

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

**Date of Meeting:** October 18, 2019

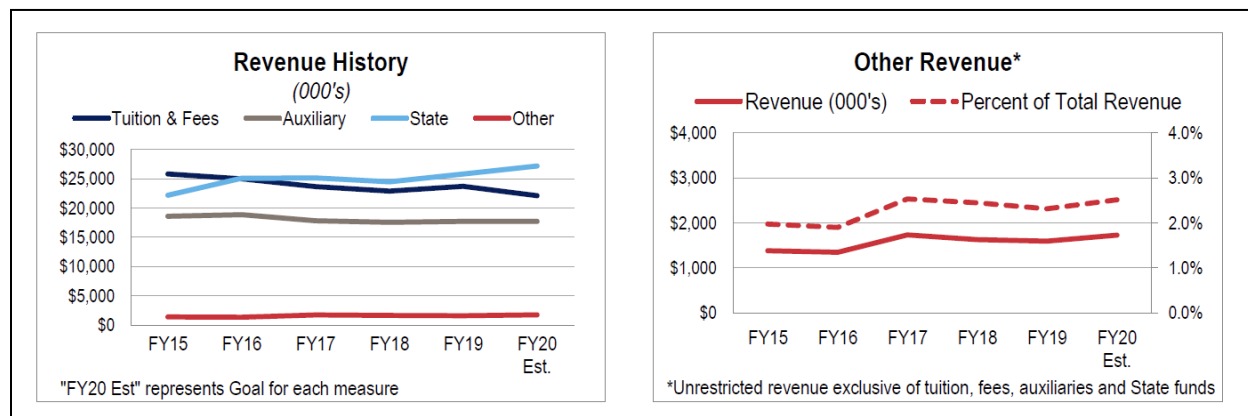
**Date of Next Meeting:** TBD

**Committee Chair:** John Wobensmith '93

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

**Staff Member:** Paul Pusecker

**Dashboard Metrics**



**Executive Summary**

**Discussion Items**

**FY19 Operating Budget Closing and Status of Financial Statement Audit**

Fiscal year 2019 closed on June 30, 2019 and the review and adjustments for year-end activity are complete. The entrance interview with SB and Company took place on August 9, 2019 and field work is now complete. Drafts financial statements were received October 4, 2019; work continues on the notes and other text. The audited statements will be presented to the Finance, Investment, and Audit Committee for review in December.

Actual operating fund results are a deficit of \$3.42M as the College spends down \$5.4M in rollovers from the previous three fiscal years. Rollovers to FY20 total \$2.98M for a fully funded net change in financial position over the last three fiscal years of zero. Rollovers include significant carry-forward items from the previous several fiscal years (\$2.98M) including the ERP project. The year-end operating result is approximately \$2.0M better than the expected \$5.4M loss. FY19 preliminary and un-audited results are final at this time.

## **Information Items**

### FY20 Results to Date

Overall revenue collections are as expected at 39.6% of the budgeted level and expenditures are running 19.0% lower than the equivalent period last year. All programs of expenditure fall with expected changes year-to-year, with the exception of dining (Bon Appetit). Expenses paid to date for dining were \$725K in the prior year vs. \$204K in the current year. Debt service payments for September are also approximately \$400K lower this year vs. last year. Scholarship expense is roughly aligned with the allocation for FY20. Actual scholarship expense is 2.7% lower than the prior year due to lower student counts.

### Enterprise Resource Planning System (ERP)

In late Spring 2019, the ERP project started with the CampusNexus Student system. During this FY20 academic year we will be migrating financial aid, student accounts, enrollment and registration, and academic records over to CampusNexus Student with an anticipated go live launch in June 2020. It is anticipated that we will achieve full implementation and go live in early Summer 2020.

### Update on the Legislative Audit

The Department of Legislative Services has initiated the four-year audit cycle. The auditors initially arrived on August 26 and the completion date of fieldwork is expected to be in the January time frame. The Finance, Investment, and Audit Committee Chair will be provided with updates on the legislative audit as it progresses. A separate team will review information technology operations. To date our interactions with the team are cordial and professional with no areas of particular concern remaining unaddressed.

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

### **II.A. Revision of the FY20 Current Fund (Operating) Unrestricted Budget**

The Finance, Investment, and Audit Committee will be presented with the revision to the current fund (operating) budget for fiscal year 2020. The revision incorporates carry-forward authorization for \$2,983,242 encumbered but not expended as of June 30, 2019.

### **II.B. Reconciliation of the FY20 Plant (Capital) Budget**

The Finance, Investment, and Audit Committee will be presented with proposed revisions to the plant fund (capital) budget for fiscal year 2020. Six major projects with value greater than \$200K continue with a balance remaining of \$3.025M. Projects with value greater than \$200K require explicit Board of Trustees approval. Additional projects with a value less than \$200K have a remaining balance of \$814K. FY19 plant fund activity is reconciled to the end of the fiscal year and new projects approved in May 2019 are added. The FY20 active project budget totals \$3.8M. The projected unencumbered plant fund balance is \$1.4M, pending the final receipt of future Foundation funds. Bracketed references in the reconciliation schedule are derived from the subsequent listing of all plant projects.

### **II.C. Approval of the 2019 Performance Accountability Report**

The Performance Accountability Report (PAR) is a report required by the State of Maryland that assesses the College's progress on a variety of goals and objectives including academics, enrollment, retention and graduation, financial aid, and student outcomes. The report provides data on specific metrics as well as narrative describing strengths and challenges. Maryland law

requires institutions to submit their PAR to the Maryland Higher Education Commission for review, and final submission to the Governor and General Assembly. Approval of this action item is contingent upon the endorsement of the Campus Life and Facilities Committee and the Academic Affairs Committee.

**II.D. Approval of Revisions to the Employee Handbook**

The suggested revisions to the Employee Handbook will include an Organ Donation Leave Policy that provides employees up to three (3) days of paid leave to serve as a bone marrow donor and ten (10) days of paid leave to serve as an organ donor and an update the Workplace Bullying Policy to provide an updated definition, updated examples, a training component, complaint processes for employees in and employees not in protected classes, a notice prohibiting retaliation, extended reporting pathways and a data collection requirement.

**FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2019  
AGENDA**

- I. DISCUSSION ITEMS**
  - A. FY19 Operating Budget Closing and Status of Financial Statement Audit
  - B. Dashboards
  
- II. ACTION ITEMS**
  - A. Revision of the FY20 Current Fund (Operating) Unrestricted Budget
  - B. Reconciliation of the FY20 Plant (Capital) Budget
  - C. Approval of the 2019 Performance Accountability Report
  - D. Approval of Revisions to the Employee Handbook: Update the Workplace Bullying Policy and Inclusion of the Organ Donation Leave Policy
  
- III. INFORMATION ITEMS**
  - A. CFU FY20 Results to Date
  - B. Enterprise Resource Planning System (ERP)
  - C. Reportable Procurement Items
  - D. Joint Investment Activities
  - E. Update on Legislative Audit
  - F. Minutes (Meetings of April 2019 and June 2019)
  
- IV. Vote to close meeting in compliance with Title 10, Subtitle 3 of the General Provisions Article (the Open Meetings Act)**

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

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2019  
DISCUSSION ITEM I.A.  
FY19 OPERATING BUDGET CLOSING AND  
STATUS OF FINANCIAL STATEMENT AUDIT**

*Please note that these figures are preliminary and un-audited.*

Fiscal year 2019 (FY19) closed on June 30, 2019. Review and adjustments for year-end activity are complete. The entrance interview with SB and Company took place on August 9, 2019, and field work which began on September 16 has been completed. Drafts of the financial statements were received October 4, 2019, work continues on the notes and other text. We remain on schedule with the audit tasks and the audited statements will be presented to the Finance, Investment, and Audit Committee for review in December.

Actual operating fund results are a deficit of \$3.42M as the College spends down \$5.4M in rollovers from the previous three fiscal years. Rollovers to FY20 total \$2.98M for a fully funded net change in financial position over the last three fiscal years (FY17, FY18, & FY19) of zero. Rollovers include significant carry-forward items from the previous several fiscal years (\$2.98M) including the ERP project.

The year-end operating result is approximately \$2.0M better than the expected \$5.4M loss. Significant changes include revenue below budget totaling \$0.23M, offset by: \$1.0M of unspent expenditure budgets related to lower revenues in dining activity and study abroad participation; payroll savings totaling \$756K after returning \$26.5K to the state related to unspent health insurance budgets and before non-cash pension and workers compensation adjustments; utility savings in the amount of \$316K; \$744K in overspent scholarships; encumbered items equaling \$503K; and other miscellaneous unspent budgets.

FY19 preliminary and un-audited results are final at this time. On a cash basis, Current Fund Unrestricted (CFU) Revenues of approximately \$68.9M were lower than expenditures and transfers, totaling \$72.3M, a difference of (\$3.42M). The all-funds financial statement results on an accrual basis are a \$298K loss before state capital investment and a gain of \$11.3M overall. The change in accrual basis results are explained by depreciation expense, non-cash pension expenditures of \$726K and other non-cash changes of \$220K.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2019  
DISCUSSION ITEM I.A.**

**FY19 OPERATING BUDGET CLOSING AND STATUS OF FINANCIAL STATEMENT AUDIT**

	<b>FY19 Budget</b>	<b>FY19 ACTUAL</b>
<b>REVENUES:</b>		
Tuition & Fees	23,455,052	23,715,726
State Appropriations	25,833,511	25,833,511
Return of State Funds - Health Insurance		(26,554)
Federal Grants & Contracts	0	990
State Grants & Contracts		0
Private Gifts, Grants		0
Endowment Income		0
Sales/Serv Educ Dept	799,789	548,529
Sales/Serv Auxiliary Enter	18,156,757	17,740,856
Interest Income Other	496,000	792,243
Additions to Fund Balance - End. Income	95,000	0
Other Sources	254,400	250,166
<b>TOTAL CURRENT REVENUES</b>	<b>69,090,509</b>	<b>68,855,467</b>
<b>EXPENDITURES</b>		
Instruction	20,693,590	19,888,173
Research	0	96
Public Service	98,404	89,349
Academic Support	2,240,581	2,139,897
Student Services	7,184,851	7,615,414
Institutional Support	17,336,733	14,423,111
Operation & Maintenance	5,059,069	5,082,628
Scholarships & Fellowships	6,743,672	7,487,438
Auxiliary Enterprises	10,805,784	10,847,568
<b>TOTAL CURRENT EXPENDITURES</b>	<b>70,162,684</b>	<b>67,573,674</b>
<b>Transfers In (Out)</b>		
P & I Debt Requirements	4,006,955	4,326,440
Non Mandatory Transfers		
Transfer to Plant	375,000	375,000
Renewal/Replacement/Other		
Support to Other Departments	0	0
	<b>4,381,955</b>	<b>4,701,440</b>
	<b>74,544,639</b>	<b>72,275,114</b>
<b>Total Increase (Decrease) Fund Balance</b>	<b>(5,454,130)</b>	<b>(3,419,647)</b>

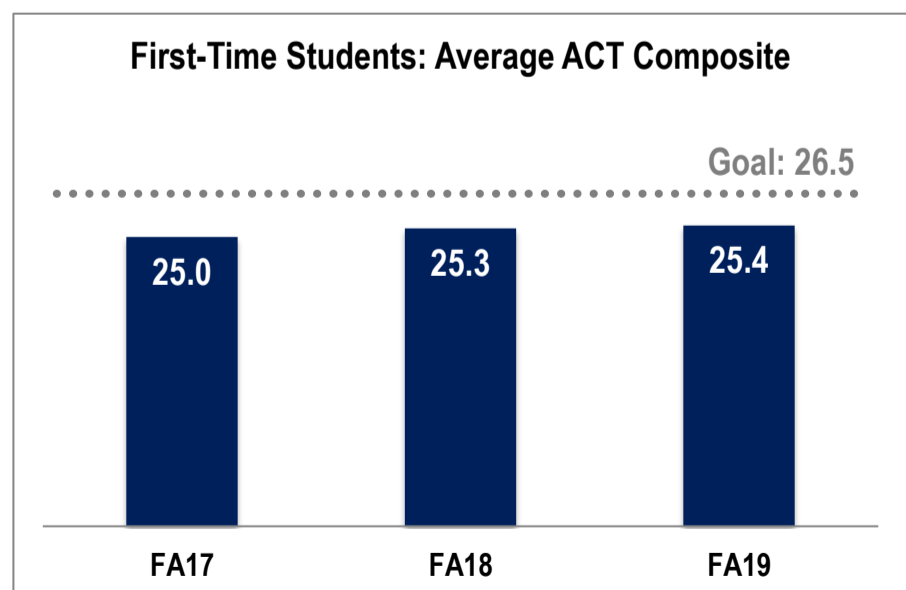
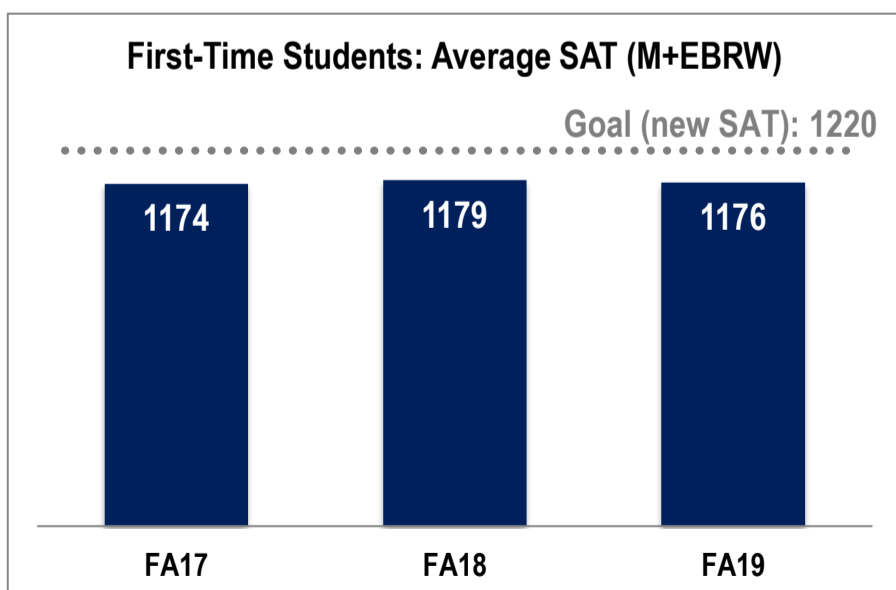
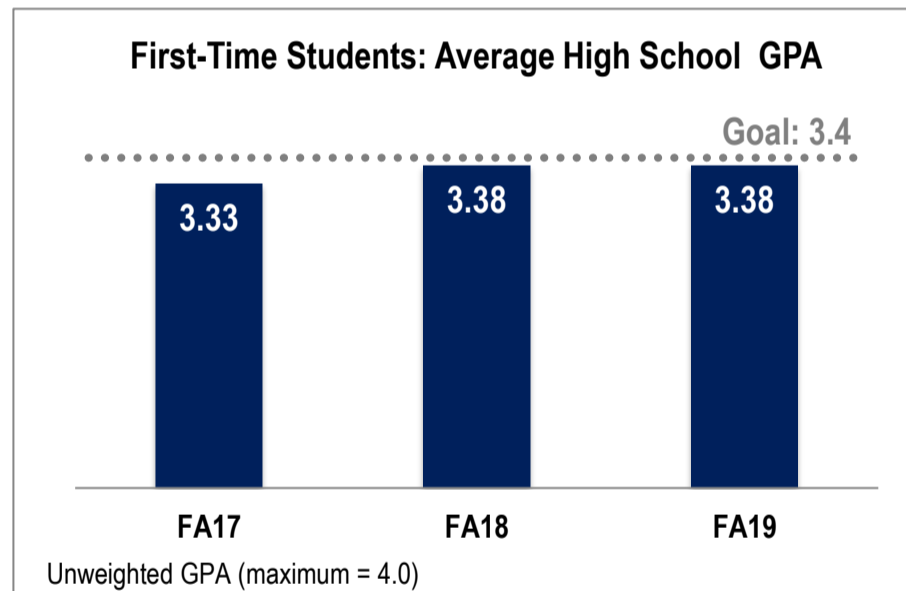
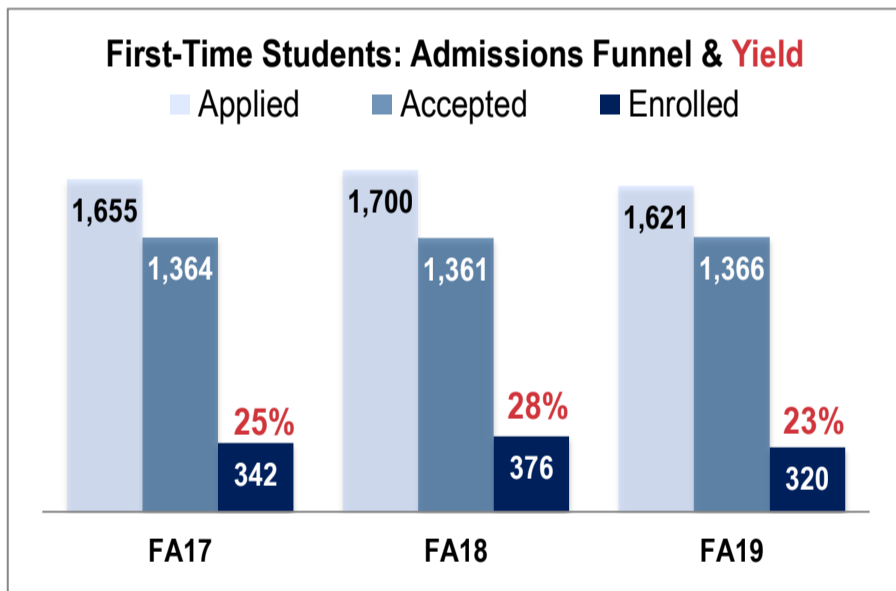
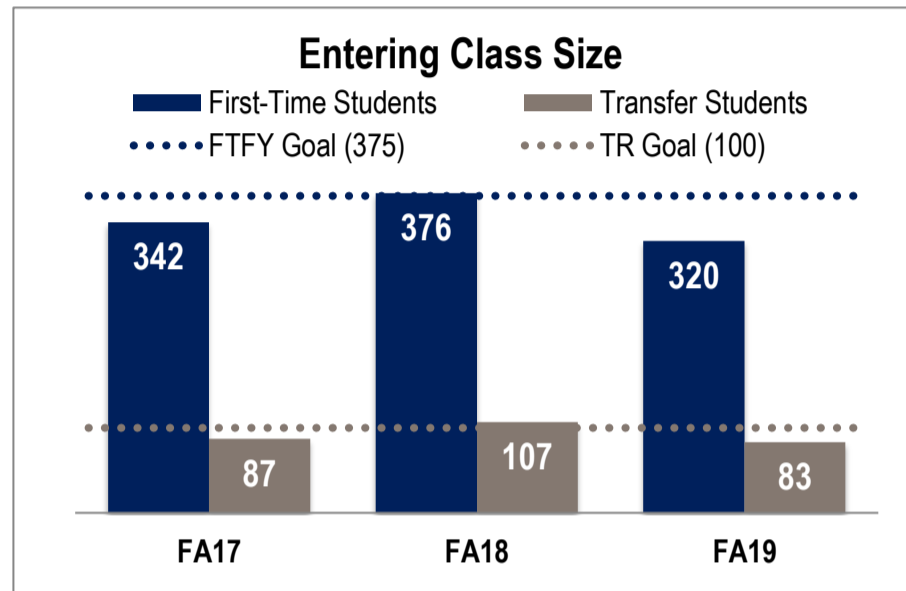
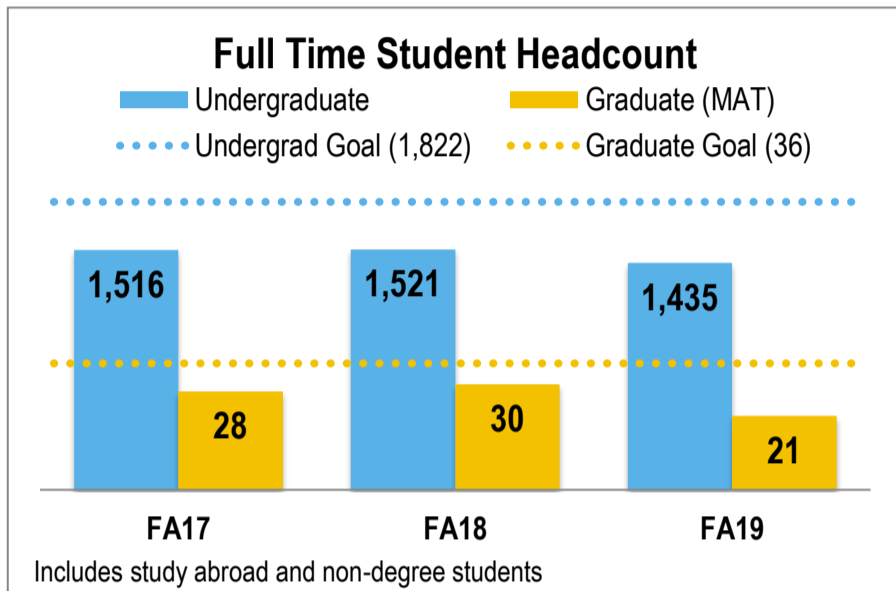
**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2019  
DISCUSSION ITEM I.B.  
DASHBOARD**

The current dashboard follows.

## Board of Trustees Dashboard - October 2019

### Student Characteristics in Enrollment

Fall 2019 figures based on preliminary census (freeze) data, 9/30/2019

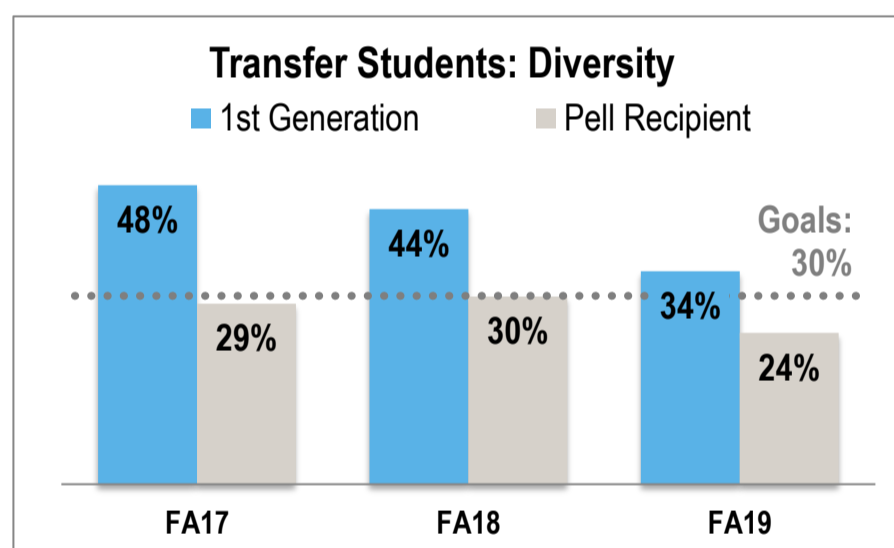
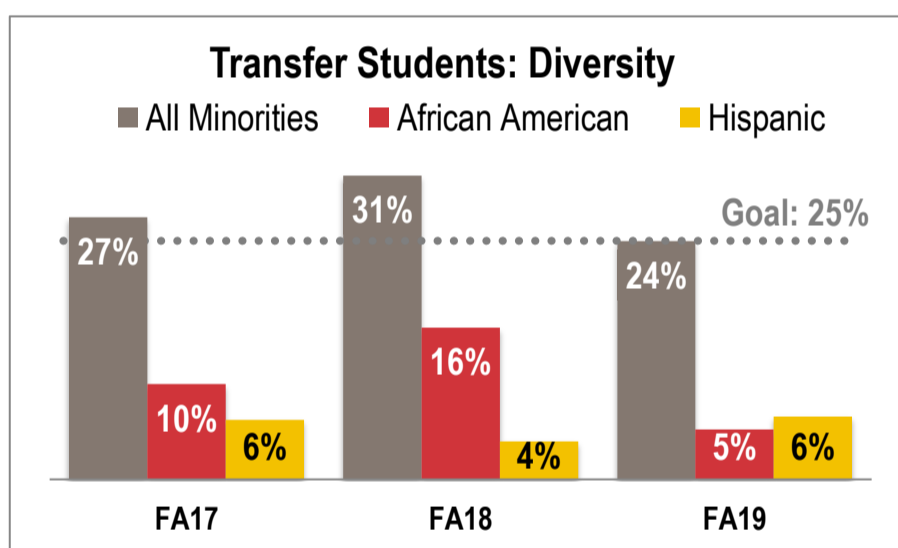
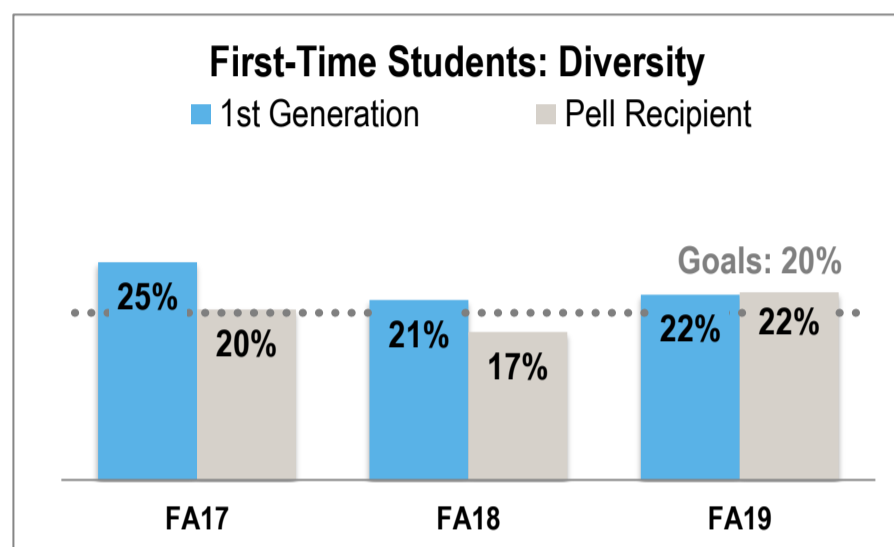
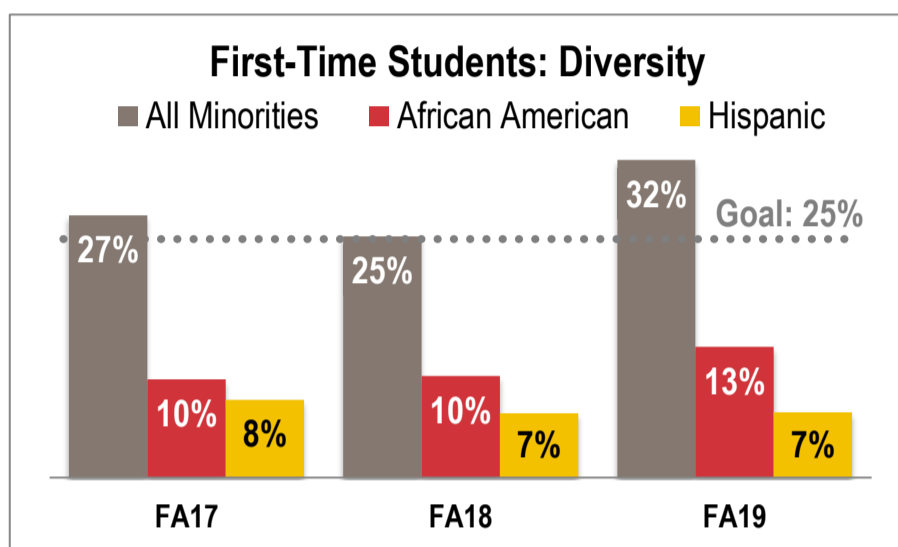




## Board of Trustees Dashboard - October 2019

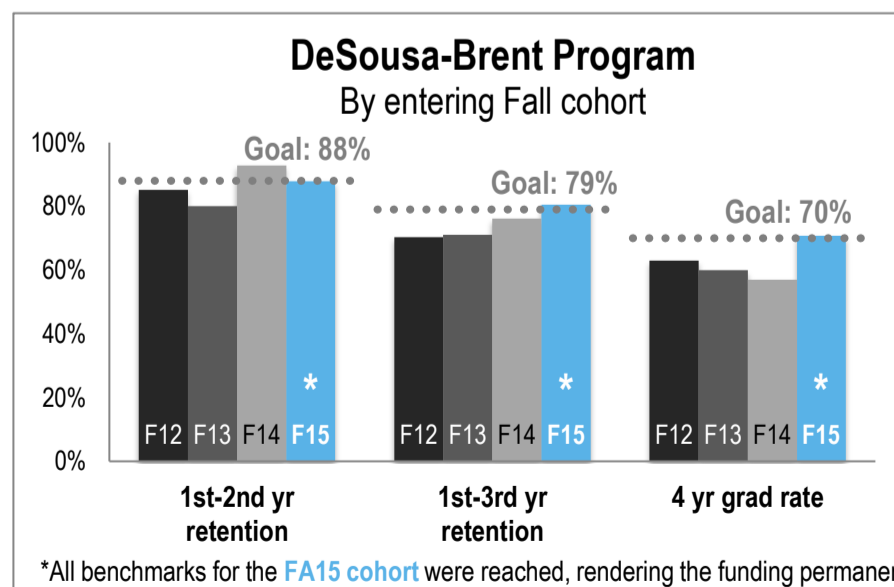
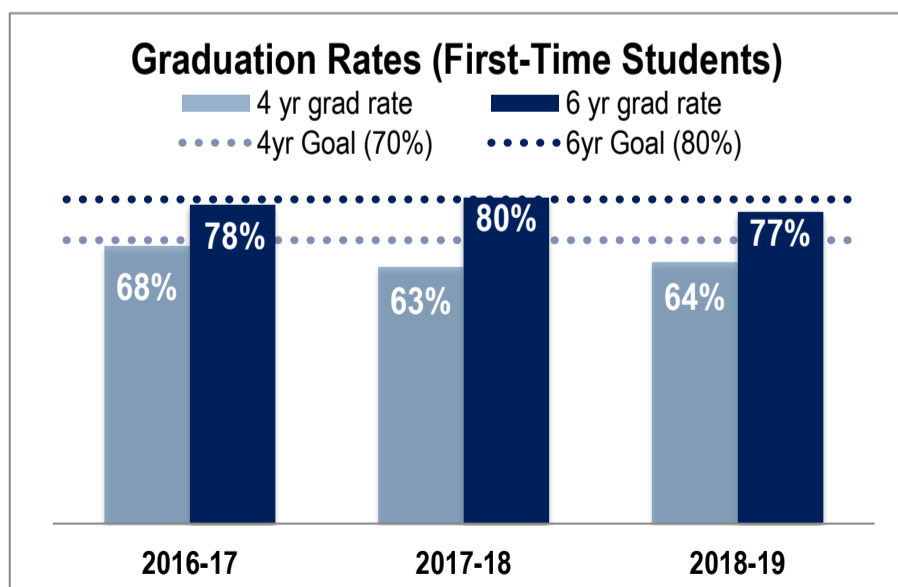
### Student Characteristics in Enrollment

Fall 2019 figures based on preliminary census (freeze) data, 9/30/2019



### Student Retention and Persistence

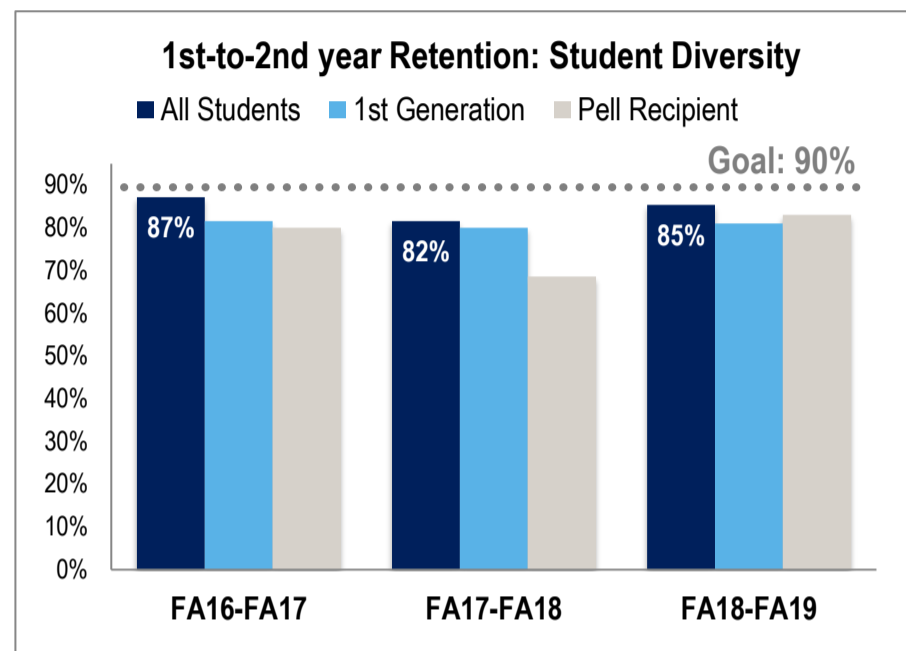
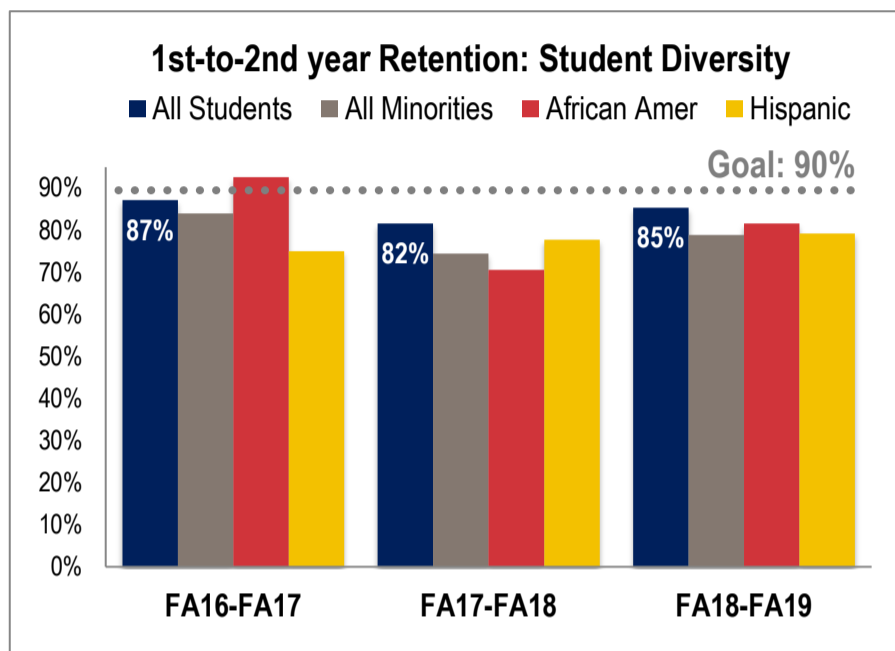
Fall 2019 figures based on preliminary census (freeze) data, 9/30/2019



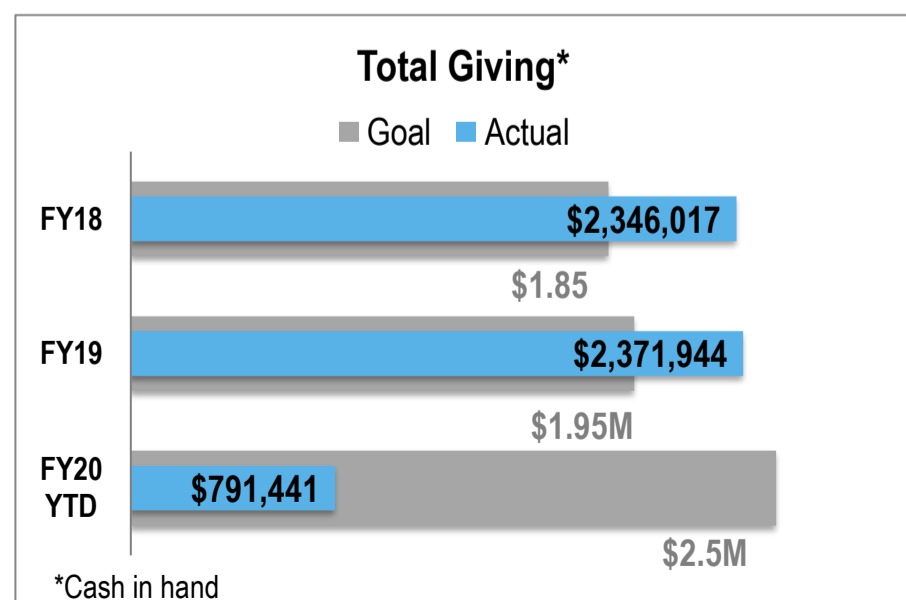
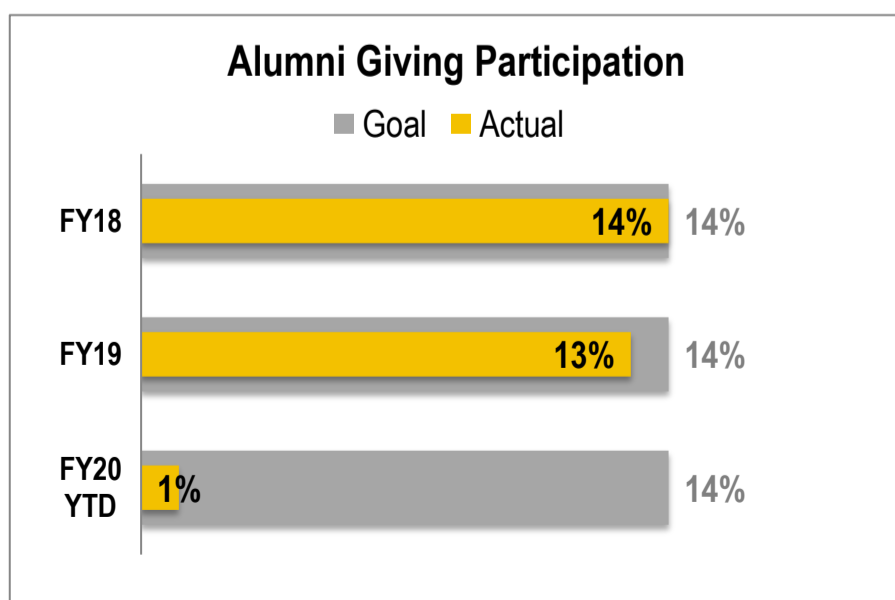
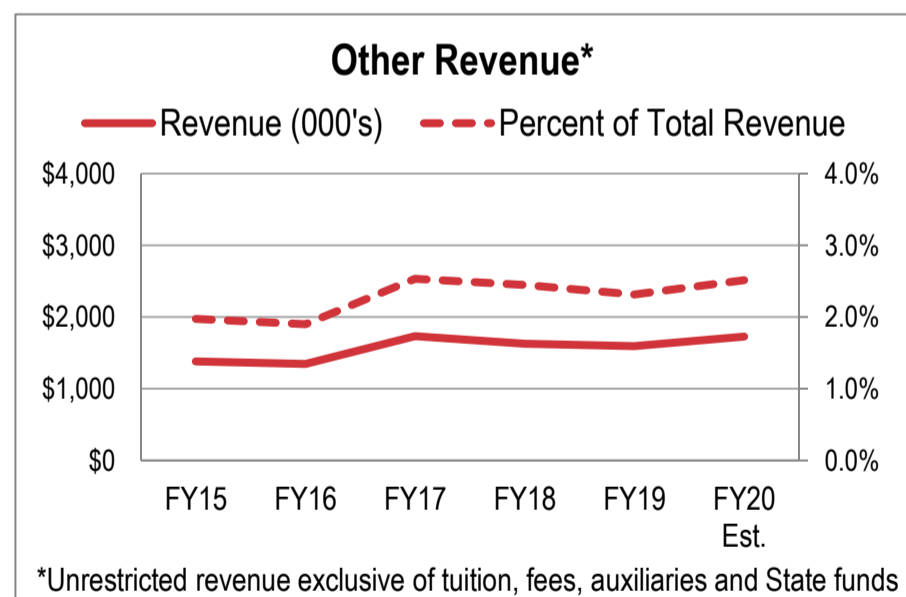
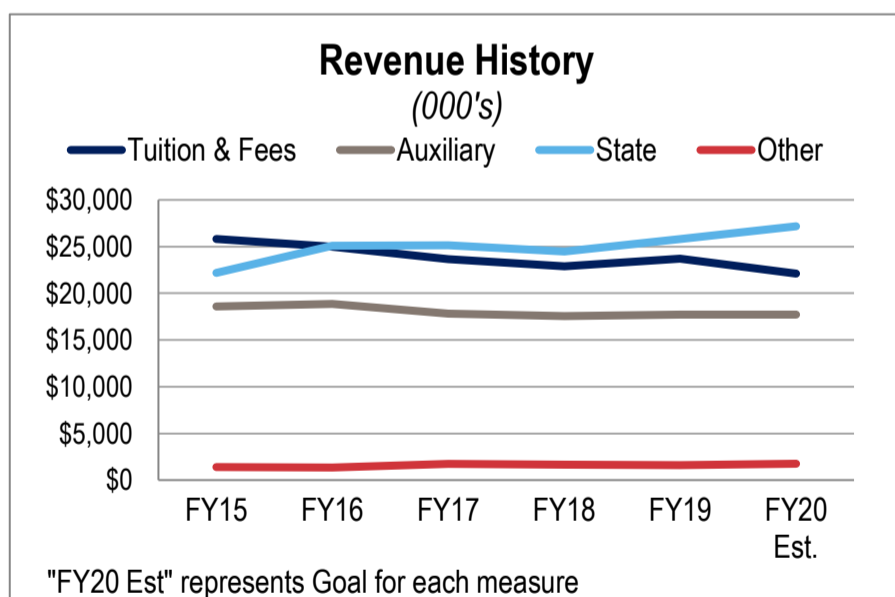
## Board of Trustees Dashboard - October 2019

### Student Retention and Persistence

Fall 2019 figures based on preliminary census (freeze) data, 9/30/2019



### Revenue and Fundraising



**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2019  
ACTION ITEM II.A.**

**REVISION OF FY20 CURRENT FUND (OPERATING) UNRESTRICTED BUDGET**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of revisions to the current fund (operating) budget for fiscal year 2020, as attached.

**RATIONALE**

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the attached FY20 current fund budget will allow the College to continue its mission of providing high-quality, public, post-secondary education.

The revision incorporates (Column B) carry-forward authorization for \$2,983,242 encumbered but not expended as of June 30, 2019.

<i>Program of Expenditure</i>	<i>Type of carry-forward</i>	<i>Amount</i>
Instruction	Faculty development, startup	\$109,395
	Science equipment remaining lease payment	\$7,314
	Encumbered items	\$54,588
	LEAD Initiative remaining balance (HC 2.0)	\$351,810
Institutional Support	Encumbered items (River Concert Series, Printing costs, Dell, Jenzabar, Campus Works, CBORD)	\$336,236
	Marketing rollover (balance from CCA/JLR stadium dedication)	\$45,590
	ERP Initiative	\$1,706,985
	Institutional Contingency (FY19 year-end surplus)	\$114,130
	VP, B&F rollover (JLR stadium dedication)	\$44,868
Scholarships	Book scholarships	\$2,000
Student Services	Encumbered items (Human Capital, Contingent salary costs, MedStar, College Board)	\$112,597
Academic Support	Encumbered Items	\$4,434
Auxiliary Enterprises	Encumbered items (Country Casual, contractors)	\$21,573
	Dorm damages to FY20	\$27,502
Physical Plant	Encumbered items and additional rollovers	\$44,270
	<b>Total</b>	<b>\$2,983,242</b>

**St. Mary's College Of Maryland  
FY20 Operating (Current Fund) Budget Revision**

	Jun-19 Approved Budget	% Of Total	FY20 Current Fund Unrestricted (CFU)			For BOT Information Budget	
			Routine				
			Reallocation	Rollovers	Changes		
<b>Revenue</b>							
Tuition	19,078,430	27.8%			0	19,078,430	27.8%
Fees	3,033,828	4.4%			0	3,033,828	4.4%
State Grant (Appropriation)	27,175,558	39.5%			0	27,175,558	39.5%
Gifts And Grants	0	0.0%			0	0	0.0%
Sales & Services-Educational	812,835	1.2%			0	812,835	1.2%
Endowment/Investment	585,000	0.9%			0	585,000	0.9%
Foundation Unrestricted Support	75,000	0.1%			0	75,000	0.1%
Sales & Services-Auxiliary	17,732,670	25.8%			0	17,732,670	25.8%
Other	254,400	0.4%	-		0	254,400	0.4%
<b>Total Revenue</b>	<b>68,747,721</b>	<b>100.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68,747,721</b>	<b>100.0%</b>
<b>Expenditures</b>							
Instruction	19,351,843	28.1%	(67,985)	523,057	455,072	19,806,915	28.8%
Research	0	0.0%	0		0	0	0.0%
Public Service	98,404	0.1%	0		0	98,404	0.1%
Academic Support	2,226,545	3.2%	0	4,434	4,434	2,230,979	3.2%
Institutional Support	14,651,183	21.3%	(1,813)	2,247,809	2,245,996	16,897,179	24.6%
Student Services	7,142,996	10.4%	90,653	112,598	203,251	7,346,247	10.7%
Plant Operation And Maintenance	4,832,891	7.0%	(21,393)	44,270	22,877	4,855,768	7.1%
Scholarships/Grants	7,350,787	10.7%	0	2,000	2,000	7,352,787	10.7%
Auxiliary Enterprises	13,343,072	19.4%	537	49,075	49,612	13,392,684	19.5%
<b>Total Expenditures</b>	<b>68,997,721</b>	<b>100.4%</b>	<b>(0)</b>	<b>2,983,242</b>	<b>2,983,242</b>	<b>71,980,963</b>	<b>104.7%</b>
<b>Transfers In (Out)</b>					0	0	
Plant-Deferred Maintenance & Parking Fee	250,000	0.4%	0		0	250,000	0.4%
Debt Service	0	0.0%	0		0	0	0.0%
Quasi Endowment	0	0.0%	0		0	0	0.0%
<b>Total Transfers</b>	<b>250,000</b>	<b>0.4%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>0.4%</b>
<b>Total Expend. &amp; Transfers</b>	<b>68,747,721</b>	<b>100.0%</b>	<b>(0)</b>	<b>2,983,242</b>	<b>2,983,242</b>	<b>71,730,963</b>	<b>104.3%</b>
<b>Budget Year Increase (Decrease in Fund Balance)</b>	<b>0</b>		<b>0</b>	<b>(2,983,242)</b>	<b>(2,983,242)</b>	<b>(2,983,242)</b>	
<b>Fund Balance Carried Forward From FY16 &amp; FY17 &amp; FY18</b>				<b>2,983,242</b>	<b>2,983,242</b>	<b>2,983,242</b>	
<b>Total Increase (Decrease) in Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**St. Mary's College Of Maryland**  
**FY19 Operating (Current Fund) Budget**  
**FY19 Budget Revision, Rollover from FY18 for Board of Trustees Review**  
**Meeting of October 18, 2019**

<b>Summary by Program</b>	<b>Ongoing</b>	<b>One Time</b>
Instruction	-	523,057
Research	-	-
Public Service	-	-
Academic Support	-	4,434
Institutional Support	-	2,247,809
Student Services	-	112,598
Plant Operation And Maintenance	-	44,270
Scholarships/Grants	-	2,000
Auxiliary Enterprises	-	49,075
Transfer to Plant	-	-
Transfer to State	-	-
<b>Total Expenditures</b>	<hr style="border-top: 1px solid black;"/>	<hr style="border-top: 1px solid black;"/> <b>2,983,242</b> <hr style="border-top: 1px solid black;"/>

<b>Summary by Type</b>	
Items encumbered as of 6-30-18	503,269
Academic Rollvers, faculty related	109,395
ERP Initiative / IT Infrastructure	1,706,985
LEAD - Ed. Master Plan, Recruiting, Marketing	351,810
Contingency, miscellaneous other	311,783
	<hr style="border-top: 1px solid black;"/> <b>2,983,242</b> <hr style="border-top: 1px solid black;"/>

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2019  
ACTION ITEM II.B  
RECONCILIATION 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 following revisions to the plant fund (capital) budget for fiscal year 2020, as attached.

**RATIONALE**

The attached schedules are provided for information purposes and "walk" from the final approved FY19 plant budget total and add new projects approved by the Board of Trustees on May 10, 2019.

Six major projects with value greater than \$200K continue with a balance remaining of \$3.03M. Projects with value greater than \$200K require explicit Board of Trustees approval. Additional projects with a value less than \$200K have a remaining balance of \$814K.

FY19 plant fund activity is reconciled to the end of the fiscal year and new projects approved in May 2019 are added. The FY20 active project budget totals \$3.8M. The projected unencumbered plant fund balance is \$1.4M, pending the final receipt of future Foundation funds. Bracketed references in the reconciliation schedule are derived from the subsequent listing of all plant projects.

## St. Mary's College of Maryland

### Reconciliation of FY19 to FY20 Plant Budget

FY19 Initial Plant Budget	6,130,717.84	
Utility Burial Project	250,000.00	
CITL Library Project	75,000.00	
Design & Artist Recruitment - JLR Stadium	50,000.00	
Final FY19 Plant Budget	6,505,717.84	[A] Final FY19 Final Numbers page 4
FY19 CARS Expenditures	3,811,522.00	[B] Final FY19 Final Numbers page 4
Year End Cleanup - Inactivate Utility Project	250,000.00	[F] FY19 Intermediate Step
FY19 Available Balance	2,444,195.84	[D] FY19 Final Numbers and FY20 Start
FY20 New Projects	1,395,830.00	[C] FY20 Start
FY20 Available Project Budgets	3,840,025.84	[D & C] FY20 Start

FY19 Project Budgets	18,256,225.22	[E & F] Intermediate Step
Less: Inactivated Projects	(250,000.00)	[F] FY20 Start
Total Active Project Budgets	18,006,225.22	[E] FY20 Start

FY20 New Projects	1,395,830.00	[C] FY20 Start
Total Project Budgets	18,006,225.22	[E] FY20 Start
Total Cumulative Active Project Expenditures	(15,562,028.07)	[G] FY20 Start

FY19 Active Project Total	3,840,027.15	[D & C] FY20 Start
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**Variance method 1 to Method 2** **(1.31)**

Cash Available in Unexpended Plant Fund 712/2019	1,300,000	
Expected Foundation Cash - Future Period	347,207	
Transfer to CFU	(250,000)	

Less: Approved New Projects for FY19	(1,395,830)	
Excess / (Deficit) Plant Funds	1,377	

Estimated Facility Fee Revenue	1,395,830	
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Total Source of Funds	1,395,830	
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Projected Plant Fund Balance	1,397,207	
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**FY19 Plant Project Summary  
as of 06/30/2019**

**FY20 Start**

FY19 CARS				FY19	FY20	FY20			
Subfund	Description	Cum. Budget	Cum. Expenses	Balance Remaining	Changes	Final Budget	CARS Expense	CARS Enc	Balance
A	3240 JLR Stadium (Private \$)	3,790,666	2,653,778	1,136,888.00		1,136,888.00			1,136,888.00
A	3003 Misc Maint & Repair	4,705,563	4,663,377	42,186.10	465,330.00	507,516.10			507,516.10
A	3239 Residence Hall Furniture	615,000	353,534	261,465.54	150,000.00	411,465.54			411,465.54
A	3121 Misc. Residence Hall Projects	2,148,652	2,122,108	26,544.00	364,500.00	391,044.00			391,044.00
A	3004 Misc Small Enhancement	2,351,766	2,166,293	185,473.00	147,000.00	332,473.00			332,473.00
A	6501 GSMRF	428,582	182,387	246,194.87		246,194.87			246,194.87
	Subtotal Projects > \$200K	14,040,229	12,141,477	1,898,752	1,126,830	3,025,582	-	-	3,025,582
	Subtotal Projects < \$200K	3,965,996	3,420,551	545,446	269,000	814,446	-	-	814,446
	Total All Projects	18,006,225	15,562,028	2,444,197	1,395,830	3,840,027	-	-	3,840,027
A	3227 New Academic Building Facility Prg	121,567	91,940	29,626.85	118,000.00	147,626.85			147,626.85
A	3090 Parking Lot Improvements	574,233	449,862	124,370.66		124,370.66			124,370.66
A	3238 Programming/Study Projects	175,000	85,460	89,539.83		89,539.83			89,539.83
A	3244 JLR Stadium F&E	110,000	66,288	43,712.00	34,000.00	77,712.00			77,712.00
A	3230 Traffic Calming Project	148,000	84,905	63,094.59		63,094.59			63,094.59
A	3225 Athletics Renovation	249,929	223,456	26,472.92	35,000.00	61,472.92			61,472.92
A	3236 Pathway Project	50,000	-	50,000.00		50,000.00			50,000.00
A	3020 Site Improvements	766,878	757,098	9,780.00	32,000.00	41,780.00			41,780.00
A	3022 Campus Master Plan	411,515	372,096	39,419.30		39,419.30			39,419.30
A	3001 Plant Contingency	148,437	162,370	(13,932.54)	50,000.00	36,067.46			36,067.46
A	3233 Sun Trust - LOC	200,000	164,435	35,565.08		35,565.08			35,565.08
A	3241 Commemoration Project	60,490	35,524	24,966.00		24,966.00			24,966.00
A	3242 Wellness Center Restroom	10,220	-	10,220.00		10,220.00			10,220.00
A	3226 AA Hall Green Building Design	42,717	34,960	7,757.25		7,757.25			7,757.25
A	3184 MH Refurbishments	708,829	706,396	2,432.99		2,432.99			2,432.99
A	3229 HSMC Chancellors Point	1,500	-	1,500.00		1,500.00			1,500.00
A	3206 AA Hall Replacement-Miscellaneous	184,170	183,250	920.71		920.71			920.71
A	3243 Food Service Projects	2,510	2,510	0.00		0.00			0.00
	3127 MH Rm 30 31 Refurbishment	-	-	0.00		0.00			0.00
	3245 Entry Acces Improvements	-	-	0.00		0.00			0.00
	<b>Total Projects &lt; \$200K</b>	<b>3,965,996</b>	<b>3,420,551</b>	<b>545,446</b>	<b>269,000</b>	<b>814,446</b>	<b>-</b>	<b>-</b>	<b>814,446</b>



St. Mary's College of Maryland  
 FY19 Plant Project Summary  
 For June 30, 2018 as of 10/05/2018

FY19 CARS		FY19			
Subfund	Description	Final Budget	CARS Expense	CARS Encumbrance	Balance
A	3240 JLR Stadium (Private \$)	3,688,166	2,621,278	921,305	145,583
A	3121 Misc. Residence Hall Projects	352,490	325,946	33,888	(7,344.00)
A	3004 Misc Small Enhancement	423,284	237,811	68,269	117,204.00
A	3239 Residence Hall Furniture	341,431	79,965	255,286	6,179.54
A	3003 Misc Maint & Repair	297,708	255,522	48,505	(6,319.00)
<b>Subtotal Projects &gt; \$200K</b>		<b>5,103,078.54</b>	<b>3,520,522.00</b>	<b>1,327,253.00</b>	<b>255,303.54</b>
<b>Subtotal Projects &lt; \$200K</b>		<b>1,152,640.10</b>	<b>290,999.59</b>	<b>160,048.03</b>	<b>701,592.48</b>
<b>Total All Projects</b>		<b>6,255,718.64</b>	<b>3,811,521.59</b>	<b>1,487,301.03</b>	<b>956,896.02</b>

St. Mary's College of Maryland  
 FY19 Plant Project Summary  
 as of 06/30/2019

FY19 Final Numbers

CARS				Balance	FY19	FY19			
Subfund	Description	Cum. Budget	Cum. Expenses	Remaining	Changes	Final Budget	CARS Expense	CARS Enc	Balance
A	3001 Plant Contingency	108,987	59,038	49,949.46	39,450.00	89,399.46	103,332.00		(13,932.54)
A	3003 Misc Maint & Repair	4,524,638	4,407,855	116,782.50	180,925.50	297,708.00	255,522.00	48,505.00	(6,319.00)
A	3004 Misc Small Enhancement	2,007,528	1,928,482	79,045.82	344,238.18	423,284.00	237,811.00	68,269.00	117,204.00
A	3020 Site Improvements	706,856	694,981	11,875.05	60,021.95	71,897.00	62,117.00	9,988.00	(208.00)
A	3022 Campus Master Plan	411,515	372,096	39,419.30	0.00	39,419.30	0.00	0.00	39,419.30
A	3090 Parking Lot Improvements	574,233	449,862	124,370.66	0.00	124,370.66	0.00	0.00	124,370.66
A	3121 Misc. Residence Hall Projects	1,860,651	1,796,162	64,489.78	288,000.22	352,490.00	325,946.00	33,888.00	(7,344.00)
	3127 MH Rm 30 31 Refurbishment			0.00	0.00	0.00	0.00	0.00	0.00
A	3184 MH Refurbishments	708,829	706,396	2,432.99	0.00	2,432.99	0.00	2,432.99	0.00
A	3206 AA Hall Replacement-Miscellaneous	184,170	181,148	3,022.22	0.00	3,022.22	2,101.51	1,615.62	(694.91)
A	3225 Athletics Renovation	286,093	191,261	94,831.69	(36,163.69)	58,668.00	32,195.08	0.00	26,472.92
A	3226 AA Hall Green Building Design	42,717	34,960	7,757.25	0.00	7,757.25	0.00	0.00	7,757.25
A	3227 New Academic Building Facility Prg	114,567	91,337	23,229.85	7,000.00	30,229.85	603.00	27,233.00	2,393.85
A	3229 HSMC Chancellors Point	1,500	-	1,500.00	0.00	1,500.00	0.00	(1,000.00)	2,500.00
A	3230 Traffic Calming Project	148,000	84,155	63,844.59	0.00	63,844.59	750.00	500.00	62,594.59
A	3233 Sun Trust - LOC	200,000	164,435	35,565.08	0.00	35,565.08	0.00	0.00	35,565.08
A	3236 Pathway Project	50,000	-	50,000.00	0.00	50,000.00	0.00	0.00	50,000.00
A	3238 Programming/Study Projects	135,000	36,310	98,689.83	40,000.00	138,689.83	49,150.00	5,650.00	83,889.83
A	3239 Residence Hall Furniture	305,000	273,569	31,430.54	310,000.00	341,430.54	79,965.00	255,286.00	6,179.54
A	3240 JLR Stadium (Private \$)	3,720,666	32,500	3,618,166.00	70,000.00	3,688,166.00	2,621,278.00	921,305.00	145,583.00
A	3241 Commemoration Project	30,000	12,000	88,000.00	(20,000.00)	68,000.00	23,524.00	3,354.42	41,121.58
A	3242 Wellness Center Restroom	10,220	-	10,220.00	0.00	10,220.00	0.00	0.00	10,220.00
A	3243 Food Service Projects			0.00	53,000.00	53,000.00	2,510.00	0.00	50,490.00
A	3244 JLR Stadium F&E			0.00	110,000.00	110,000.00	66,288.00	81,274.00	(37,562.00)
A	3245 Entry Acces Improvements			0.00	0.00	0.00	0.00	0.00	0.00
I	3246 Utility Line Burial			0.00	250000	250,000.00	0.00	0.00	250,000.00
A	6501 GSMRF	428,582	233,958	194,623.87	0.00	194,623.87	(51,571.00)	29,000.00	217,194.87
<b>Total Active Projects</b>		<b>16,559,753</b>	<b>11,750,506</b>	<b>4,809,246.48</b>	<b>1,696,472.16</b>	<b>6,505,718.64</b>	<b>3,811,521.59</b>	<b>1,487,301.03</b>	<b>1,206,896.02</b>

[A]

[B]

**St. Mary's College of Maryland**  
**FY19 Plant Project Summary**  
**as of 06/30/2019 @ 10/01/2019**

**FY19 Intermediate Step**

FY19 CARS				FY19		FY20	FY20	
Subfund	Description	Cum. Budget	Cum. Expenses	Balance Remaining	Year End Cleanup	Changes	Final Budget	Balance
A	3001 Plant Contingency	148,437	162,370	(13,932.54)		50,000.00	36,067.46	36,067.46
A	3003 Misc Maint & Repair	4,705,563	4,663,377	42,186.10		465,330.00	507,516.10	507,516.10
A	3004 Misc Small Enhancement	2,351,766	2,166,293	185,473.00		147,000.00	332,473.00	332,473.00
A	3020 Site Improvements	766,878	757,098	9,780.00		32,000.00	41,780.00	41,780.00
A	3022 Campus Master Plan	411,515	372,096	39,419.30			39,419.30	39,419.30
A	3090 Parking Lot Improvements	574,233	449,862	124,370.66			124,370.66	124,370.66
A	3121 Misc. Residence Hall Projects	2,148,652	2,122,108	26,544.00		364,500.00	391,044.00	391,044.00
	3127 MH Rm 30 31 Refurbishment	-	-	0.00			0.00	0.00
A	3184 MH Refurbishments	708,829	706,396	2,432.99			2,432.99	2,432.99
A	3206 AA Hall Replacement-Miscellaneous	184,170	183,250	920.71			920.71	920.71
A	3225 Athletics Renovation	249,929	223,456	26,472.92		35,000.00	61,472.92	61,472.92
A	3226 AA Hall Green Building Design	42,717	34,960	7,757.25			7,757.25	7,757.25
A	3227 New Academic Building Facility Prg	121,567	91,940	29,626.85		118,000.00	147,626.85	147,626.85
A	3229 HSMC Chancellors Point	1,500	-	1,500.00			1,500.00	1,500.00
A	3230 Traffic Calming Project	148,000	84,905	63,094.59			63,094.59	63,094.59
A	3233 Sun Trust - LOC	200,000	164,435	35,565.08			35,565.08	35,565.08
A	3236 Pathway Project	50,000	-	50,000.00			50,000.00	50,000.00
A	3238 Programming/Study Projects	175,000	85,460	89,539.83			89,539.83	89,539.83
A	3239 Residence Hall Furniture	615,000	353,534	261,465.54		150,000.00	411,465.54	411,465.54
A	3240 JLR Stadium (Private \$)	3,790,666	2,653,778	1,136,888.00			1,136,888.00	1,136,888.00
A	3241 Commemoration Project	10,000	35,524	(25,524.00)	50,490.00		24,966.00	24,966.00
A	3242 Wellness Center Restroom	10,220	-	10,220.00			10,220.00	10,220.00
A	3243 Food Service Projects	53,000	2,510	50,490.00	(50,490.00)		0.00	0.00
A	3244 JLR Stadium F&E	110,000	66,288	43,712.00		34,000.00	77,712.00	77,712.00
	3245 Entry Acces Improvements	-	-	0.00			0.00	0.00
A	6501 GSMRF	428,582	182,387	246,194.87			246,194.87	246,194.87
<b>Total Active Projects</b>		<b>18,006,225</b>	<b>15,562,028</b>	<b>2,444,197.15</b>	<b>0.00</b>	<b>1,395,830.00</b>	<b>3,840,027.15</b>	<b>3,840,027.15</b>
		<b>[E]</b>	<b>[G]</b>	<b>[D]</b>		<b>[C]</b>	<b>[D]</b>	
I	3246 Utility Line Burial	250,000	-	250,000.00	(250,000.00)		0.00	0.00
Total Inactive Projects		250,000	-	250,000	(250,000)	-	-	-
		<b>[F]</b>						
		18,256,225	15,562,028	2,694,197	(250,000)	1,395,830	3,840,027	
		<b>[E] &amp; [F]</b>						

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2019  
ACTION ITEM ILC.  
2019 PERFORMANCE ACCOUNTABILITY REPORT**

**RECOMMENDATION**

The Finance, Investment, and Audit Committee recommend that the Board of Trustees approve the 2019 Performance Accountability Report for submission to the Maryland Higher Education Commission. This recommendation is contingent upon the endorsement of the Campus Life and Facilities Committee and the Academic Affairs Committee.

**RATIONALE**

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

# ST. MARY'S COLLEGE OF MARYLAND

## 1. MISSION

St. Mary's College of Maryland is Maryland's honors college, a selective, public liberal arts college—a vibrant community of scholars and learners. We foster a rigorous and innovative curriculum; experiential learning; scholarship and creativity; close mentoring relationships; and a community dedicated to honesty, civility, and integrity. We are committed to diversity, access, and affordability. Our students, faculty and staff serve local, national, and global communities and cultivate and promote social responsibility.

## 2. INSTITUTIONAL ASSESSMENT

### A. FY19 Highlights

Significant changes and events occurring at St. Mary's College of Maryland (SMCM) during FY19 included the following.

- A new comprehensive brand for SMCM – The National Public Honors College – was developed, market-tested, and launched internally. Preparations were made for an FY20 external launch to coincide with recruitment of the incoming class of Fall 2020.
- SMCM completed the third and final planned year of implementation of the 2016-19 strategic plan, *A Time for Rebirth*.
- Two new minors were implemented in FY19: Business Management and Astrophysics. The Business minor is especially popular; 41 students are declared for Fall 2019, making it the second most popular minor out of 35 programs. A new major in Women, Gender, and Sexuality Studies was approved by MHEC and is awaiting implementation.
- Dr. Tayo Clyburn began his tenure as the inaugural Vice President for Inclusive Diversity and Equity. While SMCM established a Chief Diversity Officer position in 2016, this position is now elevated to the Vice President level.
- The Core Curriculum (general education program) underwent a major redesign, adding integrated course themes and professional development coursework for all students. The new LEAD curriculum (Learning through Experiential and Applied Discovery) was approved by the faculty and by the Board of Trustees, and is being piloted in FY20.
- A new Center for Inclusive Teaching and Learning (CITL) was established and will provide diverse professional development opportunities for faculty and staff.
- Construction on the Jamie L. Roberts Stadium, a new state-of-the-art athletics complex, was completed and the grand opening will take place in September 2019.
- SMCM was once again named to several national college ranking lists, including: Top Public Liberal Arts Colleges (U.S. News & World Report 2019), Colleges of Distinction (2018-19), Best 384 Colleges (Princeton Review 2019), Top 50 Green Colleges (Princeton Review 2019), Best Colleges and Universities in Maryland (College Consensus 2018), America's Top Colleges (Forbes 2018), Best Colleges for Your Money (Money Magazine 2018-19), Lowest Student Loan Debt (LendEDU.com 2018), Top 30 National Liberal Arts Colleges (Washington Monthly 2018), Hidden Gem Colleges (CollegeRaptor.com 2019), Best Value Colleges (Kiplinger's 2019), and Fiske Guide to Colleges (2019).

## **B. Analysis of Goals and Objectives**

### **Goal 1: Ensure a high quality and rigorous academic program.**

Objective 1.1: SMCM students continue to complete one-on-one learning experiences with faculty at high rates. The 2016-19 Strategic Plan includes a number of objectives related to expanding opportunities for high-impact practices, as we continue to strive toward the target of 80% of the graduating class participating in a one-on-one learning experience, including research or independent study with faculty; a credit-based internship; or private musical instruction. Relatedly, for the second year in a row, we expect to meet the Strategic Plan target of 100% of graduates completing at least two high-impact practices (research with faculty, first-year seminars, capstone experiences, international experiences, internships, etc.)

Objectives 1.2 and 1.3: SMCM is committed to offering a rigorous curriculum taught by qualified faculty. For four of the past five years, SMCM has met or exceeded the targeted percent of full-time faculty who have terminal degrees (1.2), and full-time faculty teach the great majority of undergraduate credit hours as indicated by meeting or exceeding the target (1.3) for the past four years. Finally, the undergraduate student-faculty ratio has remained at 10:1 for the past five years, well below (better than) the target of 12:1. This combination of a consistently low student-faculty ratio with a faculty of qualified full-time professors is essential to the success of achieving and maintaining a high quality academic program.

*Peer Benchmarks:* SMCM has by far the lowest student-faculty ratio (10:1) among the traditional four-year public institutions in Maryland, with the next lowest being Morgan State and UM Eastern Shore at 13:1, and the average being 15:1. The SMCM student-faculty ratio (along with New College of Florida) is also the lowest among COPLAC institutions, which average 15:1; and is on par with Maryland private, peer institutions, and aspirant institutions, which range from 7:1 to 16:1 (with an average of 10:1) and include many private colleges. (*Source: IPEDS Data Center*)

### **Goal 2: Recruit, support, and retain a diverse and qualified group of students, faculty and administrative staff.**

Objective 2.1: In FY19, SMCM was able to recruit a first-year class that exceeded the target for the percentage of minority students for the sixth year in a row, and exceeded the target for first generation college students for the second year in a row. The percentage of first-year students receiving Pell grants was notably lower than past years, due to a shifting income demographic among the Fall 2018 entering class, but is expected to rebound to target levels over the next two years. High school academic performance of the entering class remains strong; the average GPA of incoming students was at its highest value in four years, and is projected to remain steady for the FY20 entering class. After several years of declining SAT scores among incoming SMCM students, the FY19 median score increased from the previous year (note that only the 2018 and 2019 scores are directly comparable because of changes to the SAT). Finally, SMCM continues to face challenges in recruiting and enrolling students from outside of Maryland.

*Peer Benchmarks:* While the metric for SAT scores uses the median SAT score, the

available benchmark data uses the mean (average). Based on these data, the average SAT score of SMCM entering students (1178) continues to exceed that of most other Maryland four-year institutions (FY19 average = 1099), and our students rank well against high school seniors both in Maryland (FY19 average = 1080) and nationwide (FY19 average = 1067). Other Maryland public institutions vary in their ability to attract out of state students; percentages for the Fall 2018 entering class ranged from 6% to 30%, with an average of 17%, exclusive of the online institution UMUC. (*Source: MHEC 2019 Data Book*)

#### Objective 2.2:

*Four-Year Graduation Rates.* Four-year graduation rates for FY19 (Fall 2015 cohort graduating by Spring/Summer 2019) increased for African American students (51%) and Pell recipients (60%), and remained steady for first generation students (60%). Overall four-year graduation rates (64%) were also fairly steady from FY18 (63%), but at a level that is lower than most previous years. The four-year graduation rate for African American students (51%) was at its highest since FY13, meeting the target for this student population, but still well below that of the overall student body. Despite this increase, four-year rates among all minorities decreased (52%), primarily driven by a substantial decrease among Hispanic students (53%). Based upon current projections, overall four-year rates are predicted to remain low, and while several metrics are projected to meet targets in FY20, additional decreases are projected for FY21 in the absence of additional intervention.

We continue to analyze the relationship between students' progress toward degree completion and several important early milestones, including enrolling in a college mathematics course in the first year, attempting at least 16 credits per semester in the first year (1/8 of the 128 needed to graduate), and earning at least 32 total credits in the first year. These milestones are historically correlated with higher retention and graduation rates, particularly among students from underrepresented groups. Notably, students in this year's reported Fall 2015 cohort, which showed a lower four-year graduation rate (64%) than in previous years, were substantially less likely to attempt 16 credits per semester and to earn 32 total credits, compared to previous cohorts. This was especially true for minority students and Hispanic students, two populations which showed large declines from previous years.

In 2018-19, faculty advisors and academic support staff were informed of these relationships and encouraged to communicate the importance of these milestones to their first-year student advisees. At the beginning of each semester, additional messages were sent to advisors of students who were registered for fewer than 16 credits. Initial data suggests that these efforts may have had some impact, as the percentage of Fall 2018 first-year students taking fewer than 16 credits in their first semester dropped to 9%, down from an average of 15% over the past four years (Fall 2014 through 2017 cohorts). Even more striking improvements in achieving this milestone were observed among African American, Hispanic, first generation, and Pell recipient students. The percentage taking fewer than 16 credits in the second semester also improved but only slightly, decreasing from a four-year average of 15.5% to 14% for the Fall 2018 cohort. In 2019-20, we will continue to communicate frequently with both advisors and first-year students about the importance of registering for (and completing) a full load of 16 credits per semester whenever possible.

The second year of lower-than-usual graduation rates, and the similarly low estimates for the next two years, makes it clear that we must improve our understanding of the student experiences that lead to the decision to depart SMCM, particularly among students from underrepresented groups. We have begun to analyze data from exit interviews with students taking leaves of absence and withdrawing from SMCM, and will use this information to identify how and where we can better support our students. We are also investigating the status of currently enrolled students from the Fall 2016, 2017, and 2018 cohorts to identify potential intervention strategies to provide support for timely degree completion. For example, nearly 20% of first-year students in the Fall 2018 cohort are between 1 and 16 credits (a full semester) behind the pace of 16 credits per semester toward four-year graduation. We can continue communicating with these students about the importance of completing 16 credits per semester, and assist them in exploring options for completing additional credits such as online coursework, summer coursework, and strategic overloading during the regular academic year. Finally, about 15% of departed first-year students over the past three cohorts have transferred out to two-year institutions, according to the National Student Clearinghouse. We are considering how best to reach out to these students regarding the possibility of reverse transfer, encouraging them to return and complete their baccalaureate degree at SMCM. The development of targeted, program-specific articulation agreements with many Maryland community colleges (discussed below in Objective 2.6) is expected to facilitate such reverse transfer efforts.

*Peer Benchmarks:* Based on the most recent comparison data available (FY15), as shown in the table below, SMCM’s overall four-year graduation rate (70% for the 2011 cohort) exceeded those of other institutions belonging to the Council of Public Liberal Arts Colleges (COPLAC) and other Maryland public four-year institutions, as well as Maryland private institutions and SMCM’s peer institutions, many of which are private. The average four-year graduation rate at aspirant institutions (all private) represents a benchmark well above our target. As shown below, four-year graduation rates for African American students, Hispanic students, and all minority students combined were all well above the corresponding rates at other COPLAC, Maryland public, or Maryland private institutions. Compared to peer institutions, four-year rates for Hispanic students were higher at SMCM, while four-year rates for all minority student and for African American students lagged behind. Four-year graduation rates for Pell recipients are not available. (*Source: IPEDS Data Center*)

<b>Four-Year Graduation Rates, FY15 (Fall 2011 cohort)</b>					
<b>Institution(s)</b>	<b>N</b>	<b>Overall</b>	<b>Minority</b>	<b>Afr-Amer</b>	<b>Hispanic</b>
<b>SMCM</b>	<b>1</b>	<b>70%</b>	<b>55%</b>	<b>48%</b>	<b>75%</b>
COPLAC	27	37%	29%	24%	27%
MD Public	11	27%	23%	22%	23%
MD Private	9	58%	48%	43%	53%
Peer	12	66%	61%	59%	61%
Aspirant	6	87%	85%	85%	84%

These comparisons with peers and aspirants, which are our primary programmatic and curricular competitors, underscore the need for SMCM to direct additional attention and



resources toward underrepresented students. (Source: IPEDS Data Center)

*Six-Year Graduation Rates.* The preliminary estimate for the FY19 overall six-year graduation rate (Fall 2013 cohort graduating by Summer 2019) is 77%, which while not meeting the target, continues a three-year recovery from a brief dip in FY16. Similar to this year’s increase in the four-year graduation rate for African American students, the six-year graduation rate for this group (69%) was substantially increased from previous years and only two percentage points below the target. However, six-year rates for all other groups decreased from FY18, and only the rate for Pell recipients (69%) met the target. Also similar to four-year graduation rates discussed above, additional decreases in six-year graduation rates are projected over the next two years.

*Peer Benchmarks:* The most recent comparison data available (FY17), shown below, reveal that SMCM’s overall six-year graduation rate in that year (78%, for the 2011 cohort) exceeded that of other COPLAC institutions, other Maryland public four-year institutions, Maryland private institutions, and peer institutions. The average reported six-year graduation rate at private aspirant institutions was 91% in FY17. SMCM’s six-year rates for all minority students and for African American students exceeded those at other COPLAC, Maryland public, and Maryland private institutions, but were behind those of peer and aspirant peer institutions. Notably, the six-year graduation rate for Hispanic students at SMCM was well above that from all other groups except aspirant institutions. Finally, SMCM’s six-year graduation rate for Pell recipients in FY17 was well above that of other COPLAC institutions, Maryland public institutions, and Maryland private institutions, and was close to the average rate at peer institutions. (Source: IPEDS Data Center)

<b>Six-Year Graduation Rates, FY17 (Fall 2011 cohort)</b>							
<b>Institution(s)</b>	<b>N</b>	<b>Overall</b>	<b>Minority</b>	<b>Afr-Amer</b>	<b>Hispanic</b>	<b>Pell</b>	<b>Need Aid</b>
<b>SMCM</b>	<b>1</b>	<b>78%</b>	<b>67%</b>	<b>55%</b>	<b>81%</b>	<b>68%</b>	<b>75%</b>
COPLAC	27	53%	46%	42%	45%	48%	50%
MD Public	11	47%	46%	45%	41%	44%	45%
MD Private	9	64%	55%	52%	60%	60%	63%
Peer	12	75%	71%	69%	74%	72%	73%
Aspirant	6	91%	90%	90%	91%	90%	90%

Objective 2.3: The second year retention rate in FY19, for the Fall 2017 cohort returning in Fall 2018, was unusually low at 82%. Several risk factors were overrepresented among the non-retained students, including minority race, first generation status, and Pell recipients. In addition, students from these groups were more likely to attend community colleges than White, non-first-generation, and non-Pell students, respectively. Preliminary data suggests that the retention rate is likely to rebound, as indicated by the estimated 2020 rate of 85% (Fall 2018 cohort students returning for Fall 2019).

*Peer Benchmarks:* Based on the most recent data available (FY17), SMCM’s first-to-

second year retention rate (87%) was well above those of other public liberal arts colleges (COPLAC schools, average = 74%) and Maryland public four-year institutions (average = 74%), and also exceeded that of Maryland private institutions (average = 81%) and peer institutions (average = 84%), many of which are private. Retention rates at private aspirant institutions averaged 95% in FY17, which is well above SMCM's target but is a useful aspirational benchmark as we strive to remain competitive with those institutions. (*Source: IPEDS Data Center*)

Objective 2.4: SMCM continues to work toward its goal to maintain a diverse faculty and staff. Gender equity was once again achieved for both faculty and staff in FY19, and the diversity target for full-time staff (percent minority) was met in FY19 for the first time in nine years. The target for faculty diversity was not quite met, but continues to stay higher than when the metric was first implemented in FY11. Continuing recently implemented strategies aimed at increasing faculty and staff diversity will be a major focus of the upcoming fiscal year, especially with the recent hire of the inaugural Vice President for Inclusive Diversity and Equity in July 2019. For example, SMCM expanded its external recruitment venues to attract more applications from women and underrepresented professionals; faculty search committees were provided with a variety of materials and strategies regarding recruiting a diverse pool; and the Office of Human Resources streamlined and updated hiring processes and the Affirmative Action Plan.

Objective 2.5: SMCM has met or exceeded the target of an entering class that contains 20% transfer students for the past six years, and levels are expected to maintain at 20% or higher over the next two years.

Objective 2.6: Among transfer students, both the three-year graduation rate (62%, Fall 2016 entering students graduating by Summer 2019) and the four-year rate (74%, Fall 2015 entering students graduating by Summer 2019) increased to meet the targets this year. Moreover, analysis of students' degree progress for the Fall 2017 and Fall 2018 transfer cohorts suggests that these graduation rates will continue to increase over the next two years. As transfer students continue to comprise a substantial proportion of SMCM's incoming students, the College will continue to explore strategies to support them and ensure their timely graduation. For example, in Spring 2019, all departments engaged in the preparation of detailed, major-specific articulation agreements with Maryland two-year institutions, which will facilitate transfer students' timely progress toward the baccalaureate degree. To date, faculty in 25 out of 26 academic programs have prepared a total of 114 targeted articulation agreements. Most of these agreements are under review by the partner community college, and are anticipated to become active during the 2019-20 academic year.

*Peer Benchmarks:* Benchmark information for four-year rates is only available from those schools which voluntarily provide data to the Student Achievement Measure (SAM) initiative. Based on the most recent data available from SAM (2012 cohort graduating by Summer 2016), SMCM's four-year graduation rate for transfer cohorts (76%) is tied with UM College Park for the highest rate among Maryland public four-year institutions, and was well above the average of 59%. SMCM also compares favorably to COPLAC institutions that participate in SAM (16 of 24) which report an average four-year transfer graduation rate of 56%. No aspirant institutions and only 2 of 12 peer institutions (both also COPLAC institutions) participate in SAM. (*Source: studentachievementmeasure.org*)

**Goal 3: Ensure access for students with financial need through a strategic combination of federal, state, private, and institutional funds.**

Objective 3.1: This objective has consistently been met or exceeded as SMCM has focused on meeting the financial needs of entering first-time students.

Objective 3.2: The six-year graduation rate among students receiving need-based aid (Pell grant or Stafford loan) was strong (78%); while not meeting the target of 80%, it was above the overall student population six-year rate of 77% for FY19. However, the four-year graduation rate (59%) was low for the second year in a row, similar to four-year rates among most other Fall 2015 cohort groups as discussed above for Objective 2.2, and are similarly projected to remain low. Given the particularly sensitive financial situation of students receiving need-based aid, this gap warrants increased attention. Similarly, retention to the second year (80%) was again below the target and lower than the rate for the overall population.

*Peer Benchmarks:* Similar to findings for graduation rates among Pell recipients, SMCM's six-year graduation rate for students receiving need-based aid in FY17 (75%, most recent comparison data available) was well above that of other COPLAC institutions (50%), Maryland public institutions (45%), and Maryland private institutions (63%). Notably, this rate also exceeded the FY17 rate at peer institutions (73%). The six-year graduation rate for recipients of need-based aid at aspirant institutions was 90%, nearly equal to their overall six-year graduation rate. (Source: IPEDS Data Center)

**Goal 4: Increase student contributions to the Maryland community and to the state and national workforce.**

Objectives 4.1, 4.2, 4.3, and 4.4: SMCM prides itself in preparing students for life after college. Recently, we have focused on promoting community service (4.1) and internships (4.2) and these efforts appear to be succeeding. Community service participation has exceeded the target for the past four years. While the percentage of students reporting internships was low again this year, it remains strong and recent expansion of Career Development Center staff and programming are expected to support future increases in student participation in internships. SMCM students continue to be employed at high rates five years after graduation (4.3), and the proportion of students continuing their education at the graduate level within five years (4.4) also continues to increase. Both of these measures have exceeded their targets for the past four years.

*Peer Benchmarks:* Similar, but not identical, benchmarks are available for community service and internships. The Corporation for National and Community Service, a federal agency that supports and tracks volunteering efforts at national and state levels, reported that the national volunteer rate for college-age adults in 2018 was 26%, and the rate for Maryland residents (of all ages; demographic breakdowns not available) was 36%. The rate for SMCM seniors in 2018 was 71%. Although the methodologies underlying the calculation of volunteer rates certainly differ in multiple ways (e.g., college-age adults versus graduating seniors versus all adults), this benchmark suggests that SMCM students' volunteer rates are likely to be comparable to peers both nationally and in Maryland. With regard to internships, the National Association of Colleges and

Employers (NACE) reported that among over 7,800 sampled senior college students from 504 campuses in Spring 2018, 53% had participated in an internship. Although this figure is a fair amount higher than the reported percentage of 41% among SMCM graduating seniors in 2018, it is important to note that NACE also reported that the top majors of students most likely to have completed an internship were agriculture, communications, finance, marketing, parks and recreation, political science, and public administration. SMCM offers only one of those top seven majors. (Sources: Corporation for National and Community Service, [www.nationalservice.gov/vcla](http://www.nationalservice.gov/vcla); NACE Class of 2018 Student Survey Report)

### **C. Response to Commission Assessment**

*The Commission continues to focus its attention on equity gaps in college outcomes among minority college students and their white peers. A central topic of the 2019 Completion Summit MHEC held in April was on college completion and equity. One of the speakers, Dr. Nikki Edgcombe of the Community College Research Center (CCRC), discussed ways institutions can create more equitable and inclusive pathways for students to achieve their educational goals.*

*The principles she posited include: 1) knowing your students, 2) understanding the obstacles to their success, 3) adopting and adapting responsive policies and practices, and 4) scaling and institutionalizing continuous improvement. In reference to this, she stated “Targeted interventions are probably one of the more powerful vehicles we have for addressing gaps in attainment. They are not always popular, but universal interventions often times may lift all boats but maintain gaps...”*

*For your institution, please describe: 1) one or more targeted interventions and the population(s) served, 2) the identified obstacles the students might face, 3) the metrics used to evaluate the intervention(s) and 4) the evidence used to assess and adapt the intervention(s) to ensure its intended effects.*

### **DeSousa-Brent Scholars Program (DBSP)**

The DBSP, established in 2007, is SMCM’s flagship program for underrepresented students. First-year and transfer students are invited to apply to the DBSP based on interest, high school accomplishments, and leadership potential, and are interviewed by the Program Director prior to being offered enrollment in the program. DBSP students attend a pre-matriculation summer bridge program, receive intensive advising, are enrolled in the same first year seminar as other DB Scholars (to facilitate cohort building), and carry out a campus-wide leadership project. Funding from the state has allowed for the expansion of the DBSP from its initial focus on the first year to a four-year, developmentally appropriate program designed to support students through graduation.

*Populations Served:* Students from groups traditionally underrepresented in higher education, including students belonging to ethnic minority groups; first generation students; students eligible to receive Pell grants; students with disabilities; or students from rural or urban communities.

*Obstacles Faced:* Since DBSP students are often the first in their families to attend a four-year institution, they may not possess the same knowledge of academic study skills, campus life, and general college expectations as their peers who are not first-generation. Additionally, students who have attended under-resourced high schools may struggle with the increased academic rigor of college coursework, especially at an honors college, and may need assistance with time management. Both of these issues are addressed in the DBSP via the first year seminars, which are taught in special sections limited to DBSP students, as well as through intensive advising. Finally, DBSP students may face obstacles related to their low-income status. In response, DBSP students are offered generous financial aid packages whenever possible, and receive laptop computers for their personal academic use upon entry to the program.

*Metrics:* Several quantitative and qualitative assessments are in place. The retention and graduation rates of each successive DBSP cohort are closely monitored. Beginning with the Fall 2015 cohort, these rates have been evaluated against aspirational targets set by the State of Maryland. The program has met each one of these success goals, including increasing first-to-second year retention from 80% to 88%; increasing first-to-third year retention from 68% to 80%; and increasing the four-year graduation rate from a low of 32% in the first year to 71% for the most recent year, effectively closing the completion equity gap between participating DBSP students and all SMC M students. In addition, DBSP students are surveyed following the summer bridge experience to assess how well prepared they feel for college, and to solicit suggestions for improvements. DBSP alumni are periodically surveyed to assess the impact of the program on their college experience and post-baccalaureate professional lives.

*Evidence:* On survey responses and in individual consultations and advising meetings, DBSP students expressed a number of academic concerns, including study skills, time management, understanding of transfer credits, requesting and using academic accommodations, and degree planning. In response, the DBSP partnered with several offices on campus, including the Registrar and the Office of Student Support Services, to offer workshops specifically tailored for DBSP students to address these concerns. For example, major-specific workshops focusing on multi-year degree planning are now being offered to assist students in understanding how to effectively and efficiently complete their major requirements within four years.

# St. Mary's College of Maryland

## MISSION

St. Mary's College of Maryland is Maryland's honors college, a selective, public liberal arts college—a vibrant community of scholars and learners. We foster a rigorous and innovative curriculum; experiential learning; scholarship and creativity; close mentoring relationships; and a community dedicated to honesty, civility, and integrity. We are committed to diversity, access, and affordability. Our students, faculty and staff serve local, national, and global communities and cultivate and promote social responsibility.

## VISION

St. Mary's College of Maryland will increasingly serve as the liberal arts college of choice for intellectually ambitious students, faculty, and staff from diverse backgrounds, attracted by a rigorous, innovative, and distinctive curriculum that integrates theory and practice; a talented, professionally engaged, and student-centered faculty and staff; and a strong infrastructure. Students will be part of a collaborative learning community that embraces intellectual curiosity and innovation, the power of diversity, and the College's unique environment. Our graduates will thrive as responsible and thoughtful global citizens and leaders.

## KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### Goal 1. Ensure a high quality and rigorous academic program.

- Obj. 1.1** At least 80 percent of the graduating class will participate in a one-on-one learning experience. This is typically fulfilled through a St. Mary's Project, directed research, independent study, or credit-bearing internship.
- Obj. 1.2** Maintain a full-time faculty of which 98 percent have terminal degrees. Maintain the proportion of undergraduate credit hours taught by full-time faculty at 88 percent annually.
- Obj. 1.3** Maintain an environment that promotes individual contact between faculty and students by maintaining a student-faculty ratio of no more than 12 to 1.

Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Percent of the graduating class successfully completing a one-on-one learning experience	74%	77%	75%	78%	78%	78%	78%
Percent of all full-time faculty who have terminal degrees	100%	97%	98%	99%	98%	98%	98%
Percent of undergraduate credit hours taught by full-time faculty	88%	89%	91%	89%	88%	88%	88%
Undergraduate student to faculty ratio (IPEDS calculation)	10:1	10:1	10:1	10:1	10:1	10:1	10:1

# St. Mary's College of Maryland

**Goal 2. Recruit, support, and retain a diverse and qualified group of students, faculty and administrative staff who will contribute to and benefit from the enriched academic and cultural environment provided by St. Mary's.**

**Obj. 2.1** Recruit a qualified and diverse entering class with the following attributes: Median verbal and math combined SAT score of at least 1150, average high school grade point average (GPA) of at least 3.40 (4 point scale), minority enrollment of at least 25 percent, out of state student enrollment of at least 10 percent, students from first generation households enrollment of at least 20 percent, and Pell Grants disbursed during their first semester student enrollment of at least 20 percent.

**Obj. 2.2** Achieve and maintain 4-year graduation rates for all students (70 percent), all minorities (59 percent), African-American students (51 percent), Hispanic students (70 percent), all first generation students (65 percent), and all students with a Pell Grant disbursed during their first semester (58 percent). Maintain 6-year graduation rates for all students (80 percent), all minorities (74 percent), African-American students (71 percent), Hispanic students (80 percent), all first generation students (78 percent) and all Pell Grants disbursed during their first semester (68 percent).

<b>Performance Measures</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Act.</b>	<b>2018 Act.</b>	<b>2019 Act.</b>	<b>2020 Est.</b>	<b>2021 Est.</b>
Median (verbal and mathematics combined) SAT scores of first year entering class	1,165	1,150	1,130	1,180	1,185	1,175	1,175
Average high school GPA	3.39	3.36	3.34	3.33	3.38	3.38	3.40
Percent of entering first year class who are minorities	33%	28%	31%	27%	25%	33%	31%
Percent of entering first year class who originate from outside of Maryland	6%	7%	7%	9%	7%	6%	7%
Percent of entering first year class from first generation households	19%	19%	18%	25%	21%	22%	22%
Percent of entering first year class receiving Pell Grants disbursed during their first semester	18%	21%	19%	20%	17%	22%	20%
Four-year graduation rate for all students	70%	72%	68%	63%	64%	65%	62%
Four-year graduation rate for all minorities	55%	63%	52%	59%	52%	55%	49%
Four-year graduation rate for African-American students	48%	48%	49%	46%	51%	59%	35%
Four-year graduation rate for Hispanic students	75%	67%	52%	68%	53%	44%	63%
Four-year graduation rate for all first generation students	68%	79%	60%	59%	60%	55%	58%
Four-year graduation rate for students with a Pell Grant disbursed during their first semester	66%	76%	57%	55%	60%	58%	49%
Six-year graduation rate for all students	79%	73%	78%	80%	77%	71%	70%
Six-year graduation rate for all minorities	85%	68%	67%	72%	67%	67%	62%
Six-year graduation rate for African-American students	87%	56%	55%	56%	69%	51%	66%
Six-year graduation rate for Hispanic students	86%	82%	81%	81%	68%	74%	55%
Six-year graduation rate for all first generation students	77%	69%	74%	85%	69%	62%	69%
Six-year graduation rate for students with a Pell Grant disbursed during their first semester	65%	69%	68%	84%	69%	62%	68%

# St. Mary's College of Maryland

**Obj. 2.3** The first to second-year retention rate will be 90 percent.

**Obj. 2.4** The College will strive for diversity in the faculty and staff so that the composition reflects the aspired diversity of the student body. The aspirant goal for full-time faculty and staff will be: all minorities (20 percent and 28 percent), and women (50 percent and 50 percent).

**Obj. 2.5** Ensure access for transfer students, particularly those from 2-year institutions. Achieve and maintain transfer students at 20 percent of the entering class each fall.

**Obj. 2.6** Achieve and maintain degree completion rates for transfer students at 60 percent for three-year graduation rates, and at 70 percent for four-year graduation rates.

First to second-year retention rate	86%	86%	87%	87%	82%	85%	86%
Percent minority of all full-time tenured or tenure-track faculty	17%	18%	16%	17%	16%	17%	18%
Percent women of all full-time tenured or tenure-track faculty	47%	47%	46%	51%	51%	51%	51%
Percent minority of all full-time (non-faculty) staff	23%	24%	24%	27%	29%	28%	28%
Percent women of all full-time (non-faculty) staff	57%	54%	55%	52%	57%	55%	55%
Percentage of entering fall class who are transfer students	21%	22%	25%	20%	22%	20%	20%
3-year graduation rate for all transfer students	61%	53%	62%	56%	62%	75%	74%
4-year graduation rate for all transfer students	67%	74%	62%	71%	74%	72%	80%

**Goal 3. Ensure access for students with financial need through a strategic combination of federal, state, private, and institutional funds.**

**Obj. 3.1** 72 percent of entering first-year student need is met by awarding any need-based aid.

**Obj. 3.2** Support persistence to graduation of students receiving need-based aid at entry. Achieve and maintain first-to-second year retention rates at 90 percent, four-year graduation rates at 70 percent, and six-year graduation rates at 80 percent for students receiving need-based aid in the first semester.

Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Average percent of first-time full-time degree-seeking student need met by awarding need-based aid	71%	72%	72%	75%	73%	73%	73%
First-to-second year retention rate for students receiving need-based aid in the first semester	86%	86%	84%	80%	80%	81%	81%
Four-year graduation rate for students receiving need-based aid in the first semester	71%	75%	66%	61%	59%	58%	56%
Six-year graduation rate for students receiving need-based aid in the first semester	76%	72%	75%	81%	78%	67%	64%



# St. Mary's College of Maryland

**Goal 4. Increase student contributions to the Maryland community and to the state and national workforce.**

**Obj. 4.1** 65 percent of graduating seniors will have performed community service while at SMCM.

**Obj. 4.2** 45 percent of graduating seniors will have participated in a paid or unpaid internship.

**Obj. 4.3** The rate of employment among five-year out alumni will be 95 percent.

**Obj. 4.4** At least 50 percent of the five-year-out alumni of SMCM will pursue an advanced degree.

Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Percent of graduating seniors who will have performed community service while at SMCM	62%	70%	79%	71%	69%	70%	70%
Percent of graduating seniors who fulfilled a paid or unpaid internship	40%	43%	45%	41%	40%	45%	45%
<sup>1</sup> Employment rate of five-year-out alumni	91%	98%	97%	98%	98%	98%	98%
Percent of alumni pursuing or obtained an advanced degree five years after graduation	48%	63%	60%	64%	67%	65%	65%

**NOTES**

<sup>1</sup> Due to issues encountered with the Alumni survey administration, numbers for 2014 and 2015 include extrapolated data based on previous years' reports.

**BOARD OF TRUSTEES  
ST. MARY’S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2019  
ACTION ITEM I.D.  
HANDBOOK POLICY REVISIONS**

**RECOMMENDED ACTION**

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

To include an Organ Donation Leave Policy that provides employees up to three (3) days of paid leave to serve as a bone marrow donor and ten (10) days of paid leave to serve as an organ donor.

To update the Workplace Bullying Policy to include: an updated definition, updated examples, a training component, complaint processes for employees in and employees not in protected classes, a notice prohibiting retaliation, extended reporting pathways and a data collection requirement.

**RATIONALE**

In accordance with Senate Bill 705, the State mandated Organ Donation Leave Policy provides employees who serve as organ or bone marrow donors a certain amount of paid leave during their absence. Also, effective January 1, 2020 State employees will be eligible for twelve (12) weeks of unpaid organ donation leave and thirty (30) business days of unpaid bone marrow donor leave.

The revised Workplace Bullying Policy is needed to provide education and guidance to employees regarding workplace bullying, to ensure bullying is not tolerated and to deal with it in a progressive manner where it is found to have occurred.

### **Organ Donation Policy**

In any twelve (12) month period, an employee may use up to three (3) days of Organ Donation Leave to serve as a bone marrow donor and ten (10) days of Organ Donation Leave to serve as an organ donor. Organ Donation Leave may be used only for the actual donation procedure, the preparation for the actual donation procedure and recovery from the actual donation procedure. It may be used in increments in one (1) hour or more. An employee, or if incapacitated, his or her authorized representative, may request Organ Donation Leave by submitting a request in writing, and appending the relevant medical documentation. The College shall render its decision on the request for Organ Donation Leave within five (5) business days of the Office of Human Resources receiving the request. Organ Donation Leave shall be denied only if the employee fails to provide the medical documentation that is required to establish his or her status as a donor. This may be an FMLA qualifying event.

DRAFT

## **Workplace Bullying Policy**

### **GENERAL STATEMENT OF INTENT**

It is the intent of St. Mary's College of Maryland to educate all employees about bullying in the workplace and to ensure that bullying is not tolerated. Where it is found to have occurred, it will be dealt with in an appropriate manner, which may include the imposition of disciplinary action, up to and including termination of employment.

### **DEFINITION**

#### **Workplace Bullying:**

Intentional, persistent, malicious, unwelcome, severe or pervasive conduct that harms, intimidates, offends, degrades or humiliates an employee, whether physical, verbal or written, including electronic which is not limited to email, text, social media at the place of work or in the course of employment. Workplace bullying is behavior that a reasonable person would find to be hostile, offensive, and not related to an employer's legitimate business interests. Examples of workplace bullying include, but are not limited to:

- Personal attacks (angry outbursts, excessive profanity, or name-calling);
- Personal insults and use of offensive nicknames;
- Public humiliation;
- Encouragement of others to turn against the targeted employee;
- Spreading rumors and gossip about the targeted employee;
- Sabotage of a coworker's work product or undermining of an employee's work performance;
- Threats of abuse to an individual or an individual's property (defacing or destroying property);
- Being unjustifiably offensive toward fellow employees, wards of the State, or the public;
- Making threats about job security without foundation; or
- Repeated infliction of verbal abuse, such as the use of derogatory remarks, insults and epithets.

#### **Bullying conduct does not include:**

- A single incident of unreasonable behavior;
- Disciplinary action taken in accordance with applicable law, regulation or policy;
- Routine coaching and counseling, including feedback about and correction of work performance or conduct;
- Exercising management's prerogative to appoint, promote, transfer, or reassign an employee, to direct or assign work, and to determine and re-determine the methods and means by which an agency's functions will be carried out;

- Individual differences in styles of personal expression which may lead to conflict, provided that the expression is not meant to harm; and
- Having differences of opinion.

## REPORTING RESPONSIBILITIES

It is the duty of every employee, including management, to immediately report to his/her chain of command any incident of workplace bullying that is witnessed by the employee. An employee may also choose to report incidents of bullying directly to The Offices of Human Resources and Title IX. If the report involves Title IX matters it will be investigated and handled in accordance with Title IX policies and procedures. If the report does not involve Title IX matters the Office of Human Resources will share the report with a bullying investigative team.

## TRAINING AND EDUCATION

Training is a significant factor in prevention of workplace bullying, particularly to enable early intervention in workplace conflict before it potentially escalates into bullying. Training protocols for managers, supervisors and employees shall include the definition of workplace bullying and the identification of workplace resources for those who have been affected. All St. Mary's College of Maryland employees shall be required to take refresher workplace bullying training every two (2) years. Workers, including managers and supervisors, should be aware of their roles in relation to prevention and responses to workplace bullying and appropriate skills to take action where necessary.

## EMPLOYMENT TRAINING

Employees need the skills to be able to identify workplace bullying and put the right control measures in place. Employees shall be trained in how to prevent, recognize and respond to workplace bullying, and in skills that will help develop productive and respectful workplace relationships.

The training will cover:

- Communicating effectively and engaging workers in decision-making;
- Managing difficult conversations and providing constructive feedback both formally and informally;
- Conflict management;
- Effectively managing workloads and performance;
- Diversity and acceptance; and;
- The process for reporting bullying incidents and filing complaints.

## COMPLAINT PROCESS - EMPLOYEES NOT IN A PROTECTED STATUS

An employee who feels s/he has been a victim of bullying that is not because of the individual's age, ancestry, color, creed, gender identity and expression, genetic information, marital status, mental or physical disability, national origin, race, religious affiliation, belief or opinion, sex, sexual orientation or any other protected status, should file a complaint with the Office of Human Resources, should the issue concern sexual misconduct the complaint should be filed with the Title IX Office. Complaints involving executives of the College will be handled by the Office of the Attorney General and be investigated by an external investigator.

A complaint filed internally:

- Must be filed in writing, form available through the Office of Human Resources website;
- Must be filed with the Title IX Office and in accordance with policies and procedures of the Title IX Office ( if the issues concern sexual misconduct) and/or the Office of Human Resources;
- Must be filed within thirty (30) days after the employee knew or reasonably should have known of the alleged violation.

Within fifteen (15) working days of receiving the complaint, the investigators shall investigate the complaint in a manner that includes the following actions:

1. Meet with the complainant in a confidential setting to collect information that the complainant believes is pertinent to the situation. If requested, the complainant shall have a right to representation. Explain the next steps to the complainant.
2. Meet with the employee respondent against whom the complaint was lodged and provide him/her with a summary of the allegations. Explain the next steps to the respondent.
3. Interview witnesses identified by the complainant and respondent.  
Gather all relevant physical or electronic evidence (emails, notes, letters, etc.)
4. Consider mitigating circumstances that affect the complaint.
5. Determine if the complaint is valid, and, if so, refer recommended sanctions to the relevant administrative personnel for implementation as listed below.

## RESULTS OF THE INVESTIGATION

1. The investigative team will provide a summary of findings and provide to the Office of Human Resources. The Office of Human Resources, after consultation with the appropriate vice president, shall assess the appropriate sanction based on the severity of the alleged conduct.
2. In addition to, or in lieu of, discipline, the Office of Human Resources and/or the departmental vice president may exercise management's prerogative to reassign an individual who has filed a complaint upon request of the complainant. Additionally, the Office of Human Resources and/or the departmental vice president, as appropriate, may exercise management's prerogative to reassign the alleged bully; such reassignment is not a disciplinary action.
3. An individual who has been found to have committed a violation of this Policy shall be required to participate in retraining relating to the requirements of this Policy and the prohibitions against bullying.

4. If the behavior giving rise to the complaint does not rise to the level of workplace bullying, the Office of Human Resources should determine whether there are workplace issues that should be addressed and, after investigation, refer the matter to the appropriate administrator or external entity.
5. The complainant and the respondent shall receive a written decision from the departmental vice president that addresses the complaint and steps that were taken to address the issue. Within fifteen (15) days, the investigators shall meet with the complainant and investigate the complaint;
6. The decision may be a dismissal of the complaint if the investigators conclude that the allegations were unfounded
7. If the complaint was found to be false and made with the specific intention of harming another employee, the complainant may be referred to the Office of Human Resources to assess what, if any, sanction is appropriate.
8. A collective bargaining complainant may choose to grieve the decision, within fifteen (15) working days of receipt of decision, in writing in accordance with Article 22 of the Memorandum of Understanding between the College and AFSCME.
9. A non-bargaining complainant may appeal a decision to the President in writing within ten (10) days after receiving a decision;
  1. The President or designee shall review both the complaint and decision, conduct any necessary investigation, and shall issue a final decision within 30 days after the appeal is received. The decision may grant an appropriate relief to the complainant or dismiss the complaint.

#### COMPLAINT PROCESS - PROTECTED STATUS BASIS

For an employee who feels s/he has been a victim of bullying/harassment and/or discrimination *because* of the individual's age, ancestry, color, creed, gender identity and expression, genetic information, marital status, mental or physical disability, national origin, race, religious affiliation, belief or opinion, sex, sexual orientation or any other protected status, there are a number of options for pursuing a complaint.

Whether a complaint is filed internally or externally (through the federal Equal Employment Opportunity Commission or the Maryland Commission on Civil Rights) the employee should be aware of the deadlines.

#### COMPLAINT BY WITNESS

An employee who witnesses bullying behavior as defined in this policy should report that information to his/or chain of command, as outlined above, and may, in addition, report directly to the Office of Human Resources or Title IX Office as appropriate. Complaints filed anonymously may be more challenging to investigate; however, they will be investigated as fully as possible.

## RETALIATION PROHIBITED

Reprisal or retaliation against any employee who files a report about bullying is strictly prohibited. Any employee who harasses or intimidates another employee who has reported bullying behavior in the workplace may be subjected to disciplinary action, up to and including termination of employment.

## DATA COLLECTION

It is imperative that the data on complaints and the outcome of investigations be collected by the Title IX Office and/or the Office of Human Resources. Data shall be tabulated by the Office of Human Resources in order to pinpoint specific problem locations.

DRAFT



**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2019  
INFORMATION ITEM III.A.  
FY20 FINANCIAL RESULTS TO DATE**

**REVENUES**

FY20 Actual to Budget Comparison: Overall revenue collections are as expected at 39.6% of the budgeted level.

**EXPENDITURES**

Year-to-Year Comparison: Overall, expenditures in FY20 are running 19.0% lower than the equivalent period last year. All programs of expenditure fall within expected changes year-to-year, with the exception of dining (Bon Appetit). The dining contractor experienced a retirement in a key administrative support position that has slowed their invoicing activity. Expenses paid to date for dining were \$725K in the prior year vs. \$204K in the current year. Debt service payments for September are also approximately \$400K lower this year vs. last year. Scholarship expense, which had been an area of concern in the prior year, is roughly aligned with the allocation for FY20. Actual scholarship expense is 2.7% lower than the prior year due to lower student counts.

**BOARD OF TRUSTEES**  
**ST. MARY'S COLLEGE OF MARYLAND**  
**FINANCE, INVESTMENT, AND AUDIT COMMITTEE**  
**INFORMATION ITEM III.A.**  
**FY20 CURRENT FUND UNRESTRICTED RESULTS**  
**Information as of 9-22-2019 through September 30, 2019**

	FY20 Budget	FY20 ACTUAL	FY19 ACTUAL	FY20 Actual to Budget	Actual to Actual
<b>REVENUES:</b>					
Tuition & Fees	22,112,258	12,005,621	12,832,826	54.3%	-6.4%
State Appropriations	27,175,558	6,451,217	6,413,233	23.7%	0.6%
Federal Grants & Contracts	0	0	0	0.0%	
State Grants & Contracts		0	0		
Private Gifts, Grants		0	0		
Endowment Income		0	0		
Sales/Serv Educ Dept	807,905	205,466	167,729	25.4%	22.5%
Sales/Serv Auxiliary Enter	17,732,670	8,339,675	8,749,688	47.0%	-4.7%
Interest Income Other	565,000	96,986	0	17.2%	
Additions to Fund Balance - End. Incon	95,000	0	60		
Other Sources	254,400	93,718	41,283	36.8%	127.0%
<b>TOTAL CURRENT REVENUES</b>	<b>68,742,791</b>	<b>27,192,683</b>	<b>28,204,819</b>	<b>39.6%</b>	<b>-3.6%</b>
<b>EXPENDITURES</b>					
Instruction	19,824,524	2,253,755	2,325,999	11.4%	-3.1%
Research	0	0	0		
Public Service	98,404	53,553	45,207	54.4%	18.5%
Academic Support	2,230,979	774,389	688,073	34.7%	12.5%
Student Services	7,343,747	1,556,501	1,435,004	21.2%	8.5%
Institutional Support *	16,882,070	2,739,001	2,871,867	16.2%	-4.6%
Operation & Maintenance	4,855,768	894,865	877,631	18.4%	2.0%
Scholarships & Fellowships	7,352,787	3,646,732	3,748,138	49.6%	-2.7%
Auxiliary Enterprises	11,646,331	1,416,129	4,481,040	12.2%	-68.4%
<b>TOTAL CURRENT EXPENDITURES</b>	<b>70,234,610</b>	<b>13,334,925</b>	<b>16,472,959</b>	<b>19.0%</b>	<b>-19.0%</b>
<b>Transfers In (Out)</b>					
P & I Debt Requirements	1,741,422	1,741,422	1,332,698		
Non Mandatory Transfers					
Transfer to Plant	(250,000)	0	0		
Transfer to Quasi	0				
	1,491,422	1,741,422	1,332,698		
	71,726,032	15,076,347	17,805,657	21.0%	
<b>Total Increase (Decrease) Fund Balance</b>	<b>(2,983,241)</b>	<b>12,116,336</b>	<b>10,399,162</b>		
Carry forward from prior year	2,983,241				
Change over two years	0				

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2019  
INFORMATION ITEM III.B.  
ENTERPRISE RESOURCE PLANNING SYSTEM (ERP)**

The College awarded the Enterprise Resource Planning (ERP) contract to the Campus Management Corporation (CMC). The Campus Management System will provide the CampusNexus Student and the CampusNexus Finance, and the HR & Payroll modules for the institution. In late Spring 2019, the ERP project started with the CampusNexus Student system. During this FY20 academic year we will be migrating financial aid, student accounts, enrollment and registration, and academic records over to CampusNexus Student with an anticipated go live launch in June 2020.

This summer we transitioned into the implementation phase of the CampusNexus Student module. Over several weeks in July and August 2019, College institutional subject matter experts in Admissions, Financial Aid, Institutional Research, Student Accounts, and the Registrar's Office completed data discovery exercises with CMC personnel. Activities completed to date include the student life cycle review, system configuration, and data discovery/mapping actions. At this point we are still trending toward full implementation and go live in early Summer 2020.

It is anticipated that we will start the data discovery process for the CampusNexus Finance and the HR & Payroll modules in early 2020, but the timing here is contingent on the actual timeline for the CampusNexus Student module implementation.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2019  
INFORMATION ITEM III.C.  
REPORTABLE PROCUREMENT ITEMS**

- \$450,000 to Allbritton Lee, LLC for the Enslaved People of Southern Maryland Commemorative Memorial.
- \$1,244,000 to Siemen Industries, Inc. for the Hilda C. Landers Library HVAC Replacement.
- \$112,957 to Francos Liberty Bridge, Inc. for improvements to parking lot Z.
- \$192,200 to Mueller Associates, Inc. for Natatorium Main Pool HVAC.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2019  
INFORMATION ITEM III.D.  
JOINT INVESTMENT ACTIVITIES**

The Joint Investment and Advisory Committee met on September 26, 2019 to review financial information on the Foundation and College endowments. See attached for information related to the Foundation and College investments.

St. Mary's College of Maryland Foundation

As of August 31, 2019, the total market value of the Foundation's endowment is \$ 33.5M. The Foundation's endowment is comprised of three parts: a portion of the JP Morgan portfolio (\$33M), the Student Investment Group (SIG) account (\$293K), and Old Line Bank shares (\$266K).

Of the endowment managed by JP Morgan, the fiscal year-to-date increase in market value of \$182K includes \$104K in contributions, \$70K in income, \$25k increase in investment value and \$17K of withdrawals. The overall rate of return current fiscal year-to-date is 0.2%. Attached is the consolidated investment statement.

St. Mary's College of Maryland Endowment and Quasi Endowment

The College holds investments totaling \$4.197M consisting of Endowment and Quasi-Endowment. \$3.18M are funds functioning as endowment (Quasi) and \$1.02M represents the Blackistone Endowment.

Invested endowment funds, managed by 19/19 Investment Council, have a market value of \$3.81M as of August 31, 2019. Funds are currently invested in a mix of fixed income instruments and equities. The overall rate of return current fiscal year-to-date is 1.5%.

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

**St Mary's College of Maryland Foundation, Inc**  
**Consolidated Investment Statement**  
**for the period July 1, 2019 to August 31, 2019**

	<u>Beginning Market Value</u> <u>7/1/2019</u>	<u>Ending Market Value</u> <u>8/31/2019</u>
<b><u>JP Morgan Portfolio</u></b>		
Endowed Accounts		
A****8008	28,324,995	28,268,424
S****8003	1,273,219	1,298,583
W****3000	420	421
W****8003	3,191,996	3,413,259
B****2001 SIG	297,242	292,967
Donations awaiting transfer to pool	1,000	0
Total Endowed Accounts held within JP Morgan***	33,088,872.31	33,273,653
Gift Annuity		
V****8001	1,011,503	954,733
Current Funds	2,928,308	3,008,279
<b>Total Investment Accounts Market Value</b>	<b>37,028,683</b>	<b>37,236,664</b>
Endowed Funds Allocated Spending Account	882	857
Gift Annuity Cash Account	5,093	48,279
<b>Total JP Morgan Portfolio</b>	<b>37,034,658</b>	<b>37,285,801</b>
<b><u>Other Assets</u></b>		
Perpetual Trust, PNC (Landers Scholarship)	1,514,236	1,507,034
Old Line Bank Shares, Common Stock ***	268,096	266,182
<b><u>Cash</u></b>		
Old Line Bank Checking Account	621,913	1,237,756
Old Line Bank Endowment Spending Account	707,246	706,427
<b>Total</b>	<b>40,146,148</b>	<b>41,003,200</b>

\*\*\* In addition to the JP Morgan Portfolio, the Foundation Endowment includes 10075 Old Line Bank Shares

\*\*\* The College holds a quasi-endowment in addition to the above funds

## St. Mary's College of Maryland

### Endowment Fund

As of 08/31/2019

	<u>6/30/2019 Balance</u>		<u>31-Aug-19</u>	<u>Annualized return</u>
Legg Mason / 1919 Investments - Cash & Equivalents	230,233.31		218,809.50	Cash
Legg Mason / 1919 Investments - Fixed Income	2,521,687.18	Fixed & Cash	2,590,732.78	
Legg Mason / 1919 Investments - Equity Portfolio	1,004,366.60		1,003,008.84	
	3,756,287.09		3,812,551.12	8.99%
Cash with Treasurer	385,000.42		385,000.42	Cash
<b>Investable Total</b>	<b>4,141,287.51</b>		<b>4,197,551.54</b>	
Other Investments	977.50		977.50	
Total Investments 6/30/2018	4,142,265.01	1/31/2019	4,198,529.04	

	6/30/2018	6/30/2019	Annual Return	8/31/2019
<b>Components of Endowment Fund:</b>				
Restricted Non-expendable	1,000,117.00	1,000,117.00		1,000,117.00
Restricted Expendable	19,894.00	19,894.00		19,894.00
Board Designated	2,878,387.75	3,122,254.01		3,178,518.04
Total	3,898,398.75	4,142,265.01	6.26%	4,198,529.04

	Asset Allocation *			
	Current	Lower	Target	Upper
Domestic Equities	22%	20%	30%	50%
International Equities	4%	0%	5%	10%
Fixed Income	68%	50%	60%	70%
Cash	6%	30%	5%	15%
	100%	100%	100%	145%

Note: Asset Allocation per Board of Trustees approved Investment Policy February 2, 2018

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 18, 2019  
DISCUSSION ITEM III.E.  
UPDATE ON LEGISLATIVE AUDIT**

The Department of Legislative Services has initiated the four-year audit cycle. The auditors initially arrived on August 26, 2019, the official entrance meeting was on September 10, 2019, and fieldwork remains ongoing. The expected completion date of fieldwork is expected to be in the January timeframe.

The Finance, Investment, and Audit Committee Chair will be provided with updates on the legislative audit as it progresses. The audit is proceeding as expected with the staff familiarizing themselves with the operations of the College, including high-level comparative analysis to identify areas of business risk. To date, the legislative auditors have begun to review processes and procedures in the areas of collections (accounts receivable and electronic receipts through Cashnet) and non-cash credits, including financial aid. A separate team will review information technology operations. To date, our interactions with the team is cordial and professional with no areas of particular concern remaining unaddressed.



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

**OPEN SESSION  
MINUTES**

**Date of Meeting:** April 17, 2019

**Status of Minutes:** Approved July 22, 2019

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

**Committee Members Absent:** None

**Staff Member:** Paul Pusecker

**Others Present:** Betsy Barreto, Leonard Brown, Carolyn Curry, Mary Grube, David Hautanen, Jim Cranmer, Jenell Sargent, 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 4:11 p.m.

Results of Legislative Session The Legislature approved the Governor's FY20 operating budget for the College, including \$27.2M in State funds, which reflects an increase of \$1.2M. Increases in State support include \$0.72M for the Block Grant inflator and \$0.50M to support wage funding. There was no tuition buy-down funding provided for FY20 and institutions are restricted from increasing tuition more than 2% for Maryland residents. The FY20 budget includes contingent funding in the amount of \$0.8M for the DeSousa Brent Scholars Program. If the required 70% four-year graduation rate for this cohort is met, 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 College's full request of \$17M in capital funds. The State appropriated \$13.2M in FY20 to begin construction of the new academic building and auditorium and 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.

FY19 Financial Results to Date Total revenue is 2.7% higher. Tuition and fees revenue is 3.3% higher. Auxiliary enterprise revenue is 0.5% higher. State appropriations are 100%. Interest income is 41.8% higher than last year. Overall, revenue collections equal 98.3% of the budgeted level and expenditures in FY19 are running 2.7% lower than last year.

### Joint Investment Advisory Activities

The total market value of the Foundation's endowment, as of January 31, 2019, is \$ 32.5M. The overall rate of return for the current fiscal year-to-date is -0.4 %. The College holds investments totaling \$3.91M of which \$2.89M are funds functioning as quasi endowment and \$1.02M represents the Blackistone Endowment. Invested endowment funds, managed by 19/19 Investment Council, have a market value of \$3.53M as of January 31, 2019. 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 Items

#### **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 and include \$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 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 are proposed to increase 2% and auxiliary fees are proposed to 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. A motion to approve the action item was made. The motion was seconded and approved unanimously.

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

The recommended FY20 plant budget brought forward for approval totals \$1.36M. Proposed Priority A FY20 plant projects are the highest unfunded priorities. The sole source of funding is from the student facility fee. Background information was provided, including a description of each Priority A project, a list of potential miscellaneous projects, and a summary of plant budget expenditure. A motion to approve the action item was made. The motion was seconded and approved unanimously.

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

The proposed FY21-FY25 State-funded capital budget included 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. A motion to approve the action item was made. The motion was seconded and approved unanimously.

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

Proposed student rates for FY20 were provided to the Committee. The recommended tuition rate increase for Maryland resident undergraduate students is 2%. The recommended tuition rate for non-resident undergraduate students and MAT students is also 2%. Fees, room, and board charges increase 3%. A motion to approve the action item was made. The motion was seconded and approved unanimously.

**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. A motion to approve the action item was made. The motion was seconded and approved unanimously.

The meeting adjourned at 4:42 p.m.

**FINANCE, INVESTMENT, AND AUDIT COMMITTEE**

**MINUTES**

**Date of Meeting:** June 26, 2019

**Status of Minutes:** Approved August 8, 2019

**Finance, Investment, and Audit Committee Members Present:** Committee Chair John Wobensmith '93, Anirban Basu, Faculty Finance Delegate Liza Gijanto, Board Chair Lex Birney, President Tuajuanda Jordan

**Committee Members Absent:** Donny Bryan '73

**Staff Member:** Paul Pusecker

**Others Present:** Peter Bruns, Paula Collins, Carolyn Curry, Mike Dougherty, Peg Duchesne'77, Susan Dyer, Mary Grube, David Hautanen, Kelley Hernandez '08, Sven Holmes, Glen Ives, Dan Pindell '10, Jenell Sargent, Christopher True, Michael Wick, Anna Yates

**Executive Summary**

A special meeting of the Finance, Investment, and Audit Committee took place via teleconference on June 26, 2019. The purpose of the meeting was to review and approve the FY20 current fund operating budget. Committee Chair John Wobensmith '93 called the meeting to order at 9:01 a.m.

**Action Items**

**II.A. Approval of the FY20 Current Fund Operating Budget**

The proposed FY20 operating budget totals \$68.7M. State funds total \$27.2M and include \$0.72M of inflator funding, \$0.30M in annualizing the FY19 wage supplement, and \$0.50M to supplement wages in FY20. The proposed budget was based on 1,343 full-time undergraduate students, which represents 98% of the projected 1,370 full-time enrolled students. A proposed tuition rate increase of 2% was proposed for both in-state and out-of-state students along with a 3% increase to auxiliary fees.

Approximately \$2.3M in expense reductions were incorporated into the proposed FY20 operating budget to allow funds for faculty and staff salary changes, required expenditure changes, and strategic planning priorities.

A motion to approve the action item was made by John Wobensmith '93. The motion was seconded and approved unanimously.

The meeting adjourned at 9:20 a.m.