maryland Department of the Environment and Critical Area Commission permit applications have been submitted. This project on track to begin construction early summer 2018.

New Academic Building and Auditorium Update

The College has hired a design team and begun the design of the New Academic Building and Auditorium.

Campus Tour

Campus Grounds – The tour will be an abbreviated version of Admissions Tour focusing on north campus core.

**Action Item(s):**

Buildings and Grounds Committee Meeting Minutes of May 12, 2017  
Approval of Buildings and Grounds Committee Meeting Minutes of May 12, 2017.

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

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

**Recommendation to the Board:**

**BUILDINGS AND GROUNDS COMMITTEE  
MEETING OF OCTOBER 20, 2017**

**AGENDA**

- I. CALL TO ORDER**
- II. ACTION ITEMS**
  - A. Approval of Detailed Design of Jamie L. Roberts Stadium
  - B. Approval of Minutes (Meeting of May 12, 2017)
- III. DISCUSSION ITEMS**
  - A. Honors College 2.0 – Space Needs
  - B. Campus Beautification Planning
  - C. Slavery Commemoration Project
- IV. INFORMATION ITEMS**
  - A. Maryland Route 5 Traffic Calming Project Phase II Update
  - B. New Academic Building and Auditorium Update
- V. CAMPUS TOUR – Campus Grounds (Admissions Tour – See Attached Map)**



**BOARD OF TRUSTEES  
BUILDINGS AND GROUNDS COMMITTEE**

**MINUTES**

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

**Committee Members Absent:** President Tuajuanda Jordan

**Others Present:** Annie Angueira, Father John Ball, Asst. Attorney Gen. Allison Boyle, David Boisvert, Leonard Brown, Cindy Broyles '79, Peter Bruns, Karen Crawford, Laura Cripps (by phone), Carolyn Curry, Peg Duchesne '77, Regina Faden, Elizabeth Graves, Kathy Grimes, Cynthia Gross, Mary Grube, Gail Harmon, Tim Heely, Justin Hoobler '19, Chip Jackson, Julie King, Larry Leak '76, Mark McCormick, Ann McDaniel, Jim McGuire, Kortet Mensah, Travis Parno, Shannon Phillips '18, Lisa Smith, Allan Wagaman '06, Mike Wick, John Wobensmith '93, Anna Yates, Derek Young.

**Executive Summary:**

**Committee Chair Mike O'Brien called the meeting to order at 10:13 a.m.**

**Trinity Church Road Sidewalk Design Concept Update**  
After multiple scenarios were presented to the board, the only feasible scenario requires removal of the Willow Oak Tree located on the edge of Trinity Church Road across from the Lucille Clifton House. The Committee agreed that the need for pedestrian safety outweighs the impacts from the removal of the tree.

**New Campus Entrance Sign Update**  
Solicitation of bids for construction is scheduled to begin in June and construction completion in late summer '17. The sign will consist of a brick base with an engraved slate slab on both sides with illumination.

**Cobb House Renovations Update**  
Renovations are currently underway on Cobb House. Construction is scheduled for completion in June with occupancy taking place July '17.

**Capital Projects Status Report Update**  
The Capital Projects Status Report was made available to the Committee. No questions were raised.

**Historic St. Mary's City Commission Report**  
The Commission Report was made available to the Committee by Historic St. Mary's City (HSMC) for review.

**Action Item(s):**

**Buildings and Grounds Committee Meeting Minutes of January 27, 2017**

The minutes from the January 27, 2017 Buildings and Grounds Committee Meeting were reviewed by the Committee on May 12, 2017.

**FY18 Plant Budget**

The Committee on Buildings and Grounds establishes Priority A FY18 Plant Projects in the amount of \$1,054,884 as presented. These priorities are forwarded to the Finance, Investment, and Audit Committee for funding consideration.

**FY19-FY23 State Capital Budget Proposal**

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 athletic stadium) and various Campus Infrastructure Improvements.

**Approval of the 2017 Annual Facilities Condition Report**

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 reviewed the annual report as presented to be forwarded to the Board of Trustees for approval.

**Jamie L. Roberts Stadium Schematic Design**

The first phase of construction will begin Fall '17 which includes the turf field and the track. Phase II work which includes construction of the grass soccer field, field house, stands, and parking will follow in late fall '17. The Committee reviewed the proposed schematic design and supports efforts to develop VIP boxes and a hospitality space in the field house to be funded with donor funding. The Committee also desires further review of the Solar orientation of the fields. Dr. Julie King addressed the Committee to provide information on the nature of the archeological findings.

**MD Rt. 5 Traffic Calming Phase II Design**

The Committee reviewed the design progress has been made however the permitting process continues. College expects to bid the project in the Fall with possible Fall '18 completion.

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

The recommended name change honors the legacy of Hilda C. Landers, a 1923 graduate of the seminary. Support from Hilda and Arthur Landers during their lifetime and through their trusts have helped almost 2,000 students who have received merit and financial aid through these gifts. Institutional Advancement will present this request to the Board of Trustees during the May 12, 2017 meeting.

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

The proposed action items were approved by the Buildings and Grounds Committee at its meeting on May 12, 2017 as follows:

**Buildings and Grounds Committee Meeting Minutes of January 27, 2017**

The Buildings and Grounds Committee approved the meeting minutes of January 27, 2017.

**FY18 Plant Budget** The Buildings and Grounds Committee approved plant budget priorities, to be submitted to the Finance, Investment, and Audit Committee, of the FY18 Plant Budget by the Board of Trustees at a later date.

**Jamie L. Roberts Stadium Schematic Design**

The Buildings and Grounds Committee approved the Schematic Design for the Jamie L. Roberts Stadium.

**MD Rt. 5 Traffic Calming Phase II Design**

The Buildings and Grounds Committee approved the MD Rt. 5 Traffic Calming Phase II Design.

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

The Buildings and Grounds Committee recommends approval of the recommendation made by the Institutional Advancement Committee to rename the Library to the Hilda C. Landers Library

**Recommendation to the Board:**

The Buildings and Grounds Committee recommends approval, all the action items above by the Board of Trustees at their meeting on May 12, 2017.

Meeting was adjourned at 11:01 a.m.



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

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

**Date of Next Meeting:** February 2, 2018

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

**Committee Members:** Carlos Alcazar, John Bell'95, Peg Duchesne'77, Elizabeth Graves'95, Sven Holmes, Tuajuanda Jordan, Larry Leak'76, Sharon Phillips'18, Danielle Troyan'92

**Staff Member:** Leonard Brown

**Executive Summary:**

**Title IX and Federal Changes**

Review of recent changes to Title IX regulations.

**Career Development Initiatives**

Information on the Center's current projects and programs.

**Wellness Center Update**

Information on the Center's current projects and programs.

**Dean's Report**

Leonard Brown reviewed his submitted report.

**Student Trustee Report**

Sharon Phillips reviewed her submitted report.

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

**Action Item 1718-01:**

Endorse the 2017 Performance Accountability Report for submission to the Maryland Higher Education Commission.

The Performance Accountability Report (PAR) is a report required by the State of Maryland that assesses the College's progress on a variety of goals and objectives including academics, enrollment, retention and graduation, financial aid, and student outcomes. The specific objectives are found in sections 2.3, 2.4, 3.2, 4.1, 4.2, and 4.3 of the PAR. The report provides data on specific metrics as well as narrative describing strengths and challenges. Maryland law requires institutions to submit their PAR to the Maryland Higher Education Commission for review and final submission to the Governor and General Assembly.

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

\_\_\_\_\_

**Recommendation to the Board:**

\_\_\_\_\_



**STUDENT AFFAIRS COMMITTEE  
MEETING OF OCTOBER 20, 2017**

**AGENDA**

**I. CALL TO ORDER**

**II. DISCUSSION ITEMS**

- A. Title IX and Federal Changes - (Michael Dunn)
- B. Career Development Initiatives
- C. Wellness Center Update
- D. Dean's Report - Honors College 2.0 update; Student Traditions
- E. Student Trustee Report

**III. ACTION ITEMS**

- A. Endorsement of 2017 Performance Accountability Report

**IV. INFORMATION ITEMS**

- A. None

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



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

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

**Status of Minutes:** Approved

**Committee Members Present:** Co-Chair Cindy Broyles '79, Vera Damanka '17, Peg Duchesne '77, Elizabeth Graves '95, Board Chair Sven Holmes, Larry Leak '77, President Tuajuanda Jordan

**Committee Members Absent:** Co-Chair Lex Birney, Carlos Alcazar, Danielle Troyan '92,

**Others Present:** Leonard Brown, Michael Wick, Carolyn Curry, Charles Jackson, Allison Boyle, Kelly Smolinsky, Kathy Grimes, Cynthia Gross, Anna Yates, Michael Dunn, Kortet Mensah, Kate Shirey, Joanne Goldwater, Derek Young, Sharon Phillips, Lisa Youngborg

**Executive Summary:**

Meeting was called to order at 3:05 p.m. by Cindy Broyles. The minutes from the January 27, 2017 were approved.

**Compliance Review**

Leonard Brown reviewed the federal compliance initiatives that impact Student Affairs and how the division has supported the initiatives this year. Kelly Smolinsky presented the results from the Maryland Collaborative Alcohol Survey (presentation is attached to the minutes) and outlined the plans for 2017/2018.

**Middle State Update**

The Student Affairs division response in support of the Middle States review was provided and the next steps were outlined.

**Title IX Climate Survey Report**

Michael Dunn provided an overview of the survey results and shared plans for the 2017/18 academic year.

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

The current process was reviewed. Discussion will be continued at next committee meeting regarding the request from Trustees to increase the interview candidate pool from two to three.

**Student Trustee Report**

Vera Damanka reviewed her submitted report. Ms. Broyles thanked Vera for her work as the Student Trustee.

**Action Item(s):**

N/A

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

N/A

**Recommendation to the Board:**

N/A

Meeting adjourned at 4:20 pm.

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

**INFORMATION ITEM: PERSONNEL MATTERS**

**A. President**

**1. Appointments**

David L. Hautanen, Jr., Vice President for Enrollment Management  
effective 07/01/17 – 06/30/18

Todd K. Mattingly, Executive Assistant to the President  
effective 08/14/17 – 12/31/18

Kevin E. Newbold, Driver/Special Assistant to the President  
effective 06/05/17 – 06/30/18

**2. Resignation**

Kevin E. Newbold, Driver/Special Assistant to the President  
effective 09/15/17

**3. Retirement**

Vivian R. Jordan, Executive Assistant to the President  
effective 08/31/17

**B. Provost and Dean of Faculty**

**FACULTY**

**Tenurable Appointments**

Cassie B. Gurbisz, Assistant Professor of Environmental Studies  
effective 07/31/17 – 05/31/20

Soo Bin Jang, Assistant Professor of Educational Studies  
effective 07/31/17 – 05/31/20

Jessica P. McDowell, Assistant Professor of Digital Media/Animation  
effective 07/31/17 – 05/31/20

**1. Resignation**

Russell M. Rhine, Associate Professor of Economics  
effective 07/31/17

**2. Retirements**

Alan E. Dillingham, Professor of Economics  
effective 05/31/18

Walter I. Hatch, Professor of Biology  
effective 05/31/18

Allan K. Hovland, Associate Professor of Chemistry  
effective 05/31/18

## **ADMINISTRATIVE STAFF**

### **1. Appointments**

Cynthia K. Calhoun, Head Women's Basketball Coach  
effective 09/06/17 – 06/15/18 (10-month position)

Joseph B. Musumeci, Jr., Technical Director/Lighting Designer of Theater  
effective 08/01/17 – 05/31/18, (10-month position)

Solomon L. Zurier, Assistant Men's Basketball Coach/Assistant Game Day Operations  
effective 09/20/17- 06/15/18, (10-month position)

### **2. Appointment and Transfer**

Adrienne M. Dozier, from Operations Manager (Exempt) in the Center for the Study of  
Democracy to Office Associate II in Kent Hall (Non-Exempt)  
effective 08/28/17 – 02/28/18

### **3. Promotion**

Erin E. McDonnell, from Head Women's Lacrosse Coach to Head Women's Lacrosse  
Coach/Senior Woman Administrator/Physical Education Coordinator  
effective 08/17/17

### **4. Resignations**

Curtis R. Barclift, Acquisitions Technician  
effective 06/22/17

W. Walter Booth, Assistant Men's Basketball Coach/Assistant Game Day Operations  
(10-month position)  
effective 08/11/17

Cristin L. Cash, Director of the Boyden Gallery  
effective 06/30/17

Crystal L. Gibson, Head Women's Basketball Coach/Senior Woman Administrator  
effective 07/14/17, (10-month position)

Leslie L. Palmer, Professional Development School Coordinator and Director of  
Student Teaching  
effective 09/01/17

**C. Vice President for Business and Finance**

**1. Appointments**

Partha P. Chanda, Director of Enterprise Support Services  
effective 07/11/17 – 06/30/18

Dayne K. K. Robillard, Information Technology Support Technician  
effective 09/20/17 – 03/10/18

**2. Resignations**

William K. Looney, Information Technology Support Technician  
effective 07/07/17

April N. Ryan, Instructional Technologist  
effective 10/04/17

**3. Retirements**

Deborah K. Adkins, Director of Accounts Management/Bursar  
effective 06/30/17

Raymond W. Raley, Operations Manager  
effective 06/30/17

**D. Vice President for Institutional Advancement**

**1. Appointments**

Kenneth A. Mason, Jr., Web Developer  
effective 08/17/17 – 12/31/18

Daniel A. Pindell, Web Developer  
effective 07/06/17 – 06/30/18

Desiree A. Smith, Web Developer  
effective 06/12/17 – 06/30/18

**1. Resignation**

Desiree A. Smith, Web Developer  
effective 06/13/17

**2. Retirement**

Kathy J. Grimes, Board and Community Relations Liaison  
effective 06/30/17

**E. Vice President for Student Affairs and Dean of Students**

**1. Appointments**

Jennifer K. Emery, Assistant Director of Career Development  
effective 08/21/17 – 12/31/18

Elizabeth E. DeGrandpre, Assistant Director of Student Activities  
effective 06/19/17 – 06/30/18

**1. Contract Ended**

Anya L. Patterson, Assistant Director of Residence Life  
effective 08/11/17

**2. Resignation**

Kelly A. Smolinsky, Assistant to the Dean of Students/Director of Student Conduct  
effective 09/22/17

**F. Vice President for Enrollment Management and Dean of Admissions**

**1. Appointments**

Kristina C. Anderson, Interim Director of Admissions  
effective 06/01/17 – 05/31/18

Shannon R. Wallace, Financial Aid Counselor  
effective 07/10/17 – 06/30/18

**2. Appointment and Transfer**

Marsha L. Wilcox, from Financial Aid Counselor to Assistant Director of Financial Aid  
effective 09/18/17, without term

**3. Resignations**

Grace R. Davis, Admissions Counselor  
effective 08/25/17

Karissa R. Myers, Assistant Director of Financial Aid  
effective 07/14/17

Brianna L. Reese, Transfer Coordinator  
effective 06/29/17



**BOARD OF TRUSTEES  
OPEN SESSION**

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

**MINUTES**

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

**Status of Minutes:** Draft

**Board Members Present:** Sven Holmes, Ann McDaniel, Tim Heely, John Wobensmith, Gail Harmon, Cindy Broyles '79, Peter Bruns, Danielle Troyan '92, Mike O'Brien '68, Donny Bryan '73, Peg Duchesne '77, Tim Heely, Gary Jobson, Carlos Alcazar, Glen Ives, Molly Mahoney Matthews, Ann McDaniel, Elizabeth Graves '95, Katharine Russell, Larry Leak, Allan Wagaman, Anirban Basu, John Bell, Vera Damanka

**Board Members Absent:** Lex Birney, Laura Cripps, Steny Hoyer

**Others Present:** President Jordan, Allison Boyle, Chip Jackson, Carolyn Curry, Leonard Brown, Michael Wick, Dave Boisvert, Kortet Mensah, Kathy Grimes, Justin Hubler, Shannon Jarboe, Elizabeth Osborne (and student), Karen Crawford, Mike Dunn, Sharon Phillips, Annie Angueira, Mike Bruckler

**Executive Summary:**

An open session during the regular quarterly meeting of the St. Mary's College of Maryland Board of Trustees was called to order by Board Chair Sven Holmes at 2:40 pm.

Chair Holmes welcomed incoming trustees Anirban Basu and John Bell, and recognized retiring trustees Gary Jobson, Molly Mahoney Matthews and Mike O'Brien for their service. He noted the upcoming Board of Trustees retreat will be held on September 8-10, with planning to occur over the summer.

President Jordan summarized accomplishments for the year, noting the successful site visit from Middle States which resolved pending issues and the passage of legislation in Annapolis which favorably revised the block grant formula through which the College receives funding from the State. She introduced a plan for a program of cultural diversity, as required by MHEC, for approval by the Board.

Government Relations Liaison Larry Leak summarized success in Annapolis, noting the work of President Jordan and Vice President Chip Jackson and thanking trustee Gary Jobson, the previous chair of the Government Relations Committee..



Faculty Senate president Karen Crawford reported on the updated faculty bylaws and work on the faculty merit compensation plan. Academic departments will be charged with merit standard development. She reported that the Academic Planning Committee continues curricular work and announced that faculty member Katy Arnett will lead planning efforts for the SeahawkLIFE program to provide access to college for individuals with special needs.

Student trustee Vera Damanka summarized the academic year as more peaceful than prior years with good leadership in the student body, service initiatives on campus and emphasis on inclusion, diversity and equity efforts. She noted that academic services and disability access has been key to her success and important to many at the College. Board Chair Holmes thanked Vera for her service, noting that she set a new standard for thoughtfulness, advocacy and care as a student trustee. A diploma frame was presented as a gift.

**Action Item(s):**

The following action items were unanimously approved by the Board:

**Action item 1617-23:** Approval of cultural diversity plan presented by President Jordan

**Action item 1617-24:** Approval of annual facilities report. Buildings & Grounds Committee Chair Mike O'Brien noted progress on the Jamie L. Roberts stadium, traffic calming, the Trinity Church sidewalk project, the new campus entrance sign and the renovation of Cobb House for the Alumni Relations Office.

**Action item 1617-25:** Naming of the library for alumna Hilda C. Landers. Institutional Advancement Committee Chair Gail Harmon noted that the Landers Trust have donated \$6.4 million in gifts to the College, including an endowed chair in the liberal arts, an endowed scholarship fund, support for DeSousa-Brent Scholars and support for students from the Baltimore area.

**Action Item 1617-26:** Approval of SMCM residency policy. Academic Affairs Committee Chair Peter Bruns presented this minor change required by the Department of Defense for students from military families.

**Action Item 1617-27:** Approval of 2017 candidates for graduation

**Action Item 1617-28:** Approval of 2017 Master of Arts in Teaching (MAT) candidates for graduation

**Action Item 1617-29:** Approval of tuition/fees for 2017-2018, presented by FIA Committee Chair John Wobensmith

**Action Item 1617-30:** Approval of capital budget proposal

**Action Item 1617-31:** Approval of College handbook policy revisions

**ST MARY'S**  
COLLEGE of MARYLAND

*The Public Honors College*

Board Chair Sven Holmes requested approval to sign pre-existing contract for contingent deferred compensation plan. The plan was approved in 2011, but the vendor does not have a signed copy. The plan is still in effect, but requires a signature. A motion was made, seconded and approved unanimously.

Sociology professor Elizabeth Osborne and one of her students extended thanks to trustee Gary Jobson for his participation as a speaker and judge in Professor Osborne's "Shark Tank" class.

The meeting adjourned at 3:45 p.m.



**BOARD OF TRUSTEES  
SPECIAL MEETING  
OPEN SESSION**

*Campus Center 205  
St. Mary's College of Maryland*

**MINUTES**

**Date of Meeting:** July 20, 2017

**Status of Minutes:** Draft

**Board Members Present:** Carlos Alcazar, Anirban Basu, John Bell '95, Lex Birney, Peter Bruns, Donny Bryan '73, John Bullock, Peg Duchesne '77, Susan Dyer, Bonnie Glick, Elizabeth Graves '95, Tim Heely, Chair Sven Holmes, President Tuajuanda Jordan, Larry Leak '76, Katharine Russell, Danielle Troyan '92, Allan Wagaman '06, John Wobensmith '93

**Board Members Absent:** Cindy Broyles '79, Laura Cripps, Gail Harmon, Steny Hoyer, Glen Ives, Ann McDaniel, Sharon Phillips '18

**Others Present:** Annie Angueira, Allison Boyle, Leonard Brown, Mike Bruckler, Carolyn Curry, Cynthia Gross, Mary Grube, David Hautanen, Kelley Hernandez '08, Chip Jackson, Shannon Jarboe, Kortet Mensah, Gretchen Phillips, Chris True, Michael Wick, Anna Yates

**Executive Summary:**

The St. Mary's College of Maryland Board of Trustees held a special open session meeting to review and approve the FY18 operating and capital budgets. Board Chair Sven Holmes called the meeting to order at 9:34 a.m.

The Finance, Investment, and Audit Committee held an open session special meeting prior to the Board of Trustees meeting to review and vote on the FY18 operating and capital budgets. The operating and capital budgets were approved by the Committee and forwarded to the Board of Trustees for action.

Budget materials for consideration were presented by Finance, Investment, and Audit Committee Chair John Wobensmith '93 and Vice President for Business and Finance Chip Jackson.

Vice President Jackson reviewed the process with which the budget was developed and the steps taken to address the revenue shortfall, which was primarily due to lower enrollment.

President Jordan stated that the College is being proactive in addressing the issue of lower enrollment. The recent hiring of a new vice president for enrollment management will ensure that admissions staff is properly trained and that best practices are implemented; professional



guidance will be sought with regard to marketing and branding; and an academic master plan will be developed to determine what the College should to attract and retain students.

Chair Holmes stated that the executive team was clearly giving the issue the highest level of priority and the proper focus. He thanked President Jordan and her team for their comprehensive and collaborative work in preparing the budget.

**Action Items:**

**Action item 1718-01:** Approval of the FY18 Current Fund (Operating) Budget, including new personnel positions. A motion was made to approve and was seconded. The motion passed unanimously.

**Action item 1718-02:** Approval of the FY18 Plant Fund (Capital) Budget. A motion was made to approve and was seconded. The motion passed unanimously.

The meeting adjourned at 9:51 a.m.

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

