

ST MARY'S COLLEGE *of* MARYLAND

The National 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 10, 2019

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

AGENDA

May 10, 2019 (#688)
4:15 p.m.

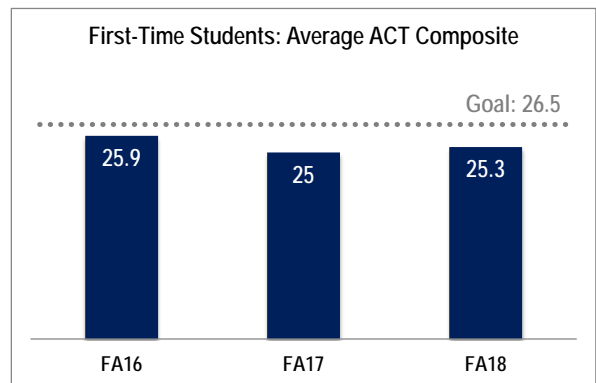
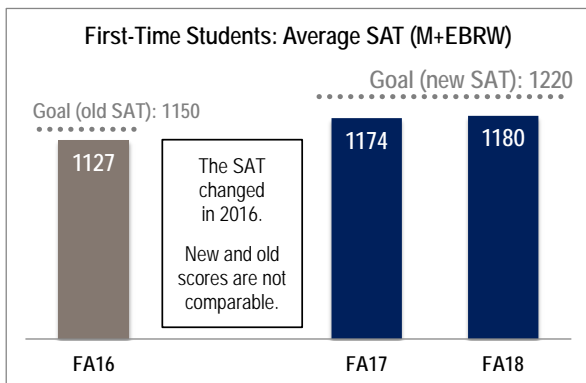
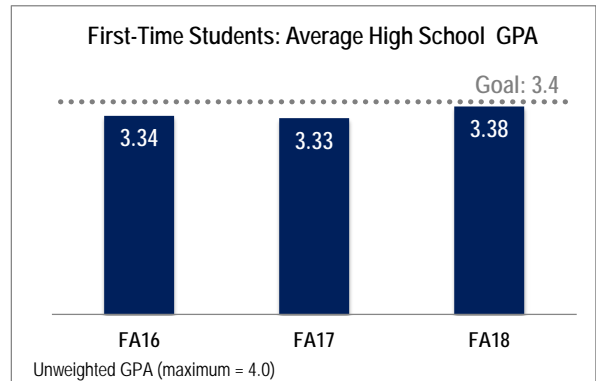
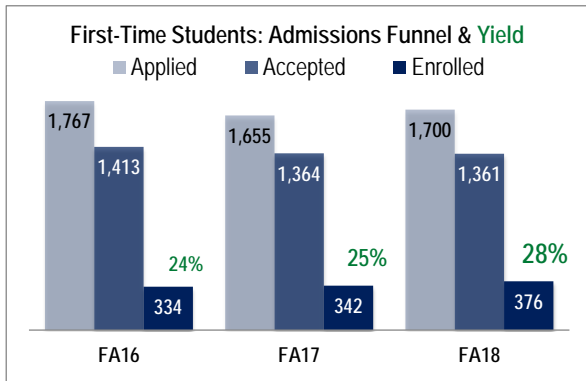
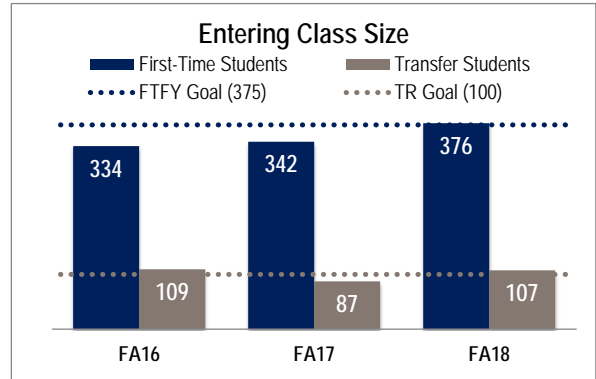
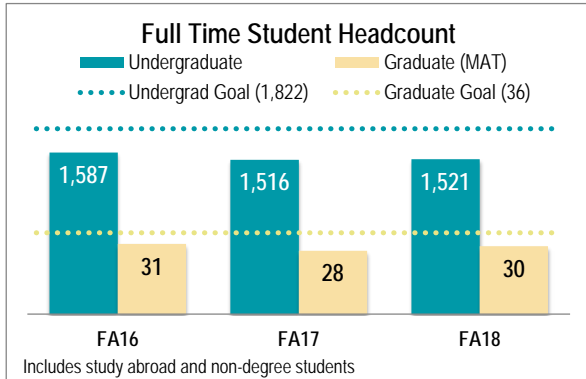
*Glendening Hall Annex
St. Mary's College of Maryland
St. Mary's City, Maryland*

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|--------------|--|--------------------------------------|
| 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 1819-15: Approval of 2019 Candidates for Graduation | |
| | Action Item 1819-16: Approval of Revisions to SMCM's Residency Policy | |
| | B. Buildings and Grounds | Donny Bryan '73 |
| | Action Item 1819-17: Approval of the Annual Facilities Condition Report | |
| | C. Finance, Investment, and Audit | John Wobensmith '93 |
| | Action Item 1819-18: Approval of FY20 Tuition, Fees, Room and Board Rates | |
| | Action Item 1819-19: Approval of the FY20 Plant Fund (Capital) Budget | |
| | Action Item 1819-20: Approval of the FY21-FY25 State Capital Budget Proposal | |
| | Action Item 1819-21: Approval of Handbook Policy Revisions | |
| | Action Item 1819-22: Approval of Memorandum of Understanding with AFSCME | |
| | D. Student Affairs | Lex Birney, Cindy Broyles '79 |
| | Action Item 1819-23: Approval of Title IX Policy Changes | |
| VI. | Buildings and Grounds Update | Paul Pusecker |
| VII. | Joint Academic Affairs and Student Affairs | Michael Wick, Leonard Brown |
| VIII. | Admissions and Financial Aid | David Hautanen, Jr. |
| IX. | Student Trustee Remarks | Justin Hoobler '19 |
| X. | Faculty Senate President Remarks | Karen Crawford |
| XI. | Motion to Adjourn Meeting | Sven Holmes |

Board of Trustees Dashboard - May 2019

Student Characteristics in Enrollment

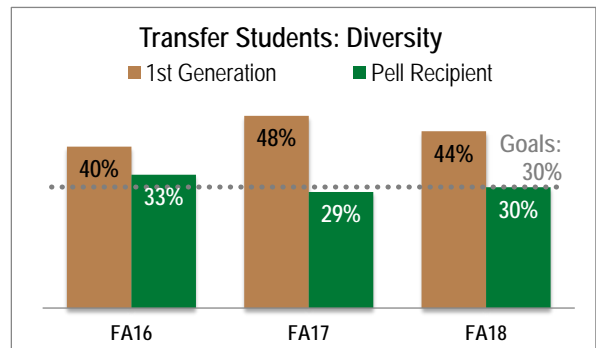
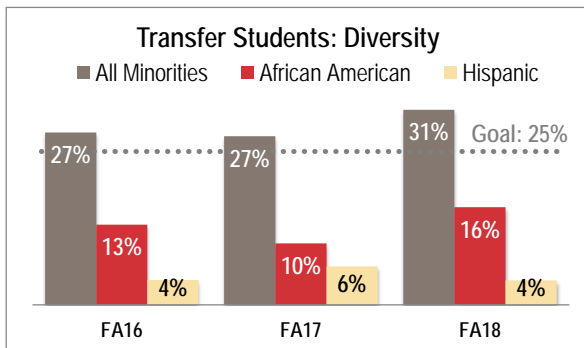
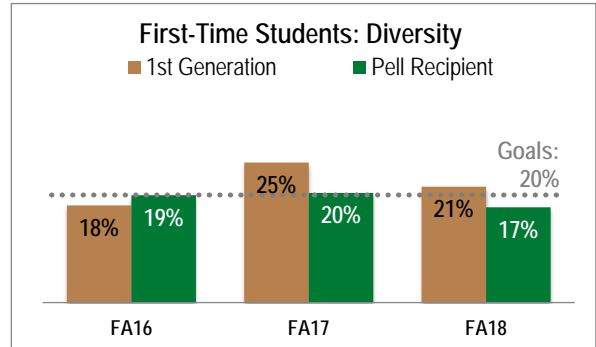
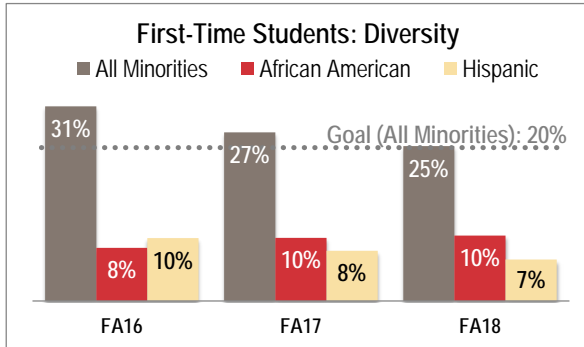
Fall 2018 figures based on final census (freeze) data, 9/24/18



Board of Trustees Dashboard - May 2019

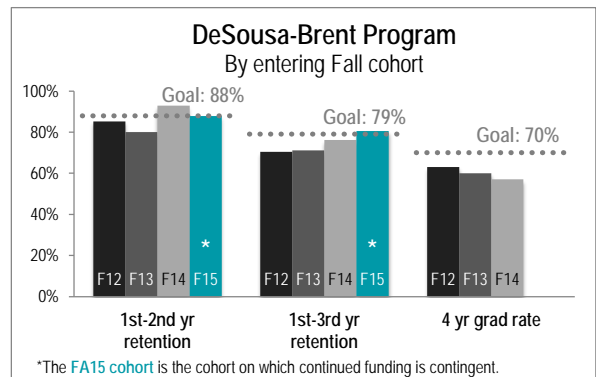
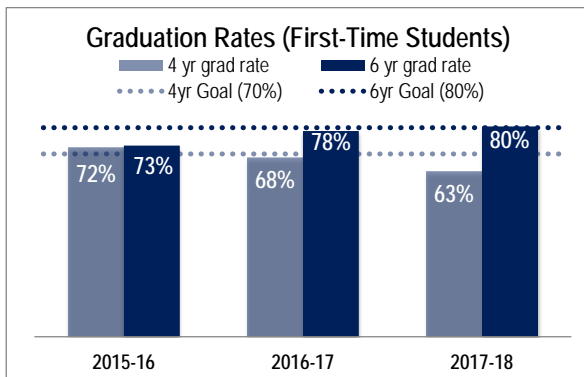
Student Characteristics in Enrollment

Fall 2018 figures based on final census (freeze) data, 9/24/18



Student Retention and Persistence

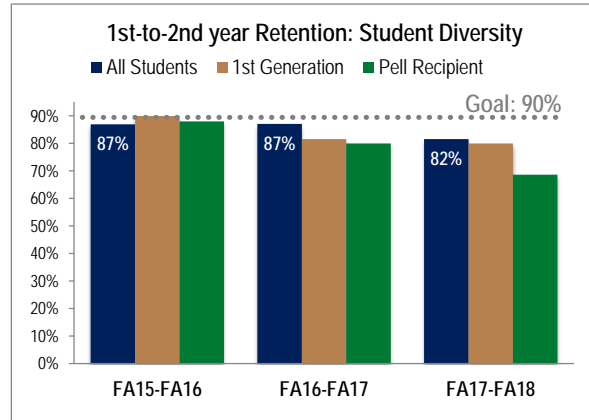
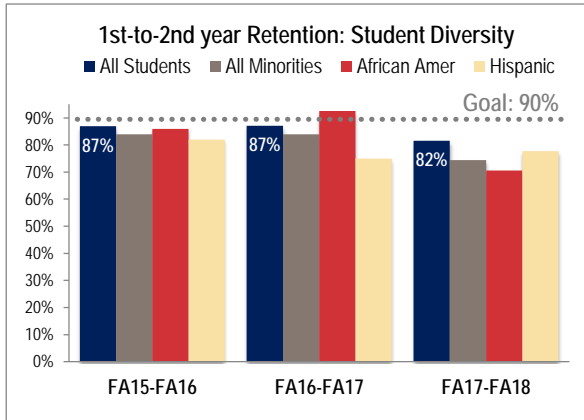
Fall 2018 figures based on final census (freeze) data, 9/24/18



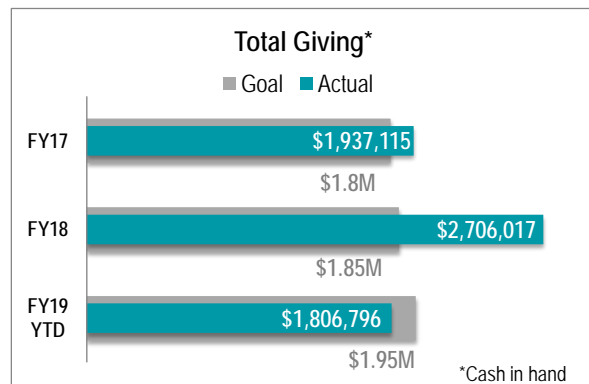
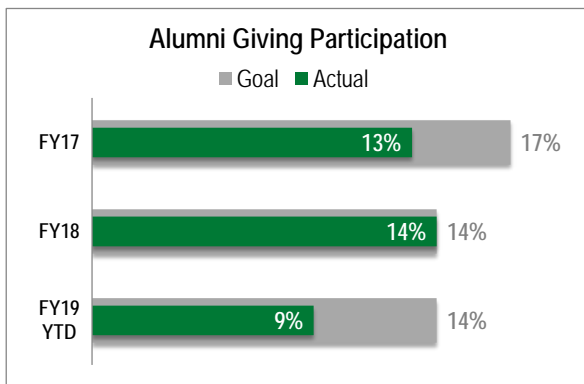
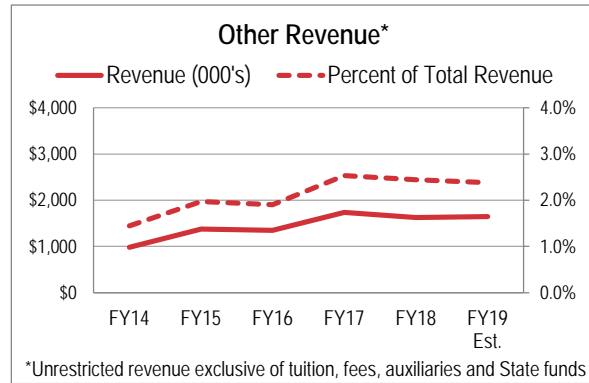
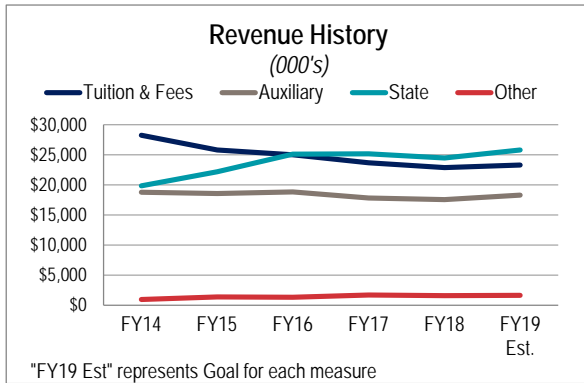
Board of Trustees Dashboard - May 2019

Student Retention and Persistence

Fall 2018 figures based on final census (freeze) data, 9/24/18



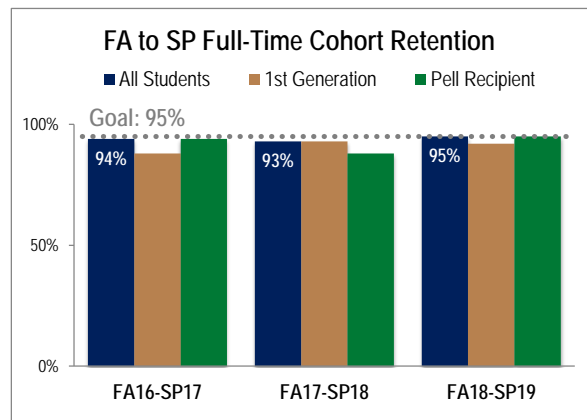
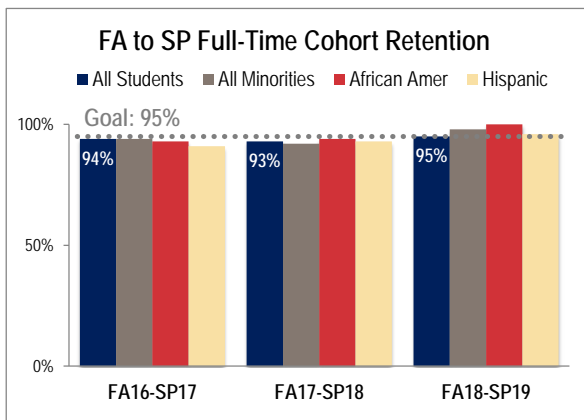
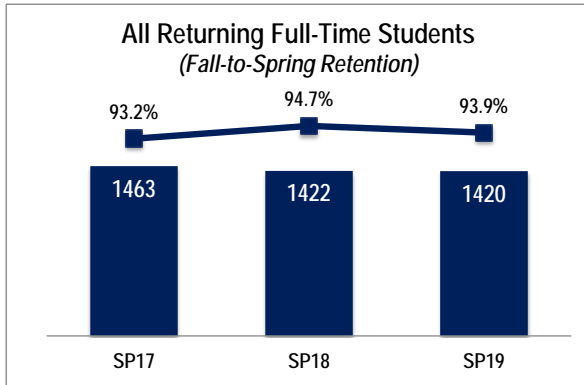
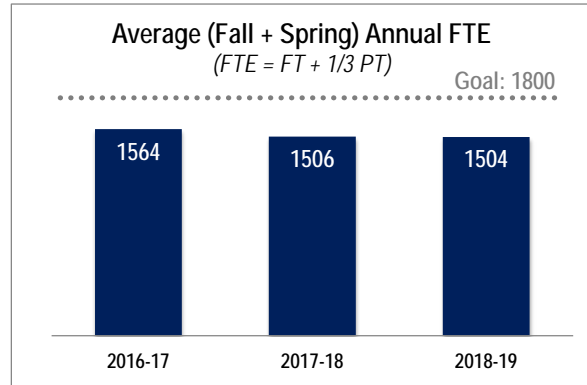
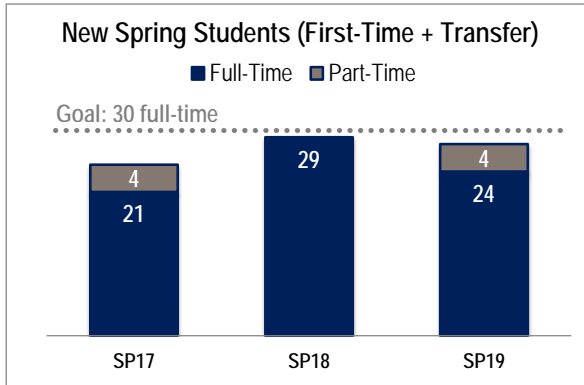
Revenue and Fundraising



Board of Trustees Dashboard - May 2019

Spring Semester Enrollment and Persistence

Spring 2019 figures based on final census (freeze) data, 2/11/19



**BOARD OF TRUSTEES
PRESIDENT'S REPORT**

Date of Meeting: May 10, 2019

Date of Next Meeting: October 19, 2019

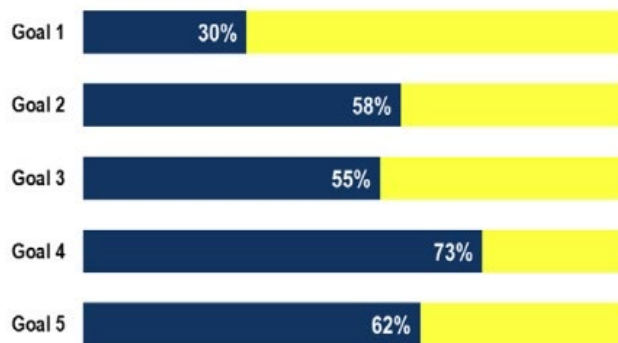
Executive Summary:

This has been a busy and productive spring as we prepare to conclude another successful academic year while remaining focused on our continuing work to ensure the longer-term viability of the College. A few highlights of the activities since February 2019 follow.

- Admissions and Financial Aid: You will hear from the VP for Enrollment Management of efforts to yield Cohort 2019. Current data mirror that which is happening across the country at all but the most elite liberal arts colleges: decreased number of high school graduates and students' delayed decision making. Efforts to recruit and attract students for Cohort 2020 are robust and the number of visitors are outpacing those from the recent past.
- Integrated Marketing: The response to the new brand has been positive and strong. The digital and social media presence as well as print pieces have all been enhanced. The branding and marketing materials continue to garner national awards.
- Academic Affairs: From the provost, you will learn of the tremendous progress in developing articulation agreements (69 thus far) with 11 of the State's community colleges. The provost will also present a diverse group of accomplished faculty for tenure, promotion, and emeritus status approval.
- Academic Affairs and Student Affairs: An update will be provided by members of the CDW on aspects of the academic and professional skill components of the LEAD curriculum core.
- Student Affairs: You will hear from the VP for Student Affairs the recommendations from the task force charged with student alcohol and drug use as well as the work that has been done over the last 18-months to transition SMCM to being a tobacco-free campus.
- Institutional Advancement: You will learn of the progress towards reaching our fundraising goals and the role the trustees have played in this endeavor. The VP will also present partnerships and various outreach initiatives designed to enhance friend-raising, and ultimately, fundraising. The Alumni Council president will provide an overview of their activities and highlight the Bay-to-Bay Day of Service. From the President of the Foundation Board of Directors you will learn how the endowment is fairing and the Directors' efforts to increase their fundraising activity.
- Buildings and Grounds: The VP will provide updates on the infrastructure and Enslaved People Commemoration projects as well as on the stadium and new academic building capital projects.
- Finance, Investments, and Audit: You will be presented with the proposed FY2020 budgets as well as a slate of policies for approval.
- Lagniappe: We had a another successful year with the Maryland General Assembly and an update will be provided of new legislation that will impact the College. In our continuing efforts to be environmentally responsible, we are launching a new initiative to become "single-use plastic bag

free” by Fall 2019. A new VP for Inclusion, Diversity, and Equity/Chief Diversity Officer has been hired in our continuing efforts to create a more welcoming environment where all who join may thrive. The interim CDO, Ken Coopwood, has done a tremendous job making connections, through programming, with the local community as well as developing internal structures that will help us to continue to make good progress in diversity work. One initiative, *Diversity Landmarks* (quotes related to diversity submitted by campus members and displayed along pathways across campus), was very well received and will likely become a part of our campus culture. We thank Dr. Coopwood for his work. Dr. Doria Stitts, ACE Fellow, has had a highly productive year. Her legacy includes a successful leadership program that focused on mid-level administrative staff. She also worked with the provost’s office to enhance department chair training.Finally, we are nearing the end of the third year of *A Time for Rebirth* and continue to make steady progress towards each of our goals.

Strategic Plan Implementation Team
Progress Toward Year 2 Goals (May 2019)



Please see [Appendix A](#) for a summary of the progress made on the strategic plan since the February 2019 Board report. The detailed report is available on the website <http://www.smcm.edu/strategicplan/news-and-updates/>.



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION
REPORT SUMMARY**

Date of Meeting: May 10, 2019

Date of Next Meeting: October 18, 2019

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:

Discussion Items

Faculty Senate Report

Dean of Faculty Report

Information Items

Minutes of February 1, 2019

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

III.A. Recommendation to Approve Revisions to SMCM's Residency Policy

III.B. Recommendation to Approve 2019 Candidates for Graduation



**ACADEMIC AFFAIRS COMMITTEE
MEETING OF MAY 10, 2019**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Faculty Senate Report
 - B. Dean of Faculty Report
- III. ACTION ITEMS**
 - A. Recommendation to Approve Revisions to SMCM's Residency Policy
 - B. Recommendation to Approve 2019 Candidates for Graduation
- IV. INFORMATION ITEMS**
 - A. Meeting Minutes of February 1, 2019

The Committee expects to close a portion of this meeting.

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

ACTION ITEM 1819-15

RECOMMENDATION TO APPROVE 2019 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
ST. MARY'S COLLEGE OF MARYLAND
ACADEMIC AFFAIRS COMMITTEE**

ACTION ITEM 1819-16

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

RECOMMENDED ACTION

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

RATIONALE

The revised Policy grants in-state tuition to any veteran using educational assistance under Chapter 31, Vocational Rehabilitation and Employment (VR&E), who lives in the State of Maryland while attending a school located in the State of Maryland, regardless of their formal state of residence.

This change was mandated in response to the Department of Veterans Affairs Expiring Authorities Act of 2018 (PL 115-251, Section 301). The wording was prepared in consultation with and approved by the Department of Veterans Affairs and Maryland Higher Education Commission.



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION
MINUTES**

Date of Meeting: February 1, 2019

Status of Minutes: Approved March 29, 2019

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

Committee Members Absent: John Bullock, Glen Ives, Ann McDaniel

Staff Member: Michael Wick

Others Present: John Ahearn '76, Betsy Barreto, John Bell '95, Allison Boyle, Leonard Brown, Cindy Broyles '79, Michael Bruckler, Karen Crawford, Carolyn Curry, Peg Duchesne '77, Cynthia Gross, Gail Harmon, David Hautanen, Justin Hoobler '19, Doug Hovland, Jasmine Long '20, Richard Platt, Paul Pusecker, FJ Talley, Danielle Troyan '92, Allan Wagaman '06, Anna Yates

Executive Summary

Academic Affairs Committee Chair Peter Bruns called the meeting to order at 8:33 a.m.

Dean of Faculty Report

Provost and Dean of Faculty Michael Wick provided the Committee with an update on the LEAD Core Curriculum. The LEAD Core Curriculum, with its emphasis on integrative, experiential, and applied learning, will place new pressures on the College's class scheduling matrix. To accommodate the demands created by increased active and applied classroom experiences, an alternative class scheduling matrix, called the LEAD Class Matrix, is under development. Dr. Jeff Osborn from The College of New Jersey met with faculty to discuss alternative workload models and will assist in developing the new matrix. Dr. Osborn is well regarded for his expertise with curriculum integration.

The College is currently engaged in the development of formal articulation agreements with 19 Maryland community colleges. These formal agreements will assist students who transfer to St. Mary's from community college. Approximately 30 draft articulation agreements are pending review and an additional 50 draft agreements are expected to be submitted by the end of January.

A director for the Center for Inclusive Teaching and Learning (CITL) has been hired in accordance with the College's strategic plan. The director will begin planning the CITL physical space, which will be located in the Hilda C. Landers Library. The space will be used as a collaborative area for faculty where they may take an institutional approach to teaching and instruction. The focus of the CITL will be on equitable instruction techniques and professional development.

Faculty Senate Report

The Faculty has been continuously working with the Core Design Workgroup (CDW) on the development of the College's new core curriculum. A revised proposal from the CDW will be reviewed at the faculty meeting on February 26. The Faculty Senate and the Academic Planning Committee are in the process of reorganizing the size of the Faculty Senate. This plan will avoid duplication and allow the resulting group to be nimbler. The Faculty bylaws will be revised accordingly and presented to the Board of Trustees for approval. The Faculty Issues Committee was charged to review faculty workload. The collected information will then be used to make recommendations in response to increased workloads. The Faculty Senate will recommend that the Assessment Implementation Team should become a standing committee that will focus on student learning. The committee would report directly to the Provost and to the Academic Affairs and Student Affairs Committees. It is vital per Middle States requirements that the College have a committee that focuses on student learning. President Jordan applauded Dr. Crawford for her leadership.

DeSousa Brent Program

F.J. Talley, director of the DeSousa Brent Scholars Program, provided the Committee with an update. Mr. Talley reviewed the four- and six-year graduation and retention rates. He presented a comparison of the College's graduation rates for historically underrepresented students with nationwide statistics. The Chronicle of Higher Education ranked St. Mary's College of Maryland fourth in the nation having the largest increase in percentages of underrepresented minorities. The open session meeting adjourned at 8:58 a.m.

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

Date of Meeting: May 07, 2019

Date of Next Meeting: October 18, 2019

Committee Chair: Donny Bryan '73

Committee Members: John Bell '95, Scott Mirabile, Board Chair Sven Holmes, President Tuajuanda Jordan, Paul Schultheis '98

Staff Member: Paul Pusecker

Dashboard Metrics

N/A

Executive Summary

Information Items

Commemoration Design Update

St. Mary's College of Maryland has commissioned design firm RE:site, led by founders Norman Lee and Shane Allbritton, in association with poet Quenton Baker, to design *A Commemorative to Enslaved Peoples of Southern Maryland*. More than \$550,000 has been secured for this initiative, including \$500,000 from the State of Maryland, and grants and donations provided by the Maryland Heritage Areas Authority, the Southern Maryland Heritage Area Consortium, and Elizabeth and Jeffrey Byrd. The Maryland Board of Public Works (BPW) approved the contract on April 24th. Installation of the Commemorative structure is scheduled to occur during Spring 2020.

Jamie L. Roberts Stadium Update

The project consists of a grass athletic field, an artificial turf field surrounded by a running track, stands for 800-spectators per field, and a two-story stadium building, which will contain team rooms, a training room, press boxes, concession stand, hospitality room, VIP box seats, and restrooms for spectators. A spectator concourse is featured on the second floor of the stadium building. The artificial turf field has been in use by the athletics department since August 2018. The stadium building is scheduled for substantial completion and building transfer to St. Mary's College of Maryland as of the second week of June 2019. Plans are in progress for a dedication/celebration ceremony honoring Jamie L. Roberts and her family on September 7, 2019.

New Academic Building and Auditorium Update

The project consists of two buildings and significant landscaping on the site of the existing

varsity field. A 700-seat auditorium, a large, curved glass lobby area, classrooms, offices, and studios for the Music department occupy the main building. The west building consists of classrooms and offices for the Educational Studies program, a student study commons, and a café. A new parking lot, a circular green behind the Crescent Townhomes, and improvement to the campus entrance from Mattapany Road complete the project's scope. For FY20, the Governor recommended, and the Maryland Legislature approved, the final \$1.9M in design fees and \$11.3M for initial construction costs. The Legislature pre-authorized \$28.2M in FY21 and \$17M in FY22 to complete construction. Construction is scheduled to begin in early 2020.

Trinity Church Road Sidewalk Update

The new walkway will provide a safe pedestrian path along Trinity Church Road, north of Kent Hall. The project consists of a brick sidewalk, which will begin at the existing brick paved landing area on the northwest side of the intersection of Maryland Route 5 and Trinity Church Road. The path will continue along the west side of Trinity Church Road past the River Center and will end at Kent Hall. Archaeology investigation was completed, construction bids were received, and the Maryland Board of Public Works (BPW) provided approval for the College to award a contract to Service All, Inc. from Mitchellville, MD. The State Highway Administration (SHA) endorsed the construction plan and work has commenced. The project now has an expected completion date of mid May 2019.

Living Shoreline Project Update

Approval of the Route 5 traffic calming project will require disruption of wetlands at Wherrits Pond as we will construct a raised boardwalk on pilings over that area leading up to the North Fields. As a result of that wetlands disruption, Maryland Department of the Environment (MDE) required St. Mary's College of Maryland to mitigate the loss of Wherrits pond wetlands by establishing an additional 11,000 square feet of shoreline wetlands area in the vicinity of St John's Pond, closest to Queen Anne dormitory. The contractor, Environmental Concern from St. Michaels, MD, began active site work in early March 2019 and, on the north side of St. John's Pond, they created a rock retaining barrier to hold back the 11,000 square feet of dirt and sand, thereby preventing it from leeching into the pond. That portion is completed and the project now moves into the final stage, where marsh grasses of various species and heights will be planted. Successful project completion occurs when the various low and high marsh grasses grow.

Hilda C. Landers Library HVAC Controls Project

This project is funded from the Governor's FY20 Capital Infrastructure Program, which provided \$1.3M to replace technically obsolete and inefficient HVAC mechanical equipment and controls. These upgrades will allow for optimal temperature and air volume adjustment and control, thus ensuring efficient energy usage and future utility cost savings. With the design complete, the construction is expected to begin in early May 2019 and continue into early fall. The invasive interior work will be complete prior to the start of the fall semester. In addition, during this summer timeframe, the new Center for Inclusive Teaching and Learning (CITL) will be constructed on the first floor of the Hilda C. Landers Library, working around the HVAC control replacement project. This minor construction activity will be coordinated between both project managers.

Route 5 Overhead Utility Bury Project Update

The College is in preliminary discussions with Southern Maryland Electric Cooperative (SMECO) and Atlantic Broadband to execute a Memorandum of Understanding (MOU) to facilitate the relocation of overhead utilities to underground distribution. The primary rationale for undertaking this project is related to safety and electric reliability, as the taller poles could sway and topple, disrupting electric service to the campus. Secondly, it will improve sightlines along the St. Mary's River. The SMECO overhead electric and Atlantic Broadband local cable is located on the taller poles along the shoreline. The shorter poles on the east side of Maryland Route 5 carry the Verizon communication utility. The initial plan with SMECO and Atlantic Broadband was to relocate the overhead electric from the south side of the bridge crossing Wherrits Pond to near the intersection of Statehouse Road and Maryland Route 5. The College's estimated cost to relocate overhead electric and Atlantic Broadband cable to an underground conduit is approximately \$250K. SMECO is committing a similar amount for a switch gear and distribution points. At this point we do not have an approved Memorandum of Understanding with SMECO. Discussions are continuing with respect to implementation. At this point, finances permitting, we anticipate beginning the project in Spring 2020.

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

Action Items

II.A. Approval of the FY20 Plant Fund (Capital) Budget

The Committee on Buildings and Grounds is charged with the responsibility to establish priorities for capital projects. The Committee will consider the proposed Priority A FY20 Plant Projects as shown in the attached schedule as the highest unfunded priorities. The Finance, Investment, and Audit Committee reviewed these Priority A FY20 Plant projects and recommended approval at its April 17, 2019, meeting. Background information will be provided and includes a description of each Priority A project, a list of potential miscellaneous projects, and a summary of plant budget expenditures through March 31, 2019.

II.B. Approval of the FY21-25 State Capital Budget Proposal

The Buildings and Grounds Committee recommends approval by the Finance, Investment, and Audit Committee and the Board of Trustees, St. Mary's College of Maryland, of the attached FY21-FY25 State Capital Funding request. The Finance, Investment, and Audit Committee reviewed this proposed capital budget submission and recommended approval at its April 17, 2019, meeting. The proposed FY21-FY25 State-funded capital budget includes a continuation of funding for the New Academic Building and Auditorium and various Campus Infrastructure Improvements. The College will also request funding for the design and construction of the Montgomery Hall renovations and construction funds for a limited renovation of Goodpaster Hall.

II.C. Approval of the Annual Facilities Condition Report

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

**COMMITTEE ON BUILDINGS AND GROUNDS
MEETING OF MAY 7, 2019**

AGENDA

- I. DISCUSSION ITEMS (None)**

- II. ACTION ITEMS**
 - A.** Approval of the FY20 Plant Budget
 - B.** Approval of the FY21-FY25 State Capital Budget
 - C.** Approval of the Annual Facilities Condition Report

- III. INFORMATION ITEMS**
 - A.** Commemoration Installation Update
 - B.** Capital Project Status Reports
 - 1.** Jamie L. Roberts Stadium Update
 - 2.** New Academic Building and Auditorium Update
 - 3.** Trinity Church Road Sidewalk Update
 - 4.** Living Shoreline Update
 - 5.** Library HVAC Controls Project
 - C.** Maryland Route 5 Overhead Utility Bury Project
 - D.** Sustainability Report Update
 - E.** Historic St. Mary's City Commission Report
 - F.** Minutes (Meeting of February 1, 2019)

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

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

ACTION ITEM 1819-17

APPROVAL OF THE ANNUAL FACILITIES CONDITION REPORT

RECOMMENDED ACTION

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

RATIONALE

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

**BOARD OF TRUSTEES
BUILDINGS AND GROUNDS COMMITTEE**

MINUTES

Date of Meeting: February 1, 2019

Status of Minutes: Approved March 19, 2019

Committee Members Present: Committee Chair Donny Bryan '73, John Bell '95, Board Chair Sven Holmes, Faculty Representative Scott Mirabile, President Tuajuanda Jordan

Committee Members Absent:

Others Present: Annie Angueira, Betsy Barreto, Allison Boyle, Tom Brewer, Leonard Brown, Cindy Broyles '79, Michael Bruckler, Peter Bruns, Jim Cranmer, Peg Duchesne '77, Susan Dyer, Regina Faden, Elizabeth Graves '95, Cynthia Gross, Gail Harmon, David Hautanen, Justin Hoobler '19, Larry Leak '76, Jasmine Long '20, Jim McGuire, Maury Schlesinger, Danielle Troyan '92, Allan Wagaman '06, Mike Wick, Anna Yates

Executive Summary:

Committee Chair Donny Bryan '73 called the meeting to order at 1:33 p.m.

Review of FY19 Capital Improvement Projects

Vice President for Business and Finance Paul Pusecker provided updates on the state-funded projects currently underway for FY19:

- The HVAC controls in Montgomery Hall will be replaced with state-of-the-art electronic systems. This system upgrade will increase building energy efficiency and comfort control. The project is currently under construction with expected completion in Spring 2019.
- The Hilda C. Landers Library HVAC controls project consists of two phases. Phase 1 involves the installation of two new propane boilers in November 2018 and the conversion of aged pneumatic HVAC systems to state-of-the-art electronic HVAC controls to increase building energy efficiency and comfort control. Phase 2, the conversion of aged pneumatic systems to electronic systems, is in design with construction scheduled to begin in May 2019 and to be completed by August 2019.
- The milling, resurfacing, and restriping of the parking lots for Margaret Brent and Glendening Halls was completed in the Fall of 2018.
- North Field archaeology needed to prepare for the Phase 2 Traffic Calming Boardwalk Project is underway. The expected completion date is late Spring 2019.
- The Living Shoreline Project will build the required wetland mitigation for the Phase 2 Traffic Calming Board Walk Project. The construction will begin in February 2019 and be completed in late Spring 2019.

Review of the Governor's Five-Year Capital Improvement Program

The Governor's Capital Improvement Program for FY20-FY24 includes \$16.9M for improvements to the College's infrastructure. Funding for FY20 projects includes \$3.8M for roof replacements on the Michael P. O'Brien Athletics and Recreation Center and the Hilda C. Landers Library, as well as the Schaefer Hall membrane roof replacement. Also included is replacement of the HVAC at the Michael P. O'Brien Athletics and Recreation Center. Additionally, \$13.3M is included to finalize design documentation and begin construction of the New Academic Building and Auditorium.

Commemoration Design Update

The three finalists in the Commemoration to Enslaved Peoples of Southern Maryland project will present their design concepts in mid-February. The presentations will be recorded and available on the College's website. The Selection Committee will consider the proposals and public comments when deciding which artist will receive the commission. The three artists are Steven Prince of Williamsburg, Virginia, Norman Lee and Shane Allbritton (aka RE:site Studio) of Houston, Texas, and Donna Lynn Dobberfuhr of San Antonio, Texas.

Jamie L. Roberts Stadium Update

The weather during 2018 has delayed the project by approximately 45 working days. The current substantial completion date is June 4, 2019. The turf field has been in use by athletics for practices and games. Plans are in progress for a dedication and celebration ceremony honoring Jamie L. Roberts and her family on September 7, 2019.

New Academic Building and Auditorium Design Update

The design development stage is complete. Rigorous efforts were made to keep costs within budget without compromising functionality and aesthetics. Key design features, including the historically detailed brick walls, slate roofs, and the signature curved glass lobby remain in the design. The project will now move into the construction document phase. Construction should be underway by this time next year.

Trinity Church Road Sidewalk Update

The new sidewalk will improve safety along Trinity Church Road by eliminating the need for pedestrians to walk in the roadway. The archaeology investigation is complete and a contract has been awarded for the project. The expected completion date is early April 2019.

Living Shoreline Project Update

The project was previously approved by the Maryland Board of Public Works and a contract has been formalized. Construction is expected to begin in February or March 2019.

Route 5 Traffic Calming Project Phase II Update

The College has obtained all preliminary permit approvals from the Maryland Department of the Environment, Critical Areas Commission, Army Corp of Engineers, and the State of Maryland Wetlands License. Archeology began in October 2018. The State Highway Administration recently approved the design and project review is now with the Federal Highway Administration. The project is expected to be completed by July 2020.

Maryland Route 5 Overhead Utility Bury Project

The College is in discussions with Southern Maryland Electric Cooperative (SMECO), Verizon, and Atlantic Broadband to execute a Memorandum of Understanding to facilitate the relocation of overhead utilities to underground distribution. This project would relocate taller lines to an underground conduit. Vice President for Business and Finance Paul Pusecker and Physical Plant Director Annie Angueira met with the Verizon regional engineering director on January 17, 2019 in an effort to obtain their support. Verizon prefers overhead lines. The College will reengage with SMECO to discuss additional options.

Vice President Pusecker presented the Committee with a virtual campus tour featuring a review of recent campus improvements.

The meeting adjourned at 2:09 p.m.

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

Date of Meeting: April 17, 2019

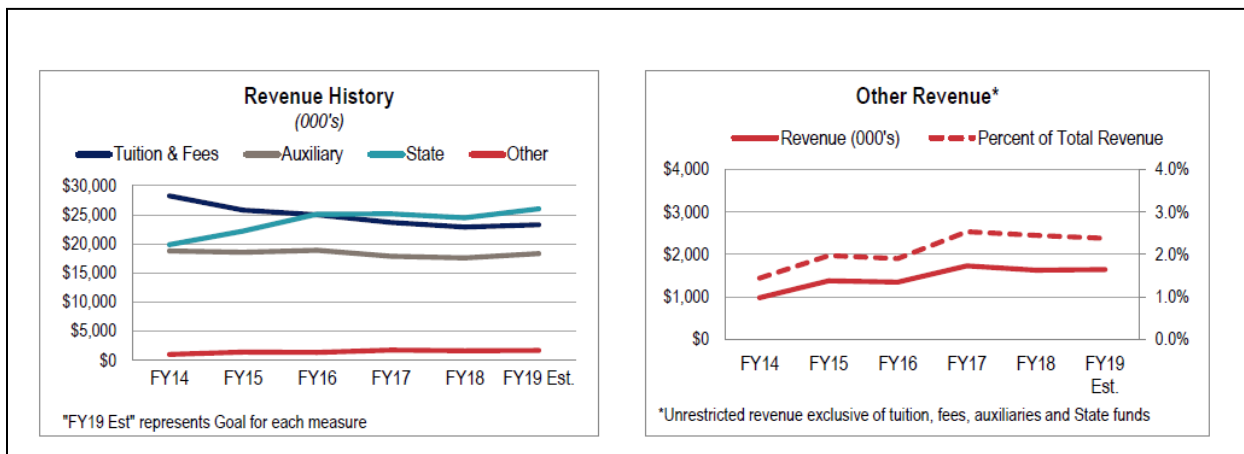
Date of Next Meeting: TBD

Committee Chair: John Wobensmith '93

Committee Members: Anirban Basu, Lex Birney, Donny Bryan '73, Liza Gijanto, Board Chair
 Sven Holmes, President Tuajuanda Jordan

Staff Member: Paul Pusecker

Dashboard Metrics



Executive Summary

Discussion Items

Results of Legislative Session

The Legislature approved the Governor's FY20 Operating Budget for the College, which provides \$27.2M in State funds, an increase of \$1.2M (4.7%). Increases in State support include \$0.72M representing the Block Grant inflator and \$0.50M to support wage funding.

The State did not provide tuition buy-down funding to SMCM, USM, or MSU in FY20. The Governor, however, did restrict institutions from increasing tuition more than 2% for Maryland residents.

The FY20 budget includes contingent funding for the DeSousa Brent Scholars Program (\$0.8M). DeSousa Brent funds for FY20 were placed in the Maryland Higher Education Commission's budget pending the outcome of the 2015 cohort's graduation results. If the College achieves the required 70% four-year graduation rate for this cohort, the funds will be

transferred to the College and become a permanent part of the College's General Fund Grant beginning in FY21.

The Legislature approved the Governor's proposed Capital Budget for the College, fully funding our request of \$17M. The State appropriated \$13.2M in FY20 to begin construction of the new academic building and auditorium. Additionally, the legislature pre-authorized \$45.2M in FY21 and FY22 to complete construction of the facility. The legislature appropriated \$3.8M in FY20 to continue support of Campus Infrastructure Projects.

Information Items

FY19 Financial Results to Date

Total revenue is 2.7% higher year-to-year. Tuition and fee revenues are 3.3% higher reflecting higher counts and rate changes. Auxiliary Enterprise revenues are 0.5% higher overall reflecting somewhat lower student counts and rate changes. State Appropriations are 100%. Interest income is 41.8% higher than the prior year due to timely transaction processing in the Treasurer's Office this year as compared to last year. Overall revenue collections currently equal 98.3% of the budgeted level, which is slightly ahead of the same point in time last year.

Overall, expenditures in FY19 are running 2.7% lower than the equivalent period last year. All expenditure categories fall within expected changes year-to-year with the exception of scholarships, which are 10.3% higher than budget and 11.1% higher than prior year actuals.

Joint Investment Advisory Activities

As of January 31, 2019, the total market value of the Foundation's endowment is \$ 32.5M. The Foundation's endowment is comprised of three parts: a portion of the JP Morgan portfolio (\$32M), the Student Investment Group (SIG) account (\$296K), and Old Line Bank shares (\$272K).

Of the endowment managed by JP Morgan, the fiscal year-to-date reduction in market value of \$333K includes \$505K in contributions, \$404K in income, \$525K decrease in investment value and \$717K of withdrawals. The overall rate of return current fiscal year-to-date is -0.4 %. Attached is the consolidated investment statement.

The College holds investments totaling \$3.91M consisting of Endowment and Quasi-Endowment. \$2.89M are funds functioning as endowment (Quasi) and \$1.02M represents the Blackstone Endowment.

Invested endowment funds, managed by 19/19 Investment Council, have a market value of \$3.53M as of January 31, 2019. Funds are currently invested in a mix of fixed income instruments and equities. The annualized rate of return for the seven-month period between 6/30/2018 and 1/31/2019 is 1.03%.

The remaining \$0.4M of College endowment is currently held in a cash investment pool by the State Treasurer.

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

Action Item II.A.1. Approval of the FY20 Current Fund (Operating) Budget:

The proposed FY20 Operating Budget totals \$70.57M. State funds total \$27.2M including \$0.72M of inflator funding, \$0.30M in annualizing the FY19 wage supplement, and \$0.50M to supplement wages in FY20.

Using a projected total student full-time enrollment of 1,435 students, the proposed FY20 Operating Budget is based on 1,406 full-time undergraduate students, representing 98% of the projected total enrollment. The budgeted enrollment projection is 20 less than the prior year assumptions. Tuition rates for both in-state and out-of-state students increase 2% and auxiliary fees increase 3%.

With the rate changes and additional State support, approximately \$1.07M of expense reductions are incorporated into the proposed FY20 operating budget to allow funds for faculty and staff salary changes, required expenditure changes, and strategic planning priorities.

Action Item II.A.2. Approval of the FY20 Plant Fund (Capital) Budget:

The Finance, Investment, and Audit Committee will recommend approval of the FY20 Plant Budget in the amount of \$1.36M to the Board of Trustees contingent on favorable endorsement by the Buildings and Grounds Committee at its meeting on May 7, 2019. Proposed Priority A FY20 Plant Projects are the highest unfunded priorities. Pending action of the Finance, Investment, and Audit Committee on April 17, 2019, the amount of funding available for the FY20 plant budget is \$1.36M. The sole source of funding comes from the student facility fee.

Action Item II.A.3. Approval of the FY21-FY25 State Capital Budget Proposal:

The proposed FY21-FY25 State-funded capital budget includes a continuation of funding for the New Academic Building and Auditorium and various Campus Infrastructure Improvements. The College will also request funding for the design and construction of the Montgomery Hall renovations and construction funds for a limited renovation of Goodpaster Hall.

Action Item II.B. Approval of the FY20 Tuition, Fees, Room and Board Rates:

The Finance, Investment, and Audit Committee recommends that the Board of Trustees authorize student rates for FY20 (academic year 2019-2020) as per the attached Tuition and Fee Schedule. The recommended tuition rates for Maryland resident undergraduate students increase 2% from FY19. Tuition rates for non-resident undergraduate students, DC residents, and MAT students also increase 2%. Fees, room, and board charges increase 3%.

Action Item II.C. Employee Handbook Revision: Family Medical Leave Policy Revision

The updated policy includes a provision to permit extended family medical leave beyond the 12 weeks mandated under the Family Medical Leave Act. The revised Policy will reflect the current and past practices of permitting extended family medical leave to employees in accordance with the Memorandum of Understanding between the College and AFSCME.

**FINANCE, INVESTMENT, AND AUDIT COMMITTEE
MEETING OF APRIL 17, 2019**

**OPEN SESSION
AGENDA**

- I. DISCUSSION ITEMS**
 - A. Dashboards
 - B. Overview of Legislative Session (Operating and Capital Budgets)

- II. ACTION ITEMS**
 - A. Approval of FY 20 Budgets
 - 1. FY20 Current Fund (Operating) Budget
 - 2. FY20 Plant Fund (Capital) Budget
 - 3. FY21-FY25 State Capital Budget Proposal
 - B. FY20 Tuition, Fees, Room and Board Rates
 - C. Handbook Policy Revision: Family Medical Leave Act Extension

- III. INFORMATION ITEMS**
 - A. FY 2019 Financial Results to Date
 - B. Reportable Procurement Items
 - C. Joint Investment Advisory Activities
 - D. Foundation President Report
 - E. Minutes (Meetings of December 13, 2018 and January 22, 2019)

The Committee expects to close a portion of this meeting.

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

ACTION ITEM 1819-18

FY20 TUITION, FEES, ROOM AND BOARD RATES

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends that the Board of Trustees authorize student rates for FY20 (academic year 2019-2020) as per the attached Tuition and Fee Schedule. The recommended tuition rates for Maryland resident undergraduate students increase 2% from FY19. Tuition rates for non-resident undergraduate students, DC residents, and MAT students also increase 2% (see appendix).

RATIONALE

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

Fees: Mandatory fees, which include charges for technology, athletics and recreation, health center services, lectures, fine arts, and facilities, are proposed to increase 3% (\$81). Residence hall fees increase an average of 3.0% over FY18 rates. Board charges also increase an average of 3%.

The total charges for in-state tuition, fees, room, and board for first-year students is \$28,719, a 2.54% increase over the prior year. Charges for first-year out-of-state students will be \$44,975, an increase of 2.34% over the prior year. Charges for first-year DC resident students will be \$38,719, an increase of 1.87% over the prior year. Graduate MAT program costs will be \$21,236, a 2.10% increase.

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

ACTION ITEM 1819-19

APPROVAL OF THE FY20 PLANT FUND (CAPITAL) BUDGET

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the FY20 Plant Budget in the amount of \$1.36M, contingent on favorable endorsement by the Buildings and Grounds Committee at its meeting on May 7, 2019 (see appendix).

The Committee on Buildings and Grounds will consider the proposed Priority A FY20 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 an FY20 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 were forwarded to the Finance, Investment, and Audit Committee for funding consideration. Pending action of the Finance, Investment, and Audit Committee on April 17, 2019, the amount of funding available for the FY20 plant budget is \$1.36M. The sole source of funding comes from the student facility fee.

Background information is attached and includes a description of each Priority A project, a list of potential miscellaneous projects, and a summary of plant budget expenditures through March 31, 2019.

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

ACTION ITEM 1819-20

FY21-FY25 STATE CAPITAL BUDGET PROPOSAL

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the attached FY21-FY25 State Capital Funding request, contingent on favorable endorsement by the Committee on Buildings and Grounds when they meet on May 7, 2019. The proposed FY21-FY25 State-funded capital budget includes a continuation of funding for the New Academic Building and Auditorium and various Campus Infrastructure Improvements. The College will also request funding for the design and construction of the Montgomery Hall renovations and construction funds for a limited renovation of Goodpaster Hall (see appendix).

RATIONALE

The attached chart summarizes our FY21-FY25 State Capital Budget request and provides a comparison to the Governor's Five-Year Capital Improvement Plan.

New Academic Building and Auditorium

The project constructs a main building, which will house the Department of Music, a recital hall, a 700-seat auditorium, and a large glass enclosed lobby area. The west building will house the Educational Studies program, student study spaces, and a café to support the recruitment and retention of students. 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 relocation of these departments will enable the College to reallocate vacated space to the arts (Montgomery Hall) and the sciences (Goodpaster Hall).

This project requires the relocation of the existing varsity field to clear the site for the new buildings. The Jamie L. Roberts Stadium includes a new grass playing field and a new artificial turf field. Support facilities include seating for spectators, team rooms, concessions, press box, reception space, 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 Academic Building and Auditorium totals \$65.5M. The FY20 Capital Budget includes \$1.96M for completion of the design of the building and \$11.3M to begin construction. The State will not fund the construction costs for the café. The College proposes to fund this component of the project (\$0.3M) through its Plant Budget over the next two years.

Campus Infrastructure Improvements

This budget continues to fund infrastructure improvements annually in multiple phases. The FY21 request of \$4.6M will fund the replacement of major HVAC equipment in Schaefer Hall, the installation of new HVAC equipment and electrical upgrades in Calvert Hall, and continued improvements to campus roads and walks.

Additional projects proposed for FY21-FY25 include the Calvert Hall HVAC replacement, Dorchester Circle storm water drainage improvement, Schaefer Hall major HVAC equipment replacement, replacement of the original slate roofs on Calvert and St. Mary's Halls, and masonry restorations for Calvert, Kent, and St. Mary's Halls. The total request for infrastructure projects in FY21-FY25 is \$17M.

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 campus building in need of significant capital funding for renovation.

The planned renovation of Montgomery Hall will be extensive to address significant renewal issues, as well as to provide tailored, pedagogical appropriate spaces to support academic programs. The building is 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 will enable 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 (\$3M) and construction in FY25-FY27 (\$21.7M). A phased, multi-year construction process is anticipated, as there is no available swing space on campus to relocate existing building programs to enable a single-phased building renovation.

Goodpaster Hall Renovation

Moving of the Educational Studies program into the New Academic Building and Auditorium project will 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 space vacated by Educational Studies and will provide needed teaching and research lab spaces.

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 1819-21

HANDBOOK POLICY REVISIONS

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends that the Board of Trustees approve the following revision to the St. Mary’s College of Maryland Employee Handbook (“Handbook”): To update the Family Medical Leave Policy to include a provision to permit extended family medical leave beyond the 12 weeks mandated under the Family Medical Leave Act (see appendix).

RATIONALE

The revised Family Medical Leave Policy will reflect the current and past practices of permitting extended family medical leave to employees in accordance with the Memorandum of Understanding between the College and AFSCME.

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

ACTION ITEM FOR 1819-22

MEMORANDUM OF UNDERSTANDING WITH AFSCME

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends that the Board approve the Memorandum of Understanding between St. Mary's College of Maryland and American Federation of State, County, and Municipal Employees, AFL-CIO (AFSCME) and Council 3 AFSCME/AFSCME Local 3980 ("MOU") dated March 27, 2019 through March 26, 2022 for employees in the exempt, non-exempt, and public safety officer bargaining units(see appendix).

RATIONALE

The current Memorandum of Understanding between the College and AFSCME expired on October 29, 2018 and was extended by mutual agreement through March 27, 2019. The bargaining teams for the College and AFSCME commenced negotiations for a new contract on September 25, 2018. On February 27, 2019 the College and AFSCME reached tentative agreement on all negotiated articles of the new MOU. AFSCME presented the proposed MOU changes to bargaining unit members and received a ratification vote on March 26, 2019. The College received AFSCME's final signature of acceptance on April 25, 2019.

The College worked cooperatively with the union over the course of five (5) months of negotiation and during this time, the College and the union reached eighty-two (82) tentative agreements. Some of these tentative agreements include; organ donation leave; notice of and basic information regarding the College's Employee Assistance Program (EAP); notice of and the process for outsourcing functions currently performed by members of the bargaining unit; office space, a desk, phone and file locking file cabinet for the union local president; clarification to the lunch break process; an increase from thirty-five to forty dollars as the payment received by employees who serve on-call; removal of Articles referring to the College processing union dues, the inclusion of time for a union representative to attend Staff Senate Meetings within release time; updates to the Parental Leave Policy and Procedures; the requirement for written records of counseling prior to the implementation of discipline; an increase in the reimbursement for safety shoes from one hundred forty to one hundred fifty dollars; agreement to meet within sixty (60) days of ratification of this contract to negotiate a collaborative Bullying in the Workplace Policy; an increase in shift differential from one dollar and fifty cents to two dollars; clarifications to the Employee Skills Development Plan.



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

MINUTES

Date of Meeting: January 22, 2019

Status of Minutes: Approved March 19, 2019

Finance, Investment, and Audit Committee Members Present: Committee Chair John Wobensmith '93, Donny Bryan '73, Faculty Delegate Liza Gijanto, Board Chair Sven Holmes, President Tuajuanda Jordan

Committee Members Absent: Anirban Basu, Lex Birney

Staff Member: Paul Pusecker

Others Present: Allison Boyle, Betsy Barreto, Leonard Brown, Peter Bruns, Carolyn Curry, Mary Grube, David Hautanen, Kelley Hernandez '08, Mike O'Brien '68, Jenell Sargent, Doria Stitts, Chris True, Mike Wick, Jackie Wright, Anna Yates

Executive Summary

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the meeting to order at 2:20 p.m.

Status of FY20 Operating Budget The preliminary FY20 operating budget leadsheet containing revenues and expenses was reviewed. The current baseline of 1,426 total students is stable in comparison to FY19. The stable enrollment model anticipates 375 first-year students and 100 transfer students. Tuition rates are programmed to increase 2% and fees by 3%. It is uncertain whether additional State funding for COLA increases and health insurance rate changes will be provided by the State. FY20 revenue includes \$800K for DeSousa-Brent Scholars Program funding. Expenses include funds for FY20 COLA and merit/market increases, an allowance for strategic initiatives, and cost increases related to dining operations and utilities.

Financial Results to Date Total revenue is 3.24% higher in FY19 vs FY18. Tuition and fee revenues are 3.8% higher over FY18. Tuition & Fees include the spring billing and are at 101.9% of budget to actual for the year. State appropriations are at 75% of budget, as expected. The College has achieved 87.8% of budgeted revenue for the year, which is consistent with prior years.

Expenditures for FY19 are 1.76% higher than this time last year. Scholarship expense is currently \$781K higher than the previous year.

Revision of the FY10 Plant Fund Capital Budget The revisions, which were approved at the October 22, 2018 Finance, Investment, and Audit Committee meeting, added \$375K from the College operating budget to support new plant projects for FY19. This revision provides \$250k for the proposed utility line burial along Route 5, \$50K for the Commemorative Site artist, and \$75K for the Inclusive Teaching and Learning Center.

Enterprise Resource Planning The College has awarded the Enterprise Resource Planning (ERP) contract to the Campus Management Corporation to provide the CampusNexus Student and the CampusNexus Finance, HR & Payroll modules. The selection for this system was based on the campus community feedback, best and final technical assessment, and the best and final pricing. Implementation of the process will begin in early 2019. The ERP project will start with the student component, which includes the registrar, financial aid, student information systems. It will take approximately two- to three-years to fully implement the ERP system.

Joint Investment Activities St. Mary's College of Maryland Foundation's endowment is \$ 31.7M, which includes a portion of the JP Morgan portfolio (\$31M), the Student Investment Group (SIG) account (\$302K), and Old Line Bank shares (\$306K). The endowment managed by JP Morgan has a fiscal year-to-date reduction in market value of \$1.2M, which includes \$43K in contributions, \$185K in income, \$687K decrease in investment value, and \$701K of withdrawals. The overall rate of return over the current fiscal year-to-date is 1.6%.

Joint Investment Advisory Committee (JIAC) Chair Mike O'Brien '68 reported that the Committee had completed the selection process and came to the consensus that they would continue to use the investment manager they were currently utilizing, JP Morgan. JIAC made the recommendation to the College, who agreed to utilize JP Morgan as well. Vice President Paul Pusecker stated that the College is working through the procurement process and procedures in conjunction with the Office of the Attorney General in order to move the College investment portfolio to JP Morgan. The process is expected to be complete by April 2019. The College and the Foundation independently reviewed the proposed investment managers and both chose the same four finalists.

The St. Mary's College of Maryland Endowment and Quasi Endowment holds investments totaling \$3.9M, consisting of \$2.87M in funds functioning as endowment (Quasi) and \$1.02M representing the Blackistone Endowment. Invested endowment funds, managed by 19/19 Investment Council, have a market value of \$3.5M as of September 30, 2018. Funds are currently invested in a mix of fixed income instruments and equities. The annualized rate of return over the past four months is 4.48%. The remaining \$0.4M of College endowment is currently held in a cash investment pool by the State Treasurer.

Historical Discount Rate/Enrollment Data illustrating the overall institutional discount trend, including first-year and transfer student discount trends, was provided. Committee Chair John Wobensmith '93 observed that the rising discount has been driven by the increased first-year student discount and mitigated by the new transfer student discount.

Board Chair Sven Holmes asked whether these data illustrated a trend or an area of legitimate focus. Vice President David Hautanen replied that the year is still in progress with students still registering for the spring semester. The level of competition in the market is driving our discount rate, which is evidenced by an increased number of appeals for aid. President Jordan stated that she would like to see the discount rate decrease and asked that updates be provided through the Committee during future meetings.

Committee Chair Wobensmith '93 requested that the College provide information to help the Board of Trustees understand the discount rate and the methods in use for recruiting students. Board Chair Holmes stated that it is important for the College to remain focused on the tuition

discount. It is especially important to provide opportunity and access within a competitive world, but there are other reasons for attracting economically challenged students, such as what they bring to the institution.

Action Items

II.A. Acceptance of Handbook Policy Revisions

Revisions to the St. Mary's College of Maryland Employee Handbook include an update to the Parental Leave Policy in order to comply with State Personnel and Pensions Article § 9-1101,9-1108, Code of Maryland Regulations, Title 17, Subtitle 04, Chapter 11, Section 29. Specifically, the updates to the policy include an increase in the amount of paid parental leave from 30 days to 60 days. Employees are provided and permitted to utilize parental leave for the birth or placement of an adopted child under 6-years-old. The restriction of being permitted to use parental leave once every two years was removed. A motion to approve the action item was made by John Wobensmith '93. The motion was seconded and approved unanimously.

The meeting adjourned at 2:59 p.m.



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

MINUTES

Date of Meeting: December 13, 2018

Status of Minutes: Approved March 6, 2019

Finance, Investment, and Audit Committee Members Present: Committee Chair John Wobensmith '93, Donny Bryan '73, Board Chair Sven Holmes, President Tuajuanda Jordan

Committee Members Absent: Anirban Basu, Lex Birney, Faculty Delegate Liza Gijanto

Staff Member: Paul Pusecker

Others Present: Allison Boyle, Betsy Barreto, Monique Booker, Leonard Brown, Tommy Cable, Carolyn Curry, Cynthia Gross, David Hautanen, Gabriel Mbomeh, Doria Stitts, Chris True, Mike Wick, Anna Yates

Executive Summary

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the meeting to order at 1:02 p.m.

Monique Booker, engagement partner for the firm SB & Company, LLC, provided a detailed presentation to the Committee regarding the audit process, the audit results, and the College's financial statements.

Ms. Booker reported that the audit produced no findings, no instances of fraud, and no material weakness in internal controls. The audit firm will issue an unmodified opinion letter indicating that the financial statements fairly represent, in all material respects, the financial position of the College. Ms. Booker also stated that she received full cooperation from the management and that no significant changes to journal entries were noted. The audit included an assessment of the control environment and an evaluation of key processes, all of which were found to be effective in both design and operation.

At 1:31 p.m., Committee Chair Wobensmith asked for a motion to close the session in accordance with Title 10, Subtitle 3 of the General Provisions Article (the Open Meetings Act) to discuss an administrative function. Specifically, Trustees discussed the audit report and financial statements with representatives from SB and Company.

The closed session adjourned at 1:40 p.m. and the open session of the Finance, Investment, and Audit Committee meeting resumed.

Action Items

I.A. Acceptance of the FY18 Auditors' Report and Audited Financial Statements

Statements reflecting the financial transactions and position of the College for the period July 1, 2017 through June 30, 2018 were prepared in accordance with generally accepted accounting principles, reflecting the GASB 34 & 35 reporting requirements. The independent firm of SB and Company, whose report and opinion are included in the document, has audited these statements. A motion to approve the action item was made by John Wobensmith '93. The motion was seconded and approved unanimously.

The meeting adjourned at 1:45 p.m.

**BOARD OF TRUSTEES
STUDENT AFFAIRS COMMITTEE**

REPORT SUMMARY

Date of Meeting: May 3, 2019

Date of Next Meeting: October 19, 2019

Committee Co-Chairs: Lex Birney, Cindy Broyles '79

Committee Members: Carlos Alcazar, John Bell '95, Peg Duchesne '77, Elizabeth Graves '95, Board Chair Sven Holmes, President Tuajuanda Jordan, Larry Leak '76, Danielle Troyan '92, Justin Hoobler '19

Staff Member: Leonard Brown

Dashboard Metrics

N/A

Executive Summary

Discussion Items

Alcohol Task Force

The chairs of the Alcohol Task Force will report on the progress they have made towards creating intervention recommendations and the respective timelines for implementation. The recommendations are based on the two years of survey data from the Maryland Collaborative. The chairs will also discuss next steps for continuing efforts to reduce the harmful impact of substance abuse on campus.

Tobacco Free Policy

The Dean will report on the steps taken to develop a Tobacco Free Policy for the campus. Included will be a summary of how the policy was shared with the campus community and the feedback received. The final policy will be presented to the Student Affairs Committee for action, and subsequently to the Board of Trustees, for approval at the Fall 2019 meeting.

Information Items

Dean of Students Report

The Dean will discuss minor changes to student conduct procedures. These changes have been discussed with members of the Student Conduct Board and with the Student Government Association. Changes include reducing the number of members hearing a case from five to three; allowing the Student Conduct Board to recommend, rather than determine, sanctions; and including a staff member on cases that could possibly result in suspension.

Student Trustee Report: Justin Hoobler '19 will present his Student Trustee Report.

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

Action Item II.A. Title IX Policy Changes:

During the 2018 legislative session, the Maryland General Assembly approved changes to the Education Article's provisions concerning how all Maryland institutions of higher education respond to and assess reports of sexual assault made by students. While a number of the requirements have been in place at the College for several years, some requirements are new and will result in changes to College policy and procedures. The Title IX Coordinator will ask the Committee to approve these proposed changes and bring them forward to the full Board.

**STUDENT AFFAIRS COMMITTEE
MEETING OF MAY 3, 2019**

**OPEN SESSION
AGENDA**

- I. DISCUSSION ITEMS**
 - A. Alcohol Task Force
 - B. Tobacco Free Policy

- II. ACTION ITEMS**
 - A. Title IX Policy Changes

- III. INFORMATION ITEMS**
 - A. Dean of Students Report
 - B. Student Trustee Report
 - C. Approved Minutes (Meetings of February 1, 2019 and March 29, 2019)

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

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

ACTION ITEM 1819-23

TITLE IX CHANGES

RECOMMENDED ACTION

The Student Affairs Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the proposed changes to the St. Mary's College of Maryland Sexual Misconduct Policy and the Procedures to Resolve Complaints Against a Student (see appendix).

RATIONALE

During the 2018 legislative session, the Maryland General Assembly approved changes to the Education Article's provisions concerning how all Maryland institutions of higher education respond to and assess reports of sexual assault made by students. While a number of the requirements have been in place at the College for several years, some requirements are new and will result in changes to College policy and procedures.

**BOARD OF TRUSTEES
STUDENT AFFAIRS COMMITTEE**

MINUTES

Date of Meeting: February 1, 2019

Status of Minutes: Approved March 18, 2019

Student Affairs Committee Members Present: Committee Co-Chair Cindy Broyles '79, John Bell '95, Peg Duchesne '77, Elizabeth Graves '95, Board Chair Sven Holmes, Justin Hoobler '19, President Tuajuanda Jordan, Larry Leak '76, Danielle Troyan '92

Committee Members Absent: Committee Co-Chair Lex Birney, Carlos Alcazar

Staff Member: Leonard Brown

Others Present: Betsy Barreto, Allison Boyle, Peter Bruns, Carolyn Curry, Michael Dunn, Susan Dyer, Misty Frantz, Cynthia Gross, David Hautanen, Gail Harmon, Anne Harvey-Diggs, Jasmine Long '21, Ann McDaniel, Andrew Messick '19, Dan Pindell, Paul Pusecker, Kate Shirey, Amanda VerMeulen, Allan Wagaman '06, Mike Wick, Anna Yates, Derek Young '02

Executive Summary

Committee Co-Chair Cindy Broyles '79 called the meeting to order at 9:55 a.m.

Career Center Services and Opportunities Kate Shirey, director of career development, spoke to the Committee about the ways in which services to students have expanded over the last few years and how those services will continue to evolve in concert with the LEAD curriculum initiatives. She provided a brief overview of the Honors College Promise as a guarantee for access to research/internship opportunities for all students. Ms. Shirey reviewed the increased opportunities available to students for career exploration through Federal Work Study, signature internships, educational/recruitment progress, micro-internships, career fairs, career immersion trips, Job IQ/mentoring, interview day, and mock interviews.

Trustee Larry Leak '76 expressed that the services and opportunities available to students were remarkable and applauded the director and her staff for their accomplishments. Trustee Ann McDaniel was pleased with the speed of the progress made by the Career Development Center (CDC) and suggested providing additional days, such as Reading Days, when classes would be suspended, to provide students time for job opportunities and internships. Dir. Shirey stated that the CDC does take advantage of Reading Days. Trustee McDaniel asked whether these services were marketed in collaboration with the admissions office, to which Vice President for Admissions and Financial Aid David Hautanen confirmed that collaboration was in progress. Trustee Danielle Troyan '92 applauded the director for bringing this concept to fruition. Trustee Peter Bruns asked if Bookbag-to-Briefcase program could take place via video. Ms. Shirey conveyed that it could, if appropriate, and that mock interviews allowed for great flexibility. Trustee John Bell '95 asked

how progress was measured and what the results indicated. The director stated that students were required to provide their reflections and that employers/partners share information with the CDC as well. Students also provide feedback after they have secured their first job.

Clarification of the Role of Student Trustee and the Connection to the Student Government Association (SGA) Student Trustee Justin Hoobler '19 provided an overview of the Student Government Association (SGA) and explained how the responsibilities of the student trustee are separate from those of the SGA. Hoobler '19 referenced the Memorandum of Understanding Regarding the Role of the Student Trustee and a letter from the SGA, both of which were available on the Board of Trustees Portal. He stated that communication is key and shared conversations he had with a senior SGA senator that revealed a misunderstanding regarding the chain of command. The Student Trustee position, though a separate position from that of the SGA president, is there to assist with leadership, encouragement, and support. Board Chair Holmes stated that the role of the student trustee is significant and then stated his appreciation to Dean Brown for his involvement.

Student Trustee Report Student Trustee Justin Hoobler '19 described a renewed civil ethic between the students and the administration. He described the process by which student Alec Bernstein '19 accumulated 20 hours of audio interviews with students living on north campus. These interviews were then organized to create a compact list of goals. A committee to address these goals, through coordination with administrators, was subsequently formed.

Hoobler '19 expressed his gratitude to Student Trustee-in-Training Jasmine Long '21 for updating the application form for the Student Trustee selection process. Her work focused on coalescing similar prompts together, grouping the application into sections of related questions, and framing the prompts to directly seek what the qualified candidates bring to their application. He looks forward to this year's process as they use these improvements to help future student trustees-in-training conduct an expedient and thorough first stage of the application process.

Response to Student Speak-Out Vice President for Student Affairs/Dean of Students (VPSA) Leonard Brown referred Committee members to the portal to review a copy of the January 19, 2019 email message that was distributed to all students.

Alcohol Task Force The task force will be comprised of staff, students, the St. Mary's County Health Department, and Trustee Allan Wagaman '06. The task force will meet with the Maryland Collaborative to review the 2016 and 2018 surveys. A report will be provided to the Trustees at the next Board meeting.

Action Items

II.A. Endorsement of Emergency Operations Plan (EOP)

The primary purpose of the EOP is to preserve and protect the lives of SMCM students, faculty, and staff by initiating, coordinating, and sustaining an effective College response to any emergency situation in order to maintain the continuity of mission-essential functions. The highlights of the EOP are:

1. Identify planning assumptions and develop policies.
2. Establish a concept of operations built on interdepartmental coordination.

3. Assign specific functional responsibilities to the appropriate areas.
4. Coordinate actions necessary to respond to an emergency.

The Emergency Response Team (ERT) is comprised of members from the following departments: student affairs, public safety, physical plant, academic affairs, environmental health and safety, strategic communications, information technology and other departments as appropriate. The ERT will continuously review and update the EOP incorporating best practices, thus ensuring preparedness.

Co-chair Cindy Broyles '79 asked whether tabletop exercises were being conducted. VPSA Leonard Brown indicated that current exercises underway are *Active Shooter* and *Pandemic*. The next exercise will pertain to chemical spills.

Board Chair Sven Holmes stated that safety is a priority that requires a sense of seriousness with students and asked how we plan to get students in that mindset. Brown stated that students tend to focus on an active threat and that they have already had some training by the time they arrive at the College. The *Run, Hide, Fight* training is given each semester and has been well attended. The ERT takes this subject seriously.

Co-chair Cindy Broyles '79 motioned to endorse the EOP and it was seconded by Danielle Troyan '92 and John Bell '95. The action item passed unanimously.

President Jordan offered her reflection on how Student Affairs has evolved in the areas of the CDC Department, EOP, and care for the students under Vice President Leonard Brown's guidance. He was congratulated on achieving his Doctorate of Management. Co-chair Cindy Broyles '79 stated that the CDC has evolved significantly since she was a student at the College.

The meeting adjourned at 10:55 a.m.

**BOARD OF TRUSTEES
ADMISSIONS AND FINANCIAL AID**

REPORT SUMMARY

Date of Meeting: May 10, 2019

Date of Next Meeting: October 2019

Committee Chair: Carlos Alcazar

Committee Members: Peter Bruns, Board Chair Sven Holmes, President Jordan, Ann McDaniel, Allan Wagaman '06

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

Dashboard Metrics: N/A

Executive Summary:

The Office of Enrollment Management is pleased to submit its May report to the Committee on Admissions and Financial Aid of the Board of Trustees. This report includes information on 2018–2019 enrollment, Fall 2019 enrollment and financial aid, Fall 2020 recruitment and other initiatives, and updates on the international assessment and staffing.

A. 2018-2019 Enrollment

Spring Census:

The Office of Institutional Research completed the enrollment census for the spring term. We enrolled 28 new students (one first-year and 27 transfer students) on a goal of 28 new students. Of the 28 new students, four are part-time and 24 are full-time. This compares to 29 total new full-time students for Spring 2018 and 25 total new students, including four part-time transfer students, for Spring 2017.

In addition to the 28 new students, there were 1,420 returning students. The fall to spring term retention was 93.9%. This is 0.8% less than the comparative figure for 2017-2018 and 0.7% greater than 2016-2017.

The annual blended (average fall and spring) full-time equivalent enrollment is 1,506. This is a decline of two students compared to 2017-2018, and a decline of 58 students between 2016-2017 and 2017-2018.

B. Fall 2019 Enrollment

First-Year Students:

As of May 2, 2019, the College has received 1,599 first-year applications. This includes 742 Early Action applications, 32 Early Decision applications, 816 Regular Decision applications and five applications from students who deferred from a previous term. The Early Decision

application plan was reinstated after not being an option for a few years.

After the November 1 Early Action deadline, admissions staff began evaluating applications and decisions were released in waves beginning in mid-December. Financial aid awards were included with the admission decision letters in the packets sent home to admitted students.

The College has offered admission to 1,343 first-year applicants. We have not offered admission to almost 100 applicants. We have also withdrawn the applications of those who have not completed the application process despite multiple communications and outreach to have them complete their files. This was done to provide clarity on what applications remained active in the process for the admission committee's review. If a student then decides to complete their file, the application will be reactivated for review. We are continuing to review and make decisions on applications as they are received and become complete.

Following the release of admission decisions, the admission staff, in partnership with the Integrated Marketing team and other campus colleagues, implemented a comprehensive multi-channel yield effort that included personal outreach by students, faculty and staff, electronic and print communications, social media, texting, and on and off-campus events. The Office of Admissions hosted three off-campus Admitted Seahawk Welcome events in Bethesda, Edgewater, and Easton, MD.

Our signature yield events are the on-campus Admitted Seahawk Days (ASD). Between our February and April ASD events and a dedicated session at our Spring for St. Mary's Open House, we hosted 336 admitted students.

The recruitment strategy for the DeSousa Brent Scholars program was revised for the Fall 2019 entering class. Rather than asking students to apply for the program, a committee of admissions and DeSousa Brent staff selected admitted students with the desired qualities for invitation into the DeSousa Brent Scholars program. Thirty-seven enrolling students have accepted the invitation. This compares to 29 students who were admitted into the program at this time last year. An additional 24 students who were invited to become a member of the program have also submitted enrollment deposits. These students will be encouraged to become DeSousa Brent Scholars.

For much of the cycle first-year enrollment deposits were level or running ahead of last year at the same point in time. Beginning in mid-April this trend changed and the pace of enrollment deposit receipt slowed.

As of the close of business on May 2 we have received enrollment deposits from 302 first-year students, which also includes students who had previously deferred. This is 54 fewer students compared to Fall 2018 on the same date. Applicants who were admitted between December and mid-April had until May 1, the National Candidates Reply deadline, to submit their enrollment deposit. Students who are admitted after that time will have an adjusted deadline date. Between April 30 and the fall semester census date in 2018 and 2019 the College enrolled between 20

and 25 net additional students. To support the enrollment of further additional students, we will implement additional recruitment initiatives and review applications through the summer.

Once a first-year student has submitted their enrollment deposit, they receive information pertinent to the business of completing their enrollment, multi-channel engagement efforts, as well as invitations to participate in our summer orientation program. These efforts are being coordinated by the New Student Experience Team.

The day-long SOAR (Seahawk Orientation, Advising and Registration) programs will be on June 26, 27 and 28 for first-year students. Transfer students are advised and registered on an ongoing basis as they submit their enrollment deposit. In August, enrolling students will participate in the Transfer Day for incoming transfer students and Orientation for both first-year and transfer students as part of the move-in and matriculation process.

Transfer Students:

As of the close of business on May 2, we have received 95 transfer applications, 34 fewer than at the same time for Fall 2018. We have offered admission to 56 applicants and 24 students have submitted enrollment deposits. While we are running 13 enrolled behind last year, transfer staff are conducting ongoing outreach at our community colleges, hosting on campus Transfer Decision Days and are in close contact with prospective transfer students. We also have a significant number of prospective students who have started, but not yet submitted, their application for admission. The team on the ground feels confident in our ability to meet the transfer target of 100 at this time. The transfer admission priority deadline is June 1. Admission decisions and financial aid awards are released on a rolling basis and this will continue through mid-August.

C. Financial Aid

The Office of Financial Aid continued a number of initiatives to contribute to new student enrollment. A new financial aid piece was included in the admit packet mailing sent to all admitted students, 1,598 follow up mailings, 500 pro-active personal outreach calls to prospective students, and more than 30 special circumstance appeals by admitted families are included in these initiatives.

Free Application for Federal Student Aid (FAFSA) forms have been filed by 1,060 admitted students (1,032 FY/28 TR) as of April 25. Financial aid awards have been distributed to 1,047 (1,024 FY/23 TR) admitted students. The current tuition/fees discount rate for first-year students who have submitted enrollment deposits is 43%. This is 3% higher than last year at this time. The first-year discount will likely decrease as additional first-year students enroll and assuming past trends. The current tuition/fees discount rate for transfer students who have submitted enrollment deposits is 15.2%. This is 7% lower than last year at this time. While the transfer student discount will offset the first-year student discount, we should expect a small increase in the overall new student tuition/fees discount compared to Fall 2018.

D. Fall 2020 Recruitment and Other Initiatives

Recruitment efforts for the Fall 2020 and later entering classes are in progress. The new student search campaign was initiated in early March, staff have completed a robust spring off-campus recruitment schedule, and the campus hosted the annual Spring for St. Mary's Open House on April 6, 2019. The Open House was a success with more than 600 guests, including 247 prospective students in attendance. This compares to the 147 prospective students who attended the April 2018 Open House.

New software was installed to make the scheduling of campus visits easier and more mobile friendly. It includes a suite of automatic email and text communications and event evaluation capability. This program was first implemented for the spring Open House and now is being used for the scheduling of daily visits. A feature of the software is that the option to visit campus is now more prominently displayed on the College's homepage and other select pages. We believe this software, along with a robust communication strategy to invite prospective students to the spring Open House, contributed to increased attendance.

In March, Sara Ramirez joined the admission team on a temporary basis to support special projects and recruitment efforts. Sara is a seasoned admission professional who has served as a director of admission at three institutions. Sara's first project has been to complete assessment of competitor and St Mary's College visit experiences. The goal of this project is to ensure we are delivering a daily campus visit experience that reflects best practices while effectively promoting the St. Mary's College brand.

The Office of Admission has been working with the College of Southern Maryland (CSM) on two initiatives. The first is a concurrent enrollment program that will enable CSM students with interest in transferring to St. Mary's College (College) to be engaged in the life of the College and possibly take courses. The second is a reverse transfer program that will enable CSM students who transfer to the College before they receive their Associates Degree to receive that degree utilizing coursework taken at the College.

Following ongoing challenges with the current admissions customer relations management (CRM) system, the college requested proposals for a new CRM. We received six proposals which were fully reviewed by a committee that included staff from admissions, financial aid, and information technology. The College is in the process of awarding the contract.

E. International Assessment

International Education Advantage from Salem, Massachusetts conducted an assessment of the College's capacity and readiness to recruit, enroll and retain international students. During their two-day visit in November, they met with faculty, staff and students. They have also conducted interviews with alumni and parents. They delivered their report in early February and met with the campus community in late April to share the results of their assessment. This information will be used to convene a campus working group and inform the next strategic plan.

F. Staffing:

Two searches are currently underway. The first is for an Admission Counselor and the second is for the Assistant Director for Visitor Experience. The Assistant Director search was initially conducted during the fall and was failed in January.

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

None

**ADMISSIONS AND FINANCIAL AID COMMITTEE
MEETING OF MAY 10, 2019**

AGENDA

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Fall 2019 enrollment update
 - B. Fall 2020 new student recruitment update
 - C. Test-Optional Policy
- III. ACTION ITEMS (None)**
- IV. INFORMATION ITEMS**
 - A. Minutes from meeting of February 1, 2019

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

**BOARD OF TRUSTEES
ADMISSIONS AND FINANCIAL AID COMMITTEE**

MINUTES

Date of Meeting: February 1, 2019

Status of Minutes: Approved March 31, 2019

Admissions and Financial Aid Committee Members Present: Peter Bruns, Ann McDaniel, Allan Wagaman '06, Board Chair Sven Holmes, President Tuajuanda Jordan (via conference call)

Committee Members Absent: Carlos Alcazar, Anirban Basu

Staff Member: David L. Hautanen, Jr.

Others Present: Bhargavi Bandi, Betsy Barreto, John Bell '95, Allison Boyle, Leonard Brown, Cindy Broyles '79, Mike Bruckler, Donny Bryan '73, Carolyn Curry, Susan Dyer, Cynthia Gross, Gail Harmon, Justin Hoobler '19, Kendra Lawrence, Meghan Lang '17, Jasmine Long '21, Rob Maddox '07, Faculty Delegate Leah Mazur, Paul Pusecker, Beverly Read, Danielle Troyan '92, Mike Wick, Staff Senate Delegate Marsha Wilcox, Anna Yates

Executive Summary

The Admissions and Financial Aid Committee member Ann McDaniel called the meeting to order at 11:00 a.m.

Review of Preliminary Spring 2019 Enrollment:

- We have enrolled 30 new students compared to 29 last year.
- Returning student retention is down 0.5% to 94.2% compared to Spring 2018.
- The projected annual FTE is 1506 which is level with last year at this time.

Fall 2018 Admitted Student Survey:

Vice President Hautanen reviewed the results of the Admitted Student Survey and noted the following observations:

- Our primary competition are other in-state public institutions.
- Personal attention is a decision driver.
- Enrolling students are confident and comfortable with their enrollment decision.
- The LEAD curriculum matches interest and needs.

Report on the Admitted Student Yield Strategy:

Vice President Hautanen distributed personalized admit packet to the committee members. Committee members reviewed their packets and suggested that the financial aid piece be modified to more strongly highlight the bottom-line amount a student will owe after all financial aid has been applied.

Following admission notification, a comprehensive yield campaign featuring personal outreach, electronic and print communications, and social media is being executed by the Admission team in partnership with Integrated Marketing. The on-campus Admitted Seahawk Days are February 22nd and April 5th. There are three Admitted Seahawk Welcome events being held around the state. Once all dates and locations are confirmed, Vice President Hautanen will share this information with the committee.

Report on Fall 2020 New Student Recruitment:

Vice President Hautanen outlined the various strategies being used to recruit students for Fall 2020:

- We are working with a new partner for our annual new student search.
- Print communications are incorporating suggestions and recommendations from Creative Communication Associates.
- Our annual Spring for St. Mary's Open House is on Saturday, April 6.
- The Admission Office's public spaces are being refurbished.
- The College was invited to become a member of the Coalition for College Access joining the University of Maryland, College Park. Institutions need to meet certain benchmarks in order to be members of the Coalition. The College and UMD are the only Maryland public institutions that meet the benchmarks.

The meeting adjourned at 11:55 a.m.

**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE
REPORT SUMMARY**

Date of Meeting: April 29, 2019

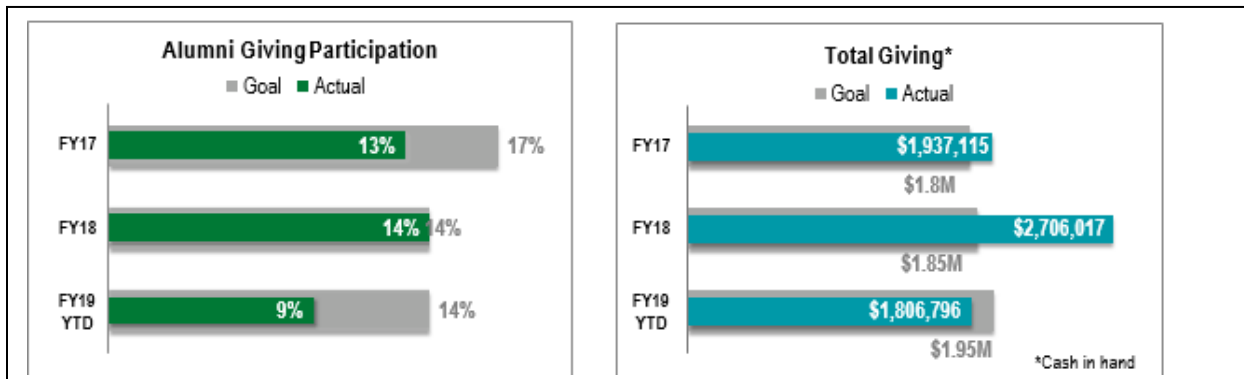
Date of Next Meeting: October 18, 2019

Committee Chair: Gail Harmon

Committee Members: Cindy Broyles '79, Peg Duchesne '77, Elizabeth Graves '95, Trustee Chair Sven Holmes, President Tuajuanda Jordan, Danielle Troyan '92, and Allan Wagaman '06 with Barret Emerick, Amir Reda '13, Jack Saum '89, Kelly Schroeder

Staff Member: Vice President Carolyn Curry

Dashboard Metrics:



Executive Summary:

The Institutional Advancement Committee (IAC) will review FY19 progress-to-date in fundraising, alumni relations and College branding through integrated marketing. In addition to fundraising metrics, the Committee will be updated on the Jamie L. Roberts Stadium mini-campaign on seats, lockers and named spaces; the Landers Scholars Challenge; and further plans to support the Learning through Experiential and Applied Discovery (LEAD) initiative. Foundation President Jack Saum will briefly highlight the Foundation's work (*see submitted report*).

Progress-to-date on alumni participation and engagement metrics will be reviewed and Allan Wagaman, alumni association president, will provide an overview of the Council's activities (*see submitted report*).

Branding activities and targeted enrollment management marketing since the February meeting will be reviewed, along with projects in the pipeline and their purposes.

IAC Chair Gail Harmon will discuss the LEAD emphasis to be honed this summer, the impact of Trustees this giving cycle (July 1, 2018- June 30, 2019), and Development's major gift work, a focus generated by the IAC last summer.

**INSTITUTIONAL ADVANCEMENT COMMITTEE
MEETING OF APRIL 29, 2019**

**OPEN SESSION
AGENDA**

I. DISCUSSION ITEMS

A. Development

1. FY19 fundraising progress-to-date
2. Major gifts update
3. Jamie L. Roberts Stadium mini-campaign (seats, lockers, naming)
4. Upcoming fundraising focus
5. Report by St. Mary's College of Maryland Foundation President
 - a. Endowment portfolio
 - b. Emeritus/Emerita
 - c. Strategic plan update

B. Alumni Relations

1. Job-IQ alumni career advisor update
2. Report by St. Mary's College of Maryland Alumni Association President

C. Integrated Marketing

1. Deliverables-to-date on enrollment and brand marketing
2. Next steps

II. ACTION ITEMS

There are no action items.

III. INFORMATION ITEMS

- A. Minutes (Meeting of February 1, 2019)
- B. Key Calendar of Events

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

**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

MINUTES

Date of Meeting: February 1, 2019

Status of Minutes: Approved

Institutional Advancement Committee Members Present: Committee Chair Gail Harmon, Cindy Broyles '79, Peg Duchesne '77, Elizabeth Graves '95, Board Chair Sven Holmes, President Tuajuanda Jordan, Jack Saum '89, Danielle Troyan '92, Allan Wagaman '06

Committee Members Absent: None

Staff Member: Carolyn Curry

Others Present: Sandra Abell, Betsy Barreto, John Bell '95, Lex Birney, Allison Boyle, Leonard Brown, Michael Bruckler, Peter Bruns, Donald Bryan '73, Barrett Emerick, Cynthia Gross, David Hautanen, Justin Hoobler '19, Glen Ives, Jasmine Long '21, Ann McDaniel, Paul Pusecker, Kelly Schroeder, Doria Stitts, David Sushinsky '02, Mike Wick, Anna Yates

Executive Summary

Institutional Advancement Committee Chair Gail Harmon called the meeting to order at 2:25 p.m.

Development Update

Vice President for Institutional Advancement Carolyn Curry presented an overview of fundraising goals and progress FY19 year-to-date as of February 1, 2019, with a particular focus on major gift giving resulting from an effort initiated by Ms. Harmon. Included in the report: total FY19 year-to-date giving is \$1.2M (toward the goal of \$1.95M). The current alumni participation rate is 9% (1,038 donors) toward the FY19 goal of 14% (1,587 donors).

The Jamie L. Roberts Stadium dedication is scheduled for Saturday, September 7, 2019. In preparation, the Development office will begin a mini-campaign on April 2 whereby donors will be offered naming opportunities for stadium lockers, seats and named spaces.

SMCM Foundation President Report

Foundation President Jack Saum reported a Foundation endowment market value as of September 30, 2018 of \$32.88M, and a College endowment/quasi-endowment of \$3.94M.

The Joint Investment Advisory Committee (JIAC) on December 17 made the recommendation to award the RFP for portfolio investment management to J.P. Morgan for both the Foundation and for St. Mary's College. The Foundation accepted the recommendation for its portfolio.

At its November 13, 2018 meeting, the Foundation Board elected two new directors: Candace Osunsade and Susan Paul.

Alumni Relations Update

In addition to the report submitted, Director of Alumni Relations David Sushinsky '02 provided key metrics from the *Giving Tuesday* initiative on November 27. The final results revealed \$286,886 was raised among a total 1,374 donors—all new records.

In a continuing effort to engage alumni, the Alumni Relations unit has partnered with the Career Center to implement alumni career advising as part of Job-IQ to complement the College's new Learning through Experiential and Applied Discovery (LEAD) curriculum. Currently, there are 30 alumni career advisors paired with 30 freshmen to test the process. Through the work of Assistant Alumni Director Kelly Schroeder, 250+ alumni career advisors will be paired with students in fall 2019.

Alumni Association President Allan Wagaman added to his written report that the \$15,000 Alumni Council challenge created for *Giving Tuesday* improved student involvement and boosted alumni participation.

Board Assistance in Reaching Goals

Following up from her October appeal to trustees to help reach goals, Chair Gail Harmon highlighted tangible progress. Among her highlights: 19 trustees gave to *Giving Tuesday* and raised \$22K, six are now major gift donors, seven have opened doors to major donors, and six participated in the alumni Welcome to Our Neighborhood events. She asked trustees to consider becoming Job-IQ advisors, to identify donors for LEAD and naming opportunities, and to help thank donors.

Integrated Marketing Update

VP Curry and Assistant Vice President of Integrated Marketing Michael Bruckler highlighted unit deliverables that complement enrollment efforts including direct mail, website integration, brand spirit videos, digital targeting and social media. A brand style guide was just completed by Creative Communications Associates (CCA) in collaboration with the unit. The National Public Honors College brand continues to be integrated into alumni communications, the Parents Newsletter, advertising, Development fundraising and College events. The semester deliverables by CCA and the unit include the fall viewbook and travel piece; a LEAD brochure, video and web landing page; guidance counselor communiques; and new photography. The unit will also be complementing search efforts with digital marketing.

Chair Harmon encouraged committee members to attend the Alumni Legislative Reception in Annapolis on February 19 and the annual Donor Thank You reception on June 14 that ties to a new concert that evening—The Mulberry Music Festival, Act I—created by President Jordan.

Action Items

There were no action items.

The meeting adjourned at 3:40 p.m.

BOARD OF TRUSTEES
JOINT ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE
REPORT SUMMARY

Date of Meeting: May 10, 2019

Date of Next Meeting: October 18, 2019

AA Committee Chair: Peter Bruns

SA Committee Co-Chairs: Lex Birney, Cindy Broyles '79

Committee Members: Carlos Alcazar, John Bell '95, John Bullock, Peg Duchesne '77, Susan Dyer, Elizabeth Graves '95, Board Chair Sven Holmes, Justin Hoobler '19, Glen Ives, President Tuajuanda Jordan, Larry Leak '76, Ann McDaniel, Danielle Troyan '92

Staff Members: Michael Wick, Leonard Brown

Dashboard Metrics

N/A

Executive Summary

Discussion Item

Update on the LEAD Curriculum Initiative

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

N/A

**JOINT ACADEMIC AFFAIRS AND
STUDENT AFFAIRS COMMITTEES
MEETING OF MAY 10, 2019**

AGENDA

- I. CALL TO ORDER**
- II. DISCUSSION ITEM**
 - A. LEAD Curriculum Initiative Update
- III. INFORMATION ITEMS**
 - A. Meeting Minutes of February 1, 2019

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



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEES
JOINT OPEN SESSION**

MINUTES

Date of Meeting: February 1, 2019

Status of Minutes: Approved March 18, 2019

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

Academic Affairs Committee Members Absent: John Bullock, Glen Ives

Staff Member: Michael Wick

Student Affairs Committee Members Present: Co-Chair Cindy Broyles '79, John Bell '95, Elizabeth Graves '95, Peg Duchesne '77, Board Chair Sven Holmes, Justin Hoobler '19, President Tuajuanda Jordan, Larry Leak '76, Danielle Troyan '92

Student Affairs Committee Members Absent: Co-Chair Lex Birney, Carlos Alcazar

Staff Member: Leonard Brown

Others Present: John Ahearn '76, Aileen Bailey, Betsy Barreto, Allison Boyle, Ann Marie Brady, Michael Bruckler, Carolyn Curry, Michael Dunn, Misty Frantz, Cynthia Gross, David Hautanen, Gail Harmon, Anne Harvey-Diggs, David Hautanen, Doug Hovland, Jasmine Long '21, Andrew Messick '19, Dan Pindell, Paul Pusecker, Kate Shirey, Amanda VerMeulen, Allan Wagaman '06, Christine Wooley, Anna Yates, Derek Young '02

Executive Summary

The Joint Meeting of the Academic Affairs and Student Affairs Committees was called to order at 9:20 a.m.

Director of Career Development Kate Shirey and Professor of Psychology Aileen Bailey provided an update from the Core Design Workgroup (CDW). The Career Development Office has partnered with the faculty to design courses that will be incorporated into the LEAD curriculum initiative. Opportunities for career exploration through job shadowing, mentorship in career fields of interest, and increased internship preparation and participation have increased significantly. The LEAD curriculum provides opportunities for students to include substantial experience on their resumes. Student learning outcomes have shown that 80% of students are able to identify their academic and professional goals after taking the course.

Provost and Dean of Faculty Michael Wick stated that the transition from the current curriculum to the LEAD curriculum was moving forward. The options available within the existing curriculum are flexible and transfer friendly, making it easier for students to take advantage of the

LEAD curriculum opportunities. Full implementation of the LEAD curriculum is expected to take place in Fall 2021. Dr. Wick expressed his appreciation for the work of the CDW and stated that the LEAD curriculum is a national model and represents the vision of President Jordan. The College is taking a holistic approach to educate students. The Academic Affairs and the Student Affairs Committees collaborate to make the program work. President Jordan expressed her appreciation to all for the level of accomplishment the CDW has attained. There are no other colleges providing this curriculum.

Chair Holmes commented that if the College continues to attract the best students, then we will continue to attract the best faculty. The quality of the students will directly impact the quality of the faculty. Chair Holmes thanked the CDW and the faculty for their work.

The meeting adjourned at 9:50 a.m.

**BOARD OF TRUSTEES
OPEN SESSION**

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

MINUTES

Date of Meeting: February 2, 2019

Status of Minutes: Approved March 26, 2019

Board Members Present: Board Chair Sven Holmes, Anirban Basu, John Bell '95, Lex Birney, Cindy Broyles '79, Peter Bruns, Donny Bryan '73, Peg Duchesne '77, Susan Dyer, Elizabeth Graves '95, Gail Harmon, Glen Ives, President Tuajuanda Jordan, Justin Hoobler '19, Larry Leak '76, Danielle Troyan '92, Allan Wagaman '06, John Wobensmith '93

Board Members Absent: Carlos Alcazar, John Bullock, Steny Hoyer, Ann McDaniel

Others Present: Betsy Barreto, Allison Boyle, Leonard Brown, Mike Bruckler, Karen Crawford, Carolyn Curry, Michael Dunn, David Hautanen, Cynthia Gross, Jasmine Long '21, Paul Pusecker, Michael Wick, Anna Yates

Executive Summary: The St. Mary's College of Maryland Board of Trustees held an open session meeting on Saturday, February 2, 2019. Board Chair Sven Holmes called the meeting to order at 11:09 a.m.

Chair Holmes reported he had attended the faculty meeting earlier in the week. During the meeting, it was very clear that it is a priority of the faculty to make St. Mary's College of Maryland an institution of choice for both current and prospective students. He further stated that the department chairs have a central role in making sure this institution continues to be recognized as The National Public Honors College.

President Jordan remarked that St. Mary's College had evolved into The National Public Honors College thanks to the tremendous efforts of faculty and staff, in particular the programs that have been implemented by the Office of Career Development. These efforts are a critical component in making the LEAD program a success. President Jordan noted that there had been many events taking place on campus, both intellectual and cultural, that not only provided enriching opportunities for faculty, staff, and students, but for the community as well. President Jordan also stated that the Ark and Dove Award, the College's highest award, had been bestowed upon two very important community members the previous evening (Hal "Ed" Cole and Loretta "Tiny" Taylor), giving the Board of Trustees an opportunity to honor them for their contributions to the College. President Jordan expressed her appreciation to the Board of Trustees for their continuous help and support in making St. Mary's College the premier institution that it has become.

Vice President for Student Affairs and Dean of Students (VPSA) Leonard Brown and Provost Michael Wick provided an update to the Board regarding the LEAD curriculum. Dr. Brown stated that course design was a priority for the Career Development Center, led by Director Kate Shirey. The courses are designed to assist students in determining which direction their liberal arts education will take them. By Fall 2019 the College plans to pilot 10 sections with a full implementation by Fall 2020. An estimated 425 opportunities (research and internships) are needed each year in order to accommodate each student. Currently there are approximately 160 opportunities to conduct research with a faculty member and 80 on-campus internships available. The Career Development Center is constantly developing new opportunities with the goal of covering that gap by Fall 2020.

Dr. Wick stated that the faculty had voted earlier in the week with nearly 87% endorsing the LEAD curriculum. He recognized Faculty Senate President Karen Crawford and thanked her for her leadership. The College is in a very good position and the faculty is very proud of where we are and where we are headed. Board Chair Sven Holmes expressed his gratitude to Dr. Wick and Dr. Crawford for being instrumental in the progress of the LEAD curriculum. Trustee Peter Bruns suggested that the College's LEAD curriculum and vision be included in the recruitment of new faculty, if it is not being done so already.

Vice President for Business and Finance Paul Pusecker provided a Buildings and Grounds Committee update. The three artists who were finalists in the Enslaved People Commemorative project will present their design concepts in mid-February. The presentations will be recorded and available on the College's website. The unusually wet weather has caused delays in the completion of the Jamie L. Roberts Stadium, but despite the weather-related obstacles, the turf field has been in use for practices and games. Plans are in progress for the dedication of the Jamie L. Roberts Stadium, which will take place on September 7. The New Academic Building and Auditorium project has progressed into the design development stage and at this time next year ground will have been broken and construction underway. The College has obtained the necessary permits to allow the Route 5 Traffic Calming project to move forward. Construction on the pathway will begin in Summer 2019 with a completion date of Summer 2020.

Faculty Senate President Karen Crawford provided a presentation highlighting her research and study of developing embryos and limb regeneration in salamanders. Dr. Crawford also shared her findings from research of early embryogenesis in cephalopods.

Action Items

1819-09 Approval of a Revision to the College's Employee Handbook

The item was presented by Finance, Investment, and Audit Committee Chair John Wobensmith '93. The revision, specifically to update the Parental Leave Policy, was necessary in order to comply with the Code of Maryland Regulations effective October 1, 2018. The updates to the policy include a change in the amount of paid parental leave from 30 days to 60 days, allowing employees to utilize parental leave for the birth or placement of a child under six years of age. The

restriction to allow the use of parental leave only once every two years was also removed. A motion was made, seconded, and the item was approved unanimously.

1819-10 Endorsement of Standard Operating Procedures

The item was presented by Student Affairs Committee Co-Chair Cindy Broyles '79. The Emergency Operations Plan is a foundational document designed to support the College in meeting its obligation to be prepared for a variety of threats to the campus community. The Emergency Operations Plan sets forth an operational structure and outlines basic operational procedures that shall direct those individuals and departments that may be called upon to assist in an emergency response. Endorsement of the Emergency Operations Plan by the Board of Trustees affirms the College's commitment to the safety and security of the campus at all levels of the institution. A motion was made, seconded, and the item was approved unanimously.

The meeting adjourned at 12:12 p.m.