

# ST MARY'S COLLEGE *of* MARYLAND

---

*The Public Honors College*

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

**BOARD OF TRUSTEES**

**OPEN SESSION**

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

**May 11, 2018**

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

**AGENDA**

Friday, May 11, 2018 (#685) 4:00 p.m.

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

- I.** Call to Order **Sven Holmes**
  
- II.** Approval of agenda **Sven Holmes**
  
- III.** Report of the Board Chair **Sven Holmes**
  
- IV.** Report of the President **President Jordan**
  
- V.** Action Items
  - A. Academic Affairs** **Peter Bruns**
    - Action Item 1718-17: Approval of 2018 Candidates for Graduation
    - Action Item 1718-18: Approval of Faculty Bylaws Revision
    - Action Item 1718-19: Approval of a Minor in Business
    - Action Item 1718-20: Approval of a Minor in Astrophysics
    - Action Item 1718-21: Approval of a Major in Women, Gender, and Sexuality Studies
  
  - B. Building and Grounds** **John Bell '95**
    - Action Item 1718-22: Approval of the Annual Facilities Condition Report
  
  - C. Finance, Investment, and Audit** **John Wobensmith '93**
    - Action Item 1718-23: Approval of the FY19 Current Fund (Operating) Budget, including new personnel positions
    - Action Item 1718-24: Approval of the FY19 Plant Fund (Capital) Budget
    - Action Item 1718-25: Approval of the FY20-FY24 State Capital Budget Proposal
    - Action Item 1718-26: Approval of the Bond Refinance Authorization
    - Action Item 1718-27: Approval of the Procurement Policy Revision
    - Action Item 1718-28: Approval of the Handbook Policy Revisions

**D. Student Affairs**

**Cindy Broyles '79**

Action Item 1718-29: Approval of Revisions to the Student Title IX  
Procedures Regarding Impact Statements

**E. Trustee Governance**

**Glen Ives**

Action Item 1718-30: Approval of Board of Trustees Meeting  
Schedule for 2018-2021

- |              |  |  |
|--------------|--|--|
| <b>VI.</b>   | Enrollment Management Summary                | <b>David Hautanen</b>                    |
| <b>VII.</b>  | Honors College 2.0 Update                    | <b>Leonard Brown</b><br><b>Mike Wick</b> |
| <b>VIII.</b> | Campus Safety Report                         | <b>Tressa Setlak</b>                     |
| <b>IX.</b>   | Student Trustee Report and Board Recognition | <b>Sharon Phillips '18</b>               |
| <b>X.</b>    | Faculty Senate President Report              | <b>Karen Crawford</b>                    |
| <b>XI.</b>   | Faculty Presentation                         | <b>Carrie Patterson</b>                  |
| <b>XII.</b>  | Motion to Adjourn Meeting                    | <b>Sven Holmes</b>                       |

**BOARD OF TRUSTEES  
PRESIDENT'S REPORT**

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

**Date of Next Meeting:** TBD

**Executive Summary:**

The College continues to make strides accomplishing the goals delineated in the strategic plan; the Learning through Experiential and Applied Discovery initiative (LEAD, formerly referred to as HC 2.0); is a key focus of our efforts. The campus, as a whole, is becoming more energized as momentum continues to build.

In the Board, Committee reports as well as during the Board meeting, you will hear about the work that has transpired since the February 2018 meeting. Some highlights follow.

- **Admissions and Financial Aid:** You will learn that the preliminary numbers for building Cohort Fall 2018 are looking better than they have the past two years. The number of attendees at the Admitted Seahawk Days is the highest it has been in two years, and the “vibe” from the attendees has been enthusiastic and positive. The number of deposits compared to this time last year is up, and the student demographics are relatively strong.
- **Integrated Marketing:** The consultants have helped concretize the brand. It is a powerful story. The next phase, not contracted, will be marketing the brand. The Integrated Marketing team has done an excellent job publicizing the College’s events and stories. Attendance at our expanded lecture series has been excellent; anecdotal information strongly suggests that our image within the local community continues to improve.
- **Academic Affairs and Student Affairs:** The *ad hoc* Core Curriculum Committee (AHCCC) has done a very good job getting faculty input and buy-in regarding potential new models for the core and work that must be completed this summer. Chair Aileen Bailey and her team are to be commended for these major accomplishments. Employer engagement with and enthusiasm for the applied portion of the curriculum have been strong and positive. Piloting of the SKIL courses was relatively successful. The faculty has approved a new minor that speaks to “market” forces regarding what incoming students want.
- **Student Affairs:** You will learn about efforts to ensure that the campus community is safe and secure. Additionally, there will be a report about alcohol and marijuana use as well as available programming and counseling.
- **Academic Affairs:** You will hear the accomplishments of faculty members who are being recommended for tenure and promotion. Carrie Paterson, Professor of Art, has received a tremendous honor. Because of her exceptional work as a teacher, She will be developing and presenting in the Great Lecture series. Carrie is only the second St. Mary’s faculty member to receive this national honor in many years.
- **Institutional Advancement:** Efforts to increase donations to the St. Mary’s Fund have yielded positive results. You will hear a summary of a consultant’s assessment of the College’s fundraising capacity. This assessment was sponsored by the St. Mary’s College Foundation Board of Directors. Alumni

engagement in a variety of initiatives is up and, as I travel the country visiting with alumni as means to (re)-engage them, the interest in and desire to help the College are apparent and increasing.

- **Buildings and Grounds**: Schematics for the New Academic building design will be presented. The design maintains the campus architectural identify while pushing it, just a bit, to be more fluid and artistic, thus representing the type of programming slated to be housed in the new facility.
- **Finance, Investments, and Audit**: Balanced operating and capital budgets for FY19 will be presented.
- **Lagniappe**: The national search to hire a Vice President for Business and Finance/Chief Financial Officer has concluded. Paul Pusecker, currently at the University of Delaware, will replace Chip Jackson when Chip retires on August 31, 2018, after 32 years of service to the College. Paul will begin his tenure on July 1...As means to continue our efforts to make the College more inclusively diverse and welcoming, St. Mary's College of Maryland has accepted an exclusive invitation to participate in the American Talent Initiative, a collaborative of some of the country's finest colleges and universities that is focused on increasing access and graduation rates of high-achieving, low to moderate-low income students from the best schools in the nation...The College has expanded its lecture series in our continuing efforts to enhance the cultural and intellectual programming within the Southern Maryland community. This semester, the President's office has sponsored or co-sponsored lectures and/or performances by April Ryan (White House correspondent), Kathleen Parker (Washington Post columnist), David Sanger (New York Times columnist and national correspondent), and Ed Gillespie (political strategist). Each of these events included a VIP reception that diversified the attending audiences beyond those who would typically participate in College-sponsored events... At the April 2018 national conference of the Association of Governing Boards (AGB), I was invited to participate in a panel entitled "Why a Liberal Arts Education Matters". Of note is that of the four liberal arts colleges engaged in the panel, St. Mary's College was the only institution from the public sector...And finally, steady progress across all five goals of the strategic plan continues to be made.



Please see [Appendix A](#) for a summary of the progress made on the strategic plan since the February 2018 Board report. The detailed report is available on the website <http://www.smcm.edu/strategicplan/news-and-updates/>.

# Strategic Planning Implementation Team

## May 2018 Report

### Executive Summary

Below are a few notable areas of progress in implementation of the Strategic Plan since the February 2018 report.

**Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.**

- *Objective 1.1 (Increase the diversity of the student body, including out-of-state and international students):* Admissions has experienced a 38% increase in prospective student attendance at signature open house and admitted students events compared to the same ones held last year.

**Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.**

- *Objective 2.2 (Develop holistic approach to structural and curricular innovations that capitalize on our location, history, and mission):* Throughout the spring semester, the Ad Hoc Core Curriculum Committee (AHCCC) engaged with faculty, students, and staff to design a broad framework to guide revisions to the core curriculum as part of the Honors College 2.0 initiative. The framework, which includes eight structural components to address eight core literacies or skills essential to a liberal arts education, was unanimously endorsed by the faculty at the final faculty meeting of the academic year.

**Goal 3: Attract and retain a diverse staff and faculty who achieve excellence across the liberal arts in the teaching, scholarship, creative works, and practice of their disciplines.**

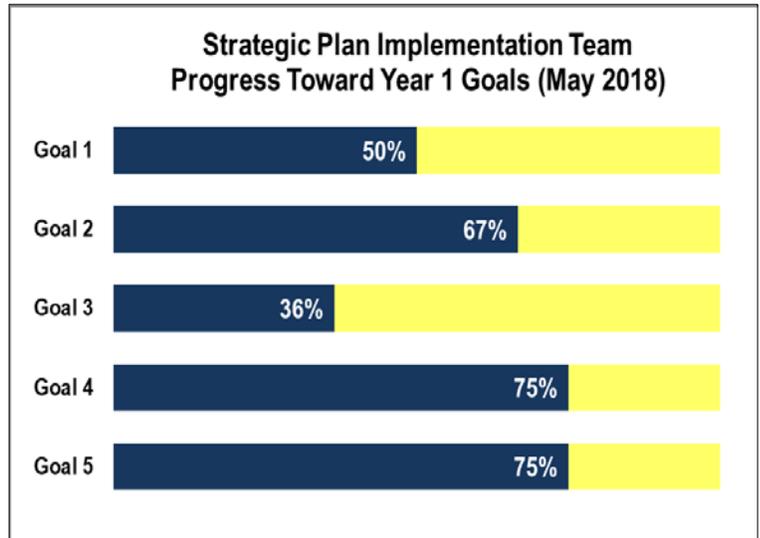
- *Objective 3.1 (Increase the diversity of staff and faculty, and provide an inclusive environment that optimizes the strengths of a diverse faculty and staff):* The new faculty mentoring program has been established and is running. The program organizes teams of two established faculty members with two new tenure-track (or 3-4 new full-time visiting) faculty members. The mentor-mentee teams have been gathering every month and holding discussions on topics ranging from writing grants, to balancing research and teaching, to addressing academic dishonesty. Tenure-track and multi-year visitors will continue to meet with their cohorts into the first semester of 2018-2019, thus extending mentoring into the critical third semester.

**Goal 4: Graduate prepared, responsible, and thoughtful global citizens.**

- *Objective 4.4 (Promote responsible citizenship through leadership, environmentally responsible engagement and stewardship, and an appreciation for the community):* The number of service opportunities and the number of students who volunteer on and off campus exceeded Fall 2017 goals. A St. Mary's Way Award was established to recognize engagement and we are exploring ways that students can recognize grassroots positive engagement with the St. Mary's Way through social media. Furthermore, Inclusion, Diversity, and Equity (IDE) Fellows began work in Spring 2018 to develop their leadership skills and help organize IDE initiatives.

**Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.**

- *Objective 5.2 (Develop and implement strategies to create and maintain modern physical facilities):* Five campus locations have been identified, designed, renovated, and/or modified to allow for more flexible and collaborative learning spaces for faculty and students. These spaces include 3 classrooms in Schaefer Hall and 2 outdoor learning spaces between Goodpaster Hall and Schaefer Hall.



## Progress toward Year 1 Metrics

Updates since the February 2018 report are highlighted in yellow.

**Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.**

*Objective 1.1: Increase the diversity of the student body, including out-of-state and international students.*

Metric 1.1.1: Out-of-state to 13%

Definition: Increase out-of-state enrollment (students originating from outside of Maryland) of the incoming class to 13%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		9%	11%	13%
Actual	6.6%	9%		
Progress		Met		

Metric 1.1.2: International to 3%

Definition: Increase international student population of the incoming class (FTFY) to 3%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		1%	2%	3%
Actual	0.3%	0.3%		
Progress		Not Met		

Metric 1.1.3: Underrepresented Minorities to 31%

Definition: Increase the percentage of students from underrepresented minorities of the incoming class to 31%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		31%	31%	31%
Actual	31.3%	27%		
Progress		Not Met		

Metric 1.1.4: First-generation to 20%

Definition: Increase the first-generation (first in their family to complete a bachelor's degree) population of the incoming class (FTFY) to 20%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		18%	19%	20%
Actual	17.6%	25.3%		
Progress		Met		

*Objective 1.2: Provide opportunities that promote academic collaboration, intellectual growth, and lifelong wellness within and beyond the formal curriculum.*

Metric 1.2.1: Increased students participating in LLCs (50%)

Definition: Increase the number of students participating in Living Learning Communities by 50%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		21	24	27
Actual	18	19		
Progress		Not Met		

Metric 1.2.2: Increased student participation in service learning opportunities (30%)

Definition: Percentage of students (unduplicated count) enrolled in any service learning course(s) in the previous academic year (fall/spring/summer). Service learning is defined in "Notes" below.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		20.8%	22.7%	24.6%
Actual	18.9% (339/1,797 students)	16.2% (282/1,737 students)		
Progress		Not Met		

Metric 1.2.3: Increased student opportunities to engage in academic collaboration (50%)

Definition: Academic collaboration - provide opportunities for students to learn in and outside the classroom. The percentage of seniors answering "Often" or "Very Often" on the NSSE, questions 1e, 1f, 1g, and 1h (weighted average). The NSSE is given on a three-year cycle and will next be administered in 2018-19.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		n/a	n/a	76%
Actual	51%	n/a		
Progress		n/a		

Metric 1.2.4: Enhanced engagement in activities that promote lifelong wellness (75%)

Definition: Increase opportunities for students to learn about life outside of college by 75%. Workshops related to wellness, time management, life skills, etc.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		14 Workshops	17 Workshops	19 Workshops
Actual	11 Workshops	16 Workshops		
Progress		Met		

Metric 1.2.5: Increased faculty participation in an AFP (7 faculty)

Definition: Increase faculty participating in an Affiliated Faculty Program by 7 faculty members

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		2	4	7
Actual	0	0		
Progress		Not Met		

Metric 1.2.6: Established course on wellness, diversity, leadership, and financial literacy (1 each)

Definition: Established, at a minimum, one new course with a primary focus on: wellness, diversity, leadership, and financial literacy

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		1	3	4
Actual	1 (leadership)	0		
Progress		Not Met		

*Objective 1.3: Enhance the academic and social integration of students in the campus environment.*

Metric 1.3.1: Increased satisfaction with academic experience

Definition: Increase the average ratings of academic quality on the Senior Exit survey to 3.5 on a 4-point scale. See individual components in Notes below. Changed from original NSSE definition because NSSE administration is on a 3-year cycle.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		3.37	3.44	3.5
Actual	3.3	3.17		
Progress		Not Met		

Metric 1.3.2: Increased satisfaction with social experiences (20%)

Definition: Increase the percentage of students reporting feeling satisfied with their social experience by 20%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		90%	91%	92%
Actual	89%	83%		
Progress		Not Met		

Metric 1.3.3: Increased opportunities to be involved socially (25%)

Definition: Outside-of-classroom opportunities to interact socially. Percentage of seniors who answered "Quite a bit" or "Very much" on NSSE Question 14e. The NSSE is given on a three-year cycle and will next be administered in 2018-19.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		n/a	n/a	90%
Actual	72%	n/a		
Progress		n/a		

Metric 1.3.4: Increased access to support for help with managing non-academic responsibilities (50%)

Definition: Number of opportunities (workshops, seminars, etc.) offered for students to manage non-academic responsibilities – responsibilities students hold outside the classroom, including employment, finances, leadership positions, etc.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		156 Opportunities	178 Opportunities	200 Opportunities
Actual	134 Opportunities	259 Opportunities		
Progress		Met		

Metric 1.3.5: Increased use of academic support services (30%)

Definition: Academic support services - provides students with the tools to identify those abilities, needs, and interests to achieve their optimal academic performance. Numbers of students receiving academic accommodations, and academic advising from the Office of Student Support Services.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		160 students receiving Accommodations	175 students receiving Accommodations & 49 students receiving Academic Advising	189 students receiving Accommodations & 53 students receiving Academic Advising
Actual	145 students receiving Accommodations	168 students receiving Accommodations & 47 students receiving Academic Advising		
Progress		<b>Met</b>		

Metric 1.3.6: Increased students reported thriving (20%)

Definition: Students reporting thriving at a high level on the Thrive survey. Goal is a 20 percentage point increase over the current benchmark.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Analysis of baseline data	Next Thrive survey designed	60%
Actual	40%	Baseline data analyzed, weaknesses identified		
Progress		<b>Met</b>		

*Objective 1.4: Provide students with opportunities that position them for success in a variety of careers.*

Metric 1.4.1: Increase the number of alumni reporting that their SMCM education prepped them to secure full-time employment/competitive professional opportunities and/or further their education (85%)

Definition: Increase to 85% the percentage of alumni reporting that their SMCM education prepped them to secure full-time employment/competitive professional opportunities and further their education, by answering "Excellent" or "Good" to corresponding questions on the alumni survey one year after graduation.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		79% Employment; 92% Graduate study	82% Employment; 92% Graduate study	85% Employment; 92% Graduate study
Actual	77% Employment; 92% Graduate study	70% Employment; 84% Graduate study		
Progress		<b>Not Met</b>		

Metric 1.4.2: Increased participation in opportunities that provide leadership skills beneficial to student careers (50%)

Definition: Increase to 50% of students - participation in opportunities that provide leadership skills beneficial to student careers (volunteer work, community course work, study abroad, research with faculty, and internships), according to self-reported responses on the annual Senior Exit Survey.

Volunteer work	Baseline (Fall 2016)	Year 1 ( Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Maintain at 70%	Maintain at 70%	Maintain at 70%
Actual	70%	79%		
Progress		Met		

Community coursework	Baseline (Fall 2016)	Year 1 ( Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		45%	47%	50%
Actual	43%	50%		
Progress		Met		

Study abroad	Baseline (Fall 2016)	Year 1 ( Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		48%	48%	50%
Actual	47%	40%		
Progress		Not Met		

Research w/Fac.	Baseline (Fall 2016)	Year 1 ( Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		43%	47%	50%
Actual	40%	47%		
Progress		Met		

Internship	Baseline (Fall 2016)	Year 1 ( Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		45%	47%	50%
Actual	43%	45%		
Progress		Met		

**Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.**

*Objective 2.1: Fully integrate high-impact practices throughout the curriculum.*

Metric 2.1.1: Faculty employed at least one High-Impact Practice (HIP) in their teaching portfolio (75%)

Definition: 75% of faculty will employ, at minimum, one HIP in their teaching portfolio each year.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Maintain	Maintain	Maintain
Actual	76% (3 HIPs)	89% (3 HIPs)		
Progress		Met		

Metric 2.1.2: Students participate in at least two High-Impact Practices (HIPs) (100%)

Definition: By graduation, all students participate in at least two of the HIPs listed in the Notes section below.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		100%	100%	100%
Actual	99%	100%		
Progress		Met		

Metric 2.1.3: Students presenting their research or creative works beyond the campus increased (10%)

Definition: Increase by 10% the number of undergraduate students making professional presentations at external conferences, exhibitions, meetings, etc. Number is an unduplicated count of students presenting from July 1 - June 30 each academic year.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		42	44	45
Actual	41	36		
Progress		Not Met		

Metric 2.1.4: Increased experiential course offerings (9/year)

Definition: Increase by 9 the number of experiential courses (unique courses, not sections) offered each previous academic year (Fall + Spring + Summer). See definition of "experiential course" in Notes below.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		26	29	32
Actual	23	22		
Progress		Not Met		

*Objective 2.2: Develop holistic approach to structural and curricular innovations that capitalize on our location, history, and mission.*

Metric 2.2.1: Disseminated plan for J-term to the campus community (AY 2017)

Definition: Proposal for a pilot winter break / January term (J-term) of courses is developed and shared with the campus community.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Plan Out	Plan Out	To Be Determined
Actual	No Plan	Delayed		
Progress		Not Met		

Metric 2.2.2: Implemented new course schedule grid that includes embedded community and meeting time (AY2018)

Definition: Implemented new course schedule grid that includes embedded community and meeting time

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		New Grid Approved	New Grid Implemented	To Be Determined
Actual	Existing Grid	Delayed		
Progress		Not Met		

Metric 2.2.3: Launched plan for implementing new curricular programs (AY 2018)

Definition: Develop and implement an Academic Master Plan

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Plan in Development	Plan Launched	Plan Implemented
Actual	No Plan	Plan in Development		
Progress		Met		

*Objective 2.3: Develop institution-wide approach to learning outcomes and program assessment.*

Metric 2.3.1: Student learning assessment implemented in all academic departments and cross-disciplinary programs (100% by AY 2017-18)

Definition: Student learning assessment (under the new campus-wide framework) implemented in all academic departments and cross-disciplinary programs

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		100%	100%	100%
Actual	Implementation Begins	100%		
Progress		Met		

Metric 2.3.2: Student learning assessment implemented in all co-curricular signature programs (100% by AY 2017-18)

Definition: Student learning assessment (under new campus-wide framework) implemented in all co-curricular signature programs (defined in Notes below).

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		100%	100%	100%
Actual	Implementation Begins	100%		
Progress		Met		

*Objective 2.4: Promote a community and academic environment that embodies the principles of diversity and inclusion on which we were founded.*

Metric 2.4.1: Faculty trained regarding integration of diversity into coursework and pedagogy (95%)

Definition: Participation by full-time permanent faculty in at least one workshop or training opportunity related to the integration of diversity and inclusion into coursework and pedagogy, over the 3 year period of the Strategic Plan.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		20%	60%	95%
Actual	0 (No eligible workshops offered)	25% (32/130)		
Progress		Met		

Metric 2.4.2: Increased offerings of courses and experiential activities with a primary focus on diversity (10% by Year 3)

Definition: Courses that have a sustained focus on issues pertaining to diversity, as identified by program chairs and coordinators, offered in the previous academic year (Fall-Spring-Summer).

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		110	113	118
Actual	107	115		
Progress		Met		

Metric 2.4.3: Faculty, staff and students participated in diversity education and training (100%)

Definition: Completion of the online module DiversityEDU (independently or in a group setting)

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Select training module and plan for Summer 2017 implementation	100% participation	To be determined
Actual	No training in place	Training module selected and training implemented		
Progress		Met		

**Goal 3: Attract and retain a diverse staff and faculty who achieve excellence across the liberal arts in the teaching, scholarship, creative works, and practice of their disciplines.**

*Objective 3.1: Increase the diversity of staff and faculty, and provide an inclusive environment that optimizes the strengths of a diverse faculty and staff.*

Metric 3.1.1: Increase underrepresented minorities in new hires to 30%/year

Definition: Increase the number of tenure-track faculty, administrative staff, and executive staff new hires from underrepresented minority groups to 30% each year. Each fall's data point reflects new hires from the previous fiscal year (e.g. Fall 2017 = FY17, hired between 7/1/16 - 6/30/17).

All	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		30%	30%	30%
Actual	9% (3/32)	24% (8/34)		
Progress		Not Met		

Faculty	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		30%	30%	30%
Actual	0% (0/3)	8% (1/12)		
Progress		Not Met		

Staff	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		30%	30%	30%
Actual	11% (3/28)	29% (6/21)		
Progress		Not Met		

Exec Staff	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		30%	30%	30%
Actual	0% (0/1)	100% (1/1)		
Progress		Met		

Metric 3.1.2: Active mentoring for all new community members

Definition: Mentoring for tenure-track, visiting, and adjunct faculty. Mentoring for all staff including contractual staff.

Faculty	Baseline (Fall 2016)	Year 1( Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		100%	100%	100%
Actual	92.5%	100%		
Progress		Met		

Staff	Baseline (Fall 2016)	Year 1( Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		100%	100%	100%
Actual	0%	0%		
Progress		Not Met		

Objective 3.2: Develop holistic initiatives that support professional excellence and personal well-being, creating a work environment where employees thrive.

Metric 3.2.1: Increase employee participation in professional development initiatives and training programs (10%/year)

Definition: An increase of 10% in the number of tenure-track faculty and staff per year participating in professional development initiatives and training programs.

Faculty	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		105	116	128
Actual	95	99		
Progress		Not Met		

Staff	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		109	120	132
Actual	99	88		
Progress		Not Met		

Metric 3.2.2: Reduced difference between median compensation with peers (50% over the next three years)

Definition: Reduce the difference of median compensation for faculty and staff with those at our peer institutions by 50% over the next three years.

Faculty	Baseline (Fall 2016)	Year 1( Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		-5%	-4%	-3%
Actual	-6% below peers	-5%		
Progress		Met		

Non-Barg Staff	Baseline (Fall 2016)	Year 1( Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		-3.3%	-2.6%	-2%
Actual	-4% below peers	-2%		
Progress		Met		

Metric 3.2.3: Increased faculty and staff reporting that they are thriving (5%/year)

Definition: Percentage of employees responding "High" or "Moderate" to the question "To what degree are you thriving at St. Mary's?" on the annual Thrive Survey. (third answer choice = Low).

Faculty	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		78%	83%	88%
Actual	73%	67%		
Progress		Not Met		

Staff	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		80%	85%	90%
Actual	75%	78%		
Progress		Not Met		

**Goal 4: Graduate prepared, responsible, and thoughtful global citizens.**

*Objective 4.1: Expand the variety, number and efficacy of internships and micro-internships to enhance the competitive advantage of students' postgraduate and employment experiences.*

Metric 4.1.1: Increased internships (25%)

Definition: Increase 43% of students completing internships by 25% (to 54% of students)

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		45%	48%	54%
Actual	43%	45.3%		
Progress		Met		

Metric 4.1.2: Increased participation in internships by underserved students (1% AY 2016, 5% AY 2017, 10% AY 2018)

Definition: Participation in internships among students graduating in the previous AY, as self-reported on the annual Senior Exit Survey. "Underrepresented" refers to nonwhite, first generation, or Pell recipient.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		40%	44%	49%
Actual	39%	39%		
Progress		Not Met		

Metric 4.1.3: Assessment results used to improve internship programs

Definition: See list of SLOs below.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Assessment carried out on SLOs, new tracking process in place for non-credit-bearing and credit-bearing internships	New tracking process in place for all internships and first assessment results analyzed and applied	Assessment results analyzed and applied in continuing assessment process
Actual	No assessment system in place	Assessment has been carried out on SLOs and tracking process in place.		
Progress		Met		

**Metric 4.1.4: Increased Career Development Center personnel (by 1 FTE)**

Definition: Number of Career Development Center staff. Hire 1 Assistant Director of Career Development for Employer and Community Engagement

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Included in FY18 budget and search carried out	Included in FY19 budget and search carried out	5
Actual	4	Delayed		
Progress		<b>Not Met</b>		

**Metric 4.1.5: Improved employee efficacy (AY 2017)**

Definition: Employee efficacy is measured by the interns' successful achievement of student learning outcomes.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Assessment carried out on SLOs, new tracking process in place for non-credit-bearing and credit-bearing internships	SLOs achieved for credit-bearing and microinternships	SLOs achieved also for non-credit-bearing internships
Actual	No assessment system in place	Assessment has been carried out on SLOs and tracking process in place.		
Progress		<b>Met</b>		

*Objective 4.2: Develop and promote global literacy and leadership initiatives.*

**Metric 4.2.1: Enrolled students in Global Studies major (25)**

Definition: Number of students with a declared Global Studies major.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Submission to MHEC on hold pending overall curricular review	GS major on hold pending ideas for Honors 2.0 curriculum to be created in spring 2018	Original target was 25 declared GS majors, but in light of planned curricular changes, new goal is to determine a GS major's place--or not--in new curriculum.
Actual	GS major approved by faculty	GS major on hold before submission to MHEC pending overall curricular review		
Progress		<b>Met</b>		

Metric 4.2.2: Increased geographical diversity of study abroad opportunities (20%)

Definition: Increase current SMCM affiliations, exchanges, and study tours by 20% of the current number through new opportunities in non-European, non-Australian locations

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		32	34	36
Actual	30	34		
Progress		Met		

Metric 4.2.3: Hosted Global Leadership Lectures (2)

Definition: 2 lectures per year. Delayed until 2018-19.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		n/a	n/a	2
Actual	0	n/a		
Progress		n/a		

Metric 4.2.4: Sponsored Visiting Ambassador Programs (4/year)

Definition: Ambassadors and distinguished foreign service representatives visits in fall/spring of the previous academic year

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		1/1	2/2	2/2
Actual	0	0/0		
Progress		Not Met		

*Objective 4.3: Promote inclusion, diversity, and equity to engage students in challenging and abating injustice consistent with the St. Mary's Way.*

**Metric 4.3.1: Increased college-wide IDE initiatives (50% AY 2016 and AY 2017, 25% AY 2018)**

Definition: Initiatives are defined as, but not limited to, any event, lecture, training, program, or policy related to diversity and inclusion during the preceding academic year.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		39	47	59
Actual	31	65		
Progress		Met		

Metric 4.3.2: Faculty and staff participating in two approved IDE-related professional development activities per year (100% AY 2016)

Definition: Faculty and staff participating in two approved IDE-related professional development activities per year, including training mentioned in Metric 2.4.3.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		100%	100%	100%
Actual	Not Tracked	Tracking System Established		
Progress		Not Met		

Metric 4.3.3: Increased students reported thriving (20%)

Definition: Students reporting thriving at a high level on the Thrive survey. Goal is a 20 percentage point increase over the current benchmark.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Analysis of baseline data.	Next Thrive survey designed.	60%
Actual	40%	Baseline data analyzed, weaknesses identified.		
Progress		Met		

Metric 4.3.4: Increased IDE webpage traffic (50% AY 2017 over AY 2016 baseline)

Definition: Total annual visits to IDE webpage during the previous academic year. Use Q3 through Q2 to match the AY calendar.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Measure AY 16 total visits (Q3 2016 through Q2 2017)	3,295 visits	3,954 Visits
Actual	Begin tracking total visits. Website set up after beginning of Q2 2016.	2,636 visits		
Progress		Met		

*Objective 4.4: Promote responsible citizenship through leadership, environmentally responsible engagement and stewardship, and an appreciation for the community.*

Metric 4.4.1: Faculty advisors trained to coach and mentor IDE student leaders (5 faculty AY)

Definition: 5 faculty who have undergone training AY 2017

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		0	5	8
Actual	0	0		
Progress		Met		

**Metric 4.4.2: Increased community service initiatives (25%)**

Definition: Increase the number of community service opportunities by 25%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		27	29	32
Actual	25	29		
Progress		Met		

Metric 4.4.3: Increased on- and off-campus student volunteers (10% AY 2017)

Definition: Increase the number of students who volunteer on and off campus by 10%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		982	1,029	Maintain
Actual	935	1,017		
Progress		Met		

Metric 4.4.4: Assessed and rewarded student engagement with the St. Mary's Way

Definition: Create baseline for existing student engagement in each tenet of the St. Mary's Way for AY 2017, through metrics determined by Strategic Process 4.4.B.8. Evaluate future engagement through the same process through AY 2018.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Improve strategic approaches to defining "engagement" and "reward".	Apply better defined tenets of engagement and concretely defined rewards to set baseline and begin evaluation of future engagement.	To Be Determined
Actual	No system in place	Improve strategic approaches to defining "engagement" and "reward".		
Progress		Met		

**Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.**

*Objective 5.1: Develop and implement strategies to create and maintain efficient and modern institutional systems.*

Metric 5.1.1: Implemented strategies recommended by business re-engineering audit (50% increase)

Definition: Through the implementation of a new Enterprise Resource Planning (ERP) project SMCM should improve access to accurate and timely information, enhance workflows, reduce reliance on paper, provide user-friendly web-based interfaces, streamline processes and ease adoption of best business practices.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Derive detailed ERP requirements based on audit	Dependent on ERP upgrade	Dependent on ERP upgrade
Actual	Existing ERP in place	Requirements for new ERP established as part of RFP		
Progress		Met		

Metric 5.1.2: Automated institutional processes (100% increase by the end of the three-year period)

Definition: Processes identified by the ERP functionality audit that can be automated will become fully automated by 2019.

Baseline data references processes identified by the ERP Core Functionality Audit to be reliant on paper.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Audit and identify the candidates for automation	Dependent on ERP upgrade	Dependent on ERP upgrade
Actual	To be determined by ERP implementation process	ERP needs assessment identified 72 candidates for automation		
Progress		Met		

Metric 5.1.3: Increased efficiency of institutional systems (75% increase)

Definition: This metric applies to the college's technological infrastructure, service improvement, and management systems.

The ERP Core Functionality Audit identified 366 unique processes throughout 18 units on campus. Of these 366 processes, 168 are reliant on the current ERP, Jenzabar CX. The goal is to have a 75% increase in the number of unique processes that utilize the new ERP for the same core functions.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		n/a	294	294
Actual	168	n/a		
Progress		n/a		

*Objective 5.2: Develop and implement strategies to create and maintain modern physical facilities.*

Metric 5.2.1: Facilities master plan (FMP) implemented and aligned with strategic plan

Definition: The Facilities Master Plan defines facility needs and campus improvements needed to support its mission as a public liberal arts college.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Plan of Action in Place for FMP	Analyzed and completed campus needs assessment	Draft FMP ready for approval
Actual	2013 Draft FMP in place	Draft Plan of Action in Place		
Progress		Met		

Metric 5.2.2: Increase staffing in housekeeping and grounds by 3

Definition: By 2019 there will be an increase in staffing between these two departments by 3 full time positions

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		+1	+2	+3
Actual	Existing staff	+1		
Progress		Met		

Metric 5.2.3: Reduce deferred maintenance backlog

Definition: Address identified deficiencies that make up f the college’s deferred maintenance backlog and ensure that number of deficiencies, and corresponding asset value, decreases by the fall of 2019

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		\$9.6M	\$7.6M	\$4.9M
Actual	\$9.6M	\$9.6M		
Progress		Met		

Metric 5.2.4: Implemented campus environmental sustainability plan

Definition: To have a completed working document by 2019 that acts as a road map for building a more sustainable campus community.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Have draft Sustainability Plan prepared for EC approval	Develop implementation strategy	Manage implementation of Sustainability Plan
Actual	No working Sustainability Planning document in place	Draft Sustainability Plan will be submitted to EC		
Progress		Not Met		

Metric 5.2.5: One current space reconfigured to a flexible working and learning space per fiscal year

Definition: Incorporate aspects of design and technology (computer technology as well as furniture technology) that maximize the potential for teaching and learning.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		1 additional space	1 additional space	1 additional space
Actual	Plans and cost analysis complete	Space added		
Progress		Met		

Metric 5.2.6: Increased student participation in environmental stewardship and campus maintenance activities (10%/yr)

Definition: Student hours are recorded by either the Office of Sustainability, the Environmental Studies Dept., or Office of Student Activities

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		3,517 hours	3,865 hours	4,215 hours
Actual	3,169 hours	2,692 hours		
Progress		Not Met		

*Objective 5.3: Develop and implement strategies to evaluate and improve core technology infrastructure.*

Metric 5.3.1: Developed and implemented IT Master Plan; increased cloud-computing services

Definition: The IT Master Plan will set the strategic direction for the evolution of our information technology infrastructure ensuring the technology remains relevant and fully supportive of SMCM's Strategic Plan.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Analyze and identify known gaps and weaknesses in campus technology	Approval of IT Master Plan	Implementation of IT Master Plan
Actual	No plan in place	Analysis is ongoing		
Progress		Met		

Metric 5.3.2: Enhanced wireless and wired capabilities

Definition: Pre-upgrade capacity was assessed, both the wired and wireless networks were upgraded and assessed.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Assess new wireless and wired infrastructure	Infrastructure in place	Infrastructure in place
Actual	See metric notes for more information	Assessment complete		
Progress		Met		

Metric 5.3.3: Establish baseline data for enhancing core student information systems

Definition: The upgrade of the core student information system will result in improved student self service options that will be device agnostic (desktop computer, mobile phone). This improvement will enhance the student experience while freeing up staff and faculty

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Perform detailed business requirements analysis	Dependent on ERP upgrade	Dependent on ERP upgrade
Actual	Current systems in place (Jenzabar's Portal, Symplicity Residence, etc.)	Business requirements analysis tied to ERP related systems are complete		
Progress		Met		

Metric 5.3.4: Adopted ERP and data warehouse

Definition: Adopt a new ERP

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		ERP Contract Awarded	ERP Implementation Process Begun	ERP Implemented
Actual	Existing ERP in place	ERP Request for Proposals out for bid		
Progress		Not Met		

*Objective 5.4: Manage risk to enterprise.*

Metric 5.4.1: Developed and Implemented Enterprise Risk Management Plan

Definition: Enterprise Risk Management (ERM) is a coordinated approach to assess, analyze, mitigate and monitor risks and opportunities that affect the achievement of the College's strategic and financial objectives.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Assess current risk structures and develop plan of action/schedule	Complete needs assessment and draft ERM plans	Determine implementation strategy and initiate plan
Actual	No current plan in place	Road map is being developed		
Progress		<b>Not Met</b>		

*Objective 5.5: Increase entrepreneurialism at all levels.*

Metric 5.5.1: Infrastructure developed to reward cost-savings and revenue generation

Definition: Develop an infrastructure to reward cost savings and revenue generation

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Establish ad hoc campus committee	Develop goals and framework for campus wide approach and draft plan for review	Implement plan
Actual	No current plan	Potential committee members are currently being identified		
Progress		<b>Not Met</b>		

Metric 5.5.2: Grow the Endowment

Definition: Dollar value of the College's endowment

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Growth in accordance with market projections from portfolio manager	Growth in accordance with market projections	Growth in accordance with market projections
Actual	\$28M	\$31.7M		
Progress		<b>Met</b>		

Metric 5.5.3: Annual 2% increase in donations to Foundation

Definition: Dollar value of donations to the Foundation

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		\$1.8M	\$1.84M	\$1.88M
Actual	Set new baseline for FA17 following conclusion of capital campaign	\$1.94M		
Progress		Met		

Metric 5.5.4: Corporate and Foundations Officer Hired

Definition: Hire a Corporate and Foundations Officer.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		1	Already Met	Already Met
Actual	1	1		
Progress		Met		

Metric 5.5.5: Annual 3% increase in submissions of grants (number submitted)

Definition: Number of grant proposals submitted to external agencies by faculty and staff

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		33	34	35
Actual	32	53 (+66%)		
Progress		Met		

Metric 5.5.6: Annual 3% increase in revenue generated from awarded grants

Definition: Dollar value of funded grants from external agencies to faculty and staff

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		\$875,000	\$900,000	\$925,000
Actual	\$848,562	\$1,648,905 (+94%)		
Progress		Met		

Metric 5.5.7: Increased revenue from events and conferences (2%/year)

Definition: Net revenue from events and conferences

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		\$82,385	\$84,000	\$85,615
Actual	\$80,770	\$108,798 (+35%)		
Progress		Met		

## Strategic Planning Implementation Team Membership

### Members of the Strategic Planning Implementation Team (SPIT), 2017-2018

#### *General Members*

Tuajuanda Jordan, President  
David Hautanen, Vice President for Enrollment Management  
Michael Wick, Provost and Dean of Faculty  
Kortet Mensah, Associate Vice President of Diversity and Inclusion  
Cynthia Gross, Executive Associate to the President

#### *Goal 1 Representatives*

Carolyn Curry, Vice President for Advancement  
Derek Young, Director of Residence Life

#### *Goal 2 Representatives*

Anne Marie Brady, Director of Institutional Research  
Kevin Emerson, Assistant Professor of Biology

#### *Goal 3 Representatives*

Mary Grube, Budget Analyst and Special Projects Assistant  
Emek Kose, Associate Professor of Mathematics

#### *Goal 4 Representatives*

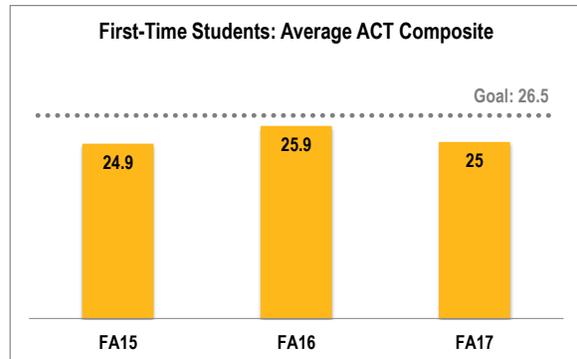
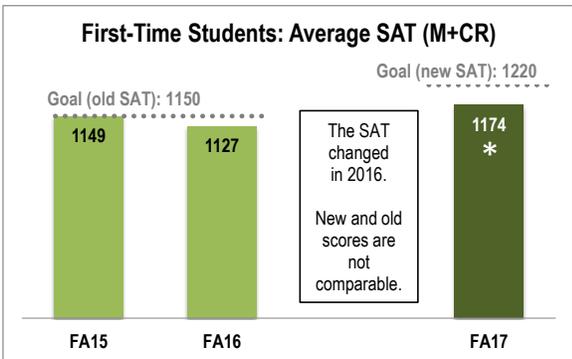
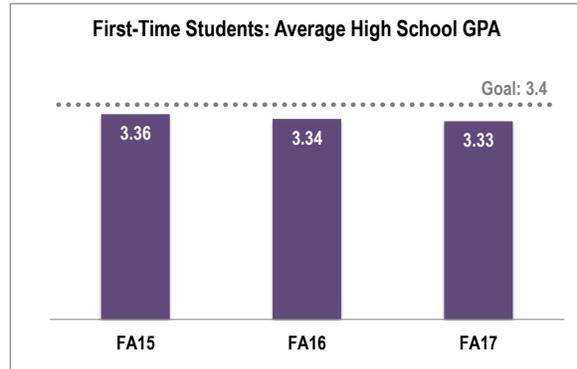
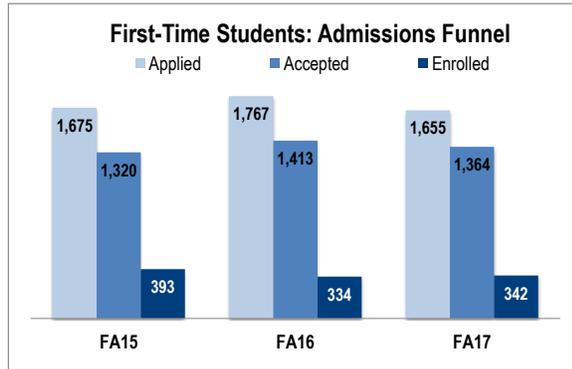
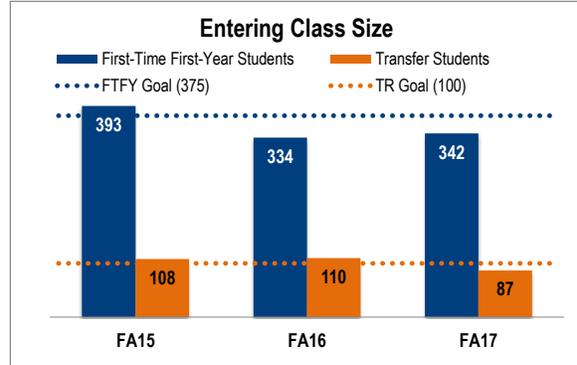
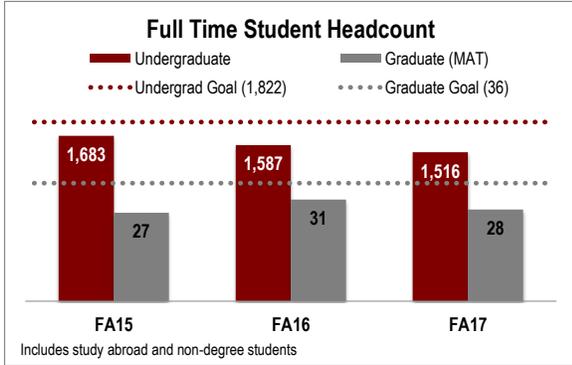
Joanna Bartow, Professor of Spanish  
Andrew Messick, Class of 2019

#### *Goal 5 Representatives*

Bradley Newkirk, Environmental Health and Safety Coordinator  
Daniel Pindell, Web Developer

**Student Characteristics in Enrollment**

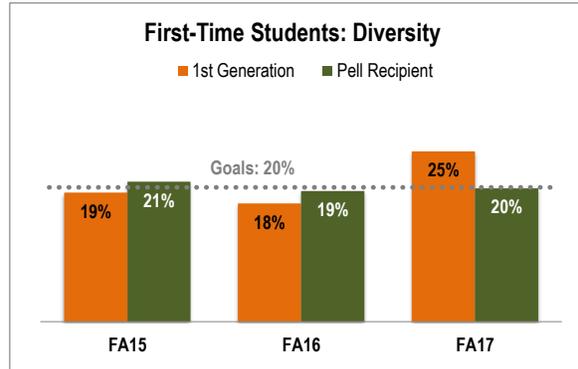
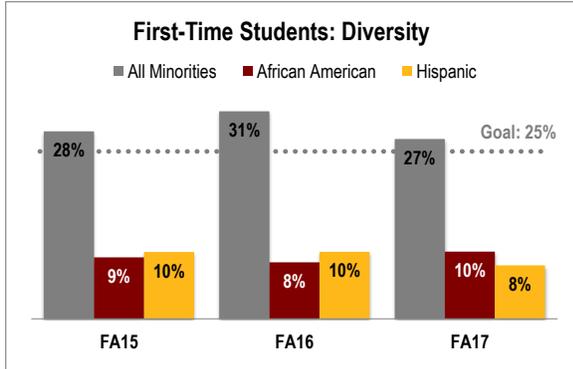
Fall 2017 figures based on final census (freeze) data, 9/25/17



\* 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).

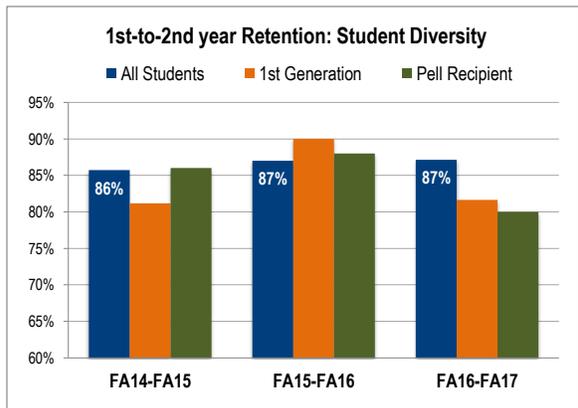
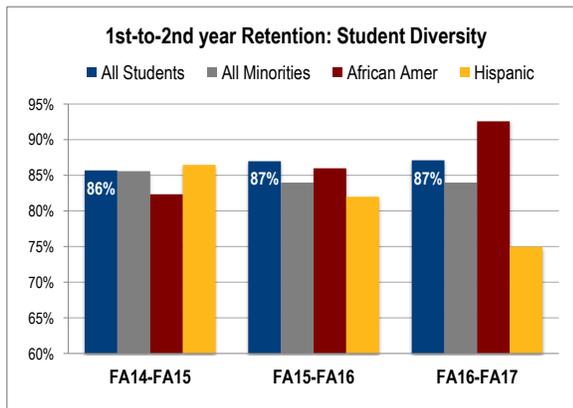
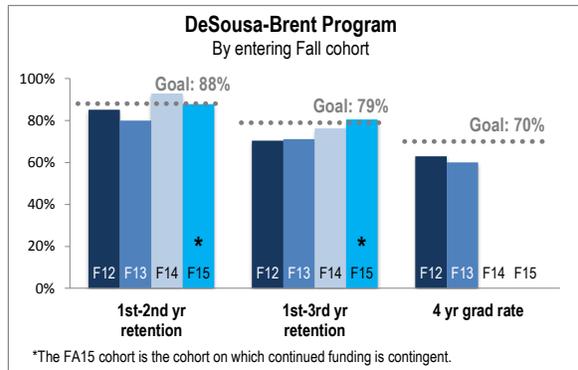
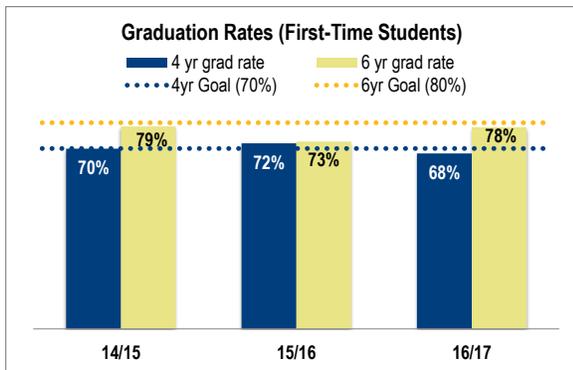
**Student Characteristics in Enrollment**

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

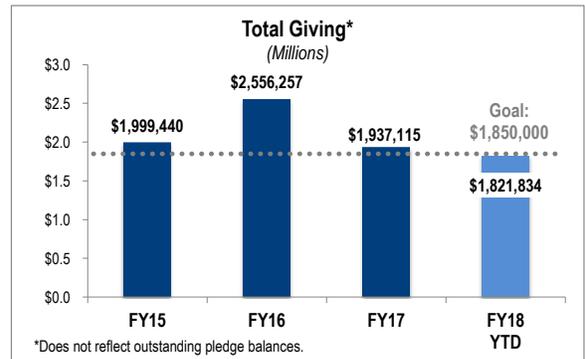
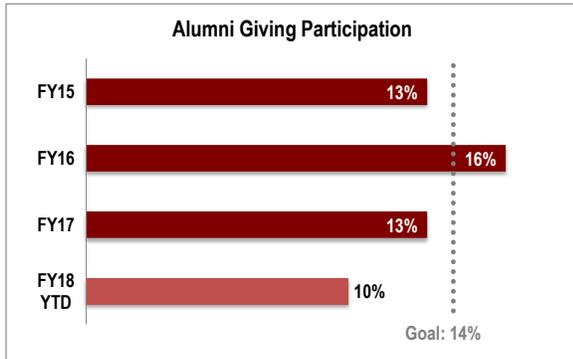
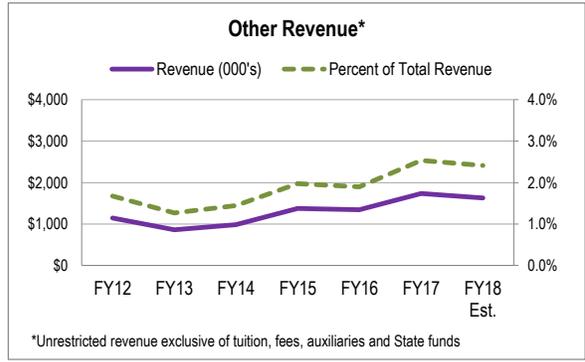
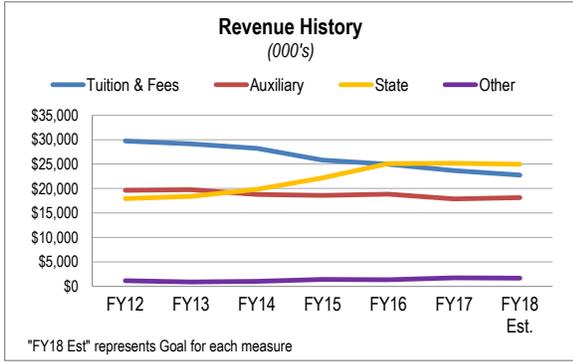


**Student Retention and Persistence**

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.



**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION  
REPORT SUMMARY**

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

**Date of Next Meeting:** TBD

**Committee Chair:** Peter Bruns

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

**Staff Member:** Michael Wick

**Dashboard Metrics:**

N/A

**Executive Summary:**

**INFORMATION ITEMS:**  
DeSousa-Brent Scholars Program Report  
Faculty Senate Report  
Dean of Faculty Report  
Minutes of February 2, 2018

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

Action Item II.A. Recommendation to Approve 2018 Candidates for Graduation  
Action Item II.B. Recommendation to Approve Faculty Bylaws Revision  
Action Item II.C. Recommendation to Approve a Minor in Business  
Action Item II.D. Recommendation to Approve a Minor in Astrophysics  
Action Item II.E. Recommendation to Approve a Major in Women, Gender, and Sexuality Studies

**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE  
MEETING OF MAY 11, 2018**

**OPEN SESSION  
AGENDA**

**I. CALL TO ORDER**

**II. ACTION ITEMS**

- A. Recommendation to Approve 2018 Candidates for Graduation
- B. Recommendation to Approve Faculty Bylaws Revision.
- C. Recommendation to Approve a Minor in Business
- D. Recommendation to Approve a Minor in Astrophysics
- E. Recommendation to Approve a Major in Women, Gender, and Sexuality Studies

**III. INFORMATION ITEMS**

- A. DeSousa-Brent Scholars Program Report
- B. Faculty Senate Report
- C. Dean of Faculty Report
- D. Meeting Minutes of February 2, 2018



**BOARD OF TRUSTEES**

**JOINT OPEN SESSION  
ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEES  
MINUTES**

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

**Status of Minutes: Approved March 30, 2018**

**Academic Affairs Committee Members Present:** Chair Peter Bruns, John Bullock, Susan Dyer, Board Chair Sven Holmes, President Tuajuanda Jordan, Larry Leak'76, Ann McDaniel,

**Committee Members Absent:** Glen Ives

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

**Others Present:** Aileen Bailey, José Ballesteros, Allison Boyle, Anne Marie Brady, Leonard Brown, Donny Bryan '73, Carolyn Curry, Amanda Deerfield, Garrey Dennie, Michael Dunn, Cynthia Gross, Gail Harmon, Chuck Holden, Charles Jackson, Lindsay Jamieson, Soo Bin Jang, James Judlick '19, Pamela Mann, Todd Mattingly, Kortet Mensah, Joan Pickett, Kate Shirey, Allan Wagaman'06, Michael Wick, Christine Wooley, Anna Yates, Lisa Youngborg

**Executive Summary:**

Meeting called to order at 3:45p.m. by Sven Holmes.

**The Honors College 2.0 Initiative**

Michael Wick and Leonard Brown provided an overview of The Honors College 2.0 Initiative. Kate Shirey shared an update on the development of the General Career Explorations (Skills) Curriculum. Aileen Bailey reviewed data collected on the Assessment of the Core Curriculum and Identification of Potential Core Curriculum Models. The Honors College 2.0 Progress Report slide presentation is attached to these minutes.

The meeting was open to questions and discussion regarding the materials presented.

The meeting adjourned at 5:30p.m.

**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE**

**ACTION ITEM 1718-17**

**RECOMMENDATION TO APPROVE  
2018 CANDIDATES FOR GRADUATION**

**RECOMMENDED ACTION**

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

**RATIONALE**

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

**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE**

**ACTION ITEM 1718-18**

**RECOMMENDATION TO APPROVE FACULTY BYLAWS REVISION**

**RECOMMENDED ACTION**

The Academic Affairs Committee recommends that the Board of Trustees approve the following revision to the St. Mary's College of Maryland Faculty Bylaws to establish a lecture title series and its associated personnel policies.

**RATIONALE**

This new title series and its associated personnel policies will create job security for non-tenure-track faculty with long-term commitment to the College. Additionally, it limits duties to direct instruction to avoid equating lecturer positions with tenure-track positions. The faculty voted to approve these changes at the April 3<sup>rd</sup> and April 24<sup>th</sup> faculty meetings.

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

**ACTION ITEM 1718-19**

**RECOMMENDATION TO APPROVE A MINOR IN BUSINESS**

**RECOMMENDED ACTION**

The Academic Affairs Committee recommends that the Board of Trustees approve the curriculum proposal for a minor in Business.

**RATIONALE**

In response to parent and student inquiries regarding offerings at the College, the Economics Department developed a Business Minor by creating one new course and combining it with several existing courses. This new minor will likely create a powerful tool for recruiting students interested in business.

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

**ACTION ITEM 1718-20**

**RECOMMENDATION TO APPROVE A MINOR IN ASTROPHYSICS**

**RECOMMENDED ACTION**

The Academic Affairs Committee recommends that the Board of Trustees approve the curriculum proposal for a Minor in Astrophysics

**RATIONALE**

A Minor in Astrophysics will serve our current Physics Majors by allowing students to Minor in Astrophysics. This minor is attractive to prospective students who often request this program. The Astrophysics Minor aligns well with the Physics department's wide variety of choices in programs and new courses.

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

**ACTION ITEM 1718-21**

**RECOMMENDATION TO APPROVE A MAJOR IN  
WOMEN, GENDER, AND SEXUALITY STUDIES**

**RECOMMENDED ACTION**

The Academic Affairs Committee recommends that the Board of Trustees approve the curriculum proposal for a Major in Women, Gender, and Sexuality Studies.

**RATIONALE**

A Major in Women, Gender, and Sexuality Studies (WGSX) builds on the existing cross-disciplinary curricular model and aligns with the educational mission and goals of St. Mary's College of Maryland. In a world plagued with injustice and inequity, the proposed WGSX program offers an intellectually safe and supportive home for all those in our community who seek to understand the origins and impacts of institutional bias and who wish to dedicate themselves to its eradication.



**BOARD OF TRUSTEES  
BUILDINGS AND GROUNDS COMMITTEE**

**REPORT SUMMARY**

*See Appendix for Supporting Documents*

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

**Date of Next Meeting:** TBD

**Committee Chair:** Donny Bryan '73

**Committee Members:** John Bell '95, Laura Cripps, Kevin Emerson, Sven Holmes, President Tuajuanda Jordan, Paul Schultheis '98

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

**Dashboard Metrics:** N/A

N/A
-----

**Executive Summary:**

<p><b><u>Discussion Items</u></b></p> <p><u>Campus Master Plan – Overview of Principles and Development Plan</u> A review of the Campus Master Plan to provide needed background information that informs the design of the New Academic Building and Auditorium, new capital request for Goodpaster Hall limited renovation, and new capital request for Montgomery Hall renovation.</p> <p><b><u>Information Items</u></b></p> <p><u>MD RT. 5 Traffic Calming Project Phase II Update</u> Maryland Department of the Environment and Critical Area Commission permit applications have been approved. The Project is currently in Maryland State Highway Administration's (SHA) design review process.</p> <p><u>Commemoration Design Update</u> The College is currently in the process of obtaining the services of a consultant/agent to assist the College in the selection of an artist for the commission to create the commemoration installation.</p> <p><u>Historic St. Mary's City Commission Report</u> Commission Report to be provided by Historic St. Mary's City representative.</p>
---

**Action Item(s):**

Buildings and Grounds Committee Meeting Minutes of February 2, 2018

Approval of Buildings and Grounds Committee Meeting Minutes of February 2, 2018.

Approval of the New Academic Building and Auditorium Schematic Design

The Committee on Buildings and Grounds approves the schematic design for the New Academic Building and Auditorium by GWWO Architects in collaboration with The GUND Partnership.

Approval of the FY19 Plant Budget

The Committee on Buildings and Grounds recommends to the Finance, Investment and Audit Committee that they approve the FY19 Plant Budget that provides funds in the amount of \$1,321,000.

Approval of FY20-FY24 State Capital Budget

The Committee on Buildings and Grounds recommends to the Finance, Investment and Audit Committee that they approve the proposed FY20-FY24 State Capital Budget Proposal.

Approval of the Annual Facilities Condition Report

The Committee on Buildings and Grounds recommends to the Board of Trustees that they approve the 2018 Annual Facilities Condition Report.

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

--

**Recommendation to the Board:**

--

**BUILDINGS AND GROUNDS COMMITTEE  
MEETING OF MAY 11, 2018**

**AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
  - A. Campus Master Plan - Overview of Principles and Development Plan
- III. ACTION ITEMS**
  - A. Approval of Minutes (Meeting of February 2, 2018)
  - B. Approval of the New Academic Building and Auditorium Schematic Design
  - C. Approval of the FY19 Plant Budget
  - D. Approval of FY20-FY24 State Capital Budget
  - E. Approval of the Annual Facilities Condition Report
- IV. INFORMATION ITEMS**
  - A. MD RT. 5 Traffic Calming Project Phase II Update
  - B. Commemoration Design Update
  - C. Historic St. Mary's City Commission Report

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



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

**MINUTES**

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

**Status of Minutes:** DRAFT

**Committee Members Present:** Committee Chair Donny Bryan '73, John Bell '95, Laura Cripps, Kevin Emerson, Board Chair Sven Holmes, President Tuajuanda Jordan, Paul Schultheis '98.

**Committee Members Absent:** N/A

**Others Present:** Annie Angueira, Leonard Brown, Cindy Broyles, Mike Bruckler, Peter Bruns, Carolyn Curry, Peg Duchesne '77, Susan Dyer, Regina Faden, Elizabeth Graves, Cynthia Gross, Gail Harmon, David Hautanen, , Chip Jackson, Joe Kangas, Larry Leak '76, Todd Mattingly, Jim McGuire, Kortet Mensah, Brad Newkirk '04, Sharon Phillips '18, Maury Schlesinger, Lisa Smith, Danielle Troyan '92, Allan Wagaman '06, Mike Wick, Anna Yates, Derek Young.

**Executive Summary:**

Committee Chair Donny Bryan '73 called the meeting to order at 10:10 a.m.

**Jamie L. Roberts Stadium Update**

The Phase I construction for the Jamie L. Roberts Stadium began on December 19, 2017. The installation of the artificial turf field is estimated to be completed in mid-March 2018. The delay in Phase I completion is due largely to permit and weather delays. Phase II design is complete. Phase II construction is pending resolution of the project budget which is currently \$2M over budget. RAD Sports will be meeting with the College to find collaborative solutions for lowering the cost overage.

**New Academic Building and Auditorium Update**

The program verification has been completed. The architects, GWWO of Baltimore and the Gund Partnership of Cambridge have begun the schematic design phase of the project. Preliminary design concepts were presented to the Committee. The Schematic Design will be presented to the Committee in its May 2018 meeting. Procurement of a construction manager is ongoing.

**Recruitment and Retention Initiatives – Campus Beautification and Food Service**

The Committee was updated on the Campus Beautification Plan. The College has committed and/or spent \$750K for this effort to date. The College will look for funding from the FY19 Plant Budget to continue this effort. In addition, the Building and Grounds Committee was given an update of proposed Food Service enhancements. A recent student food service satisfaction survey indicated that 64% of students find the food service to be good to excellent.

However, there still is a clear desire among students to improve or expand food options in the north campus.

**Governor's Five Year Budget - CIP**

The Governor's budget has been released with the Governor granting the College their full funding request for the New Academic Building and Auditorium (\$77.8M) and infrastructure improvements (\$17.6M) over the next five years. Funding is also included in FY19 to support the slave quarter commemoration project (\$0.5M).

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

The Committee was updated on the projects progress. The College has obtained preliminary permit approvals from Maryland Department of the Environment (MDE), Critical Areas Commission (CAC), Army Corp of Engineers and the State of Maryland Wetlands License. The State Highway Administration (SHA) is currently reviewing the design. The project is estimated to be completed December 2019.

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

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

**Sustainability Report Update**

The Office of Sustainability promotes and administers various programs which support and expands the College's "green" efforts. The College has been recognized in the Princeton Review as the 6<sup>th</sup> top Green College as well as by the St. Mary's Watershed Association as a River Champion. The Sustainability Report was presented to the Committee.

**Action Item(s):**

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

The minutes from the October 20, 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 February 2, 2018 as follows:

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

The Buildings and Grounds Committee approved the meeting minutes of October 20, 2017.

**Recommendation to the Board:**

N/A

Meeting was adjourned at 11:05 a.m.

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

**ACTION ITEM 1718-22**

**ANNUAL FACILITIES CONDITION REPORT APPROVAL**

**RECOMMENDED ACTION**

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

**RATIONALE**

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

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

**REPORT SUMMARY**

*See Appendix for Supporting Documents*

**Date of Meeting:** May 8, 2018

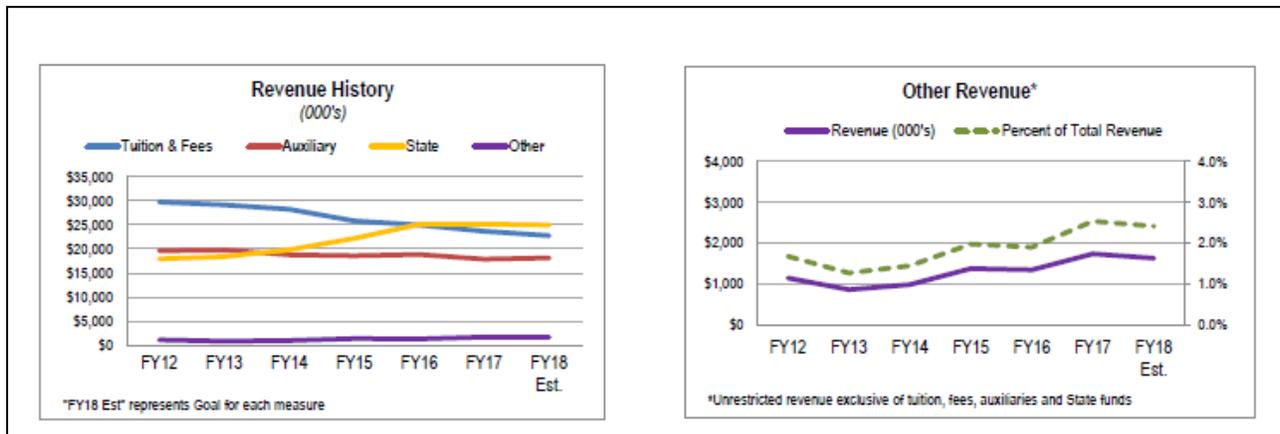
**Date of Next Meeting:** TBD

**Committee Chair:** John Wobensmith '93

**Committee Members:** Anirban Basu, Lex Birney, Donny Bryan '73, Asif Dowla, Board Chair  
 Sven Holmes, President Tuajuanda Jordan

**Staff Member:** Chip Jackson

**Dashboard Metrics:**



**Executive Summary:**

**DISCUSSION ITEMS**

Results of Legislative Session: The 2018 Legislative Session ended on April 9th, 2018. A summary of operating and capital budget related legislative action is provided.

Enterprise Resource Planning System (ERP) Update: An update on the procurement of a new ERP is provided.

**INFORMATION ITEMS**

FY 2018 financial results to date detailing revenues and expenditures are provided. Reportable Procurement Items are reported. Reports are provided related to College and Foundation endowment investments (through the Joint Investment Advisory Group) and a solicitation to select a new investment manager.

The St. Mary's College of Maryland Foundation report by Foundation President Jack Saum was provided, as were the minutes from the meeting of January 22, 2018.

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

**FY19 Current Fund (Operating) Budget, including new personnel positions:**

The proposed FY19 Operating Budget totals \$69.29 million. State funds total \$26.04 million including \$0.69 million of inflator funding, \$.032 million in tuition buy-down funding as well as \$0.15 million of partial funding for wage changes effective January 1, 2019.

The proposed FY19 Operating Budget is based on 1,424 full-time undergraduate students, representing 98% of the estimated total enrollment. The budgeted enrollment projection is 13 more than the prior year assumptions. Tuition rates for both in-state and out-of-state students increase 2% and Auxiliary fees 3%.

With the rate changes and additional state support, approximately \$0.2 million of expense reductions are incorporated into the proposed FY19 operating budget to allow funds for faculty and staff salary changes, required expenditure changes, 12 new positions, and strategic planning priorities.

**FY19 Plant Fund (Capital) Budget:**

The Committee on Buildings and Grounds establishes and recommends Priority A FY19 Plant Projects for consideration totaling \$1.3 million.

**FY20-FY24 State Capital Budget Proposal:**

The proposed FY20-FY24 State-funded Capital Budget includes a continuation of funding for the New Academic Building and Auditorium and various Campus Infrastructure Improvements. This year, the College is requesting funding for design and construction for the renovation of Montgomery Hall and construction funds for a limited renovation of Goodpaster Hall.

**Action Item III. B. Bond Refinance Authorization:**

Authorizing the refinancing of up to \$22 million of St. Mary's College of Maryland 2005 Series A, 2006 Series A, and 2014 Series A bonds through the issuance by St. Mary's College of Maryland of Refunding Bonds 2018 Series A.

**Action Item III. C. Procurement Policy Revision:**

The revised policy updates certain sections of the current policy to be consistent with State and Federal regulations. These include several standard contract clauses to be incorporated within certain College solicitations and/or contracts. In addition, certain dollar thresholds related to procurement actions have been increased.

**Action Item III. D. Handbook Policy Revisions:**

Revising the current Employee Handbook to update the Acting Capacity Pay Policy to clarify the effective date of acting pay; update the Moving Expenses Policy to reflect current practices;

and establish an Email Use Policy to clarify how College email is used, improve information technology security and set best practices.

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

**Recommendation to the Board:**



**FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF MAY 8, 2018**

**AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
  - A.** Results of Legislative Session
  - B.** Enterprise Resource Planning System (ERP) Update
- III. ACTION ITEMS**
  - A.** FY 2019 Budgets
    - 1.** FY19 Current Fund (Operating) Budget, including new personnel positions
    - 2.** FY19 Plant Fund (Capital) Budget
    - 3.** FY20-FY24 State Capital Budget Proposal
  - B.** Bond Refinance Authorization
  - C.** Procurement Policy Revision
  - D.** Handbook Policy Revisions
    - 1.** Email Use Policy
    - 2.** Acting Pay
    - 3.** Moving Expenses
- IV. INFORMATION ITEMS**
  - A.** FY 2018 Financial Results to Date
  - B.** Reportable Procurement Items
  - C.** Joint Investment Advisory Activities
  - D.** Endowment Investment Manager Solicitation
  - E.** Foundation President Report
  - F.** Minutes (Meeting of January 22, 2018)

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



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

**MINUTES**

**Date of Meeting:** January 22, 2018

**Status of Minutes:** Approved May 1, 2018

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

**Committee Members Absent:** N/A

**Others Present:** Annie Angueira, Leonard Brown, Chris Burch, Cynthia Gross, Mary Grube, David Hautanen, Kelley Hernandez '08, Chip Jackson, Larry Leak '76, Todd Mattingly, Kortet Mensah, Mike O'Brien '68, Chris True, Jackie Wright, Anna Yates

**Executive Summary:**

The meeting was called to order at 3:03 p.m.

**DISCUSSION ITEMS**

**FY19 Operating Budget Development** The budget cycle has begun. A preliminary review of anticipated revenues and expenses based on current assumptions was 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. Revenues include anticipated tuition and fees and State support from the Governor's proposed budget. State support is expected to increase by the annual inflator plus a 2% tuition buy-down. Expenses include funds for wage increases and increased healthcare costs. Additional expenses include strategic initiatives and increased utility costs. New expenses in support Honors College 2.0 will be incorporated during the budget process. A balanced budget will be presented to the Board for approval at the May meeting.

**INFORMATION ITEMS**

FY18 financial results to date indicate that we have achieved 87.3% of budgeted revenue for the year. Tuition and fees revenue is 7.3% less due to lower enrollment, which also accounts for a 6% lower auxiliary enterprise revenue. Expenses are 3.2% lower than this time last year due to expense reductions.

The Governor released the FY19 operating and capital budgets on January 17<sup>th</sup>. The College received its full request, which included \$25.6 million in State funds. Additionally, the Governor proposed \$0.32 million in tuition relief funding. The Governor's Five-Year Capital Improvement Plan fully funds our request, including \$0.5 million in FY19 to support the slave-quarter commemoration project.

The College is moving forward with replacing its Enterprise Resource Planning System. Selection and award of the new system will take place in the spring.

Michael O'Brien '68, chair of the Joint Investment Advisory Committee presented the Foundation report.

**ACTION ITEMS**

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

The Investment Policy was initially approved by the Board in 1997 and updated in 2003. The proposed revision will update the Policy to reflect current needs. The draft revision was prepared in consultation with the College's current investment manager, 19/19 Investment Council and has been reviewed with the Finance, Investment, and Audit Committee in October 2017 and the Joint Investment Advisory Committee in November 2017. The College will join the Foundation to search for a single, common investor, though each will have a separate policy that reflects their respective goals. The action item passed unanimously.

The meeting adjourned at 3:31 p.m.

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

**ACTION ITEM 1718-23**

**RECOMMENDATION TO APPROVE FY19 CURRENT FUND (OPERATING)  
BUDGET, INCLUDING NEW PERSONNEL POSITIONS**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the attached operating (current fund) budget for fiscal year 2019.

**RATIONALE**

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the attached FY19 current fund budget will allow the College to continue its mission of providing a high quality, public, post-secondary education.

The proposed FY19 Operating Budget totals \$69.29 million. State funds total \$26.04 million including \$0.69 million of inflator funding, \$0.32 million in tuition buy-down funding as well as \$0.15 million of partial funding for wage changes effective January 1, 2019.

The proposed FY19 Operating Budget is based on 1,424 full-time undergraduate students, representing 98% of the estimated total enrollment. The budgeted enrollment projection is 13 more than the prior year assumptions. Tuition rates for both in-state and out-of-state students increase 2% and Auxiliary fees 3%.

With the rate changes and additional state support, approximately \$0.2 million of expense reductions are incorporated into the proposed FY19 operating budget to allow funds for faculty and staff salary changes, required expenditure changes, 12 new positions, and strategic planning priorities.

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

**ACTION ITEM 1718-24**

**APPROVAL OF THE FY19 PLANT BUDGET PRIORITIES**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the FY19 Plant Budget in the amount of \$1.32 million, contingent on favorable endorsement by the Buildings and Grounds Committee at its meeting on May 11, 2018.

The Committee on Buildings and Grounds will consider the proposed Priority A FY19 Plant Projects as shown in the attached schedule as the highest unfunded priorities. Further, the Committee on Buildings and Grounds will consider recommending to the Finance, Investment, and Audit Committee and to the Board of Trustees that they approve a FY19 Plant Budget that provides funds for these Priority A projects.

**RATIONALE**

The Committee on Buildings and Grounds is charged with the responsibility to establish priorities for capital projects. These priorities are forwarded to the Finance, Investment, and Audit Committee for funding consideration. Pending action of the Finance, Investment, and Audit Committee on May 8, 2018, the amount of funding available for the FY19 Plant Budget is expected to be \$1.32 million.

The sole source of funding comes from the student facility fee. The total revenues for the FY19 Student Facility Fee are based on a budgeted enrollment of 1,424 students.

Background information is attached for information purposes. Included is a description of each Priority A project, a list of potential miscellaneous projects, and a summary of plant budget expenditures through March 31, 2018.

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

**ACTION ITEM 1718-25**

**FY20-FY24 STATE CAPITAL BUDGET**

**RECOMMENDED ACTION**

The Finance, Investment and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the attached FY20–FY24 State Capital Funding request, contingent on favorable endorsement by the Buildings and Grounds Committee at its meeting on May 11, 2018. The proposed FY20-FY24 State-funded Capital Budget includes a continuation of funding for the New Academic Building and Auditorium and various Campus Infrastructure Improvements. This year, the College is requesting funding for design and construction for the renovation of Montgomery Hall and construction funds for a limited renovation of Goodpaster Hall.

**RATIONALE**

The attached chart summarizes our FY20–FY24 State Capital Budget and compares it to the Governor's 5-year Capital Improvement Plan dated January 2018.

**New Academic Building and Auditorium**

The project constructs a new academic building to house Music, Educational Studies, study spaces, and a 700-seat auditorium. Relocating these departments will enable the College to reallocate vacated space to the arts (Montgomery) and the sciences (Goodpaster). The new study space will provide a contemporary "Study Commons" for student collaboration and learning. The auditorium will provide an appropriately sized facility for concerts, lectures, and other uses, which cannot now occur for lack of a suitable facility. The College proposes to add a café to the project to support recruitment and retention of students.

This project requires the relocation of athletic fields to clear the site for the new building. The new Jamie L. Roberts Stadium includes a new grass playing field and a new artificial turf field with a running track. Support facilities include seating for spectators, team rooms, concessions, press box, and parking.

The total estimated cost for this project is \$77.8M. The Jamie L. Roberts Stadium totals \$12.3M of which the College is providing \$3.65M. The new building totals \$65.8M. The FY20 Capital Budget includes \$1.96M for completion of the design of the New Academic Building, and \$11.6M to begin construction. The State will not fund the construction cost for the café. The College proposes to fund this component of the project (\$0.3M) through its FY20 Plant Budget.

### Campus Infrastructure Improvements

This project continues to fund infrastructure improvements annually in multiple phases. The FY20 request of \$2.9M will fund the replacement of roofs at the Michael P. O'Brien Athletic and Recreation Center (MPOARC), Library and Schaefer Hall as well as replacement of the HVAC system for the pool areas at the MPOARC.

Projects proposed for FY21 through FY24 includes projects such as Calvert Hall HVAC replacement, Dorchester Circle Storm Water Drainage Improvement, Calvert Hall Elevator and life safety improvements and Schaefer HVAC replacement. The total request for Infrastructure Projects in FY20 through FY24 is \$15.5M.

### Montgomery Hall Renovation

Montgomery Hall was constructed in 1979 and supports programs in the fine and performing arts. Over the years, the building has seen only minor improvements except for the renovation of the Bruce Davis Theater in 2008. The College has prioritized Montgomery Hall as the next building in need of significant capital funding for renovation.

The planned renovation of Montgomery Hall will be extensive in order to address significant renewal issues as well as provide the appropriate spaces to support academic programs. The building is nearly 40 years old and building components are in need of replacement. The relocation of the Music Department to the New Academic Building and Auditorium in 2022 enables the College to reallocate that space to other programs.

This year's State capital request for the Montgomery Hall Renovation proposes funding for design in FY23 and FY24 (\$3.0M) and construction in FY25-FY27 (\$21.7M). A phased, multi-year construction process is anticipated, as there is no available surge space on campus to relocate existing building programs to enable a single phased building renovation.

### Goodpaster Hall Renovation

The Educational Studies Department's move to the New Academic Building and Auditorium is intended to allow STEM facilities to expand within Goodpaster Hall. As the overall condition of Goodpaster Hall is very good, the renovations are planned to be limited to the 3,030 square feet of space vacated by Educational Studies.

The College proposes to fund \$0.14M for design from its FY22 Plant Budget to help support the request of \$1.3M in State construction funding in FY23. The total estimated cost for the renovation of Goodpaster Hall is \$1.44M

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

**ACTION ITEM 1718-26**

**RECOMMENDATION TO FULL BOARD TO APPROVE THE REFINANCING OF  
THE ACADEMIC FEES AND AUXILIARY FACILITIES FEES  
SUBORDINATE REVENUE BONDS  
2005 SERIES A, 2006 SERIES A AND 2014 SERIES A**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the refinancing of St. Mary's College of Maryland Academic Fees and Auxiliary Facilities Fees Subordinate Revenue Bonds (2005 Series A, 2006 Series A, and 2014 Series A as described below) through the issuance by St. Mary's College of Maryland of its Academic Fees and Auxiliary Facilities Fees Revenue Refunding Bonds 2018 Series A (the "2018A Bonds").

Further, the Finance, Investment and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the attached Resolution Authorizing up to \$22 million of Refunding Revenue Bonds.

**RATIONALE**

In 2005, the College issued its \$19,105,000 St. Mary's College of Maryland Academic Fees and Auxiliary Facilities Fees Subordinate Revenue Bonds 2005 Series A to advance refund the College's 1997 Series A and 2000 Series A Revenue Bonds. The outstanding balance of the 2005 Series A bonds is approximately \$12,355,000. In 2006, the College issued its \$4,235,000 St. Mary's College of Maryland Academic Fees and Auxiliary Facilities Fees Subordinate Revenue Bonds 2006 Series A for the 88 bed Waring Commons Phase 3. The outstanding balance of the 2006 Series A bonds is approximately \$3,375,000. In 2014, the College issued its \$4,000,000 St. Mary's College of Maryland Academic Fees and Auxiliary Facilities Fees Subordinate Revenue Bonds 2014 Series A in a private placement with SunTrust bank to fund the rehabilitation and renovation of various Residence Hall projects. The outstanding balance of the 2014 Series A bonds is approximately \$2,938,931.

The 2005, 2006 and 2014 Series A Bonds are redeemable in full at par on or before the upcoming September 1, 2018 payment date.

The proceeds of the 2018A Bonds will be used to pay off the 2005A Bonds 2006A and 2014A Bonds and pay the issuance costs of the 2018A Bonds. The estimated present value savings to the College is, net of issuance costs and prepayment premium, and discounted to present value, \$1.0 million, or 5.39% as a percent of par.

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

**ACTION ITEM 1718-27**

**PROCUREMENT POLICY REVISION**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary’s College of Maryland, of revisions to the St. Mary’s College of Maryland Procurement Policy.

**RATIONALE**

The revised policy updates certain sections of the current policy to be consistent with State and Federal regulations. These include several standard contract clauses to be incorporated within certain College solicitations and/or contracts. The following is a summary of the substantive changes:

In addition, dollar thresholds are increased in four areas:

The State revised the dollar threshold for contracts that require approval by the Maryland Board of Public Works from \$500,000 to \$1,000,000. This change applies to public higher education institutions in Maryland (University System of Maryland, Morgan State University, and St. Mary’s College of Maryland). (See Section 1.1 of the Policy)

The State recently revised the dollar value threshold that triggers the requirement to publish a solicitation notice in emarylandmarketplace.com from \$25,000 to \$50,000. This change allows the College to raise the dollar threshold for “Full and Open” competition under the College policy to \$50,000. Increasing the dollar threshold for formal advertising will streamline the procurement process. Competition will still be required for procurements between \$5,000 and \$50,000, but full advertising will not be required. (See Sections 2.1 - 2.4, and 3.7 of the Policy)

The current procurement policy requirement that all vendors under a multiple award contract be given a fair opportunity to be considered for each order will increase from orders exceeding \$2,500 to \$5,000. This change is consistent with other requirements of the procurement policy regard competition for procurements under \$5,000. (See Section 4.4 of the Policy)

The current procurement policy requirement that all contracts with a dollar value above \$10,000 to have two College signatures will be increased to \$50,000. Raising the contract limit to \$50,000 would expedite the procurement process. (See Section 5.3 of the Policy)

**(The complete proposed procurement policy in redline format is available on the Board of Trustees Portal.)**

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

**ACTION ITEM 1718-28**

**HANDBOOK POLICY REVISIONS**

**RECOMMENDED ACTION**

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

To update the Acting Capacity Pay Policy to clarify the effective date of acting pay.

To update the Moving Expenses Policy to reflect current practices.

To establish an Email Use Policy to clarify how College email is used, improve information technology security and set best practices.

**RATIONALE**

**Acting Capacity Pay Policy**

Clarification of the current Acting Capacity Pay Policy is needed to define the correlation between actual start date and the commencement of acting pay. The current policy requires a 31-day waiting period before acting capacity pay is received. This change will provide that acting capacity pay can begin immediately upon appointment.

**Moving Expenses Policy**

The Moving Expenses Policy update is necessary to ensure consistent practices for the reimbursement of exempt staff moving expenses and to include guidance for reimbursement of tenure track faculty moving expenses.

**Email Use Policy**

The Email Use Policy is intended to outline expectations for appropriate, safe and effective email use, and to improve email communication. This policy will detail the College's usage guidelines and help the College reduce risk of an email-related security incident, foster good campus communications both internal and external to the College, and provide for consistent and professional application of the College's email principles.



**BOARD OF TRUSTEES  
STUDENT AFFAIRS COMMITTEE**

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

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

**Date of Next Meeting: October 26, 2018**

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

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

**Staff Member:** Leonard Brown

**Dashboard Metrics:** N/A

**Executive Summary:**

**Alcohol and Drugs on Campus**

Leonard Brown presented a report on alcohol and drugs on campus.

**Student Trustee Report**

Sharon Phillips '18 presented her Student Trustee report.

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

**Action Item III.A Student Title IX Procedures Regarding Impact Statements**

The Student Affairs Committee voted on the proposed revision of the procedures which would remove all references to a separate Impact Statement. Though the parties would no longer have an opportunity to submit a separate Impact Statement, all of the information requested through the Impact Statement would be incorporated into the Response to the Summary of Evidence, which is ultimately shared with the parties.

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

--

**Recommendation to the Board:**

--

**STUDENT AFFAIRS COMMITTEE**

**MEETING OF MAY 11, 2018**

**AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
  - A. Alcohol and Drugs on Campus-Leonard Brown
  - B. Student Trustee Report-Sharon Phillips
- III. ACTION ITEMS**
  - A. Revision to the Title IX Policy-Michael Dunn
- IV. INFORMATION ITEMS**
  - A. February 2, 2018 Minutes
  - B. Emergency Operations Plan



## BOARD OF TRUSTEES

### JOINT SESSION ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEES MINUTES

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

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

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

**Academic Affairs Committee:** Chair Peter Bruns, Donny Bryan '73, Susan Dyer, Gail Harmon, Ann McDaniel, Allan Wagaman '06

**Committee Members Absent:** Glen Ives

**Others Present:** Leonard Brown, Michael Wick, Carolyn Curry, Charles Jackson, Allison Boyle, Cynthia Gross, Anna Yates, Michael Dunn, Kortet Mensah, Kate Shirey, Todd Mattingly, Joan Pickett, Lisa Youngborg

#### **Executive Summary:**

Meeting was called to order at 3:45 p.m. by Sven Holmes.

#### **The Honors College 2.0 Initiative**

Mike Wick, Provost, and Leonard Brown, Vice President for Student Affairs/Dean of Students provided an overview of the initiative by discussing the concept of integrating tools for thinking and the tools for doing. They discussed the Skillaboratory model (assessing, preparing, experiencing, and launching), and shared a timeline for the Professional Skills Development Team. Provost Wick highlighted the goal of integrated institutional planning as the intersection of the work of the Academic Planning Committee, the Ad Hoc Core Curriculum Committee, and the Professional Skills Development Team.

Kate Shirey, Director of the Career Development Center, presented an overview of the pilot first year Skillaboratory Curriculum. This overview included a discussion on the intentional career decision-making process students will engage in and some of the activities that are being planned to engage students in that process such as the career and leadership development plan. She concluded with discussion of a pilot course occurring in the last half of the Spring 2018 semester and the assessment process planned for the Fall semester classes.

Dr. Aileen Bailey, Chair of the Ad Hoc Core Curriculum Committee, reviewed data collected from faculty, students, and alumni assessing the Core Curriculum. The survey was based on standards from The American Association of Colleges and Universities. The data generally revealed a desire by faculty to re-fresh the Core Curriculum and interest from students and alumni in professional

skill development. Dr. Bailey ended the presentation discussing next steps for the committee, including the development of potential Core Curriculum models.

**Student Trustee Report**

Written report was provided by Sharon Phillips.

**Meeting Minutes of October 20, 2017**

Approved.

The meeting was adjourned at 5:30p.m.

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

**ACTION ITEM 1718-29**

**PROPOSED REVISIONS TO THE STUDENT TITLE IX PROCEDURES  
REGARDING IMPACT STATEMENTS**

**RECOMMENDATION**

The Student Affairs Committee endorses the Proposed Revisions to the Student Title IX Procedures regarding Impact Statements.

**RATIONALE**

The Student Affairs Committee voted to approve the proposed revision of the procedures which would remove all references to a separate Impact Statement. Though the parties would no longer have an opportunity to submit a separate Impact Statement, all of the information requested through the Impact Statement would be incorporated into the Respond to the Summary of Evidence, which is ultimately shared with the parties.



**BOARD OF TRUSTEES  
TRUSTEE GOVERNANCE COMMITTEE**

**OPEN SESSION  
REPORT SUMMARY**

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

**Date of Next Meeting:** TBD

**Committee Chair:** Glen Ives

**Committee Members:** Lex Birney, John Bullock, Susan Dyer, Gail Harmon, Sven Holmes, Lawrence Leak '76, President Tuajuanda Jordan, John Wobensmith '93

**Staff Member:** Anna Yates

**Executive Summary:**

--

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

<b>II.A.</b> Approval of Board of Trustees Meeting Schedule for 2018-2021.
--

**TRUSTEE GOVERNANCE COMMITTEE  
MEETING OF MAY 10, 2018**

**OPEN SESSION  
AGENDA**

**I. CALL TO ORDER**

**II. ACTION ITEMS**

- A.** Approval of Board of Trustees Meeting Schedule for 2018-2021

**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**

**MINUTES**

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

**Status of Minutes:** Approved March 29, 2018

**Committee Members Present:** Committee Chair Glen Ives, Susan Dyer, Gail Harmon, Sven Holmes, President Tuajuanda Jordan, Larry Leak '76

**Committee Members Absent:** Lex Birney, John Bullock, John Wobensmith '93

**Others Present:** Leonard Brown, Michael Bruckler, Peter Bruns, Donny Bryan '73, Carolyn Curry, Peg Duchesne '77, Elizabeth Graves '95, Cynthia Gross, David Hautenen, Kortet Mensah, Chip Jackson, Todd Mattingly, Sharon Phillips '18, Michael Wick, Anna Yates

**Executive Summary:**

Committee Chair Glen Ives called the meeting to order at 9:00 a.m.

**ACTION ITEMS**

**II.A. Approval of the Imprimatur Awards Policy** The proposed policy will ensure that recipients of College awards are appropriately and thoroughly vetted for consistency within the College's stated mission, vision, and values in order to protect the College's reputation and brand. The proposed policy also formalizes the process and distinguishes which College awards require approval by the Board of Trustees and contains details for each award, including the sponsor, criteria, frequency, and nature of the award. The policy, created in response to a request from our legislators, formalizes the procedure and ensures proper completion of the process. The action item passed unanimously.

A motion to close the meeting in accordance with the closing statement was made, seconded, and approved. The open session meeting adjourned at 9:20 a.m.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
TRUSTEE GOVERNANCE COMMITTEE**

**ACTION ITEM 1718-30**

**APPROVAL OF BOARD OF TRUSTEES MEETING SCHEDULE FOR  
2018-2021**

**RECOMMENDED ACTION**

The Trustee Governance Committee recommends approval of the following dates for the 2018-2021 meeting schedule:

		<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2020 - 21</b>
<b>Retreat</b>	<b>Dinner</b>		07/26/19	7/24/20
	<b>Retreat</b>		07/27/19	2/25/20
October mtg.	Committees	10/26/18 <sup>2</sup>	10/18/19	10/16/20
	Board	10/27/18	10/19/19	10/17/20
January/February mtg.	Committees	02/01/19	01/31/20	02/05/21
	Board	02/02/19	02/01/20	02/06/21
May mtg.	Committees	05/09/19	05/07/20	05/06/21
	Committees + Board	05/10/19	05/08/20	05/07/21
	Commencement	05/11/19	05/09/20	05/08/21

**Potential Dates for Summer 2018 Retreat for Consideration:**

- Arrive evening of Friday, August 3; meet all day on Saturday, August 4
- Arrive evening of Saturday, August 4; meet all day on Sunday, August 5
- Arrive evening of Friday, August 10; meet all day on Saturday, August 11
- Arrive evening of Friday, August 17; meet all day on Saturday, August 18

**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT**

**REPORT SUMMARY**

**Date of Meeting:** May 7, 2018

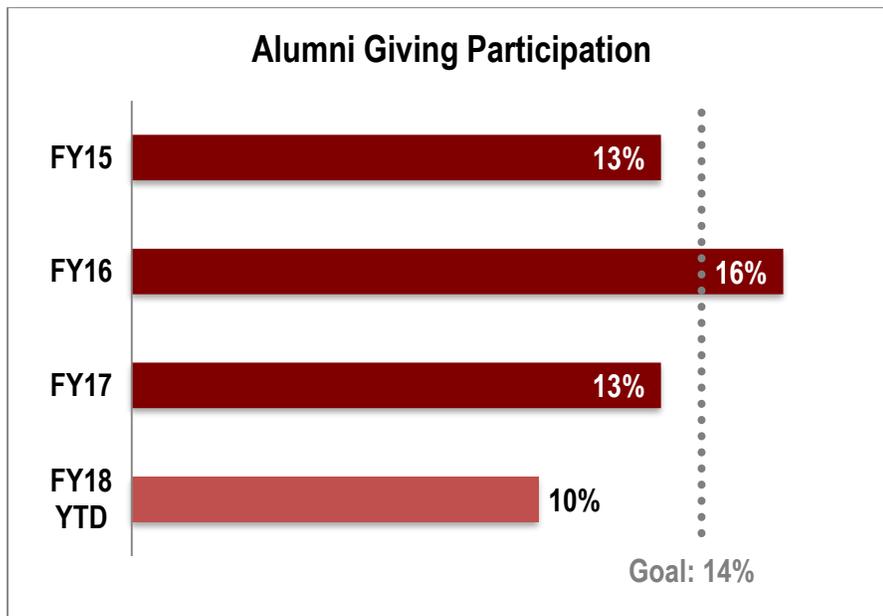
**Date of Next Meeting:** TBD

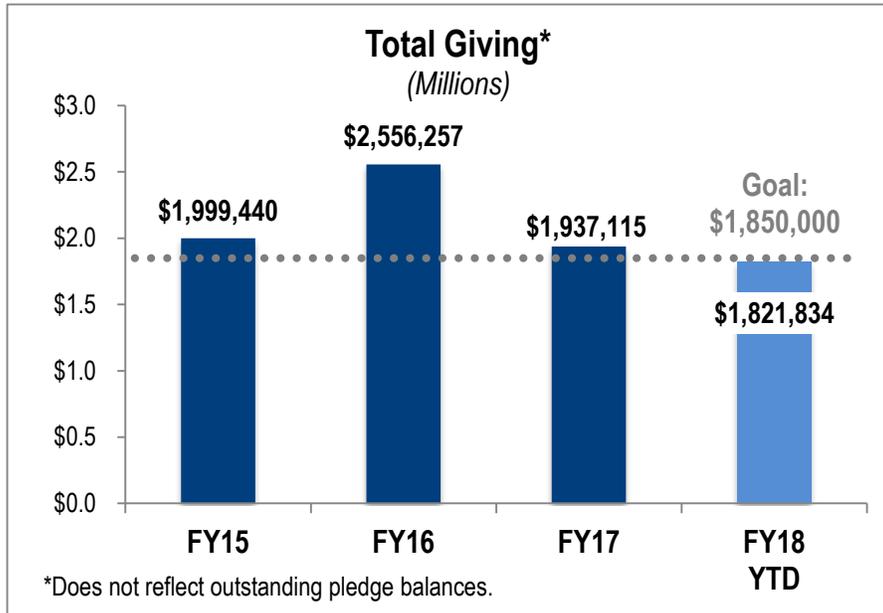
**Committee Chair:** Gail Harmon

**Committee Members:** Cindy Broyles '79, Peg Duchesne '77, Elizabeth Graves '95, Sven Holmes, Dr. Tuajuanda Jordan, Jack Saum '89, Danielle Troyan '92, Allan Wagaman '06

**Staff Member:** Carolyn Curry

**Dashboard Metrics as of April 11, 2018:**





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

### Executive Summary:

The Institutional Advancement (IA) Committee will review progress-to-date on IA goals in fundraising, engagement and integrated marketing. In Development, among the metrics to be shared: total fundraising since April 11 is \$1.82M toward a goal of \$1.85M; total alumni participation is 10% toward a goal of 14%; and faculty and staff participation is 45% toward a goal of 48%.

Foundation President Jack Saum will share that that St. Mary's College of Maryland Foundation, Inc.'s endowment portfolio, as reported at the April 19, 2018 Foundation and JIAC meetings, is \$31.8M as of March 31. The Joint Investment Advisory Committee will be issuing an RFP for an investment manager in May, a requirement of the Foundation's Bylaws every seven years. The manager chosen by August will oversee both the Foundation endowment portfolio and the College's quasi-endowment/endowment portfolio, albeit separately per the respective investment policies. The Foundation Directors will also be working this summer on creating goals and metrics to accompany the Foundation's new vision, mission and core value statements.

An update on integrated marketing efforts will include increased earned media, enrollment initiatives, increases in social media and digital media, and the launch of the College's internal communications system for students, faculty and staff—InsideSMCM.

Alumni Association President Allan Wagaman will report on increased alumni engagement including more than 250 participants for the recent April 21-22 Bay to Bay Service Days in 14 locations across the nation and more than 650 registered for the June 7-10 Alumni Weekend. The Alumni Council's focus is to enhance chapter engagement; chapters are working on late summer/fall new graduate outreach events.

Chair Gail Harmon will conclude with the Board's role in reaching IA goals and work being done over the summer toward this end.

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

N/A

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

N/A

**Recommendation to the Board:**

N/A

**INSTITUTIONAL ADVANCEMENT COMMITTEE**

**MEETING OF MAY 7, 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**
    - b. Update from the St. Mary's College of Maryland Foundation President**
      - i. Endowment investment results and RFP for investment manager**
      - ii. Strategic planning update**
  - 2. Integrated Marketing**
    - a. Key strategies to date update**
    - b. Honors College 2.0 image work update**
  - 3. Alumni Engagement**
    - a. Alumni metrics--update**
    - b. Update from St. Mary's College of Maryland Alumni Association President**
- B. Board's role in reaching IA goals**

**III. ACTION ITEMS**

There are no action items.

**IV. INFORMATIONAL ITEMS**

- A. Minutes dated February 2, 2018**
- B. Calendar of Events**

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

**BOARD OF TRUSTEES**  
**INSTITUTIONAL ADVANCEMENT COMMITTEE**  
**MINUTES**

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

**Status of Minutes:** Approved

**Committee Members Present:** Gail Harmon, Trustee Chairman Sven Holmes, Dr. Tuajuanda Jordan, Cindy Broyles `79, Peg Duchesne `77 (by teleconference), Elizabeth Graves `95, Danielle Troyan `92, Allan Wagaman `06, Jack Saum `89

**Others Present:** Carolyn Curry, John Bell `95, Peter Bruns, Susan Dyer, Sharon Phillips `18, Lawrence MacCurtain `11, Michael Bruckler, Chip Jackson, David Hautanen, Leonard Brown, Kortet Mensah, Al Hovland, Jim Cranmer, Anna Yates, Cynthia Gross, Todd Mattingly, Justin Hoobler `19, Ed Siriano, Sandra Abell

**Executive Summary:**

Committee Chair Gail Harmon called the meeting to order at 11:17 a.m. and reviewed the order of business.

**DISCUSSION ITEMS**

**A. Institutional Advancement Progress-to-Date on FY18 Goals – Supporting Honors College 2.0**

Vice President Carolyn Curry presented an overview of Institutional Advancement FY18 key goals and progress-to-date. (*For the complete report, see Attachment #1.*)

**1. Development**

**a. FY18 fundraising results to date and success strategies**

- Notable achievements included \$1.7M total giving FY18 year-to-date as of January 15, 2018 toward the goal of \$1.85M; at this time last year, only \$800K had been raised. A breakdown of giving so far shows 52.79% to “other restricted,” revealing strong donor preference for giving to athletics and specific departments, another 31.16% to “named scholarships,” and 10% to the St. Mary’s Fund, an increase from 6% at the same time last year. Other metrics include 13% raised for the endowment, while 87% has been designated for current use. Fifteen major gifts are included in this cycle’s total giving.

- Major Gifts Officer Lawrence MacCurtain '11 provided an overview of the St. Mary's College's planned giving program formalized in FY16. The program leverages a variety of asset types such as cash, traditional securities, EFTs/index funds, donor advised funds, charitable gift annuities, life insurance and real estate. Among key strategies: individually tailoring gifts toward donor affinity, blending gifts, marketing, consistent donor education, and rebranding the Mulberry Tree Society into a cohort of planned giving donors. FY18 year-to-date brokered gifts received total \$650K (exceeding goal of \$500K) and realized gifts of \$185K (liquidated by an estate after death).

Looking ahead planned giving will: 1) promote blended gifts (combined endowed and current funds) which allow a donor to witness the impact of a gift during his/her lifetime, and 2) leverage planned giving to direct estate gifts to the endowment, thus growing the corpus. The Committee was assured that planned gifts are customizable and can be directed toward specific areas of affinity. Ms. Peg Duchesne noted that many years ago, she named St. Mary's College in her will, and she will talk offline with Mr. MacCurtain about her planned gift. Dr. Jordan thanked Mr. MacCurtain for the great job he has been doing with the planned giving program, for his continued development, and for the multitude of relationships he continues to cultivate, particularly with senior citizens.

- A diagram of the Jamie L. Roberts Stadium was presented, and communications will commence on naming opportunities pending Board of Trustee approval of the design.
- Institutional Advancement continues to support admissions marketing efforts. Ninety-six percent more success stories have been publicized through media channels as compared with this time last year. All fundraising pages are being revamped to reflect consistent messaging and the impact of donor giving.

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

- i. Endowment investment results and RFP for investment manager** – Foundation President Jack Saum '89 reported the Joint Investment Advisory Committee (JIAC) met on November 14, 2107. The endowment portfolio had a market value of \$32.1M as of 9/30/17 with a return of +9.9% during the first 9 months of calendar year 2017 (compared to composite benchmark of +10.5%). The JIAC has provided feedback on the draft College Endowment Investment Policy currently under review by the FIA committee. This spring, the Foundation and the College will put out a joint RFP for an investment manager to oversee both the Foundation's endowment portfolio and the College's endowment/quasi-endowment portfolio. Each portfolio, while

managed by the same investment firm, will be managed separately according to the investment policies of each entity.

- ii. **Strategic planning and collaboration** – Mr. Saum explained that the Foundation is focusing on three areas: a) creating a strategic mission, vision, and set of core values and goals that align with the College; b) undertaking a development assessment to strengthen the fundraising infrastructure and provide robust plans for growth; and c) strengthening the St. Mary's Fund to assist the College with needs for Honors College 2.0. Work is currently underway to craft a mission, vision and set of core values for the Foundation. Mr. Saum shared a draft with Committee members encouraging feedback. He explained the Foundation would then be working on goals and metrics to align with Dr. Jordan and the Board of Trustees' strategic initiatives. As a key element in goal setting, Vice President Carolyn Curry has engaged a firm to conduct an external assessment of the College's capacity to fundraise. The report will outline short- and long-term strategies to grow the capacity to raise more private dollars.

Mr. Saum reported he recently had a collaborative meeting with Chair Harmon, wherein there was mutual agreement regarding the importance of the Board of Trustees and the Foundation Board of Directors to work together on strategies to provide the substantial resources needed to advance the College.

Discussion ensued among Committee members regarding the St. Mary's Fund, including the need for a strong, consistent message and evidence of the Fund's impact. Ms. Harmon underscored the importance of "seeing" the components of the St. Mary's Fund and other funds through better storytelling. Dr. Jordan stated that leadership changes and other internal upheaval have contributed to the lag in growing the St. Mary's Fund. There was mutual agreement that the Board of Trustees and the Foundation Board must work together to make this fund a priority and to make asks.

Discussion continued about finding new ways in which to honor donors, how to share their stories about why they give, and in publicizing gifts as an incentive to other community members—the latter of which Ms. Cynthia Broyles gave an example of a board-sponsored event she had attended.

VP Curry noted that in follow-up to a suggestion at the last Institutional Advancement Committee meeting, donors who give less than \$100 will be acknowledged in the College's future annual reports.

## 2. **Integrated Marketing**

- a. **Honors College 2.0 image work update by Creative Communications Associates** – The consulting firm Creative Communications Associates (CCA) is partnering with the

College to strengthen enrollment marketing as well as the College's brand as it seeks to integrate components of Honors College 2.0. Ed Siriano '86, the firm's president, reviewed several strategies currently underway in his work with Admissions and the IA integrated marketing team. Strategies include qualitative and quantitative research ongoing through March with prospective students, parents, employers, alumni, current students, faculty and staff. The research will then inform new messages to build a stronger brand. Also being implemented now is a strong admissions communication workflow to high school sophomores and juniors to better impact the enrollment funnel for the future cycle.

### 3. Alumni Engagement

- a. **Alumni participation rate strategies** – VP Curry reported an alumni participation rate year-to-date of 9% (toward a 14% goal), which was bolstered by a 6% increase generated during the *Giving Tuesday* campaign; the alumni retention rate stands at 42% (toward 55% goal).
- b. **Update from St. Mary's College of Maryland Alumni Association President** – Alumni Association President Allan Wagaman reported on various initiatives undertaken to enhance alumni engagement and increase the impact of the alumni community at St. Mary's College, which include the following:
  - New emphasis on alumni chapters and some chapter leadership changes
  - More engagement at Hawktoberfest at Family Weekend in October that saw a record number of parents and had well over 1,000 visitors
  - Success of the *Giving Tuesday's* \$10,000 challenge spearheaded by the Alumni Council that engaged more than 20 student organizations across campus, playing a large role in historic results with more than 1,400 donors contributing a total of \$242,488
  - Increased support of the College's micro-internship program over the winter break by providing approximately 85 micro-internships, a 50% growth over last year.
  - A *Thank You* to the College for hiring an associate director of Alumni Relations, which has brought about significant improvements in office operations and service. Mr. Wagaman thanked President Tuajuanda Jordan for her role in filling this position. President Jordan expressed her appreciation to Mr. Wagaman for his strong leadership, and Chair Harmon remarked that he has done a great job of creating excitement among alumni.

### B. Board's Role in Reaching IA Goals

Ms. Curry highlighted the Board of Trustees' role in reaching goals, including its current FY18 year-to-date giving of \$72,015, *Giving Tuesday* participation by 14 members, assistance by five members in thanking donors, entertaining/receptions by three members, acting as social

**ST MARY'S**  
COLLEGE *of* MARYLAND  
*The Public Honors College*

media ambassadors by two, mentoring provided by four members, and sharing of expertise by seven members.

Ms. Harmon reminded the Committee of upcoming events of interest on the calendar provided, including the May 4 annual thank you to donors. She also reminded the Committee that the approved minutes dated October 20, 2017 were included in the meeting materials.

The meeting adjourned at 12:11 p.m.



**BOARD OF TRUSTEES  
JOINT ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE  
OPEN SESSION  
REPORT SUMMARY**

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

**Date of Next Meeting:** TBD

**Committee Chair:** Peter Bruns

**Committee Members:** John Bullock, Susan Dyer, Board Chair Sven Holmes, Glen Ives, President Tuajuanda Jordan, Larry Leak '76, Ann McDaniel, Lex Birney (co-chair), Cindy Broyles '79 (co-chair), Carlos Alcazar, John Bell '95, Peg Duchesne '77, Elizabeth Graves '95, Danielle Troyan '92, Sharon Phillips '18

**Staff Member:** Michael Wick, Leonard Brown

**Dashboard Metrics:**

N/A

**Executive Summary:**

**DISCUSSION ITEMS:**  
Administrators will present an update on the Honors College 2.0 Initiative, the Core Curriculum and Skillaboratory.

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

N/A

**BOARD OF TRUSTEES  
JOINT ACADEMIC AFFAIRS AND  
STUDENT AFFAIRS COMMITTEES  
MEETING OF MAY 11, 2018**

**OPEN SESSION  
AGENDA**

**I. CALL TO ORDER**

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

- Opening remarks (*Board Chair Sven Holmes*)
- Honors College 2.0 Update (*Leonard Brown and Michael Wick*)
- Core Curriculum (*Aileen Bailey*)
- Skillaboratory (*Kate Shirey*)
- Question and Answer period

**BOARD OF TRUSTEES  
OPEN SESSION**

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

**MINUTES**

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

**Status of Minutes:** Approved April 30, 2018

**Board Members Present:** Chair Sven Holmes, Vice-Chair Ann McDaniel, President Tuajuanda Jordan, John Bell '95, Lex Birney, Peter Bruns, Cindy Broyles '79, Donny Bryan '73, Peg Duchesne '77, Susan Dyer, Gail Harmon, Steny Hoyer, Glen Ives, Larry Leak '76, Sharon Phillips '18, Danielle Troyan '92, Allan Wagaman '06.

**Board Members Absent:** Carlos Alcazar, Anirban Basu, John Bullock, Laura Cripps, Elizabeth Graves '95, John Wobensmith '93.

**Others Present:** Aileen Bailey, Allison Boyle, Anne Marie Brady, Adriana Brodsky, Leonard Brown, Mike Bruckler, Jeffrey Coleman, Karen Crawford, Carolyn Curry, Garrey Dennie, Michael Dunn, Regina Faden, Cynthia Gross, Maija Harkonen, David Hautanen, Justin Hoobler '19, Chip Jackson, Ellen Kohl, Julie King, Todd Mattingly, Kortet Mensah, Michael Wick, Christine Wooley, Anna Yates.

**Executive Summary:** The St. Mary's College of Maryland Board of Trustees held an open session meeting on Saturday, February 3, 2018. Chair Sven Holmes called the meeting to order at 10:02 a.m.

President Jordan expressed her appreciation to faculty and staff for their assistance in moving forward with the Honors College 2.0 initiative. The goal is for St. Mary's to become The College of Choice, as presented in the strategic plan. To accomplish this, the focus must be on the student experience. Detail of the initiative's progress is included in the President's Report and will be provided during the Board and Committee meetings.

Vice President for Student Affairs/Dean of Students Leonard Brown and Provost/Dean of Faculty Mike Wick presented the Honors College 2.0 Progress Report. The Academic Planning Committee, Ad Hoc Core Curriculum Committee, and Professional Skills Development Team continue to collaborate their efforts to move forward the Honors College 2.0 initiative. Timelines for the initiative and plans for the First-Year Skillaboratory Curriculum were presented.

David Hautanen, Vice President for Enrollment Management, provided an update on the Spring 2018 enrollment and Fall 2018 applicant pool. The admissions office recently added a staff member specifically designated to recruit students from community colleges. Faculty have also been actively involved in the recruitment process by calling prospective students and engaging them in conversation about the College and their academic area of interest.

Professors Jeffrey Coleman, Garrey Dennie, and Ellen Kohl (members from the Commemoration Committee) provided Trustees with an overview of the progress they have made thus far for designing the Commemorative area. A developmental timeline depicting the Committee's progress was provided, along with a schedule for implementation planning. Dr. Julie King, professor of anthropology, presented on the archaeological investigations taking place at St. Barbara's. Professor King provided information on the process, the findings, and a brief history of the area.

Associate Professor of History Adriana Brodsky spoke of her newly published book, *Sephardi, Jewish, Argentine: Community and National Identity, 1880-1960*. Professor Brodsky was recently awarded a Fulbright Senior Scholar Fellowship to conduct research for four months at Tel Aviv University in Israel during the next academic year.

**Action Items:**

**Action Item 1718-11 Approval of a Revision to the College Investment Policy.** Vice President for Business and Finance Charles Jackson presented the item on behalf of Finance, Investment, and Audit Committee Chair John Wobensmith '93. The proposed revisions update the existing policy, and were prepared in consultation with the College's current investment manager, 19/19 Investment Council. Revisions include decoupling the College and the Foundation to allow each entity to have a separate policy to fulfill their respective goals; the potential for having a single investment manager for both entities; clarifies the investment objective for the College; and revised asset allocation goals. A motion was made, seconded, and the action was approved unanimously.

**Action Item 1718-12 Approval of the Imprimatur Awards Policy.** Governance Committee Chair Glen Ives presented the action item for approval. The Imprimatur Awards policy provides detailed information for specific College awards, including the sponsor, criteria, frequency, and nature of the award. A motion was made, seconded, and the action was approved unanimously.

The open session meeting adjourned at 11:51 a.m.

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

