

# 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**

**February 3, 2018**

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

**AGENDA**

Saturday, February 3, 2018 (#684)  
10:00 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>    | Action Items   |                                    |
|              | <b>A.</b> Finance, Investment and Audit  | <b>John Wobensmith '93</b>         |
|              | <b>Action Item 1718-11:</b> Approval of a Revision to the College Investment Policy    |                                    |
|              | <b>B.</b> Governance   | <b>Glen Ives</b>                   |
|              | <b>Action Item 1718-12:</b> Approval of the Imprimatur Awards Policy                   |                                    |
| <b>VI.</b>   | Honors College 2.0 Summary   | <b>Leonard Brown and Mike Wick</b> |
| <b>VII.</b>  | Enrollment Management Summary  | <b>David Hautanen</b>              |
| <b>VIII.</b> | Student Trustee Report   | <b>Sharon Phillips '18</b>         |
| <b>IX.</b>   | Faculty Senate President Report  | <b>Karen Crawford</b>              |
| <b>X.</b>    | Commemoration Committee Presentation   |                                    |
|              | <b>Jeffrey Coleman</b> , Associate Professor of English and Committee Chair            |                                    |
|              | <b>Annie Angueira</b> , Associate Vice President of Facilities                         |                                    |
|              | <b>Garrey Dennie</b> , Associate Professor of History                                  |                                    |
|              | <b>Julie King</b> , Professor of Anthropology  |                                    |
|              | <b>Christine Wooley</b> , Associate Professor of English and Associate Dean of Faculty |                                    |
|              | <b>Jada Ward '19</b>   |                                    |

In absentia: **Iris Ford**, Associate Professor of Anthropology  
**Kent Randell**, Archivist  
**Ellen Kohl**, Assistant Professor of Environmental Studies

- XI.** Fulbright Senior Scholar Presentation **Adriana Brodsky**
- XII.** Motion to Adjourn Meeting **Sven Holmes**

**BOARD OF TRUSTEES  
PRESIDENT'S REPORT**

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

**Date of Next Meeting:** May 11, 2018

**Executive Summary:**

The basis for Honors College 2.0 (HC 2.0) is the vision presented in the strategic plan that calls for SMCM to become The College of Choice. This means that we must re-imagine what we are doing at every level of the institution and do it better and more efficiently. In Summer 2017, the executive council embarked on developing an integrated institutional planning effort to facilitate our reaching the ultimate goal. We are constantly asking how what we do, how we look, what we say could be perceived by the outside and we must ensure that we are always putting forth our best effort.

Everything must be focused on the student experience. Becoming the College of Choice means we will be able to recruit, attract, and retain the best and brightest students – those who have the potential and capacity to thrive in a rigorous, yet supportive, residential academic environment. This, in turn, will enhance our ability to hire and keep the best faculty and staff which, in due time, will lead to greater philanthropic activity directed toward the College. The upshot of all of this is that we will have robust enrollments and a vibrant financial future that benefits from a diverse array of resources.

In the Board Committee reports as well as during the Board meeting, you will hear about the work the College has done since the last meeting to help get us from an imagined College experience to one of reality. Before discussing some highlights, I want to thank Chair of the Board Sven Holmes for coming to campus to meet with the faculty leadership, committees, and the faculty in general to 1) provide the Board's perspective on the HC 2.0 initiative and to 2) hear faculty input. It was a good two days of conversations. Some highlights of the College's progress that will be presented at the February meetings follow.

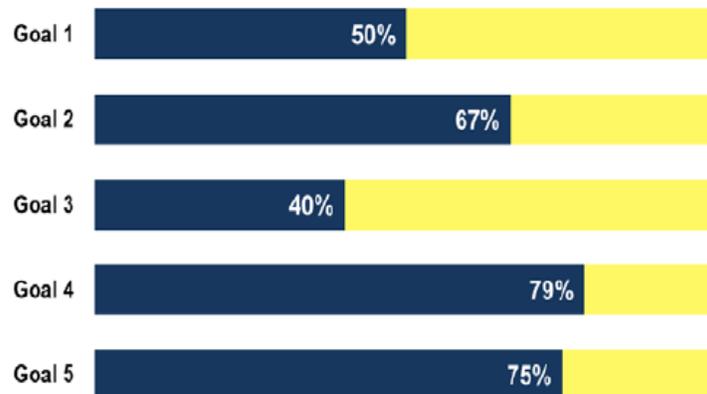
- **Admissions and Financial Aid:** For the Fall 2018 class, the numbers of completed and accepted applications are virtually the same as they were last year. You will learn about the work that has been done to stabilize the enrollment effort and the massively different strategic communications plan that has been implemented to try to enhance the yield. You will also learn about the work of consultants brought in to help identify students to recruit for the Fall 2019 and Fall 2020 classes.
- **Integrated Marketing:** The discussion will focus on the collaborative effort with Enrollment to enhance our materials, expand our outreach, refine our messaging around the St. Mary's College experience and, quite importantly, develop the messaging for HC 2.0.
- **Academic Affairs and Student Affairs:** As we continue to develop, refine, and implement the programming associated with HC 2.0, the traditional distinction made between programming offered by Academic Affairs versus Student Affairs will become less important. Discussions will be easier in joint meetings. At the joint committee meeting you will learn of the significant progress made by the Professional Skills Development Team to outline the scaffolded, four-year, eight-credit hour curriculum. The team, comprised of student, faculty, staff, and administrators, have identified a group of local professionals to help us define the last-mile skills that every SMCM student will develop. You will hear of the detailed work of two faculty committees (the standing Academic Planning Committee and the *ad hoc* Core Curriculum Committee) to examine the effectiveness of the College's current core curriculum and to identify potential new models that could be adapted to

the St. Mary's College experience. Both of these presentations will discuss the respective committee's successes, challenges with potential solutions, goals, and timelines for completion of their tasks.

- **Institutional Advancement**: You will hear about the efforts to increase alumni participation to enhance our formal and informal program offerings as well as our access to human and financial capital. Additionally, you will learn of work being done to enhance donations to the College in general.
- **Buildings and Grounds**: The discussion will touch on efforts to beautify the campus by enhancing our curb appeal, work to improve the condition and function of facilities, and updates on construction projects.
- **Finance, Investments, and Audit**: Items to be discussed include efforts to make the College's business practices more efficient, cost effective, and secure; work to enhance amenities that appeal to today's students; and, efforts to ensure there is funding to cover the initial work associated with the HC 2.0 initiative.

As we work to build the infrastructure and programming necessary to reach our ultimate goal, we cannot lose sight of the fact that we must also adapt our campus culture and create a community that is more diverse and where all who enter not just survive but THRIVE. As means to that end, and as part of the strategic plan, we have been working earnestly to get the campus community to go beyond complaining about diversity-related issues to actually doing something about them and to celebrate as well as embrace both our similarities and differences. Before any significant progress can be made, however, we must all speak the same language. Under the leadership of Kortet Mensah, associate VP of Inclusive Diversity and Equity and the chief diversity officer, in collaboration with more than 140 trained student, faculty and staff facilitators, we implemented a campus wide educational program focused on issues of diversity. More than 70% of the entire campus took part in a biphasic program in which individuals learned the language of diversity via an online module and then applied what they learned in case study-focused, small group discussions. This effort represents a significant initial step in making the College more inclusive and welcoming. It is also one of many advances made on the strategic plan.

**Strategic Plan Implementation Team  
Progress Toward Year 1 Goals (February 2018)**



Please see [Appendix A](#) for a summary of the progress made on the strategic plan since the October 2017 Board report. The detailed report is available on the website <http://www.smcm.edu/strategicplan/news-and-updates/>.

Finally, there have been many noteworthy accomplishments made by members of the College community in three categories: 1) advancing HC 2.0, 2) making the invisible visible, and 3) garnering financial support/diversifying financial resources. I highlight three, one from each category, here.

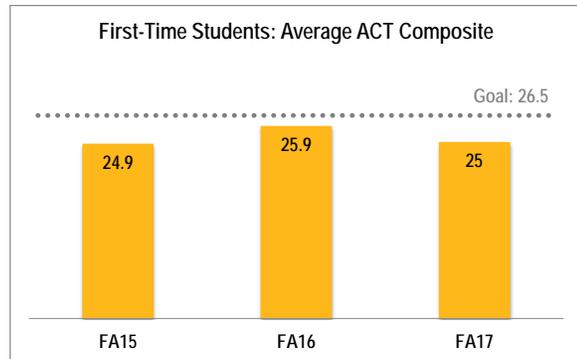
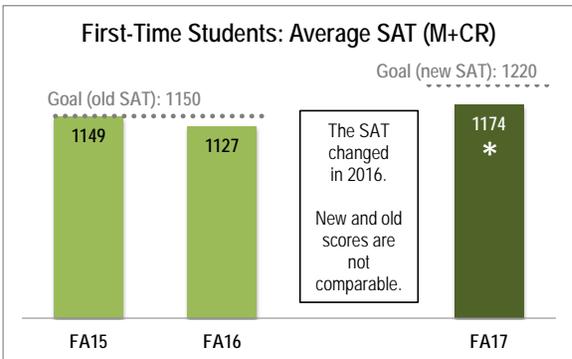
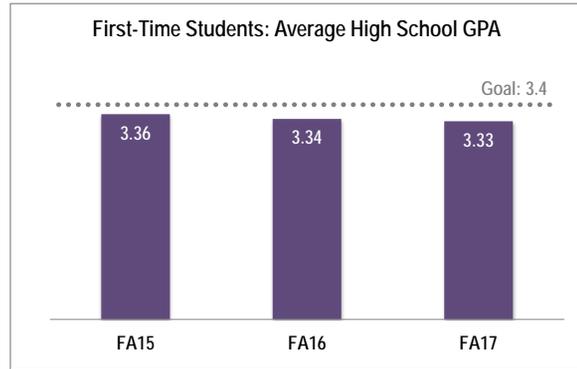
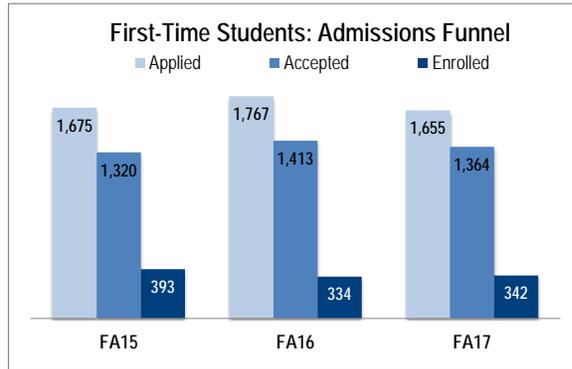
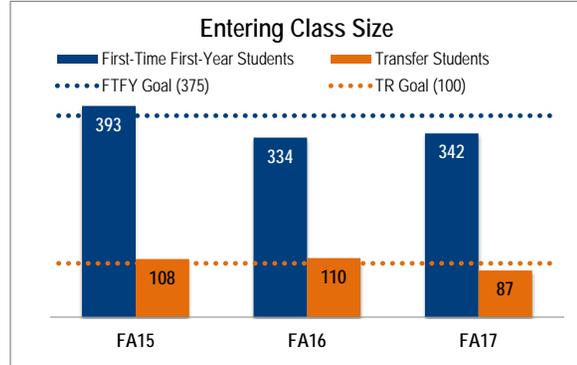
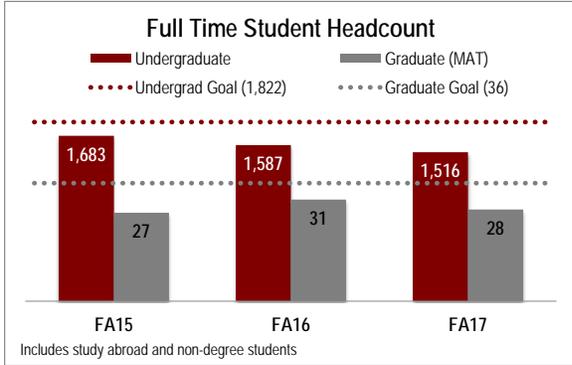
- Advancing HC 2.0: An important component of the HC 2.0 initiative is to provide every student with immersive experiences that ensure and enhance leading edge hard skills in a manner that sufficiently develops the soft skills essential for long-term success. Faculty from two departments, Psychology and Chemistry & Biochemistry, collaborated and were awarded a highly competitive The Council on Undergraduate Research (CUR) Transformations Project grant – an honor bestowed upon only 12 institutions across the country. The Transformations Project will revise traditional four-year undergraduate curricula in biology, chemistry, physics and psychology by focusing on high-quality undergraduate research throughout the four years of a student’s major.
- Making the Invisible Visible: This category represents scholarly and creative works presented/performed/published by SMCM employees as well as awards that bring positive publicity to the College. Dr. Adriana Brodsky, professor of History, has been awarded a prestigious Fulbright Senior Scholar Fellowship for work to be done at Tel Aviv University during the 2018 – 19 academic year. *Dr. Brodsky has been invited to make a short presentation on her work during the Board meeting.*
- Garnering financial support/diversifying financial resources: Both the executive and legislative branches of Maryland State government continue to be tremendously supportive of St. Mary’s College’s efforts. Governor Hogan has included in the FY19 capital budget the requested funds to support construction of the contemplative site that will commemorate the slave quarters identified on the fields where the Jamie L. Roberts Stadium is to be built. *Members of the Commemoration Committee will make a short presentation to update the trustees on their work.*

Please refer to [Appendix B](#) for the complete *Nota bene* list.



**Student Characteristics in Enrollment**

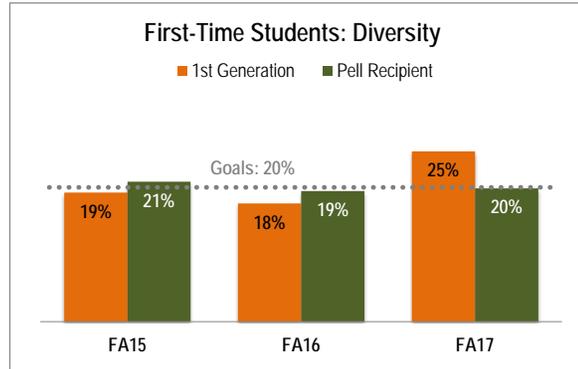
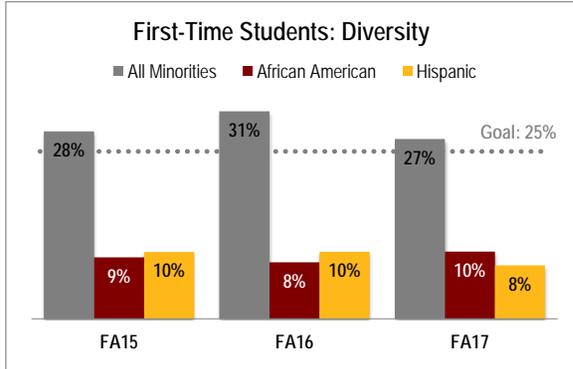
Fall 2017 figures based on final census (freeze) data, 9/25/17



\* FA17 scores represent an average of all reported SAT scores, including new SAT scores (n=248) and old SAT scores converted to the new scale (n=27).

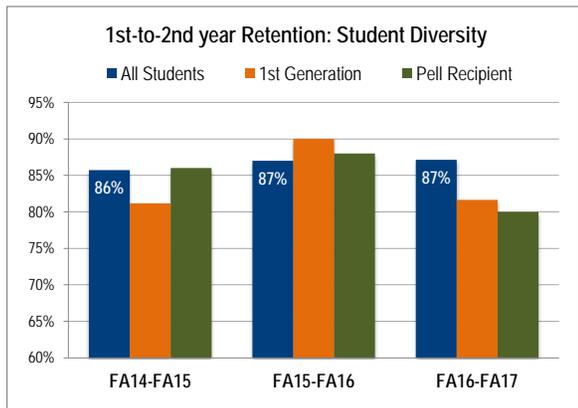
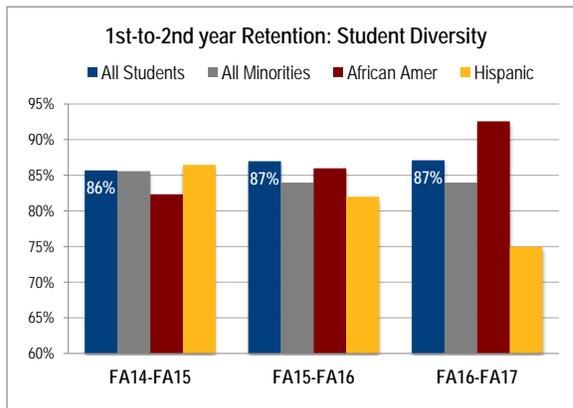
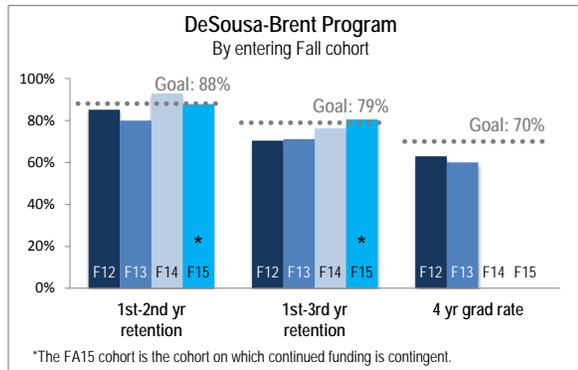
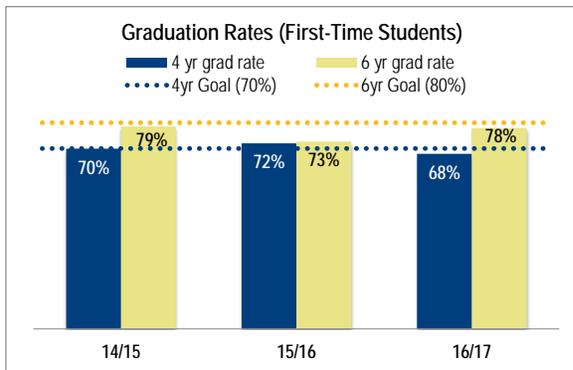
## Student Characteristics in Enrollment

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

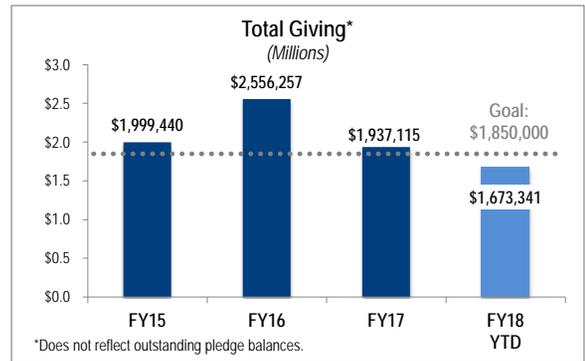
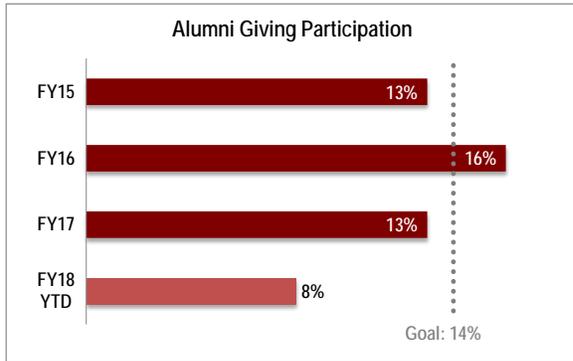
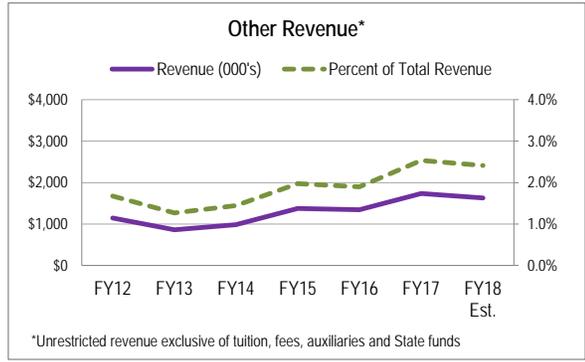
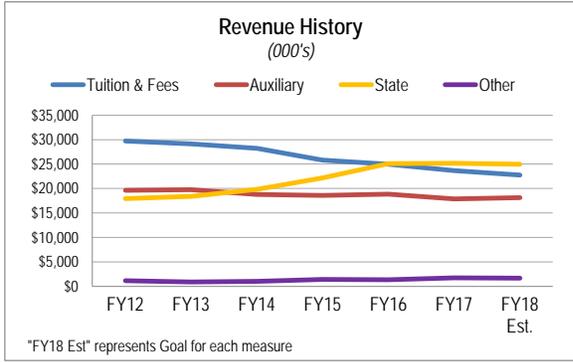


## Student Retention and Persistence

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



## Revenue and Fundraising



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

**FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF JANUARY 22, 2018**

**AGENDA**

- I. DISCUSSION ITEMS**
  - A. FY19 Operating Budget Development
  
- II. ACTION ITEMS**
  - A. Investment Policy Revision
  
- III. INFORMATION ITEMS**
  - A. FY18 Financial Results to Date
  - B. Update on Legislative Session
  - C. Enterprise Resource Planning System (ERP)
  - D. Reportable Procurement Items
  - E. Joint Investment Activities
  - F. Foundation President Report
  - G. Minutes from October 18, 2017 and December 22, 2017

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

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

**Date of Meeting:** January 22, 2017

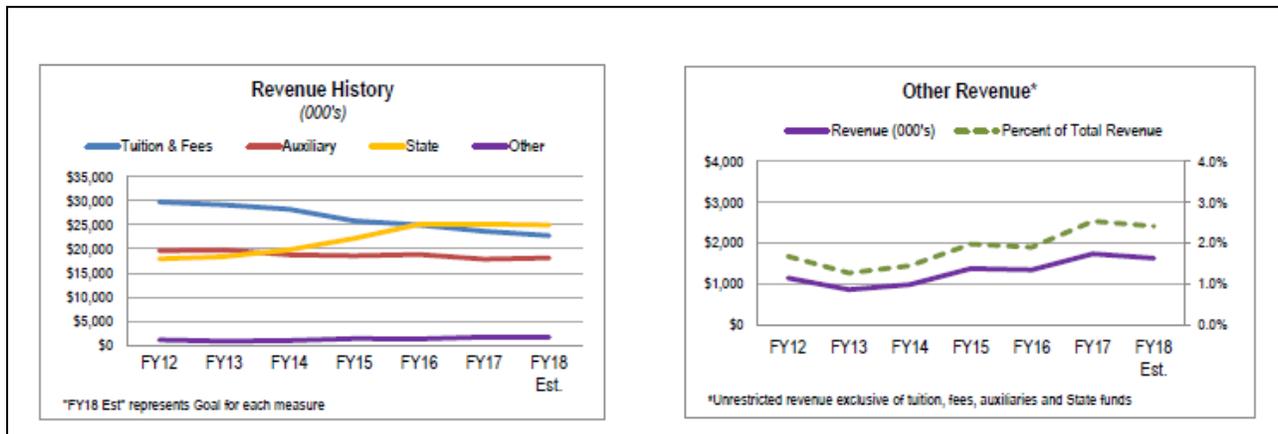
**Date of Next Meeting:** TBD

**Committee Chair:** John Wobensmith '93

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

**Staff Member:** Chip Jackson

**Dashboard Metrics:**



**Executive Summary:**

Discussion Items

**FY19 Operating Budget Development:** A preliminary review of anticipated revenues and expenses based on current assumptions are provided. Based on current assumptions, the preliminary Leadsheet projects a deficit of \$634 thousand. The internal budget process will be consistent with our practices to refine revenue and expense assumptions, identify reductions, and provide capacity for investing in strategic initiatives. A balanced budget will be prepared for approval by the Board at its May meeting.

Information Items

October 18, 2017 and December 22, 2017 approved meeting minutes; overview of the Governor's proposed operating and capital budgets; FY18 financial results to date; reportable procurement items; and joint investment activities are provided.

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

**Action Item II.A.: Investment Policy Revision**

The proposed revised Investment Policy updates the existing policy, initially approved by the Board in 1997 and updated in 2003, to reflect current needs.. A draft revision to the policy has been prepared in consultation with the College's current investment manager, 19/19 Investment Council.

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

**ACTION ITEM 1718-11**

**APPROVAL OF A REVISION TO THE COLLEGE INVESTMENT POLICY**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the attached revised Investment Policy dated January 16, 2018.

**RATIONALE**

The proposed revised Investment Policy updates the existing policy initially approved by the Board in 1997 and updated in 2003. A draft revision to the policy has been prepared in consultation with the College's current investment manager, 19/19 Investment Council. The College has reviewed the proposed policy with FIA (October 18, 2017) and with the Joint Investment Advisory Committee (JIAC) (November 14, 2017).

The College holds investments totaling \$3.83 million consisting of Endowment and Quasi-Endowment: \$2.81 million are funds functioning as endowment (Quasi) and \$1.02 million represents the Blackistone Endowment. Currently, the endowments provide \$95 thousand of earnings used as unrestricted revenue in the College's unrestricted operating budget.

Key substantive revisions are proposed as follows:

- Decoupling of the policy as a joint policy of the College and Foundation. The Foundation and the College will have separate investment policies reflecting each organization's goals. Note: JIAC will continue to be delegated primary responsibility for reviewing the performance and asset allocations of the College's endowment.
- Addressing the potential for the College and Foundation to hire a single investment manager, while maintaining that College and Foundation assets are not to be co-mingled.
- Clarifying and amplifying the Investment Objective for the College's endowment funds to serve as a long-term reserve to provide income.
- Revising the asset allocation goals by lowering the weight of equities from a range of 50% to 85% to 20% to 60% and increasing the weight of fixed income and cash equivalents. This recommendation reflects the investment objective. (Note: based on feedback from members of FIA and JIAC, the Upper Limit for equities was increased from 50% in the October 11, 2017 draft to 60% in the proposed policy.)



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

**Date of Meeting:** December 22, 2017

**Status of Minutes:** Approved January 15, 2018

**Committee Members Present:** Committee Chair John Wobensmith '93, Anirban Basu, Lex Birney, Sven Holmes, Tuajuanda Jordan

**Committee Members Absent:** Donny Bryan '73, Susan Dyer

**Others Present:** John Bell '95, Monique Booker (SB & Company) Allison Boyle, Peter Bruns, Asif Dowla, Chip Jackson, Peg Duchesne '77, Todd Mattingly, Chris True, and Anna Yates

**Executive Summary:**

The meeting was called to order at 9:36 a.m. by Committee Chair John Wobensmith '93.

Monique Booker, engagement partner for the firm SB & Company, LLC, provided a detailed presentation to the Committee regarding the audit process, the audit results, and the College's financial statements. The audit produced no findings, no instances of fraud, and no material weakness in internal controls. The audit firm has issued an unqualified opinion letter indicating that the financial statements fairly present, in all material respects, the financial position of the College.

*At 9:59 a.m., Committee Chair Wobensmith asked for a motion to close the session in accordance with Title 10, Subtitle 3 of the General Provisions Article (the Open Meetings Act) to discuss an administrative function. Specifically, Trustees discussed the audit report and financial statements with representatives from SB and Company.*

*The closed session adjourned at 10:08 a.m. and the open session of the Finance, Investment, and Audit Committee meeting resumed.*

**ACTION ITEMS**

**The following action items were approved by the Committee:**

**Action Item I.A. Acceptance of the FY17 Auditor's Report and Audited Financial Statements**

Statements reflecting the financial transactions and position of the College for the period July 1, 2016 through June 30, 2017 prepared in accordance with generally accepted accounting principles,

reflecting the GASB 34 & 35 reporting requirements. The independent firm of SB and Company audited these statements. The action item passed unanimously.



Action Item I.B. Waiver of Maryland Residency Requirements

Provides a waiver of the twelve-month Maryland Residency Requirement for employees of the Department of Defense Joint Strike Fighter, Hybrid Product Support Integrator Program who move to Maryland, should the Program locate at the Naval Air Station Patuxent River. The action item passed unanimously.

The meeting adjourned at 10:20 a.m.



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

**MINUTES**

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

**Status of Minutes:** Approved January 15, 2018

**Committee Members Present:** Committee Chair John Wobensmith '93, Donny Bryan '73, Asif Dowla, Susan Dyer, Bonnie Glick, Sven Holmes, Tuajuanda Jordan, Katharine Russell

**Committee Members Absent:** Anirban Basu, Lex Birney

**Others Present:** Allison Boyle, Leonard Brown, Chris Burch, Carolyn Curry, Cynthia Gross, Mary Grube, David Hautanen, Kelley Hernandez '08, Chip Jackson, Shannon Jarboe, Todd Mattingly, Kortet Mensah, Chris True, Michael Wick, Anna Yates

**Executive Summary:**

The meeting was called to order at 11:04 a.m.

**DISCUSSION ITEMS**

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

FY17 ended well with a net surplus. 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 will be presented to the Finance, Investment, and Audit Committee for review in December. Rollovers to FY18 totaled \$5.2 million and will be used to fund initiatives, primarily the ERP project. Additionally, \$100,000 was transferred to quasi-endowment as part of the closing process.

**Honors College 2.0 – Resource Requirements:**

Initiatives to increase enrollment through a revised educational program, enhanced recruitment activities, and increased marketing/branding will be supported through allocation of one-time funds made possible through the FY17 year-end surplus. A resource plan for supporting honors College 2.0 will be developed in the fall. The total FY17 year-end funding provided to support enrollment initiatives is \$710,000. Included in that amount is \$250,000 in one-time funds to support the planning and development of the initiative; \$278,000 to admissions for recruitment efforts; and \$193,000 for brand research and the development of an integrated marketing and media plan.

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

The College has received proposals from four vendors. Campus demonstrations by selected vendors are scheduled to take place in November and December. Selection and award of the new ERP is anticipated early 2018. Implementation will take approximately two years.

**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 draft revision of the Policy 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 reflecting current and relevant data with regard to student characteristics in enrollment, student retention and persistence, revenue, and fundraising were provided.

**INFORMATION ITEMS**

FY18 financial results to date, reportable procurement items, and a joint investment activities update were provided. A report from the Foundation President was included in the materials.

**ACTION ITEMS**

**The following action items were approved by the Committee:**

**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. The action item passed unanimously.

**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 remains unchanged from last year at \$1.6 million. The action item passed unanimously.

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

The Performance Accountability Report (PAR) is required by the State of Maryland and assess the College's progress on a variety of goals and objectives including academics, enrollment, retention and graduation, financial aid, and student outcomes. 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 was reviewed and approved by the Student Affairs Committee and the Academic Affairs Committee at their respective meetings. The action item passed unanimously.

**The following action item was not approved at the meeting:**

Action Item II.D. Maryland Residency Requirement Waiver – Puerto Rico and U.A. 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 Chair Wobensmith '93 expressed full support for the waiver, but requested that no action be taken at the meeting. Chair Wobensmith '93 asked that State legislators be informed of our intentions and the results of those conversations shared with the Committee. The item would then be brought before the full Board for approval at its October meeting.

The meeting adjourned at 11:43 a.m.

**TRUSTEE GOVERNANCE COMMITTEE  
MEETING OF FEBRUARY 2, 2018**

**OPEN SESSION  
AGENDA**

**I. CALL TO ORDER**

**II. ACTION ITEMS**

**A.** St. Mary's College of Maryland Imprimatur Awards Policy

**III. MOTION TO CLOSE MEETING**

Vote to close meeting in compliance with Title 10, Subtitle 3 of the General Provisions  
Article

*A portion of this meeting will be held in closed session.*



**BOARD OF TRUSTEES  
TRUSTEE GOVERNANCE COMMITTEE**

**OPEN SESSION  
REPORT SUMMARY**

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

**Date of Next Meeting:** TBD

**Committee Chair:** Glen Ives

**Committee Members:** John Bullock, Gail Harmon, Sven Holmes, Tuajuanda Jordan, John Wobensmith '93

**Staff Member:** Anna Yates

**Executive Summary:**

The Committee has one action item for vote during the open session meeting.

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

**Action Item II.A.: St. Mary's College of Maryland Imprimatur Awards Policy**

The Imprimatur Awards Policy formalizes which College awards require Board of Trustees approval. It provides detailed information for each award, including the sponsor, criteria for receiving the award, frequency, and nature of the award.

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

**ACTION ITEM 1718-12**

**APPROVAL OF THE IMPRIMATUR AWARDS POLICY**

**RECOMMENDED ACTION**

The Trustee Governance Committee recommends that the Board of Trustees approve the Imprimatur Awards Policy.

**RATIONALE**

This policy formalizes which College awards require Board of Trustees approval. It provides detailed information for each award, including the sponsor, criteria for receiving the award, frequency, and nature of the award.

**BOARD OF TRUSTEES  
JOINT ACADEMIC AFFAIRS AND  
STUDENT AFFAIRS COMMITTEES  
MEETING OF FRIDAY, FEBRUARY 2, 2018**

**OPEN SESSION  
AGENDA**

**I. CALL TO ORDER**

**II. DISCUSSION ITEMS – The Honors College 2.0 Initiative**

- Opening remarks (*Board Chair Sven Holmes*)
- Initiative Overview (*Leonard Brown and Michael Wick*)
- Introductory remarks and update regarding the work of the Professional Skills Development Team to develop an integrated Career Exploration Curriculum (*Leonard Brown*)
- Update: Development of the General Career Exploration (Skills) Curriculum (*Kate Shirey*)
- Question and Answer period
- Introductory remarks regarding the Core Curriculum (*Michael Wick*)
- Update: Assessment of the Core Curriculum and Identification of Potential Core Curriculum Models (*Aileen Bailey*)
- Question and Answer period

**III. INFORMATION ITEMS (Academic Affairs)**

- A.** Faculty Senate Report – verbal report to be made at the February 3, 2018, Board meeting
- B.** DeSousa-Brent Scholars Program Report
- C.** Meeting Minutes of October 20, 2017

**IV. INFORMATION ITEMS (Student Affairs)**

- A.** Student Trustee Report – verbal report to be made at the February 3, 2018, Board meeting
- B.** Meeting Minutes of October 20, 2017

**BOARD OF TRUSTEES  
JOINT ACADEMIC AFFAIRS  
AND  
STUDENT AFFAIRS COMMITTEE MEETING**

**The Liberal Arts Skills Gap**

Much has been written lately concerning the “skills gap,” the real or perceived disconnect between labor demand and the supply produced by higher education. The skills gap is not about the quantity of supply and demand in the labor force but rather about the alignment of skills supplied by post-secondary education and the skills demanded by employers. More students than ever before are graduating with some form of post-secondary education and yet employers are finding it more difficult than ever to find the talent they need.

Graduates from liberal arts colleges offer a particular challenge and a particular opportunity in the skills gap conversation. Numerous surveys have documented the match between what executives look for in employees and the learning outcomes of a liberal arts education: critical thinking, problem solving, contextual understanding, oral and written communication, and transferrable understanding. In this sense, liberal arts graduates provide a real opportunity for employers to find talent with the skills needed to be successful in the private sector. The challenge is, however, executives typically do not hire entry-level employees, that task is delegated to recruiters or human resources personnel. Clearly, these hiring professionals also value the skills valued by executives, but they also must filter through volumes of application. To do so, human resource professionals use more specific skill requirements to narrow the field to those applicants who can hit the ground running. By analyzing entry-level job postings, companies like Burning Glass Technologies have articulated a list of desirable skills that aligns with entry-level employment. These skills include field-independent skills of direct applicability to the work world including things such as project management, organizational strategies, budgeting, planning, and so forth. These skills, which are not specific to a particular field or discipline but rather apply to a wide variety of entry-level positions, have become known as “last-mile skills.” By augmenting the traditional liberal arts education with required development and application of “last-mile skills,” liberal arts graduates will acquire the intellectual skills necessary for long-term career success and marketable professional skills for landing that first job.

## **Honors College 2.0**

As an honors college, St. Mary's College of Maryland seeks to attract the best and the brightest students, foster in those students unparalleled intellectual and personal growth, and position those students for lives of success and fulfillment upon graduation. St. Mary's College envisions a reformed liberal arts education that sustains its proven traditional lifelong value but also affords each student with professional skills that offer in-demand and immediate value.

Toward this end, St. Mary's College has taken the unprecedented step of carving out eight credits of the curriculum for the acquisition and application of market-driven, high-demand workplace skills. Every student will augment their traditional studies with enrollment in a scaffolded skills curriculum that spans all four years of their education.

### **SKIL 101 and 102 Curriculum and Pilot**

The implementation of the full Skills and Professional Development curriculum will begin with new student orientation over the summer. It will continue during the fall new student orientation and continue into the new 1 credit course during the fall 2018 semester. Topics covered range from assessing the student's skills, values and interests, to job shadowing. This process continues in the spring academic semester by focusing on summer internship opportunities and networking.

A fully detailed week-by-week outline of the course has been developed projecting the theme of the week, the lecture topics, and the activities associated with both. A pilot of the course will occur in the second half of the spring 2018 academic semester where new transfer students and potential orientation leaders will be targeted to take the course. A draft of the syllabus for the pilot has been completed and the course will be taught by Kate Shirey, Director of the Career Development Center.

#### **Course learning Objectives**

- Engage with professionals to gather information about various career paths by engaging with professionals in groups and solo, and by phone and face-to-face visits.
- Demonstrate oral communication skills by effectively delivering an elevator pitch.
- Grow and maintain a network of professional contacts as evidenced by receiving satisfactory evaluations from Professional Network contacts.
- Nurture their own career development by developing a personalized plan to use campus and other resources.
- To successfully articulate skills, accomplishments, and experiences within a behavioral interview.
- Demonstrate understanding of self-identity, values, and skills, cultural identity by completing Likert-scale items.

- To develop a professional resume based on skills, accomplishments, and experiences.
- To develop appropriate and creative solutions to work places issues within a team environment, working to solve problems as part of a service learning component partnering. To use their foundational professional and soft skills in a workplace environment, gaining experience in a situation where they can fail.

### **SKIL 201-400**

A similar one-credit course structure will be used to continue the skill development throughout the four years a student is at St. Mary's. Students will continue to grow and expand job skills and professional development. The Professional Skills Development Team described below will assist in curriculum design and refinement for the sophomore through senior year experience of Honors College 2.0. We anticipate piloting aspects of the sophomore year in the 2018-2019 academic year and continue in the pattern of piloting followed by full implementation. Some of the anticipated aspects of the SKIL 201-400 include:

- Sophomore Year: Last Mile skills, engagement in community project, Professional portfolio development
- Junior Year: Internships, professional skills application, employer research, skills gap analysis
- Senior Year: Leadership plan execution, reflection, honing skills, elevator pitch

### **Professional Skills Development Team**

As we continue to develop the curriculum, a team of internal and external stakeholders is being developed to assist in the further refinement of the skills we offer students through the Honors College 2.0 experience. The Professional Skills Development Team is comprised of 7-8 regional content experts including former board member Molly Mahoney Matthews, representatives from NAVAIR and the Community Resource Network, as well as a student, faculty, staff and administration.

The charge of the Professional Skills Development Team will be to further refine the skills offered in Honors College 2.0 and assist in ensuring the experience meets the desired learning outcomes we have for all St. Mary's students. The first meeting will occur in early March and be facilitated by staff of AVIAN LLC, a firm that specializes in curriculum design and management and instruction and course delivery.

### **The Connection**

The Honors College 2.0 initiative has the potential to transform the educational experience of our students by providing professional and skill development as an integrated experience alongside a high quality liberal arts education. Informed by content experts and supported by research, the skills and professional development aspects of Honors College 2.0 will position St. Mary's graduates to be highly sought after upon graduation and well positioned for a long and successful career. In addition, this innovative integration positions St. Mary's College of Maryland to be the college of choice by providing a clear path to employment or graduate school

which is the most critical factor in how students and their families make decisions about where to attend college.

Just as important, Honors College 2.0 provides a way to instill a strong connection between the larger community and the college. The community will benefit from Honors College 2.0 in multiple ways. First, the community will benefit from having a committed group of students involved with community organizations and projects in ways that directly meet community need as defined by the community. Because community involvement will be integrated with the educational programming for all students, the commitment between community organizations and the college will be consistent.

The community will also benefit from having the students more aware of the talents, resources, and skills present in the surrounding community. By increasing knowledge and understanding of all that is available in the community, students will naturally become much more engaged and supportive of community efforts. Increased student engagement with the community is a benefit for everyone involved.



**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION  
REPORT SUMMARY**

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

**Date of Next Meeting:** May 11, 2018

**Committee Chair:** Peter Bruns

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

**Staff Member:** Michael Wick

**Executive Summary:**

Discussion Item

Faculty, staff and administrators will present on the collaborative efforts to advance Honors College 2.0

Information Items

Faculty Senate Report

DeSousa-Brent Scholars Program Report



## BOARD OF TRUSTEES

### ACADEMIC AFFAIRS COMMITTEE OPEN SESSION

#### MINUTES

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

**Status of Minutes:** Approved

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

**Committee Members Absent:** John Bullock, Glen Ives

**Others Present:** Lex Birney, Leonard Brown, Cindy Broyles '79, Donny Bryan '73, Carolyn Curry, Peg Duchesne '77, Cynthia Gross, Gail Harmon, David Hautanen, Charles Jackson, David Kung, Todd Mattingly, Kortet Mensah, Joan Pickett, Sharon Phillips '18, Morgan Smith, Frederico J. Talley, Danielle Troyan '92, Allan Wagaman '06, Michael Wick, Anna Yates

#### **Executive Summary:**

Meeting was called to order at 1:15 p.m. by Committee Chair Peter Bruns.

#### **DISCUSSION ITEMS**

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

Dr. Talley, Director of the DeSousa Brent Scholars Program, reported that out of the forty students in the 2017 cohort, twenty-three are first generation to attend college. New students hail from eleven Maryland counties, the District of Columbia, and one student from Chicago, Illinois. Retention and student success efforts continue for the 2015 cohort, who remain on track to meet the mandatory goals for retention and graduation. It was noted by the Committee that the State has set 'high standards' that must be met in order for funding to continue. Dr. Talley was thanked for his work on this program.

##### **Summer Tuition Assistance**

The Summer Tuition Program was expanded this summer to include tuition assistance for DeSousa Brent Scholars to take classes at their local colleges so they can stay on course for graduation, and also keep summer jobs in their communities. Summer tuition assistance for classes taken at St. Mary's College of Maryland was implemented in Summer 2016. This summer, fifteen students took classes at their local colleges and twenty-four students took classes at St. Mary's College of Maryland.

##### **Recruitment**

The staff has met with the Vice President for Enrollment Management on recruitment efforts and enhancing partnerships with organizations such as College Bound and Collegiate Directions of DC and Bethesda.

Dean of Faculty Report

The Provost and Dean of Faculty discussed the plan to re-envision the College's educational program to increase the real and perceived value to prospective students. The vision is based on two objectives: increase the distinctiveness of the educational program and increase the relevance of that program. A draft organizational structure for the planning process was shared with the Faculty Senate and the Faculty. Faculty feedback was that it was unacceptable, citing a perceived lack of shared governance as one issue. In response, the draft organizational structure was streamlined into two committees: Academic & Professional Integration and Practical & Professional Integration. The committees will need to look at value systems, workload and scheduling. There was discussion on the plan to integrate practical professional skills. It was noted that some faculty do cover practical skills in their curriculum but it is not documented. Also noted was that outside voices are important in this process and the College should look at national organizations who have expertise in this area. The timeline for implementation is the Fall 2018 semester.

Faculty Senate Report

Faculty Senate Vice President, David Kung, reported there is a climate of fear among the faculty for the future of St. Mary's College and higher education. Some are reluctant to change and are worried about their jobs. Professor Kung noted that although there is stress and anxiety surrounding the proposed re-envisioned educational plan, there is also excitement. Teaching and Learning groups are moving forward. Faculty are looking at other institutions who have already transitioned to a model similar to that proposed by the Administration.

Two items the Senate will explore this year are faculty salaries and the policy regarding students' participation in Commencement if they fall short of credits to graduate.

**ACTION ITEM**

Recommendation to endorse the 2017 Performance Accountability Report

Meeting adjourned at 2:40 p.m. to go into Closed Session

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

The proposed action item was approved by the Academic Affairs Committee at its meeting on October 20, 2017.

**Recommendation to the Board:**

The Academic Affairs Committee recommended approval of the action item by the Board of Trustees at its meeting on October 20, 2017.



**ADMISSIONS AND FINANCIAL AID COMMITTEE  
MEETING OF FEBRUARY 2, 2018**

**AGENDA**

**I. CALL TO ORDER**

**II. DISCUSSION ITEMS**

- A. Review Spring 2018 matriculation and College's overall enrollment numbers
- B. Financial aid and application process update
- C. Report on the admitted student yield strategy
- D. Report on Fall 2019 and 2020 new student search
- E. Update on enrollment marketing project from Creative Communications Associates

**III. ACTION ITEMS**

- A. None

**IV. INFORMATION ITEMS**

- A. Minutes (Meeting of October 20, 2017)



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

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

**Date of Next Meeting:** May 10, 2018

**Committee Chair:** Carlos Alcazar

**Committee Members:** Anirban Basu, Peter Bruns, Sven Holmes, Tuajuanda Jordan, Ann McDaniel

**Staff Member:** David L. Hautanen, Jr.

**Executive Summary:**

The Office of Enrollment Management is pleased to submit its February report to the Committee on Admissions and Financial Aid of the Board of Trustees. This report includes information about our Fall 2018 recruitment efforts, Spring 2018 enrollment information, Fall 2018 application cycle figures, admitted student yield plans, financial aid process, Fall 2019 and 2020 recruitment, and an update on staffing.

**A. Recruitment Efforts**

Fall Recruitment

During the Fall recruitment travel season the admission staff completed more than 450 (+23%) recruitment events compared to Fall 2016. With a focus on relationship building both in Maryland and out of state, the number of school visits increased by 42%. The increase in school visits where admission staff personally met with counselors and interested students was offset by a decrease (22%) in the number of college fairs attended.

Secondary school counselor breakfasts in Montgomery County and in the Boston, MA, areas were also sponsored by SMCM. These were the first such counselor focused events in many years. At each SMCM staff presented up-to-date information about the College as well as led a discussion about how the Admission Office could improve recruitment efforts. Significant intelligence was gained at both events.

The Admission Office hosted three “Fall for St. Mary’s” Open House programs. 354 students and 500 family members attended the programs. This is in comparison to 291 students (+22%) who attended similar programs held in Fall 2016. Feedback on the programs was very positive. In particular, feedback from campus colleagues was very positive about their experience as they compared these open house programs to past programs. Program improvements can be attributed to the efforts of the Signature Recruitment Events Committee that was convened in September to engage campus-wide support and improve recruitment events.

# ST MARY'S

## COLLEGE of MARYLAND

*The Public Honors College*

### **B. Enrollment**

#### Spring 2018

Current Spring 2018 new student enrollment deposits include 31 total students (two first year and 29 transfer students) on a goal of 21 new students. This compares to 21 new students who enrolled beginning Spring 2017. The census date for Spring enrollment is on February 12, 2018. At that time we will communicate the College's actual Spring 2018 and blended annual enrollment figures.

#### Fall 2018

As of January 22, 2018, the College has received 1523 first year applications and 21 transfer applications for Fall 2018 admission. This is compared to 1522 first year applications and 33 transfer applications on the same date for Fall 2017.

In order to further increase the number of Fall 2018 first year applications we are continuing to recruit through a multi-channel communication strategy as well as accept admission applications past the January 15 Regular Decision application deadline. Transfer recruitment is ongoing and I expect that the Spring 2018 new student enrollment results are a signal of the capacity of our new Assistant Director for Transfer Admission, Guiana Oates, to recruit and enroll new transfer students.

While the first year applicant pool looks very similar to last year's pool at this time, the average grade point average of first year applicants has increased from 3.45 to 3.53 on a 4.0 scale, and the average SAT has increased from 1198 to 1218. The following chart lists select three-year demographic trends of the first year applicant pool.

<b>Characteristic</b>	<b>Fall 2016</b>	<b>Fall 2017</b>	<b>Fall 2018</b>
Out of State	170	208	209
First Generation	159	275	384
Black	175	215	251
Hispanic	124	155	153
White	952	1035	1015
Female	829	948	917
Male	550	596	623
<b>Total Applicants</b>	<b>1369</b>	<b>1522</b>	<b>1523</b>

# ST MARY'S

## COLLEGE of MARYLAND

*The Public Honors College*

Admission has been offered to 804 first year applicants compared to 814 last year at this time. First year admission decisions are being released in batches so that financial aid packages can be included in the admit packets and to manage the comprehensive yield plan. The first batch of Early Action decisions were mailed the week of December 18 and the second batch were mailed the week of January 15. Regular Decision application decision releases are scheduled to begin the week of February 19. Transfer application admission decisions will begin being mailed on a rolling basis the week of January 29, 2018.

By comparison, Fall 2017 first year admission decisions were released on a rolling basis beginning in late November with financial aid awards following. Transfer decisions were also released on a rolling basis.

The College has received 30 first year student enrollment deposits at this time compared to 61 first year and 3 transfer student enrollment deposits last year at this time. This may be a function of our releasing admission decisions later than last year in order to include financial aid awards in the admit packet. Or, it may be due to students wanting to have more offers in hand before making their enrollment decision. As with all metrics, we are closely monitoring these numbers.

In order to increase the yield of admitted students who choose to enroll, we are implementing an extensive yield strategy compared to the Fall 2017 effort. The yield strategy includes the comprehensive admit packet followed by a robust social media, email, and print mail campaign with faculty, staff and student outreach. We are also hosting Admitted Student Days on Friday, February 23, and Friday, April 6; an Admitted Student Reception in Montgomery County as well as smaller events in various areas.

### **C. Financial Aid**

We have successfully begun our work with Human Capital Research Corporation (HCRC). They will serve as the College's financial aid leveraging partner as well inform the in-state and out-of-state recruitment strategy to build the applicant pool in subsequent years. Fall 2018 first year applicant merit scholarships and financial aid awards were set based on their analyses of the past results and the current pool.

### **E. Fall 2019 and 2020 Recruitment**

As part of the Enrollment Marketing Request for Proposal awarded in November, we have been working with SPARK 451 to develop a new student search strategy for Fall 2019 and 2020. Working along with HCRC we are identifying target recruitment territories and SPARK 451 will be implementing a multi-channel communication outreach strategy for students in these territories beginning in mid-February. This will then be followed by a robust communication flow, in-territory recruitment travel, and counselor engagement strategies. This is the first time the College has engaged a partner to assist with the search outreach efforts.

**ST MARY'S**  
COLLEGE of MARYLAND

*The Public Honors College*

**F. Staffing**

After a comprehensive search, Robert Maddox, Associate Director of Financial Aid, has been promoted to Director of Financial Aid. Quiana Oates, Assistant Director of Transfer Admission, joined the admission staff in November and Damita Brown, Financial Aid Counselor/Student Loan Coordinator joined the financial aid team in January. With the Director of Financial Aid position filled, Kathy Sahlhoff, Interim Director, will complete her engagement with the College on January 26.



**BOARD OF TRUSTEES  
ADMISSIONS AND FINANCIAL AID**

**MINUTES**

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

**Status of Minutes:** Approved 1/24/18

**Committee Members Present:** Chair Carlos Alcazar, Sven Holmes, Tuajuanda Jordan, Peter Bruns, Bonnie Glick, Ann McDaniel, Allan Wagaman '06

**Committee Members Absent:** Anirban Basu

**Others Present:** David Hautanen, Robert Maddox, Matthew Fehrs, Sandy Abell, Kristina Anderson, Allison Boyle, John Bell '95, Lex Birney, Leonard Brown, Cindy Broyles '79, Michael Bruckler, Donny Bryan '73, Carolyn Curry, Peg Duchesne '77, Susan Dyer, Cynthia Gross, Gail Harmon, Tim Heely, Chip Jackson, Larry Leak '76, Todd Mattingly, Kortet Mensah, Sharon Phillips, Beverly Read, Danielle Troyan '92, Michael Wick, Andrew Wildermuth, Anna Yates

**Executive Summary:**

The meeting was called to order at 4:30 p.m.

**Admissions Data**

David Hautanen, Jr., VP for Enrollment, reported to the committee on the following items related to enrollment and applications:

- 2017 preliminary headcount for all students is 1,518, which includes 343 first-time first-year students and 87 transfer students. Last year's numbers were 334 first-time first-year students and 110 transfer students. Lower transfer numbers are the result of transitions in the office, the loss of the counselor in charge of transfer students, and a small staff. A new Assistant Director of Admissions for Transfer has been hired and will begin working on November 6. The enrollment goal for minority students is 25% with the preliminary numbers for FA 17 currently at 27% which represents 10% African American and 8% Hispanic. The average high school GPA for the FA 17 incoming class is 3.33 vs 3.34 for the FA 16 incoming class. The FA 17 average SAT is 1173 but cannot be compared to FA 16 average of 1150. Changes made in scoring by the College Board in 2016 render it difficult for us to compare the new and old scores. The Retention rate is 87% and the 4-year graduation rate is 68% while the 6-year graduation rate is 78%. A study of those students leaving St. Mary's College indicated that first generation students who choose to leave the College leave at the end of the first semester. The Beacon tracking software administered by the Office of Student Support Services is helping to identify at-risk students through a survey administered at orientation.

### **Financial Aid Report**

Robert Maddox, Associate Director of Financial Aid reported on Financial Aid:

- Total institutional dollars spent on financial aid for FA 17 is approximately \$6.4 million dollars. Total dollars to spend for the entire 17-18 year is \$7.3 million.
- The discount rate for FA 17 first-time students is 39%. The normal rate should be 33-35%. The increase in the discount rate is attributed to a change in the awarding parameters for the DeSousa Brent Program.
- Human Capital Research Corporation will be our new partner in Financial Aid. They will be looking at ways to better manage the discount rate as well as support the development of markets for new student recruitment.
- Several initiatives for the coming year:
  - Student Communication – updated award letter
  - Institutional need-based aid – simplifying need-based awarding and strengthening Foundation stewardship
- Updated Merit Award Branding - President, Trustee, Excellence

### **Admissions**

Kris Anderson, Director of Admissions, reported on Admissions:

- Using the Strategic Enrollment Management Framework, the Admissions Staff will build the class from prospect through enrollment.
- The enrollment goal for FA 18 first year students is 375 students – 12% out-of-state, 2% international, 29% students of color, and 20% first generation.
- The enrollment goal for FA 18 transfer students is 100.
- As of October 16, 2017, the first year inquiries are up 15% from the same date in 2016.
- Focusing on Maryland, Admissions will continue to build the inquiry pool by continuing communication via email, print, and social media. A series of six emails have been/will be sent to 80,000 students and a series of four post cards will be sent to 28,000 students.
- An additional 15,000 new search names were purchased and will be sent the same series of postcards and emails.
- Off-campus recruitment will increase by 31% this year compared to Fall 2016, by increasing visits to high schools, community colleges, and community-based organizations in Maryland, DC, Delaware, Pennsylvania, Virginia, California, Massachusetts, and New Jersey. Special events are scheduled for high school guidance counselors in Montgomery County, Baltimore County, and Boston, MA.
- Work will continue to coordinate the print, digital, and text messaging to students leading up to their application by responding to the Generation Z characteristics.
- Open Houses will focus on the quality of the visit experience. An Arts Day pilot program will be held in conjunction with our November Open House. Additionally, there will be targeted outreach programs to College Bound in Baltimore and GEAR UP on the Eastern Shore.

- David Hautanen stated the yield strategy involves the entire campus – Admissions & Financial Aid; Athletics; Student Life; Academics; Alumni & Parents; and Leadership. He encouraged members of the Board and Alumni to open their homes for receptions for prospective students and their parents, by making phone calls, or writing notes. It will also involve targeted student and parent communications; faculty, student, and staff outreach as well as Admitted Student days and personalized visit programs.

### **Integrated Marketing update**

Michael Bruckler, assistant vice president for Marketing and Communications, reported to the Committee on the following strategies impacting enrollment marketing:

Current efforts (dubbed Honors College 1.5) in collaboration with Admissions focus on telling stories, testimonials, website enhancements, and print and digital/social messaging (examples provided at the Committee meeting). The messaging currently focuses on the strengths of the curricular and student experience, the SMCM nurturing community, and location based on image work done in 2016-2017 with a consultant.

The home page, [smcm.edu](http://smcm.edu), was overhauled to better speak to prospective students and parents and drive traffic to key areas.

To plan and build brand and messaging for Honors College 2.0, with the assistance of an external enrollment marketing consultant, the following steps will be followed:

- Discover - test qualitatively and quantitatively to develop the brand promise (includes focus group and survey testing with key internal and external constituents)
- Strategy - choose a singular brand promise and rationale
- Creative - bring the brand to life by creating a new look, tone, and feel
- Activation - share the brand and tell the story both internally and externally
- Measurement – listen, track responses, and optimize each campaign component

Meeting adjourned at 6:00 p.m.

**INSTITUTIONAL ADVANCEMENT COMMITTEE  
MEETING OF FEBRUARY 2, 2018**

**AGENDA**

**I. CALL TO ORDER**

**II. DISCUSSION ITEMS**

- A. Progress to Date on FY18 Goals – Supporting Honors College 2.0**
  - 1. Development**
    - a. FY18 fundraising results to date and success strategies**
    - b. Update from the St. Mary's College of Maryland Foundation President**
      - i. Endowment investment results and RFP for investment manager**
      - ii. Strategic planning and collaboration**
  - 2. Integrated Marketing**
    - a. Honors College 2.0 image work update by Creative Communications Associates**
  - 3. Alumni Engagement**
    - a. Alumni participation rate strategies**
    - b. Update from St. Mary's College of Maryland Alumni Association President**
- B. Review of how Board members are helping to reach Institutional Advancement goals**

**III. ACTION ITEMS**

There are no action items.

**IV. INFORMATIONAL ITEMS**

- A. Minutes dated October 20, 2017**
- B. Calendar of Events**

**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT  
REPORT SUMMARY**

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

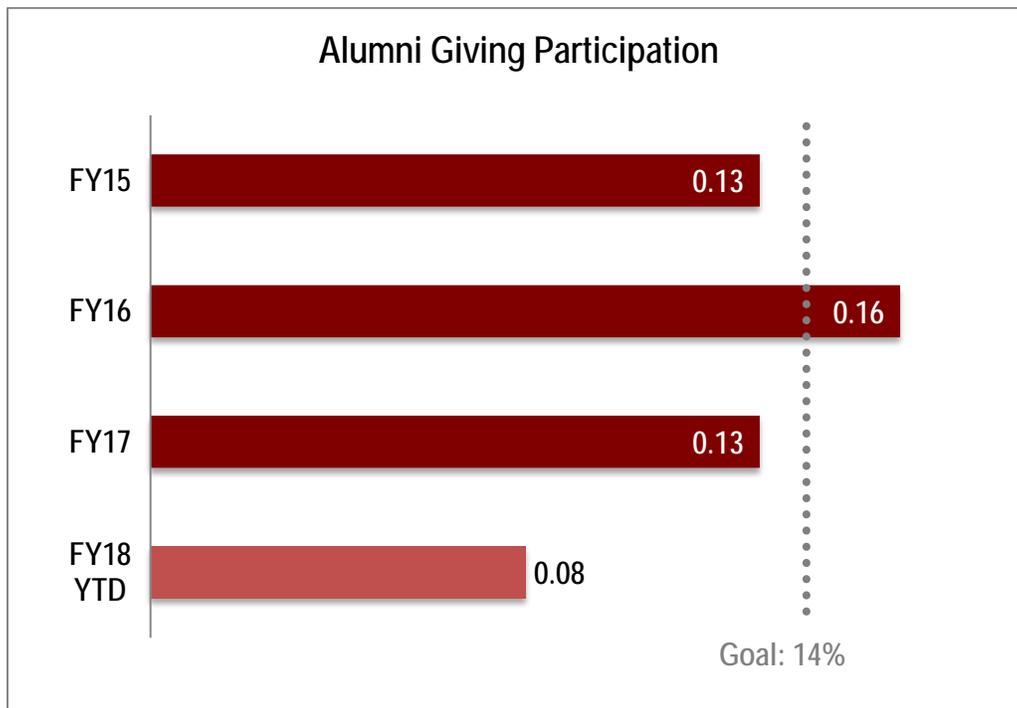
**Date of Next Meeting:** May 11, 2018

**Committee Chair:** Gail Harmon

**Committee Members:** Cindy Broyles '79, Peg Duchesne '77, Elizabeth Graves '95, Sven Holmes, Tuajuanda Jordan, Jack Saum, Danielle Troyan '92, Allan Wagaman '06

**Staff Member:** Carolyn Curry

**Dashboard Metrics:**



**Executive Summary:**

The Institutional Advancement (IA) Committee will review progress-to-date metrics on reaching IA goals for FY18 that are assisting in the Honors College 2.0 efforts. The alumni participation rate stands at 8% toward the goal of 14%, up 7% from the IAC October meeting. Total annual giving is at \$1.67 million toward a goal of \$1.85 million, up \$1 million from the October reporting period. Alumni retention stands at 37% toward a goal of 55%. The Committee will review planned giving and major giving growth strategies that are impacting endowed and current funds.

# ST MARY'S

The St. Mary's College of Maryland Foundation, Inc.'s endowment portfolio, as reported at the November 14 Foundation and JIAC meetings, was \$32.1 million. As of December 31, 2017, the market value is \$32.6 million. Foundation President Jack Saum will review with the Committee the Foundation's strategic planning work to date, including a vision, mission and set of core values.

Creative Communications Associates, a firm partnering with IA's integrated marketing and Admissions teams, will briefly review strategies underway to strengthen the College's image and brand, particularly as the College develops the Honors College 2.0 concept.

The November *Giving Tuesday* broke all records, thanks to the Alumni Council's participation, which will be reviewed in the Alumni Council president's report. More than 1,400 donors raised \$242,488 online in 24 hours. *Giving Tuesday* was directly responsible for a 6% increase in the alumni participation rate.



**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**MINUTES**

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

**Status of Minutes:** Approved

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

**Others Present:** Carolyn Curry, Allison Boyle, John Bell '95, Lex Birney, Peter Bruns, Donny Bryan '73, Susan Dyer, Tim Heely, Larry Leak '76, Sharon Phillips, Katharine Russell, Kelley Hernandez '08, Al Hovland, Karen Cozzens, Anna Yates, Cynthia Gross, Sandy Abell

**Executive Summary:**

Chair Gail Harmon called the meeting to order at 11:00 a.m.

**DISCUSSION ITEMS**

**A. Institutional Advancement FY18 Goals and updates**

Vice President Carolyn Curry reviewed Institutional Advancement key progress points in FY17 and goals and progress-to-date in FY18. The 2017 Annual Report, covering the period July 1, 2016 – June 30, 2017, was distributed to each committee member.

1. Development

- a. Notable achievements in FY17 included a 55% higher engagement by alumni, 35% more revenue generated by Events and Conferences, and total fundraising of \$1.94M surpassing the annual goal of \$1.8M. FY17 fundraising concluded with 100% Trustee and Foundation participation: \$126,007 given by Trustees and \$195,361 by the Foundation for a total of \$321,368. The Jamie L. Roberts Seahawk Fund raised \$22,995 from 190 gifts, significantly impacted by a \$10K challenge grant from Trustee Chairman Sven Holmes. A number of new funds were started including: The Kate Chandler Fund for the Study of Literature, Writing & the Environment, the Bonnie Marie Green Scholarship for first generation and underserved students, the Joanne Klein Memorial Award, the Donna L. West Scholarship, and the Laraine M. and William B. Glidden Undergraduate Research Endowed Fund to assist students with presentations and travel.

Trustee Danielle Troyan noted that the 2017 Annual Report did not include donors below the \$100 giving threshold. Discussion centered on the fact that if a goal is to attract younger alumni, perhaps we could include names in this lower range for the next annual report to encourage participation. It was agreed that the future annual report would include a giving category under the \$100 threshold.

- b. FY18 Institutional Advancement goals include: 1) meet or exceed an annual goal of \$1.85M, 2) support enrollment management in reaching in-state, out-of-state and transfer goals, 3) enhance the College's image and constituent management, and 4) leverage and optimize infrastructure opportunities. FY18 annual funding priorities include 1) the St. Mary's Fund with an emphasis on strategic funds to assist in creating and accomplishing Honors College 2.0, 2) scholarships, 3) internship funding to provide stipends and related expenses, and 4) the Center for the Study of Democracy. To this end, \$781K has been raised FY18 year-to-date. The web pages for each of these areas are being recast with impactful data and stories. A handout was included in the Committee materials outlining the goals and objectives for FY18.
  - c. Naming opportunities will be a focus for FY18, particularly for the Cobb House, the Jamie L. Roberts Stadium, the new educational facility and auditorium, and Anne Arundel Hall. A packet was distributed to Trustees outlining naming opportunities.
  - d. The annual online *Giving Tuesday* initiative will be held November 28, 2017. The goal this year will be to attract more donors—600 or more—particularly to help reach an FY18 alumni participation goal of 14%. The monetary goal is \$100,000. As an incentive, the Alumni Council has funded \$10K in prize money to implement a video contest for student clubs and athletic teams to create reasons why they love SMCM. Donors making a gift on *Giving Tuesday* can vote for the video of most impact. Videos can later be used to enhance enrollment marketing.
2. Integrated Marketing
- a. The integrated marketing team won three national awards in FY17 for campaign and enrollment marketing videos.
  - b. The team continues to publish testimonials and videos throughout key web pages. Social media has been stepped up, particularly to influence campus tours. The SMCM front website has been redesigned and launched to better target prospective students and parents with analytics pointing to traffic increases. The focus is now on admissions and financial aid pages and building an internal communications site. An enrollment RFP is in the process of being awarded to target enrollment marketing and image building.

3. Alumni Engagement

- a. *Giving Tuesday* challenges are being created with the Alumni Council to influence donor participation.
- b. BB&T will underwrite *Bookbag to Briefcase* this year, thanks to Foundation Director Chris Holt.
- c. Hurricane Harvey Disaster Relief Fund, thanks to the SGA and other student and community groups, collected nearly \$14,000 and almost 10,000 non-perishable items to distribute to the Pasadena Independent School District in southeastern Texas. Incoming Foundation President Jack Saum provided the truck, driver and employee contributions, and several alumni in Texas provided the school district connection.
- d. Hawktoberfest is now underway. Under the direction of Institutional Advancement, the planning team created an integrated marketing campaign and activities to result in expected record attendance by families.

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

Ms. Curry referenced a worksheet titled "Role of Trustees in Meeting Institutional Advancement Goals," which lists activities in which Trustees can engage to help meet fundraising and related advancement goals. Chair Gail Harmon noted that this tool was used last year with some success and asked Committee members to review the checklist and consider how they might assist in FY18. The worksheet will be distributed electronically to Institutional Advancement Committee members and the rest of the Trustees on behalf of the Committee. Foundation Directors received a similar worksheet.

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

Alumni Council President Allan Wagaman highlighted alumni activities that link to the College's strategic plan (*his full report was included in Committee materials*). Among them:

- The Alumni Council held its June meeting in the new Alumni Center at the Cobb House. This facility was officially dedicated as the Alumni Center at the Cobb House during the Council's Retreat in September, where President Jordan participated and addressed the group on the Honors College 2.0 concept.
- Marketing and branding efforts by the Alumni Council include a new logo and the recent launch of Facebook groups for all of the geographic and affinity chapters, thus providing an interactive space for alumni and an avenue for encouraging students to join.
- Alumni events have drawn strong attendance, e.g., Alumni Weekend 2017 hosted over 1,200 alumni, and over 1,000 registrations have been received for Hawttoberfest at Family Weekend.

- Alumni philanthropy remains a strong focus for the Alumni Council. Recent initiatives include Hurricane Harvey relief and *Giving Tuesday* incentives.
- The Alumni Council raised concerns regarding the permanent 50% reduction in Alumni Relations staffing due to the College's fiscal challenges, while at the same time managing an increased staff workload. The Alumni Council has responded by creating a Vice President for Chapter Activities position to assist staff in the short term and better guide its own operations. President Jordan commended the Council for working toward a solution instead of just highlighting the deficiency. The College and the Alumni Council will continue to collaborate to alleviate the increased staff workload.

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

The SMC Foundation's outgoing President Harry Weitzel offered the following highlights (*The full report is included in the Committee materials.*):

- The Foundation endowment investment portfolio posts a healthy market value of \$31.7M as of August 31, 2017 and fiscal year-to-date performance of 12% against the 9.3% benchmark.
- At its September meeting, the Foundation Board of Directors elected Jack Saum, president; Bonnie Green, vice president; Harry Weitzel, treasurer; and Tom Daugherty, secretary, each for a one-year term.
- Michael O'Brien was elected chair of the Foundation's Joint Investment Advisory Committee (JIAC) for a one-year term. Trustees Donny Bryan and Danielle Troyan were appointed by Trustee Chair Sven Holmes. Mr. O'Brien and Christopher Holt were appointed by the Foundation.
- Two new Foundation directors have been elected to three-year terms: recent outgoing Trustee Molly Mahoney Matthews and former Ambassador Tim Broas.
- President Jordan gave a presentation to the Foundation Board titled "Reimagining 21<sup>st</sup> Century Education."
- JIAC will release an RFP in 2018 for an investment manager. The RFP will also include the management of the College's quasi-endowment by the same manager to be managed as a separate account.
- The Foundation underwent its FY17 audit by CliftonLarsonAllen with no findings, resulting in a clean audit for the fiscal year ending June 30, 2017. Mr. Weitzel noted this should provide reassurance that all monies are being responsibly managed and administered.
- Under the direction of incoming President Jack Saum, the Foundation will work toward the following goals: 1) create a strategic mission statement and vision for the Foundation Board that dovetails with the College's; 2) examine current fundraising capacity; and 3) promote the



St. Mary's Fund with a particular focus to help fund strategic initiatives for Honors College 2.0.

**INFORMATIONAL ITEMS**

The Committee reviewed a list of 2017-2018 Selected Calendar Events, and member participation was encouraged.

The meeting adjourned at 12:10 p.m.

**BUILDINGS AND GROUNDS COMMITTEE  
MEETING OF FEBRUARY 2, 2018**

**AGENDA**

- I. CALL TO ORDER**
- II. ACTION ITEMS**
  - A. Approval of Minutes (Meeting of October 20, 2017)
- III. DISCUSSION ITEMS**
  - A. Jamie L. Roberts Stadium Update
  - B. New Academic Building and Auditorium Update
  - C. Recruitment and Retention Initiatives-Campus Beautification and Food Service Improvements
  - D. Governor's Five Year Budget - CIP
- IV. INFORMATION ITEMS**
  - A. MD RT. 5 Traffic Calming Project Phase II Update
  - B. Historic St. Mary's City Commission Report
  - C. Sustainability Report Update



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

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

**Date of Next Meeting:** May 11, 2018

**Committee Chair:** Donny Bryan '73

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

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

**Executive Summary:**

**DISCUSSION ITEMS**

Jamie L. Roberts Stadium Update:

Construction on Jamie L. Roberts Stadium has begun with the award of construction of the track and synthetic turf fields scheduled for completion Early March 2018. Designers are working on completing the design for the soccer field, parking and fieldhouse building.

New Academic Building and Auditorium Update:

The design work continues on the New Academic Building and Auditorium.

Recruitment and Retention Initiatives - Campus Beautification and Food Service Improvements:

In an effort to enhance the presentation of St. Mary's College, the College has developed a draft Campus Beautification Plan with funding strategies. The college is also engaged in a study to Identify food service improvements to bolster student recruitment and retention.

Governor's Five Year Budget – CIP:

The Governor's 5-year Capital Improvement Plan (CIP) fully funds the College's request. The 2019 CIP provides additional funding as requested of \$ 500K to support the slave quarter commemoration project and an additional \$ 3.8 M for an additional year of deferred maintenance funding. Infrastructure Improvement funding now totals \$ 17.5 over the next five years. For FY19, \$ 2.4M is included to Upgrade Montgomery Hall and Library HVAC Controls Upgrades, the Phase 1 of Campus Road Repairs and Living Shoreline Improvements.

**INFORMATION ITEMS**

MD RT. 5 Traffic Calming Project Phase II Update:

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

Historic St. Mary's City Commission Report:

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

Sustainability Report Update:

The College will provide an update of progress of sustainability initiatives undertaken in Calendar year 2017.

**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.



**BOARD OF TRUSTEES  
BUILDINGS AND GROUNDS COMMITTEE**

**MINUTES**

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

**Status of Minutes:** Draft

**Committee Chair:** Donny Bryan '73

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

**Committee Members Absent:** Laura Cripps, Kevin Emerson

**Others Present:** Annie Angueira, Lex Birney, Leonard Brown, Mike Bruckler, Carolyn Curry, Susan Dyer, Regina Faden, Cynthia Gross, David Hautanen, Tim Heely, Chip Jackson, Joe Kangas, Larry Leak '76, Todd Mattingly, Jim McGuire, Kortet Mensah, Sharon Phillips '18, Maury Schlesinger, Lisa Smith, Allan Wagaman '06, Mike Wick, Anna Yates, Derek Young

**Executive Summary:**

Committee Chair Donny Bryan '73 called the meeting to order at 9:00 a.m.

**Honors College 2.0 – Space Needs**

The College will begin working on space planning to support a new educational master plan. In addition, a food service study will be conducted to develop both short-term and long-term plans to enhance food service options.

**Campus Beautification Planning**

The College has developed a draft preliminary Campus Beautification Plan. The College is currently funding some projects that improve curb appeal. As the College continues to refine the Campus Beautification Plan, Admissions and other campus partners will be consulted. The goal is to present the Campus Beautification Plan to the Board of Trustees during the February 2018 session.

**Slavery Commemoration Project**

Having found 18<sup>th</sup> and 19<sup>th</sup> century slave dwelling artifacts during the archeology of the Jamie L. Roberts Stadium, the College worked with Historic St. Mary's City, the Maryland Historical Trust as well as both internal and external members of the community to relocate the stadium to preserve the archeological features. The College's President appointed a Commemorative Committee which is charged with using feedback from the off-campus and on-campus constituents to inform a program statement need to solicit for design services. The College has submitted for \$85,000 in grant funding for design through the African American Heritage Grant program through the State of Maryland. Construction funds (\$500K) have been requested through the Governor's Capital Improvement Plan for FY19. Committee Members commented that the commemorative site should be a place of celebration for people that overcame hardships as well as a place for reflection and to invoke emotional connections.

**MD RT. 5 Traffic Calming Project Phase II Update**

The Committee was updated on the projects progress to date and informed that the project is on track to move forward.

**New Academic Building and Auditorium Update**

The design consultant GWWO Architects has been retained after an extensive selection process. The College is currently working on a review of the scope of work to validate the project's scope of work and requirements with the building committee before design begins.

**Campus Tour – Campus Grounds (Admissions Tour)**

Committee Members and attendees were given a tour which highlighted a segment of the College's admission tour route that is used by the Admissions Department for hosting potential students and their families.

**Action Item(s):**

**Approval of Detailed Design of Jamie L. Roberts Stadium**

The detailed design of the Jamie L. Roberts Stadium was presented to the Committee. Donor funding has provided for the additions of a Hospitality Suite and VIP Boxes to the scope of work. The Roberts family as well as the Athletics Department has been presented the design renderings and are very pleased with the outcome to date. In addition, the committee was updated on the results of the solar orientation review.

**Buildings and Grounds Committee Meeting Minutes of October 20, 2017**

The minutes from the May 12, 2017, Buildings and Grounds Committee Meeting were presented to Committee Members.

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

The proposed action items were approved by the Buildings and Grounds Committee at its meeting on October 20, 2017 as follows:

**Approval of Detailed Design of Jamie L. Roberts Stadium**

The proposed action item was approved by the Buildings and Grounds Committee at its meeting on October 20, 2017.

**Buildings and Grounds Committee Meeting Minutes of May 12, 2017**

The Buildings and Grounds Committee approved the meeting minutes of May 12, 2017.

Meeting was adjourned at 9:34 a.m.



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

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

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

**Collaborative Effort Between Faculty, Staff, and Administration to Advance Honors College 2.0**

Discussion led by Dr. Michael Wick, Leonard Brown and Kate Shirey.

**Student Trustee Report**

Sharon Phillips reviewed her submitted report.



**BOARD OF TRUSTEES  
STUDENT AFFAIRS**

**MINUTES**

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

**Status of Minutes:** Approved

**Committee Members Present:** Co-Chair Lex Birney, Co-Chair Cindy Broyles '79, Carlos Alcazar, John Bell '95, Peg Duchesne '77, Elizabeth Graves '95, Sven Holmes, Tuajuanda Jordan, Larry Leak '76, Sharon Phillips '18, Danielle Troyan '92

**Committee Members Absent:** None

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

**Executive Summary:**

Meeting was called to order at 3:00 p.m. by Lex Birney

**Title IX and Federal Changes**

Michael Dunn reviewed the recent changes from the Federal government directed toward the reporting and investigation of Title IX incidents.

**Career Development Initiatives**

The discussion was tabled until a future meeting.

**Wellness Center Update**

Leonard Brown reviewed usage statistics for the Wellness Center and solutions now in place to address student counseling needs. Discussion on future funding and staff support projections.

**Deans' Report - Honors College 2.0 Update**

Leonard Brown shared a proposed outline to integrate professional and practical skills development into the educational programs for all students at SMCM.

**Student Trustee Report**

Sharon Phillips reviewed her submitted report.

**ACTION ITEMS**

**Action Item 1718-01**

Endorse the Finance, Investment and Audit Committee's recommendation that the Board of Trustees approve the 2016 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 air, and student outcomes. The specific objectives are found in sections 2.3, 2.3, 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:**

The Action Item 1718-01 was endorsed by the Student Affairs Committee at its meeting on October 20, 2017.

**Recommendation to the Board:**

The Student Affairs Committee recommended approval of the action item by the Board of Trustees at its meeting on October 21, 2017.

The meeting was adjourned at 4:18 p.m.

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

**INFORMATION ITEM: PERSONNEL MATTERS**

**A. President**

**Appointment**

Richard A. Brewer, Driver/Special Assistant to the President  
effective 10/16/17 – 12/31/18

**Reappointment**

Kortet G. Mensah, Associate Vice President of Diversity and Inclusion  
effective 01/01/18, without term

**B. Provost and Dean of Faculty**

**FACULTY**

**Retention Recommendations**

Daniel T. Chase, Assistant Professor of Chemistry  
effective 08/01/18 – 05/31/21

Nathaniel L. Foster, Assistant Professor of Psychology  
effective 08/01/18 – 05/31/21

Amy L. Steiger, Assistant Professor of Theater, Film, and Media Studies  
effective 08/01/18 – 05/31/21

Amanda VerMeulen, Assistant Librarian  
effective 08/01/18 – 05/31/21

**Tenable Appointments**

Trevor Dunn, Instructor of Psychology  
effective 07/31/18 – 05/31/21

Emily F. Brownlee, Assistant Professor of Biology  
effective 07/31/18 – 05/31/21

Gili Freedman, Assistant Professor of Psychology  
Effective 07/31/18 – 05/31/21

**Leaves**

Charles L. Adler, Professor of Physics  
AY2018-19 at 70% salary

Betül Basaran, Associate Professor  
AY2018-2019 at 70% salary

Adriana M. Brodsky, Associate Professor of History  
AY2018-19 at 70% salary

Jeffrey J. Byrd, Professor of Biology  
AY2018-19 (3 courses) at 100% salary

Iris C. Ford, Associate Professor of Anthropology  
Spring 2019 at 100% salary

Asif U. Dowla, Professor of Economics  
Fall 2018 at 100% salary

Kevin J. Emerson, Assistant Professor of Biology  
AY2018-19 at 70% salary \*

Sanford Ganzell, Professor of Mathematics  
AY2018-19 at 70% salary

Conrad A. Helms, Assistant Librarian  
AY2018-19 at 70% salary

Amy B. Henderson, Assistant Professor of Economics  
AY2018-19 at 70% salary\*

Walter W. Hill, Professor of Political Science  
FA17 & FA18 at 70% salary

Andrew S. Koch, Professor of Chemistry  
Fall 2018 at 100% salary

Emek Köse, Associate Professor of Mathematics  
AY2018-19 at 70% salary

Bradley D. Park, Associate Professor of Philosophy  
AY2018-19 at 70% salary

Jennifer J. Tickle, Associate Professor of Psychology  
AY2018-19 at 100% salary

\*contingent on successful tenure review

**Resignations**

Daniel B. Davis, Assistant Professor of Theater, Dance and Movement  
effective 05/31/18

Kirsten K. Deane-Coe, Assistant Professor of Biology  
effective 06/30/18

Shizuka Nishikawa, Associate Professor of Economics  
effective 12/04/17

Jia Xu, Associate Professor of Economics  
effective 1/24/18

**Retirements**

Robin R. Bates, Professor of English  
effective 05/31/18

Helen G. Daugherty, Professor of Sociology  
effective 05/31/18

**Emeritus**

Allan K. Hovland, Associate Professor Emeritus of Chemistry

**ADMINISTRATIVE STAFF****Appointment**

Alecia K. Page, Coordinator of K12 School Partnerships (11-month position)  
effective 10/10/17 – 12/31/18

**Title Change**

William C. Cranmer, from Assistant Athletic Director for Operations & Compliance to  
Associate Athletic Director for Internal Operations  
effective 11/01/17, without term

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

Emma J. Sargent, Assistant Vice President of Information Technology  
effective 03/01/18 – 06/30/19

**Reappointments**

Annette V. Angueira, Associate Vice President of Facilities  
effective 01/01/18, without term

Mark W. McCormick, Assistant Director of Physical Plant  
effective 01/01/18, without term

**Title Change and Transfer**

Christopher W. Burch, from Assistant Vice President of Information Technology to Senior Developer/Architect  
effective 03/01/18, without term

**Retirement**

Clayton A. Hartley, Associate Director of Institutional Reporting  
effective 12/31/17

**D. Vice President for Institutional Advancement****Reappointment**

Gretchen D. Phillips, Communications Specialist  
effective 01/01/18, without term

**Transfer**

Kelly J. Schroeder, from Director of Student Activities to Associate Director of Alumni Relations  
effective 10/30/17 – 12/31/18

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

Kyle K. Bishop, from Executive Director of the Wellness Center and Director of Counseling and Psychological Services to Assistant Dean of Students  
effective 11/27/17, without term

Laurie K. Scherer, from Assistant Director of Counseling Services to Director of the Wellness Center  
effective 11/27/17, without term

**Reappointment**

Charlotte J. Cashell-Varga, Coordinator of Student Engagement  
effective 01/01/18, without term

**Resignation**

Jennifer K. Emery, Assistant Director of Career Development  
effective 02/02/18

**Retirement**

Lisa A. Youngborg, Executive Assistant  
effective 02/28/18

**F. Vice President for Enrollment Management**

**Appointments**

Damita N. Brown, Financial Aid Counselor/Student Loan Coordinator  
effective 01/08/18 – 12/31/18

Quiana N. Oates, Assistant Director of Admissions for Transfer  
effective 11/06/17 – 12/31/18

**Appointment and Transfer**

Robert W. Maddox, from Associate Director of Financial Aid to Director of  
Financial Aid  
effective 01/15/18 – 12/31/18



**BOARD OF TRUSTEES  
OPEN SESSION**

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

**MINUTES**

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

**Status of Minutes:** Approved January 16, 2018

**Board Members Present:** Carlos Alcazar, John Bell '95, Lex Birney, Cindy Broyles '79, Peter Bruns, Donny Bryan '73, Peg Duchesne '77, Susan Dyer, Bonnie Glick, Elizabeth Graves '95, Tim Heely, Chair Sven Holmes, Steny Hoyer, President Tuajuanda Jordan, Larry Leak '76, Sharon Phillips '18, Katharine Russell, Danielle Troyan '92, Allan Wagaman '06, John Wobensmith '93

**Board Members Absent:** Anirban Basu, John Bullock, Laura Cripps, Gail Harmon, Glen Ives, Ann McDaniel

**Others Present:** Porzia Purves, Allison Boyle, Leonard Brown, Mike Bruckler, Carolyn Curry, Michael Dunn, Cynthia Gross, David Hautanen, Chip Jackson, Dave Kung, Todd Mattingly, Kortet Mensah, Michael Wick, Anna Yates

**Executive Summary:**

The St. Mary's College of Maryland Board of Trustees held an open session meeting on Saturday, October 21, 2017. Board Chair Sven Holmes called the meeting to order at 10:25 a.m.

Chair Holmes modified the agenda so that Student Trustee Sharon Phillips '18 could present her report when the meeting opened in order to accommodate a group of students and alumni in attendance. Phillips '18 reported on student efforts regarding the Consideration of Deferred Action for Childhood Arrivals (DACA) and in providing relief to Hurricane Harvey victims. Phillips '18 read a statement that was provided on behalf of the student body voicing support for a College staff member. Several students and alumni present at the meeting voiced their support to the Board. Chair Holmes thanked the group for attending and for their thoughtful remarks. A short recess was then taken to permit the students and alumni to leave the meeting.

Chair Holmes remarked on the productive discussions held during closed session the previous evening. Discussion included goals for both the president and for the Board.

President Jordan reported that significant achievements have been made with the Strategic Plan implementation. To promote Inclusive Diversity and Equity, an important part of the Strategic Plan, the College is providing training to all faculty, staff, and students to teach and promote

effective communication. College rankings are very good and remain steady. President Jordan thanked Vice President Curry and her team for their efforts in keeping St. Mary's visible. The Commemoration Committee has provided five recommendations on how to best commemorate the College's relationship with slavery. The work done thus far has received press in the broad community, and three faculty and one staff member presented recently at a national conference on the topic.

Vice President for Enrollment Management David Hautanen provided an admissions update. Current enrollment status stands at 1,546 students, which includes 343 new first-time students, an increase from last year, and 87 new transfer students. Several new initiatives have been implemented to improve retention. The admissions office is concentrating its efforts on recruiting for the Fall 2018 entering class, with a focus on students who are interested in attending a small college in a rural setting.

Provost / Dean of Faculty Mike Wick and Vice President for Student Affairs / Dean of Students Leonard Brown presented on Honors College 2.0. The goal is for St. Mary's College to achieve a status in which there is no competition. Academics and practical skills will be integrated and additional micro-internships will be developed. One-credit courses will be designed to engage students and to teach practical skills, which will further enhance their liberal arts education, and make them more competitive in the workforce. The Alumni Association has been active in the micro-internship development process.

Faculty Senate Vice President David Kung reported that faculty are working towards developing the curriculum for Honors College 2.0. According to Kung, faculty are primarily responsible for the curriculum, and by working together, will be able to determine what is best for the institution. Chair Holmes stated that it is the Board's responsibility to assist in this process and that having a space in which faculty, staff, and trustees could collaborate would help move the process forward. Kung agreed that such conversations would be valuable.

Alumni Association President Allan Wagaman '06 provided an update on Alumni Association activities. The new Alumni Center was officially dedicated on September 23<sup>rd</sup> and is already being utilized to host events and student functions. Alumni Weekend continues to grow with more than 1,200 participants returning to campus this past June. The Alumni Council is currently gearing up for Giving Tuesday and continues to work towards expanding the micro-internship program.

**Action Items:**

**Action item 1718-03:** Revision of the FY18 Current Fund (Operating) Unrestricted Budget. The motion was presented by John Wobensmith '93, chair of the Finance, Investment and Audit Committee. The motion was seconded and approved unanimously.

**ST MARY'S**  
COLLEGE of MARYLAND

*The Public Honors College*

**Action item 1718-04:** Reconciliation of the FY 18 Plant (Capital) Budget. The motion was presented by Committee Chair John Wobensmith '93. The motion was seconded and approved unanimously.

**Action Item 1718-05:** 2017 Performance Accountability Report. The motion was presented by John Wobensmith '93, chair of the Finance, Investment and Audit Committee. The motion was seconded and approved unanimously.

**Action Item 1718-06:** Maryland Residency Requirements Waiver – Puerto Rico and U.S. Virgin Islands. The Finance, Investment, and Audit Committee met on October 18th, at which time action item 1718-06 was deferred to the full Board, pending the receipt of additional information. Committee Chair Wobensmith '93 reported that conversations with legislative officials regarding the waiver were positive and the action was being presented to the Board for approval. A motion was presented by Wobensmith '93. The motion was seconded and approved unanimously.

The meeting adjourned at 12:05 p.m.



**BOARD OF TRUSTEES  
OPEN SESSION**

*Calvert Hall  
St. Mary's College of Maryland*

**MINUTES**

**Date of Meeting:** December 22, 2017

**Status of Minutes:** Approved January 16, 2018

**Board Members Present:** John Bell '95, Lex Birney, Cindy Broyles '79, Peter Bruns, Peg Duchesne '77, Gail Harmon, Chair Sven Holmes, President Tuajuanda Jordan, Larry Leak '76, Ann McDaniel, Danielle Troyan '92, Allan Wagaman '06, John Wobensmith '93

**Board Members Absent:** Carlos Alcazar, Anirban Basu, John Bullock, Laura Cripps, Susan Dyer, Elizabeth Graves '95, Steny Hoyer, Glen Ives, Sharon Phillips '18

**Others Present:** Allison Boyle, Chip Jackson, Todd Mattingly, Chris True, Anna Yates

**Executive Summary:**

The St. Mary's College of Maryland Board of Trustees held a special open session meeting on Friday, December 22, 2017. Board Chair Sven Holmes called the meeting to order at 10:33 a.m.

**Action Items:**

**Action item 1718-07: Acceptance of the FY17 Auditor's Report and Audited Financial Statements.** The Finance, Investment, and Audit Committee met with the audit firm SB & Company to review and discuss the College's FY17 auditors' report and audited financial statements. Again this year, the audit firm has issued an unqualified opinion letter indicating that the financial statements fairly present, in all material respects, the financial position of the College. The audit discovered no instances of fraud and found no material weaknesses in controls. A motion to approve was presented by John Wobensmith '93, chair of the Finance, Investment and Audit Committee. The motion was seconded and approved unanimously.

**Action item 1718-08: Waiver of Maryland Residency Requirements.** Naval Air Station Patuxent River (NAS PAX) seeks to become home to the Joint Strike Fighter Hybrid Product Support Integrator Program. Waiving the 12-month Maryland residency requirement would apply to personnel transferring to Maryland as part of the program, should it be relocated to NAS PAX. A motion to approve was presented by John Wobensmith '93, chair of the Finance, Investment and Audit Committee. The motion was seconded and approved by the majority. Trustee Allan Wagaman '06 abstained from the vote.

The meeting adjourned at 10:44 a.m.