

# ST MARY'S COLLEGE *of* MARYLAND

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*The National Public Honors College*

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

**BOARD OF TRUSTEES**

**OPEN SESSION**

**St. Mary's College of Maryland  
Virtual Meeting  
St. Mary's City, MD**

**May 15, 2020**

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

**AGENDA**

May 15, 2020 (#691)  
11:45 a.m.

*Video/Conference Call  
St. Mary's City, Maryland*

Conference Call Participant Information

Dial-in Number: 1-301-715-8592  
Meeting ID: 892 6943 5976  
Password: 367083

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|--------------|--|--|
| <b>I.</b>    | Call to Order  | <b>Lex Birney</b>                          |
| <b>II.</b>   | Approval of agenda   | <b>Lex Birney</b>                          |
| <b>III.</b>  | Report of the Board Chair  | <b>Lex Birney</b>                          |
| <b>IV.</b>   | Report of the President  | <b>President Jordan</b>                    |
| <b>V.</b>    | Committee Chair Action Items   |  |
|              | <b>A.</b> Governance Committee   | <b>Susan Dyer</b>                          |
|              | Action Item 1920-27: College Donation Authority Policy Approval            |  |
|              | <b>B.</b> Campus Life and Facilities Committee                             | <b>Donny Bryan '73, Danielle Troyan'92</b> |
|              | Action Item 1920-28: Approval of the Annual Facilities Condition Report    |  |
|              | <b>C.</b> Finance, Investment, and Audit Committee                         | <b>John Wobensmith '93</b>                 |
|              | Action Item 1920-29: Approval of the FY21 Plant Fund (Capital) Budget      |  |
|              | Action Item 1920-30: Approval of the FY22-26 State Capital Budget Proposal |  |
|              | <b>D.</b> Academic Affairs Committee                                       | <b>Peter Bruns</b>                         |
|              | Action Item 1920-31: Approval of the 2020 Graduates                        |  |
| <b>VI.</b>   | Faculty Senate Report  | <b>Jeffrey Byrd</b>                        |
| <b>VII.</b>  | Student Trustee Report   | <b>Jasmine Long</b>                        |
| <b>VIII.</b> | Alumni Association Report  | <b>Alan Wagaman</b>                        |
| <b>IX.</b>   | Motion to Adjourn Meeting  | <b>Lex Birney</b>                          |



**BOARD OF TRUSTEES MEETING  
MAY 15, 2020  
PRESIDENT'S REPORT**

Within weeks of the February 2020 Board of Trustees meeting, the College turned immediately its full attention to preparing for the potential impact of the COVID-19 global pandemic. Campus communications - initially alerting the community that the coronavirus outbreak was being monitored from Vice President for Student Affairs Brown on January 29, 2020, through this week when we announce student financial assistance provided via CARES Act funding(\$0.568M) - have occurred on a weekly basis and have been disseminated via email to students, parents, faculty and staff as well as posted on the College's [COVID-19 page](#). For the first few weeks, the College's attention was focused on preparing for the rapid transition to remote instruction and doing everything we could to 1) assist our community with the transition, 2) ensure that students and faculty had what they needed to facilitate success during remote instruction, 3) make certain that all essential employees were provided a safe and healthy environment in which to work, and 4) provide those who were afforded the opportunity to telework the necessary equipment and support to do so. Some highlights of this transitional time are provided in the reports of all of the vice presidents and provost.

The financial impact of the pandemic is unprecedented. To date, approximately \$0.25M has been required to quickly transition to remote instruction, \$3.5M has been refunded to students and their families for unused room, board, mandatory fees, and parking charges, and revenue lost because of cancelled events for the remainder of the semester and through the summer will be hundreds of thousands of dollars.

Fortunately, some of these expenses have been offset by a significant decrease in operating expenses and utilities. Additionally, the College received a \$50K State grant to help with IT expenses. The Student Government Association, with an eye towards identifying ways to assist St. Mary's College students, quickly donated \$50K to the recently launched Recovery Fund, an initiative focused on helping students in need and the College brave the financial storm. Finally, the College continues to apply for federal and state grant opportunities as they become available and may pursue potential bank lines of credit and/or bonds to mitigate the financial impact of COVID-19.

Throughout the entire period of disruption, the faculty and staff have rolled up their sleeves and done what has been deemed necessary for the sake of our students and each other. The St. Mary's Way was no longer an aspirational ethos. It became the reality.

The students are engaged, supportive, and committed to concluding this semester on a high note. It is also apparent from their almost incessant questions asking when will they be able to return and the seniors insisting on having an in-person Senior Week and Commencement that our students value their St. Mary's College education, experiences, and relationships. The current situation is too fluid for the College to provide students definitive answers to their queries. We are, however, doing what we can to celebrate the achievements of the graduates and the accolades of all of the students, faculty, and staff during this period of great uncertainty. The virtual [Honors and Awards Convocation](#) is just one

example of these efforts and a special Senior Recognition site will be unveiled on May 23, 2020. The Commencement has yet to be scheduled but we will do everything in our power to make it an extra-special, in-person event at some point.

The 2020 Legislative Session adjourned on March 18th, three weeks early, due to the pandemic. Leading up to and during the Session, College leadership attended 18 meetings with individual legislators and members of the Governor's executive staff and 12 legislative events; testified at four budget hearings; and provided a briefing to the Southern Maryland Delegation. The College hosted its annual Alumni Legislative Reception on February 13th. The College's government relations team tracked 66 bills during the Session that had the potential to affect St. Mary's College. During the Session, testimony was submitted for the budget committee's higher education overview hearings, the College's capital budget hearings and 11 bills.

During the abbreviated Session, the Legislature passed the FY21 operating and capital budgets as requested (details provided in the materials for the Finance, Investment, and Audit Committee report) and various legislation that will affect St. Mary's College. Interestingly, perhaps a harbinger of the COVID-19 pandemic was legislation entitled *Public Institutions of Higher Education – Outbreak Response Plan* (HB 187/ SB 329) which requires, among other things, public higher education institutions to submit an outbreak response plan to the Maryland Department of Health on or before August 1 each year and to implement the outbreak response plan, inclusive of certain defined protocols and processes. Other passed legislation that will impact the College has been summarized.

The College has now turned its full attention to planning for the next academic year because waiting for the pandemic to magically disappear or for a miracle vaccine to be developed would be fiscally irresponsible and disastrous. A Fall 2020 Planning Task Force has been appointed. Its charge is to develop plans for the College to resume operations in the fall in a manner that is first and foremost as safe as possible and as engaging as a residential campus can be in this new normal. This effort will require a transparent process as well as collaborative and innovative solutions that engage every stakeholder group along the way. The basic foundation of the plan will be presented during the Board meeting.

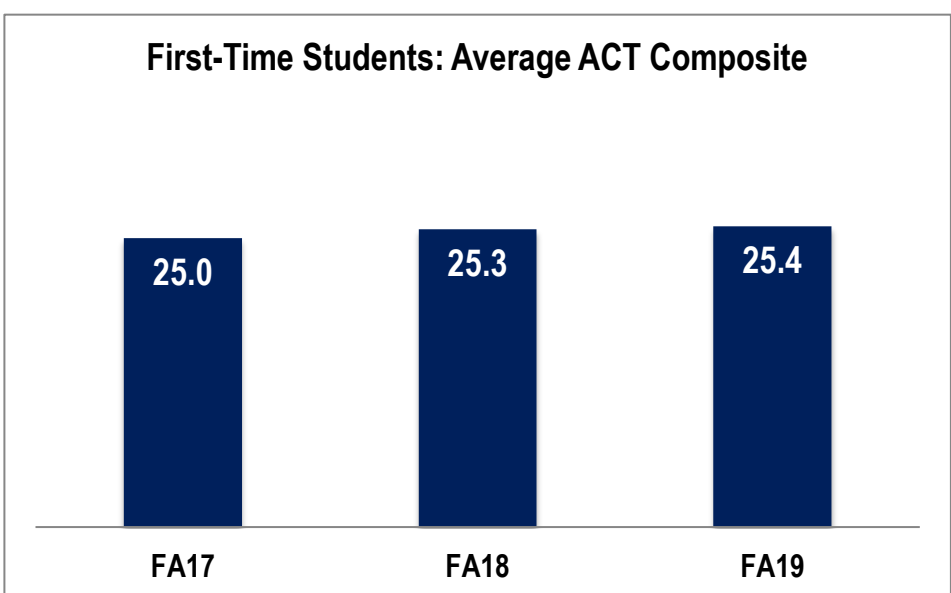
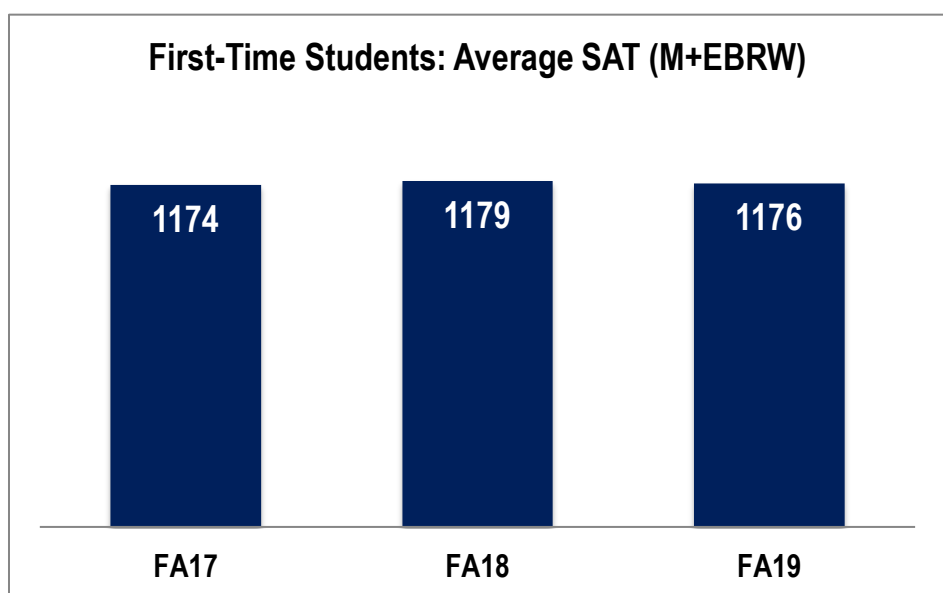
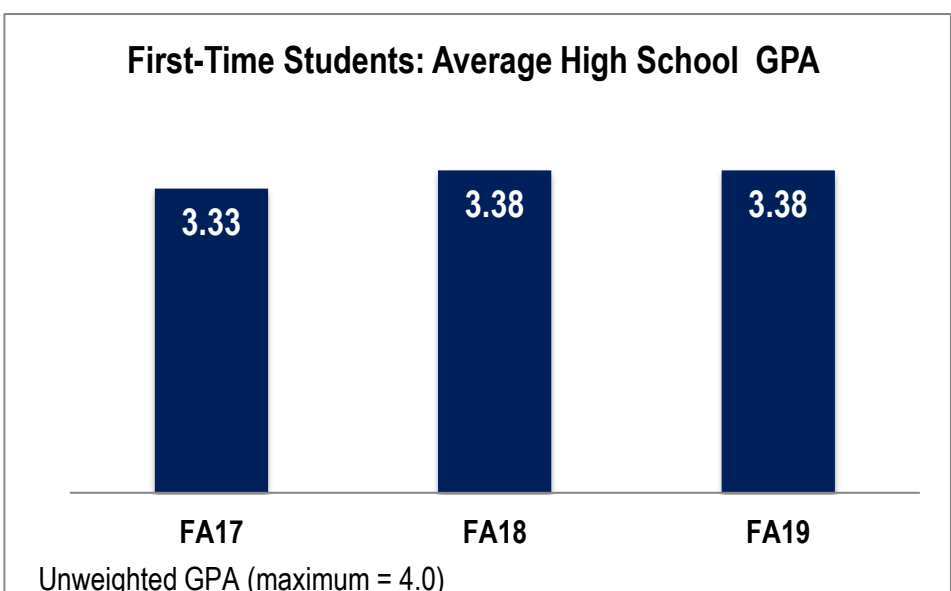
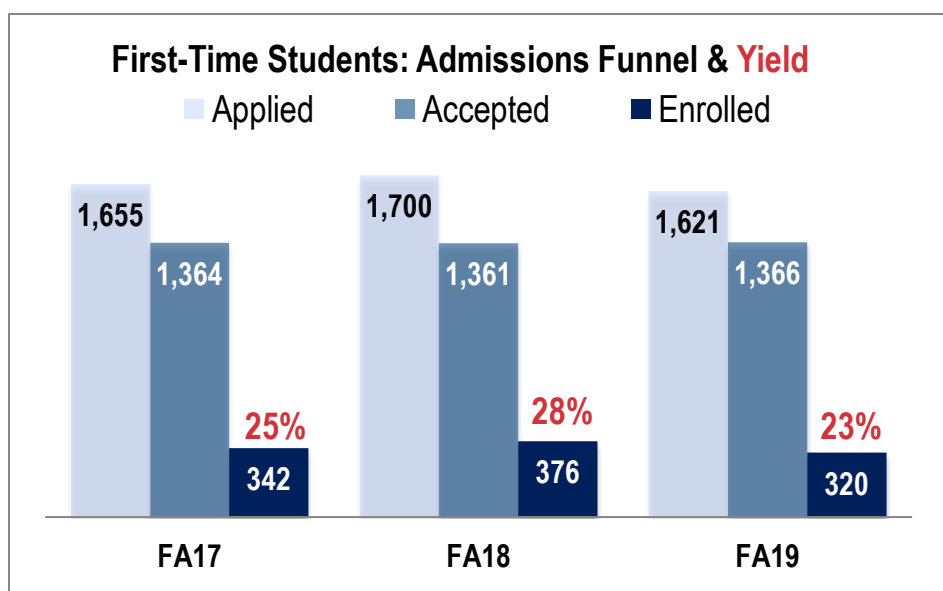
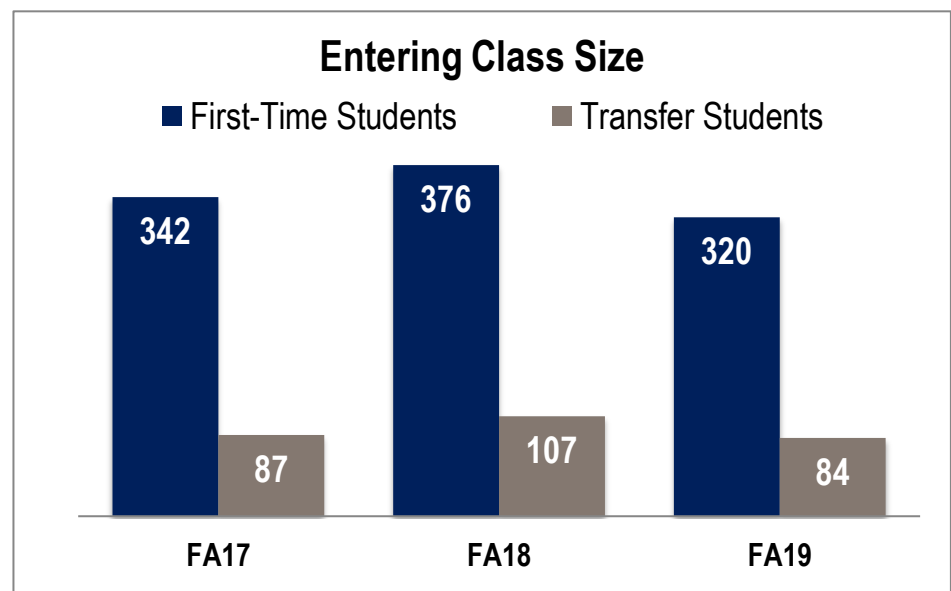
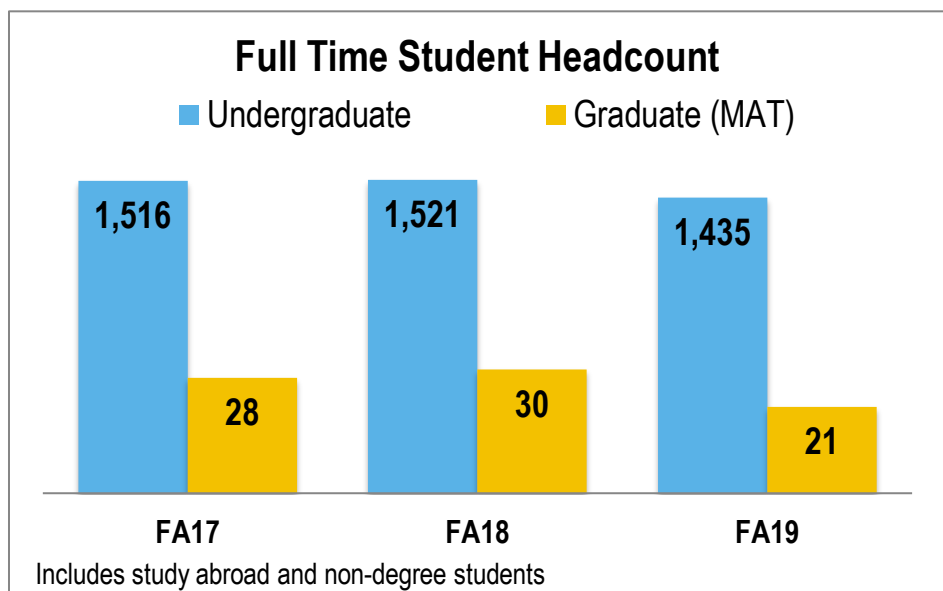
In the midst of all of this seeming chaos, the Admission Team kept their focus on bringing in the Fall 2020 cohort. The College received the second highest number of applications in its history. In the vice president for enrollment's report, you will read about their herculean efforts and the great results to date. Importantly, you will also learn about how the pandemic has disrupted recruiting for the Fall 2021 cohort and what the team is doing to mitigate the potentially negative impact.

This has been an incredibly challenging semester. A lesser institution, having been through all that we have for the past 180 years, might be ready to call it quits. I believe that we will weather this storm because our guiding principle, as it always has been during difficult times, is focused on student success in a manner that evolves with the ever-changing world. There are some rough seas ahead. The Board of Trustees is the anchor that steadies the College during turbulent times. Thank you for what you have done and continue to do for St. Mary's College of Maryland. Your engagement bolsters our confidence that the College will emerge from this challenge stronger than it has ever been before.

## Board of Trustees Dashboard - May 2020

### Student Characteristics in Enrollment \*\*

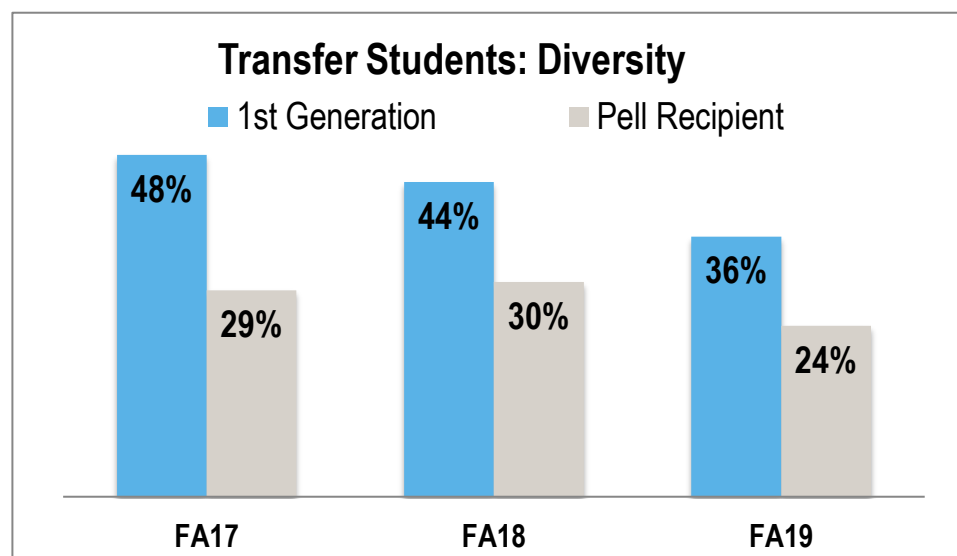
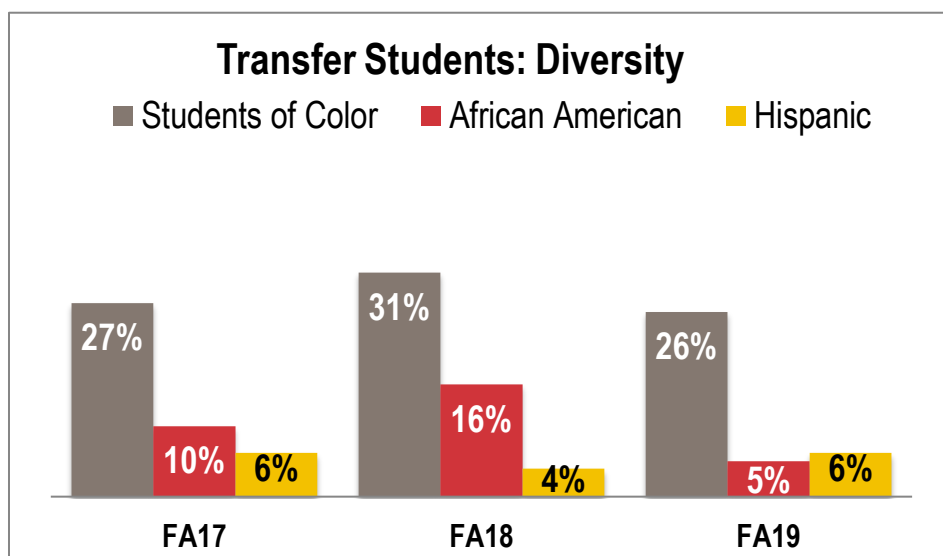
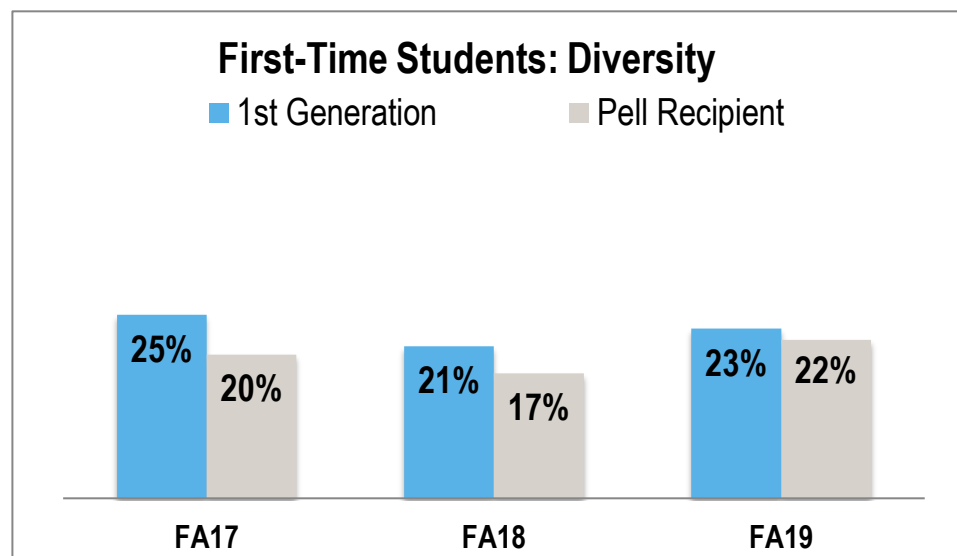
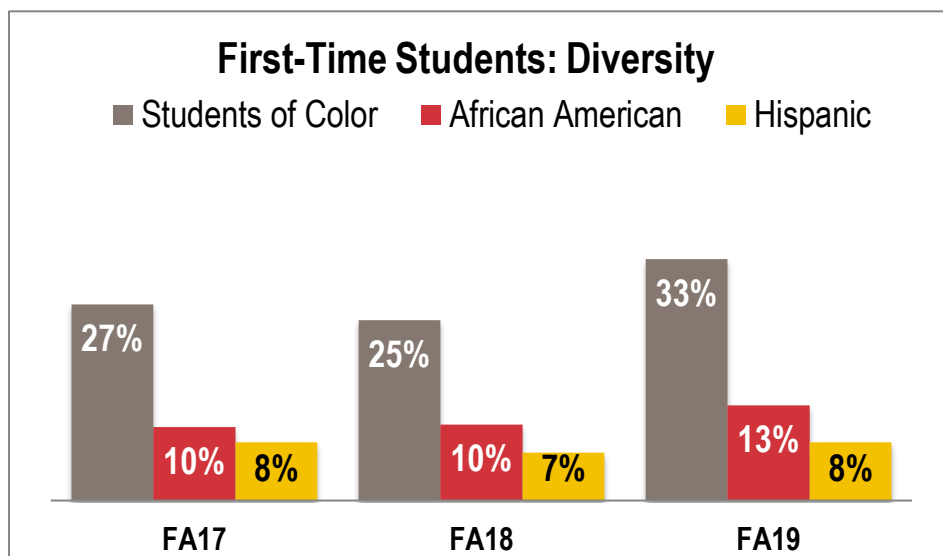
Fall 2019 figures based on final census (freeze) data, 9/30/2019



## Board of Trustees Dashboard - May 2020

### Student Characteristics in Enrollment \*\*

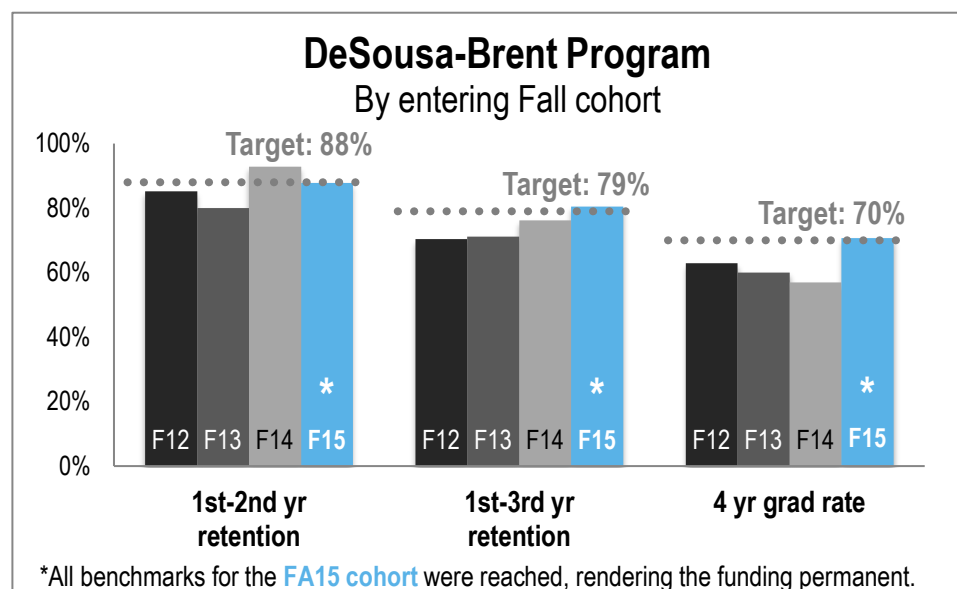
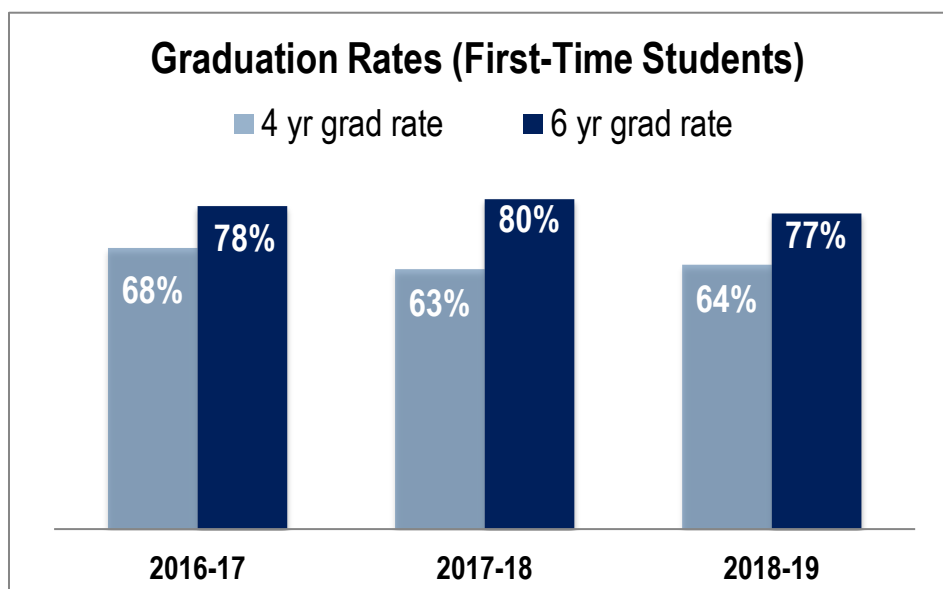
Fall 2019 figures based on final census (freeze) data, 9/30/2019



\*\* Goals were temporarily removed for all measures. Revised goals will be established during the strategic planning process.

### Student Retention and Persistence \*\*

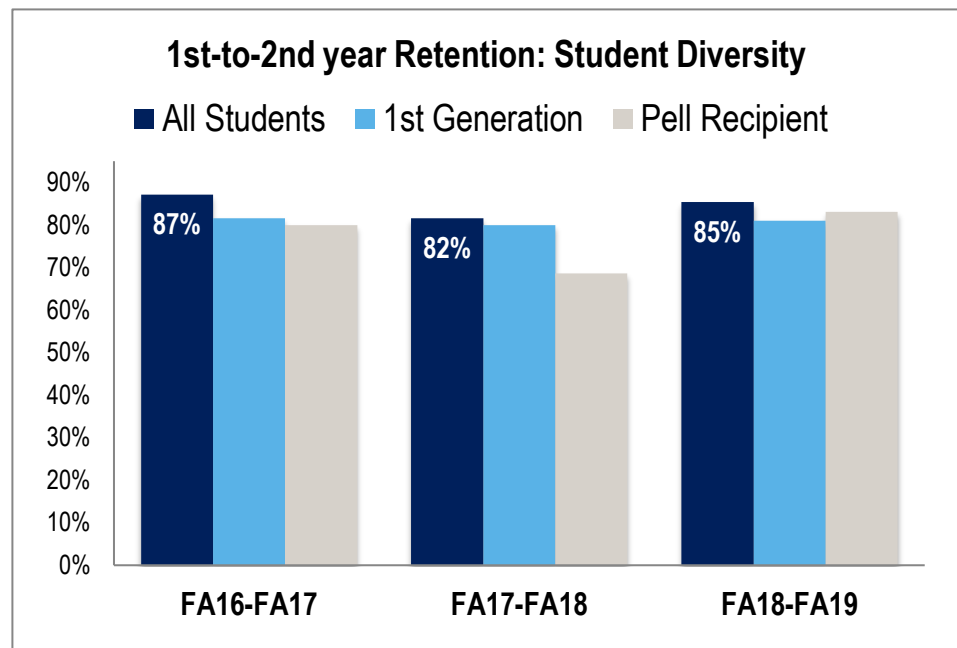
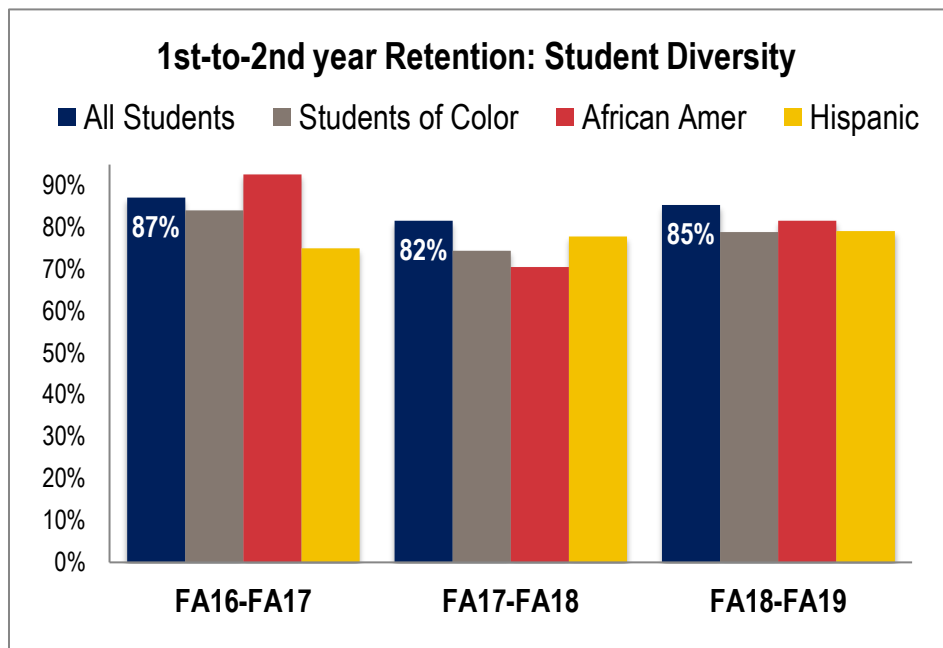
Fall 2019 figures based on final census (freeze) data, 9/30/2019



## Board of Trustees Dashboard - May 2020

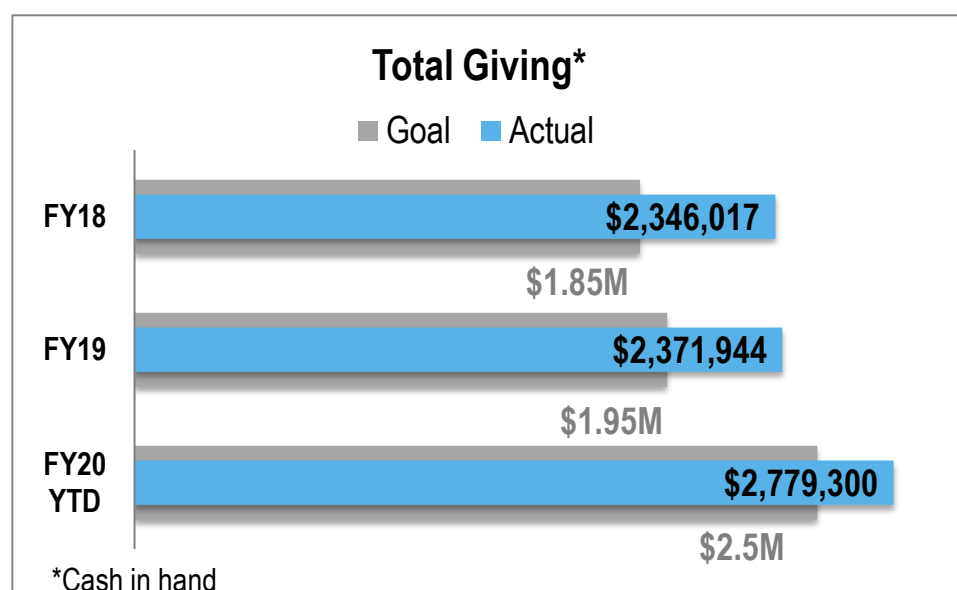
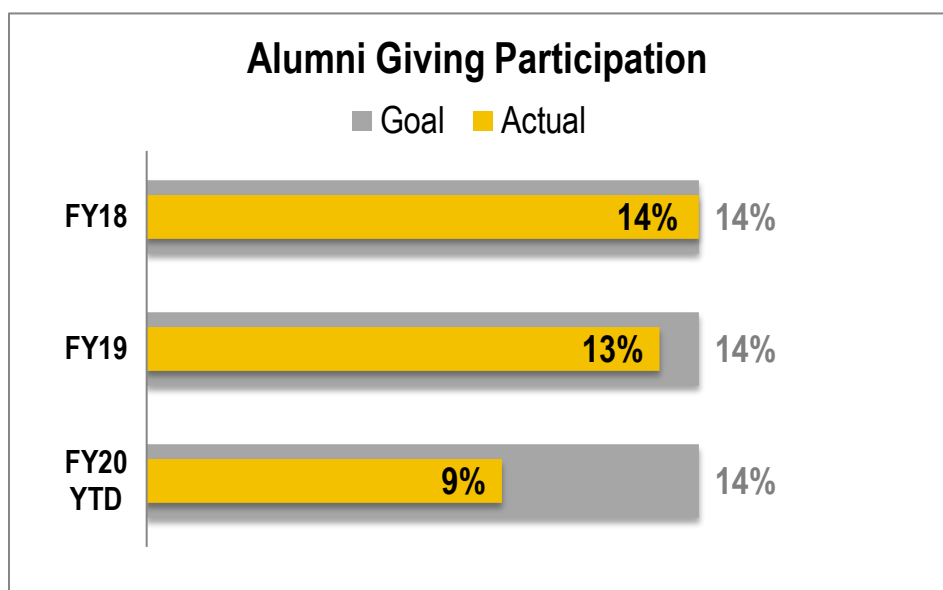
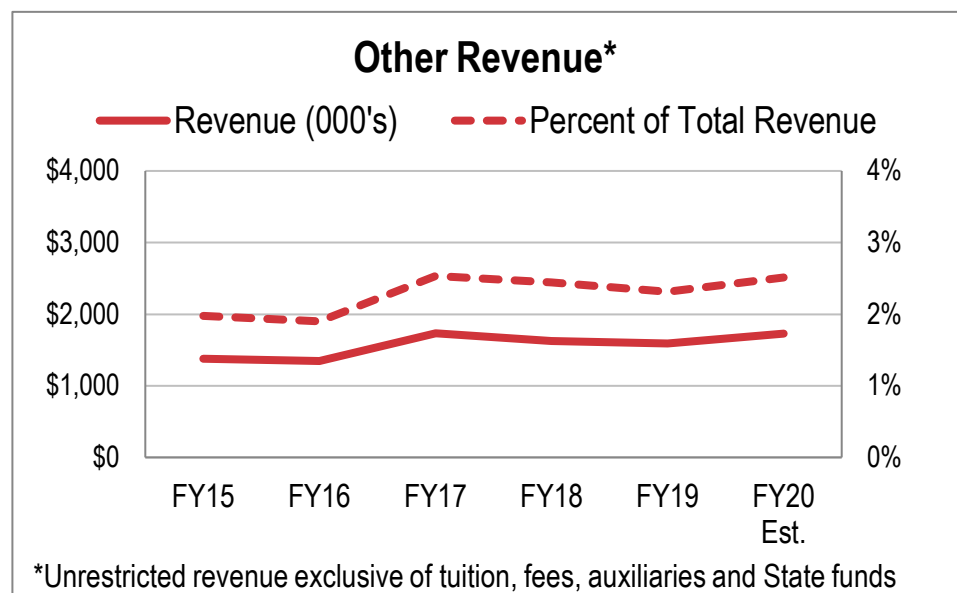
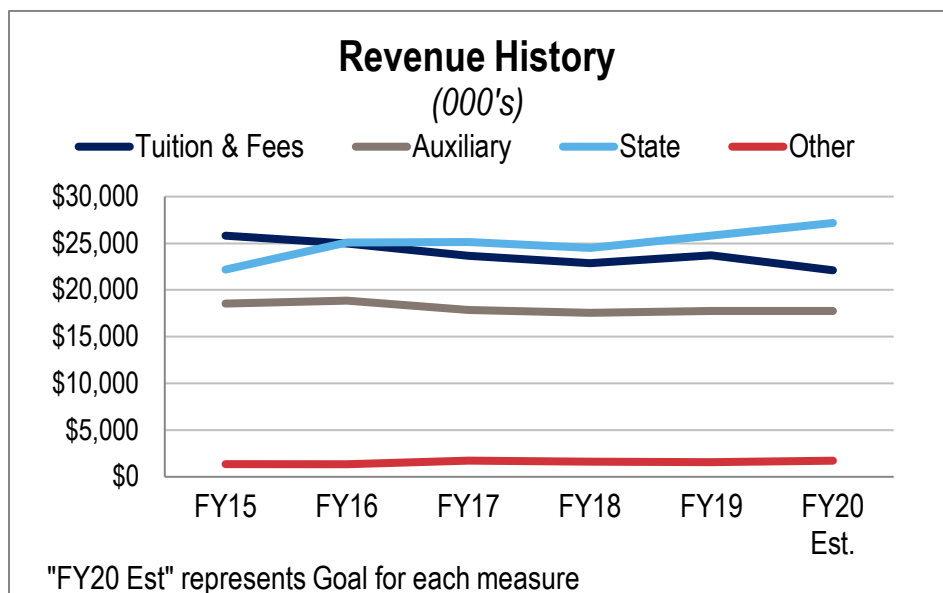
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Fall 2019 figures based on final census (freeze) data, 9/30/2019



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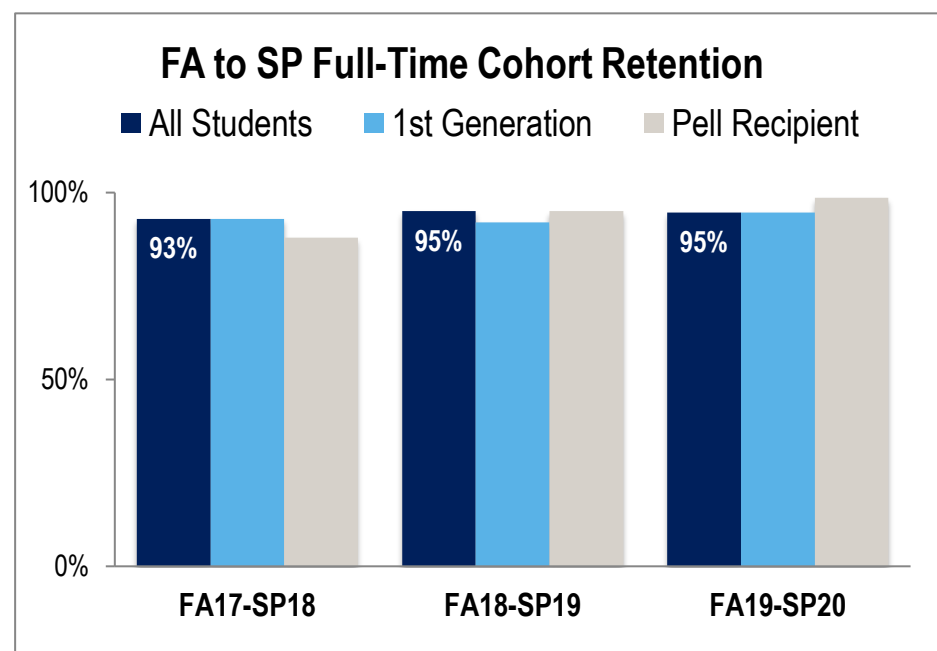
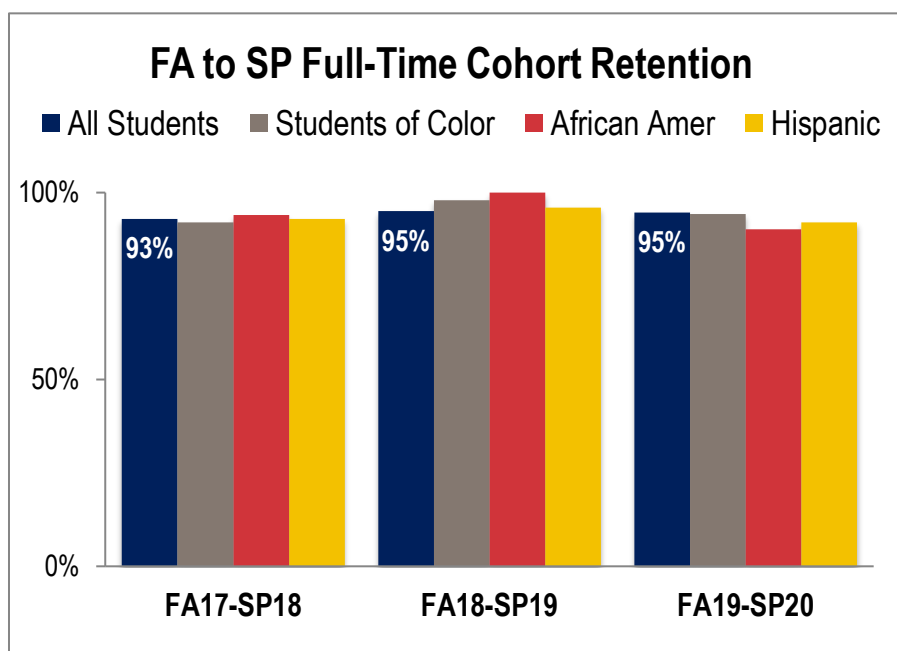
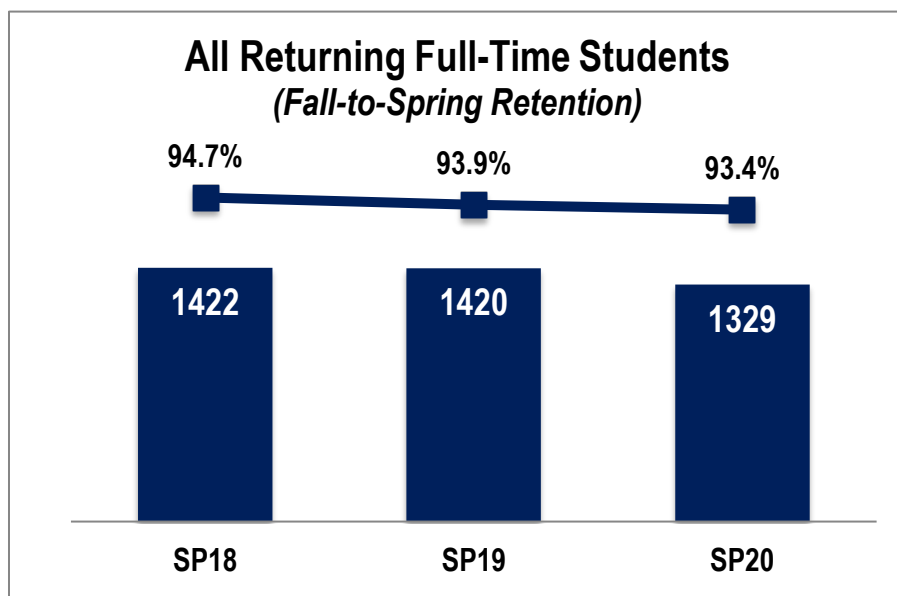
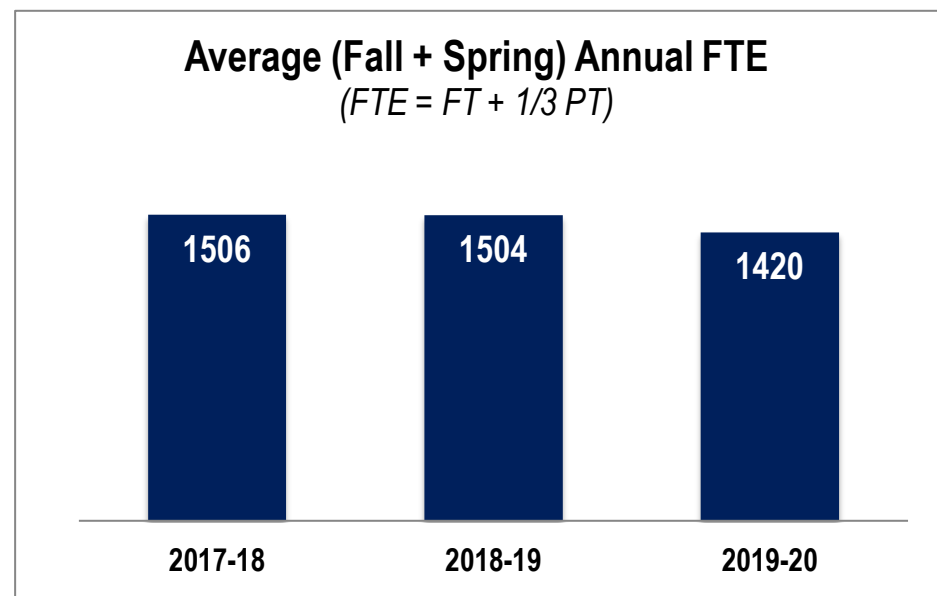
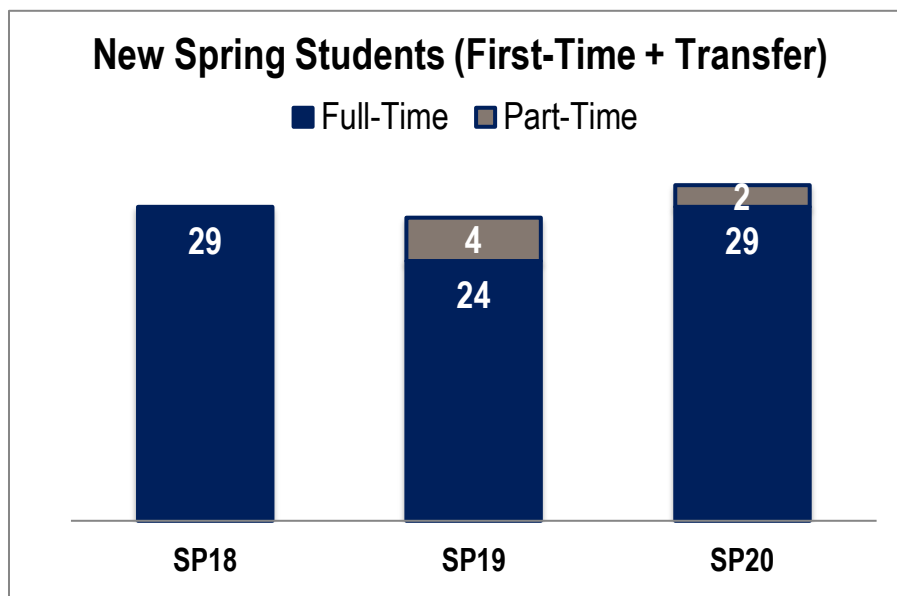
### Revenue and Fundraising



## Board of Trustees Dashboard - May 2020

### Spring Semester Enrollment and Persistence

Spring 2020 figures based on final census (freeze) data, 2/17/20





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

**ACTION ITEM 1920-27**

**2020-2021 COLLEGE DONATION AUTHORITY POLICY**

**RECOMMENDED ACTION**

St. Mary's College of Maryland Policy Authorizing Donations of Limited College Personal Property.

**RATIONALE**

The Maryland Education Article permits the College's Board of Trustees to dispose of College personal property. The Board recognizes that from time to time there are occasions where College personal property is no longer of use to the College but may serve a worthwhile purpose for the local College community. Examples of such occasions include, but are not limited to the disposal of: laboratory equipment/supplies that are nearing their expiration date and are not anticipated for use by the College; College theater props that cannot be repurposed by the College. Under such circumstances the Board has elected to delegate the decision-making to the College's President regarding how and to whom said property should be donated.

In carrying out this delegated responsibility, the President agrees to inform the Board and the College's legal counsel no later than five business days before any disposal of property exceeding a value of \$1000.00, will be made. In that notification, the President shall provide a statement: (1) describing the materials; (2) explaining why the College has no current use for the materials; (3) verifying that the property will be given to a public entity (i.e., public elementary/high school, a local health department); (4) explaining the charitable purpose that benefits the College (if applicable) as well the local community; and (5) attesting that disposing of the property will not result in a financial detriment to the College. If any Board member objects to the proposed disposal of property, a Board meeting shall be convened to discuss the proposal. In the absence of any Board member objection, the College's President may proceed with disposal of the property. Where a Board member has objected and/or a meeting has been called to discuss, disposal of the property shall be halted until/unless a decision is reached approving the donation. For donations of property less than or valued at \$1,000.00, the College shall retain a record memorializing that donation and make it available for inspection to the Board, upon request.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
CAMPUS LIFE AND FACILITIES COMMITTEE**

**VICE PRESIDENT FOR STUDENT AFFAIRS/DEAN OF STUDENTS REPORT**

The Division of Student Affairs partnered across campus to respond to the emerging COVID-19 pandemic. What follows is a summary of the way in which the different departments in the division altered services to meet student needs and worked to remain connected and engaged with students throughout the remainder of the Spring 2020 semester. In addition, there is a summary of the College's Emergency Response Team (ERT) and their work in support of the College's response to the pandemic.

Overall, students seemed to have adjusted to the circumstances. We have seen some challenges in communicating with students about whom faculty and staff have raised concern, students who are dealing with competing priorities (academic work plus family, financial, medical issues), difficult living/studying conditions, accommodations, and access to technology. We have worked very hard to address each of these challenges as they arose.

**The Career Development Center**

- Offered virtual advising appointments for all students.
- Opened the JobIQ platform to all graduating seniors to aid in the job search process.
- Collecting information from students and employers to compare with national data on the impact of the pandemic on summer hiring plans. Data from these surveys will inform the information provided in the webinars.
- Hosting webinars for students on topics of remote internships and job searching during a pandemic.
- Moving into Fall 2020, the Career Development Center is prepared for the full implementation of its first-year professional literacy courses for all incoming students (Career and Network Navigation I (CORE-P 101) and Career and Networking Navigation II (CORE-P 102)) with 10 returning instructors, an additional three new adjunct instructors and over 30 peer mentors to support first year students in the course.

**Office of Public Safety**

- Reduced staff so that only the minimum number of staff are on duty. Staff taken off of the schedule are on paid administrative leave.
- Issued N95 facemasks to each officer, 1 per officer.
- Focusing patrol on building security.
- Storing medical supplies from the Wellness Center in the Calvert Hall classroom and can be picked up by appointment for students.
- Running a shopping shuttle for remaining students on campus Fridays and Sundays at 1:00 PM.

#### Office of Student Support Services/Office of Accessibility Services

- Provided strategies for remote learning to students (and faculty) referred to our offices (close to 100).
- Collaborated with faculty and the Office of Information Technology to reach out to 46 students who lacked devices/access to reliable internet to get devices mailed to the students.
- Reformatted three in-person student success workshops into videos for at-home learning (Procrastination, Time Management While at Home, Self-Care).
  - Students on Academic Probation were required to do a pre-test and post-test for the videos.
- Collaborated with the DeSousa-Brent/Wellness Center/Title IX to create “Student Support for Remote SMCM” Google Site:  
<https://sites.google.com/smcm.edu/smcmremotehelp/home>
- Launched and facilitated online tutoring program.
- Maintained regular support structures for academic coaching, Academic Probation meetings, etc. via Zoom and FaceTime.
- Developed a section of an existing Google site to help faculty create/facilitate accessible remote instruction.
- Offered daily virtual office hours, Monday - Friday (both offices).

#### Student Life

- Created virtual programming in Residence Life and Student Activities.
- Resident Assistants maintained connections with students virtually and provided support and resources.
- Professional staff maintained regular meetings with all student staff.
- Created systems for students to return to campus for essential items and developed a plan to move students out for the semester.
- Created an online/virtual system to maintain contact with clubs and organizations. There was a club transition meeting with over 200 students on the Zoom call.
- Developed interest survey for incoming students from which the results will be provided to club leaders for incoming student outreach.
- Purchased face coverings for students.
- Worked with Bon Appetit on service hours and providing meals in the food pantry.

#### Wellness Center

- Counseling appointments were conducted via Health Information Portability and Accountability Act (HIPAA) compliant Zoom. Counselors conducted over 220 Zoom sessions.
- Psychiatric services were delivered by Zoom and psychotropic medications continued to be refilled as needed.
- The Wellness Center coloring book was updated with COVID-19 tips and distributed electronically to all students.
- The Peer Health Educators (PHE’s) and Sexual Misconduct Advocacy and Resource Team (SMARTies) continued to engage with students virtually on social media platforms. The PHE’s instituted Wellness Wednesday events, the first event was a coloring book contest. Both groups continued to recruit new students for the Fall.

- The Director of the Wellness Center reached out to all students on campus who indicated on a survey that they wanted to be contacted and have sent emails to students remaining on campus with wellness tips and updates related to COVID-19.
- First aid supplies and some over the counter (OTC) medications (including emergency contraceptives and condoms) were made available to students through Public Safety.
- Health Services for students on campus were managed by MedStar Medical Group. Students needing services were directed to call MedStar directly for telephone triage and schedule an in-person or telemedicine appointment if appropriate to refill medications, assess illness/injury, and refer for COVID-19 testing if needed.

#### Emergency Response Team

The Emergency response Team (ERT) is a cross divisional group that is charged with addressing emergent situations facing the campus community and recommending on-going actions to the Executive Council. Fortunately, members of the ERT spoke with the St. Mary's County Health Department (SMCHD) to discuss pandemic response in the Summer of 2019 and subsequently talked through a campus response in September of 2019. This mini tabletop resulted in identifying a need to develop a contact tracing process as part of our pandemic preparation.

The following is a summary of actions taken by the ERT beginning in January 2020 in response to COVID-19.

#### January 2020

- Held initial meeting to develop response protocol for first reported case of an infected student on campus.
- Began crafting and communicating to campus community and parents regarding COVID-19.

#### February 2020

- Communicated and coordinated with SMCHD and the St. Mary's County Department of Emergency Services to be included in planning and response in the county.
- Three Executive Council Members attended a tabletop exercise for the University System of Maryland (USM) schools held at University of Maryland Baltimore.

#### March 2020

- Held joint meeting with ERT and the Executive Council with the SMCHD to refine initial response protocol to include staff and faculty.
- Developed and distributed departmental templates for Continuity of Operations Plans.
- Finalized contact tracing plan specific to COVID-19.



**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
CAMPUS LIFE AND FACILITIES COMMITTEE**

**VICE PRESIDENT FOR INCLUSIVE DIVERSITY AND UPDATE**

I joined St. Mary's College of Maryland in August 2019 to serve as the Inaugural Vice President for Inclusive Diversity and Equity/Chief Diversity Officer. Much of my first year was spent getting to know the College's history; diversity, equity, and inclusion challenges and opportunities for innovation; and developing foundations for the necessary collaborations to move the institution toward its goals. However, we have not shied away from diving into the campus thicket when diversity, equity, and inclusion-related challenges and opportunities arose that required response and leadership. Now at the end of my first year with the College, I am proud of what we have accomplished through our collaborative work with faculty, staff, students, and the St. Mary's County community.

Points of Pride:

- In response to concerns around the retention of underrepresented students, IDE worked with student leaders to develop more robust extracurricular programming to enhance the sense of belonging of underrepresented students at the College.
- We have worked with our Center for Inclusive Teaching and Learning to design and pilot aspects of a faculty development curriculum.
- In collaboration with the College's ADA coordinator, we have identified professional development gaps for staff and faculty around support for neurodiverse students, as well as service gaps, and are developing a proposal to attract private and grant funding in order to address the College's challenges in this area.
- We worked with a small group of faculty and staff to submit a pre-proposal for the Howard Hughes Medical Institute's new Inclusive Excellence initiative for institutional transformation grants in science education.
- We hosted the College's inaugural Faculty and Staff of Color Luncheon. 100 faculty and staff were invited, 60 RSVP'd, and 55 were in attendance.
- We have made inroads with the St. Mary's County community, exploring collaborative programming with the local chapter of the NAACP and joining the St. Mary's County Public School System's Equity Task Force.

Unfortunately, a much-anticipated piece of our work in Spring 2020 was significantly impacted by the COVID-19 pandemic. Specifically, on March 10, 2020, the Division of Inclusive Diversity and Equity (IDE) in collaboration with the Division of Student Affairs, the Office of the Provost, and the Center for Democracy Studies planned to host a "St. Mary's Day" focused on the theme of "Civil Discourse" (<http://www.smcm.edu/inclusive-diversity-equity/st-marys-day/>). In order to

promote broad engagement from students, faculty, and staff, the College cancelled classes and suspended all non-essential operations as means to facilitate all students and faculty fully participating in the day. The agenda for the day was to include an opening keynote on the principles of deep civility and how they are practiced on college campuses; an interactive presentation on interrupting bias; and a panel discussion on critical media literacy and the impact of disinformation on public debate. On Friday, March 6, 2020, College leadership was forced to postpone St. Mary's Day to developing information about the COVID-19 pandemic. IDE is exploring alternative platforms for hosting this important event in Fall 2020 in such a way that honors the community learning component of this initiative while also following all necessary health and safety restrictions.



**BOARD OF TRUSTEES  
CAMPUS LIFE AND FACILITIES COMMITTEE  
REPORT SUMMARY**

**Date of Meeting:** May 15, 2020

**Date of Next Meeting:** October 16, 2020

**Committee Co-Chairs:** Donny Bryan '73 and Danielle Troyan '92

**Committee Members:** Carlos Alcazar, John Bell '95, Board Chair Lex Birney, Mike Dougherty, Peg Duchesne '77, Judy Fillius '79, Elizabeth Graves '95, Jasmine Long '20, Scott Mirabile, President Tuajuanda Jordan

**Staff Members:** Leonard Brown and Paul Pusecker

**Dashboard Metrics**

N/A

**Executive Summary**

**Information Items**

Vice President for Student Affairs/Dean of Students Report

The Division of Student Affairs partnered across campus to respond to the emerging COVID-19 pandemic. The different departments in the division altered services to meet student needs and worked to remain connected and engaged with students throughout the remainder of the Spring 2020 semester.

The Emergency Response Team (ERT) is a cross divisional group that is charged with addressing emergent situations facing the campus community and recommending on-going actions to the Executive Council. A summary will be provided of the College's ERT and their work in support of the College response to the pandemic.

Inclusive Diversity and Equity Update

Vice President for Inclusion, Diversity and Equity/Chief Diversity Officer Tayo Clyburn provides points of pride accomplished through his collaborative work with faculty, staff, students, and the St. Mary's County community.

Student Trustee Report

Jasmine Long '20 will present summary highlights of her Student Trustee Report.

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

**II.A. Approval of the FY21 Plant Fund (Capital) Budget**

The Committee will consider the proposed Priority A FY21 Plant Projects. Background information will be provided, including a cost breakdown by priority categories, a listing of FY21 plant budget projects, cumulative project expenditures for FY20 (through March 31, 2020), and historical plant expenditures.

**II.B. Approval of the FY22-26 State Capital Budget**

The proposed FY22-FY26 State-funded capital budget includes the final installment of funding for the New Academic Building and Auditorium and continues funding of various Campus Infrastructure Improvements. The College request includes funding for the design and construction of the Montgomery Hall renovations and construction funds for a limited renovation of Goodpaster Hall.

**II.C. Approval of the Annual Facilities Condition Report**

The Committee will conduct its annual evaluation of the campus facilities and report its findings to the Board of Trustees for approval.





**BOARD OF TRUSTEES  
CAMPUS LIFE AND FACILITIES COMMITTEE  
MEETING OF MAY 15, 2020**

**AGENDA**

- I. DISCUSSION ITEMS (None)**
  
- II. ACTION ITEMS**
  - A. Approval of the FY21 Plant Fund (Capital) Budget
  - B. Approval of the FY22-FY26 State Capital Budget
  - C. Approval of the Annual Facilities Condition Report
  
- III. INFORMATION ITEMS**
  - A. Vice President for Student Affairs/Dean of Students Report
  - B. Inclusive Diversity and Equity Update
  - C. Student Trustee Report
  - D. Minutes (January 31, 2020 and April 24, 2020)

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

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
CAMPUS LIFE AND FACILITIES COMMITTEE**

**ACTION ITEM 1920-28**

**APPROVAL OF THE ANNUAL FACILITIES CONDITION REPORT**

*(See appendix for supporting documents.)*

**RECOMMENDED ACTION**

The Campus Life and Facilities Committee recommends approval by the Board of Trustees of the Annual Facilities Condition Report (attached).

**RATIONALE**

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

**BOARD OF TRUSTEES  
CAMPUS LIFE AND FACILITIES COMMITTEE**

**MINUTES**

**Date of Meeting:** January 31, 2020

**Status of Minutes:** Approved February 21, 2020

**Campus Life and Facilities Committee Members Present:** Committee Co-Chairs Donny Bryan '73 and Danielle Troyan '92, Carlos Alcazar, John Bell '95, Board Chair Lex Birney, Mike Dougherty, Peg Duchesne '77, Elizabeth Graves '95, Judy Fillius '79, Jasmine Long '21, President Tuajuanda Jordan, Faculty Representative Scott Mirabile

**Staff Members:** Leonard Brown, Paul Pusecker

**Others Present:** Betsy Barreto, Allison Boyle, Michael Bruckler, Peter Bruns, Jeffrey Byrd, Tayo Clyburn, Susan Dyer, Paula Collins, Carolyn Curry, Gail Harmon, Anne Harvey-Diggs, David Hautanen, Sven Holmes, Lawrence Leak '76, Maury Schlesinger, William Seale, Jenny Sivak, Allan Wagaman '06, Ray Wernecke, Michael Wick, John Wobensmith '93, Anna Yates, Derek Young '02

**Executive Summary**

Campus Life and Facilities Committee Co-Chair Donny Bryan '73 called the meeting to order at 1:00 p.m.

New Academic Building and Auditorium Construction Approval

The construction contract for bid package one received approval by the Board of Public Works on January 8, 2020. Site work will begin in late March. The additional \$4M that was required to complete the project as designed was included in the Governor's FY21 capital budget. Bid package two will be issued after the additional funds are approved by the State legislature. The current project completion date is late Spring 2022.

Student Trustee Report

Student Trustee Jasmine Long '21 reported that the newly reestablished Public Safety Advisory Committee has been active in its efforts to improve campus security and communication. Meetings with students to identify areas of concern are taking place. She expressed her appreciation for the ongoing efforts of the Committee and noted that they are making progress. Jasmine is currently working with Provost Michael Wick to address student concerns regarding the class registration process, specifically the lack of staff, class times, and course offerings. The search for the next Student Trustee-in-Training is underway. Jasmine has been devoting time specifically to recruit candidates for this important position. Her goal is to present at least five applicants at the open forum scheduled in mid-February.

### Student Engagement and Student Activities

Vice President for Student Affairs/Dean of Students Leonard Brown presented a student engagement and activities update, noting that social programming and student engagement are important components of the student experience. Two years ago, it had become apparent that the quality of our student's social lives needed attention. To address this, the offices of residence life and student activities worked together to take a holistic approach to programming and student engagement.

Executive Director of Student Life Derek Young '02 provided the Committee with details about the improvements that have taken place in student programming efforts. Programs were typically organized independently by groups, such as the Student Government Program Board, the student activities office, and various other campus groups, clubs, and organizations. There was little collaboration, which resulted in programs that were not well attended. To improve the process, a new approach to programming was taken and a model has been developed and put into place. This new model places a focus on wellness, civic responsibility, diversity and inclusion, leadership, and social events. Collaboration with the Student Government Association Board is key, as they are a critical partner in the larger matrix of student programming and engagement. Club Boot Camp, a mandatory training program, was developed in order to provide students with useful information about program development, event planning, budgeting, risk assessment, and to assist with the programming efforts overall. The new model has been successful and the number of programs has significantly increased, with three-to-five events taking place each week. In Fall 2019 there were 134 programs, compared to 101 in Fall 2018. Student attendance and engagement has increased and the feedback has been very positive. Future programming efforts continue and will focus on increasing the diversity of programs, offering multiple options, and developing late-night and weekend events.

Dr. Brown stated that with a creative staff, continued collaboration with the Student Government Program Board, and with the financial support of the College, this holistic approach to student engagement and social programming is creating a community that prospective students will be excited to join, and one in which current students can take pride. He applauded the efforts of Alumnus Derek Young '02.

### Commemoration Design Update

The Maryland Board of Public Works approved the contract in April 2019 and the design process is fully underway. The College received a draft of Quenton Baker's redacted poetry in December 2019, which was approved unanimously by the Commemoration Committee. Renderings of the Commemoration are expected to arrive in late-February. The fabrication of the structure will begin shortly thereafter, with installation in early Summer 2020. A community dedication ceremony is scheduled for September 12, 2020.

### FY20 Capital and Infrastructure Projects

The Jamie L. Roberts Stadium project is complete, with the exception of one minor construction deficiency that will be remediated by the contractor. The project closeout is expected to take place in March.

The new brick sidewalk along Trinity Church Road is complete and provides a safe walkway for students, faculty, staff, and visitors. The project included a new bio-retention facility, installed over the winter break, to relieve a ponding issue at the intersection of Trinity Church Road and the James P. Muldoon River Center parking entrance.

The College expects to receive final SHA approval for phase II of the Route 5 Traffic Calming Project soon, after which the project will go to bid. The project is funded from a seven-year-old Federal grant and matching funds from the State.

Installation of a new layered membrane roof on the Hilda C. Landers Library is scheduled for March 2020. Once completed, the roof system and flashing repairs will fix leaks caused by driving rain and minimize negative impacts to the offices and classrooms in the building. Phase one of the Hilda C. Landers Library HVAC Controls Project was completed in November 2018. Phase two will be completed by February 2020.

Installation of the Schaefer Hall layered membrane roof was completed in August 2019. This project was the final phase of a complete replacement of the flat roofs on Schaefer Hall.

Replacement of the roof covering the 25-yard pool at the Michael P. O'Brien Athletic and Recreation Center was completed in November 2019 and eliminated known failures in an aging roof system. Replacement of the two pool pack units in the Michael P. O'Brien Athletic and Recreation Center is scheduled to begin in March 2020 with work being completed in August 2020. This project will significantly improve the indoor air quality around the 50m pool.

### **Action Items**

#### **II.A. Approval of a Policy Revision to Incorporate a Good Standing Requirement for Graduation into the Student Code of Conduct**

The Committee reviewed the proposed policy revision, which would permit the College to withhold a student's degree until the completion of a disciplinary process, investigation, or sanction. Under current College policy, a student who has completed the degree requirements may graduate even if that student is involved in a disciplinary process/investigation or has not completed the sanctions assigned after a disciplinary process. The proposed policy revision would add to the student code of conduct the ability to withhold a degree when addressing serious policy violations that could reasonably result in suspension or expulsion and defines Good Standing as completion of all disciplinary sanctions. A motion to approve the item was made by Committee Co-Chair Danielle Troyan'92. The motion was seconded and the action was approved unanimously.

The meeting adjourned at 1:36 p.m.

**BOARD OF TRUSTEES  
BUSINESS AND FINANCE**

**VICE PRESIDENT'S REPORT**

Facilities Planning/Physical Plant

New Academic Building and Auditorium (NABA) construction began in February with foundations starting in mid-April and steel erection set to begin in mid/late May. At this time, there is no impact to the construction schedule from virus-related factors. The footers, concrete pour, and block for the auditorium area are in progress. Once the foundation is completed, the contractors will form and pour the lobby area, the back-of-the-house area, the recital hall foundation, and finally the remainder of the west building foundation. The Governor's edict still lists construction services as essential, so the construction process continues. Holder Construction has instituted stringent COVID-19 protocols on the job site.

Maryland Environmental Services, the domestic water supplier to campus, is investing \$2.5M in a system upgrade that will provide domestic water to the new NABA buildings and increase capacity and redundancy across the entire campus. With no students currently on campus, the schedule was accelerated with water system improvements/construction taking place in four separate areas on campus.

Boring work is now underway at the intersection of College Drive and Mattapan Road. The subcontractors (BA Construction) will be setting up for the segment connecting the existing waterline near the bell tower to behind Baltimore Hall. This is a directional bore. Both of these segments will take three-to-five weeks lasting into late May/early June. Work on Admission Hill is scheduled to start in early May. BA Construction will ensure all grass (and the associated root system) is preserved and put back on the same day. Preserving the sod will hopefully ensure the fastest recovery for this lawn. The work on Admission Hill should take approximately two weeks.

Commemorative to Enslaved Peoples of Southern Maryland - the redacted poetry by Poet Quenton Baker has been modeled onto a three-dimensional structure and the fabricator (METALAB) is validating design parameters prior to beginning the metal fabrication. The project is on track for a summer installation. Dedication of the Commemorative is planned for September 12, 2020.

Infrastructure Projects (Funded by the State)

The Hilda C. Landers Library roof replacement, the Schaefer Hall roof membrane replacement, and the Michael P. O'Brien Athletics and Recreation Center (ARC) roof replacement over the 25-meter pool are all complete. The important ARC pool HVAC replacement (\$2M) is underway, and with the building and pools now closed due to the pandemic, the work is progressing quickly and efficiently. The earthwork and excavation outside the gym for electrical and plumbing is now

occurring and we anticipate project completion in early summer. These general contractors are following their own internal COVID-19 safety policies.

The State awarded the College \$4.4M next year to begin the process of updating the HVAC and electrical systems in Calvert Hall and to address road infrastructure and repairs. We are proceeding cautiously and systematically on the Calvert Hall project, as we may be required to assist with a potentially huge State budget shortfall in FY21 and provide some of these allocated infrastructure dollars back to the State. Accordingly, at this point we will engage a mechanical and engineering firm to begin developing the feasibility and engineering plans for the systems upgrades.

The State Capital budget preauthorized \$1.9M in FY23 for the Goodpaster Hall renovation of laboratory space that will be vacated by Educational Studies when they move into the new west building. The College is funding the design costs over the next two years from plant budget sources, as required by the State.

The State capital budget also included \$1.5M in funds to the College to begin the design process and feasibility study for the major renovation of Montgomery Hall. This funding was preauthorized for FY25, so any State support for the actual renovation of Montgomery Hall will not occur until FY26 or later.

The President has reviewed and approved the FY21 plant budget actions, totaling \$1.3M. The list of actions will be presented to the Campus Life and Facilities Committee at its May meeting for approval. Since the café in the west building of the NABA is considered auxiliary service related space, the State will not pay for these design and construction costs. The College previously paid for the design costs and is now funding the \$600K in construction costs for the new café from plant budget sources. These costs will be split over the next two years and will impact the College's ability to address other plant issues.

The Capital budget request for FY22 through FY26 will be submitted to the Department of Budget and Management (DBM) in June 2020. The Governor's current Capital Improvement Program contains funding for the completion of the New Academic Building and Auditorium, including the approximately \$4M required to cover the higher-than-anticipated construction costs due to general construction market inflation.

Facilities staff are working closely with the Residence Life Office to ensure a safe and efficient move out of student belongings. Dean Brown is taking the lead regarding communications with the Health Department. Facilities staff will accommodate the schedule that Residence Life develops.

We are actively seeking face masks and other PPE for the campus community, but they are difficult to acquire due to the COVID-19 pandemic with suppliers currently focusing delivery to medical facilities, nursing homes, and other health care environments.

#### Business Office

The Business Office continues to work intensively with Campus Management as the ERP implementation continues.

Student Refunds (prorated room, board, parking, and refundable mandatory fees) – After the analysis and posts in test for the COVID 19 refund process were completed, the Business Office moved to the process of reviewing all student credit balances and printing off all refund checks. In total, over 1,300 checks were cut totaling \$3.4M. These checks were mailed out on May 4, 2020 to the students’ home addresses. This was a monumental effort completed by our Business Office professionals and is unprecedented in the history of the institution.

#### Human Resources

Vacancy forms are now available electronically, which will expedite the process while staff is teleworking. This electronic form also allows for electronic signatures. As a result of the current telework arrangements due to the pandemic, the Human Resources Office is considering the implementation of electronic timesheets for use by staff. The Families First Coronavirus Response Family Medical Leave and Sick Leave Policy was adopted and went into effect on April 1, 2020. There have been no requests for paid sick leave or FML under the Families First Coronavirus Leave Policy. The Statewide Personnel System implemented an online health benefits enrollment system. The annual enrollment for College employees was successfully completed. The annual Years of Service event was held February 7, 2020 and was a great success as we honored our dedicated employees.

#### Information Technology

The College purchased the Campus Management (CMC) Enterprise Planning System, consisting of the StudentNexus, Finance, Human Resources and Payroll Modules. Implementation of the StudentNexus Module is underway and consists of five phases. Due to COVID-19, the procedures and processes involved in the project have migrated from in-person to being completely remote. We continue to work in phase three of this module, which consists of configuration, mapping, and data validation. The work entailed with phase three is the most challenging and time-consuming, as there are multiple levels of verification and validation involved. It is expected that three-to-four cycles (spins) of verification and validation will be conducted after each initial upload of new information. CMC and the Office of Information Technology personnel have begun preparing for phase four (integration and workflows), which will occur within the next month. Phases three and four will be conducted on a simultaneous basis. The StudentNexus project is scheduled to go live in August 2020. In Fall 2020 we will begin the implementation of the Finance and Human Resources Payroll Modules with a go live date of June 2021.

#### 2020 Legislative Session Report

*Fiscal Year 2021 Operating Budget:* The Legislature approved the Governor’s FY21 Operating Budget for the College, which provides a total of \$28.4M in State funds, an increase of \$1.2M (4.6%). Increases in State support include the Block Grant inflator (\$0.3M), and, in accordance with the College's revised funding formula, funds to support wage increases (\$0.2M) and increased health costs (\$0.7M).

*DeSousa Brent Funding:* The FY21 budget incorporates permanent funding for the DeSousa Brent Scholars Program (\$0.8M). Prior to FY21, DeSousa Brent funds were contingent on meeting certain retention and graduation rates of the 2015 cohort of DeSousa Brent Scholars.



*SMCM FY21 Operating Budget Summary:*  
(\$ in Thousands)

Base Funding	27,106
- includes General Fund, HEIF and DeSousa Brent	
FY21 Inflation	339
FY21 Health Cost Increase	720
COLA Contribution (FY20 Annualized + FY21)	209
Total FY21 State Funds	28,374

*Fiscal Year 2021 Capital Budget Summary:*

The Legislature approved the Governor's proposed \$35.2M FY21 capital budget for the College as follows:

*New Academic Building and Auditorium:* The Legislature appropriated \$30.7M in FY21 and pre-authorized \$18.6M in FY22 to complete construction of the facility. Included in the funding is an additional \$4.2M to support increased costs resulting from market escalation. Inclusive of the New Academic Building and Auditorium, the Jamie L. Roberts Stadium, and the Commemorative to Enslaved Peoples of Southern Maryland, the overall \$84.2M project totals \$79.8M in State funds and \$4.4M in College/private funds.

*Infrastructure Improvements:* The Legislature appropriated \$4.5M in FY21 to continue support of campus infrastructure projects. The Governor's Five-Year Capital Improvement Plan includes \$14.2M in State funding through FY25.

*Goodpaster Hall Renovation:* The Governor's Five-Year Capital Improvement Plan includes \$1.9M in FY23 to convert spaces that will be vacated by Educational Studies to new science labs. Educational Studies will move into the New Academic Building and Auditorium. The Legislature was apprised of this out-year project.

*Montgomery Hall Renovation:* The Governor's Five-Year Capital Improvement Plan includes \$1.5 for design for a major renovation to this 40+ year-old facility. This is the first time the Governor has included this project in his five-year plan. The Legislature was apprised of this out-year project.

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

**Date of Meeting:** May 15, 2020

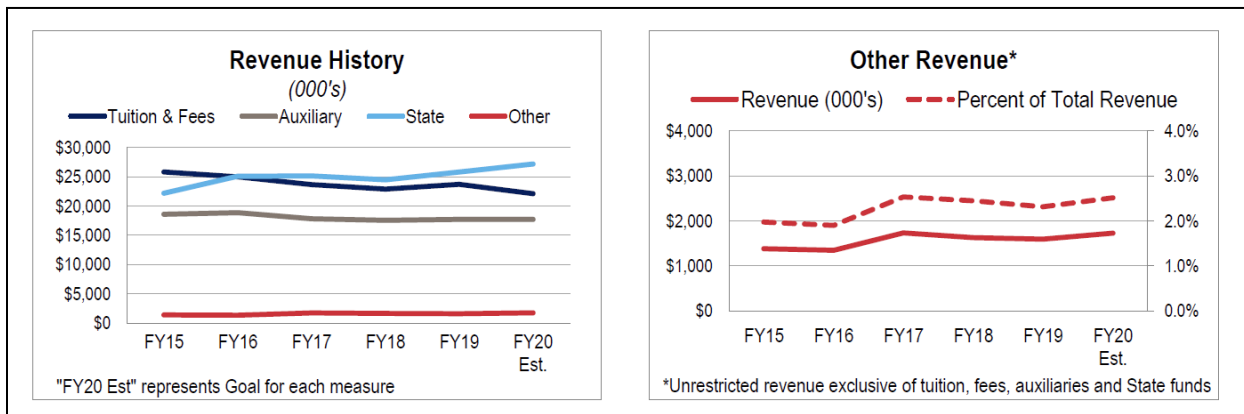
**Date of Next Meeting:** October 16, 2020

**Committee Chair:** John Wobensmith '93

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

**Staff Member:** Paul Pusecker

**Dashboard Metrics**



**Executive Summary**

**Information Items**

FY20 Financial Results to Date

Prior to the impact of COVID-19 revenues were at 97.3% budget to actual. After processing refunds to students for residence hall charges, unused meal plans, partial return on mandatory fees, and parking fees, as well as the addition of CARES Act funding relief, with a small projection of future revenues through the end of the year, we are at 93.9% of budget. Overall, expenditures in FY20 are running 3.1% lower than the equivalent period last year. Expected expenditure savings for the remainder of the fiscal year include a significant reduction in operating budget (supply and expense), and reduction in dining and bookstore expense due to remote instruction. The budget as revised by the Board in September carried forward \$2.983M of prior year fund balance.

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

**Action Item II.A.1. Approval of the FY21 Plant Fund (Capital) Budget**

The Committee will review the FY21 Plant Budget in the amount of \$1.318M. The sole source of funding comes from the student facility fee. Background information is provided, including a cost breakdown by priority categories, a listing of FY21 plant budget projects, cumulative project expenditures for FY20 (through March 31, 2020), and historical plant expenditures. The Campus Life and Facilities Committee is charged with the responsibility to establish priorities for capital projects. Contingent upon the approval of the Campus Life and Facilities Committee at their meeting on May 15, the Finance, Investment, and Audit Committee will be asked for its approval.

**II.A.2. Approval of the FY22-26 State Capital Budget**

The proposed FY22-FY26 State-funded capital budget includes the final installment of funding for the New Academic Building and Auditorium and continues funding of various Campus Infrastructure Improvements. The College's request includes funding for the design and construction of the Montgomery Hall renovations and construction funds for a limited renovation of Goodpaster Hall. Contingent upon the approval of the Campus Life and Facilities Committee at their meeting on May 15, the Finance, Investment, and Audit Committee will be asked for its approval.



**BOARD OF TRUSTEES  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF MAY 15, 2020**

**OPEN SESSION  
AGENDA**

- I. DISCUSSION ITEMS (None)**
- II. ACTION ITEMS**
  - A. Approval of FY21 Budgets**
    - 1. FY21 Plant Fund (Capital) Budget**
    - 2. FY21-FY25 State Capital Budget Proposal**
- III. INFORMATION ITEMS**
  - A. Dashboard**
  - B. FY20 Financial Results to Date**
  - C. Minutes (Meeting of January 31, 2020)**

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

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

**ACTION ITEM 1920-29**

**APPROVAL OF THE FY21 PLANT FUND (CAPITAL) BUDGET**

*(See appendix for supporting documents.)*

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the St. Mary's College of Maryland Board of Trustees of the FY21 Plant Budget in the amount of \$1.318M, contingent on a favorable endorsement from the Campus Life and Facilities Committee at its May 15, 2020 meeting. The sole source of funding comes from the student facility fee.

**RATIONALE**

The Campus Life and Facilities Committee will consider the proposed Priority A FY21 Plant Projects as shown in the attached schedule. Further, the Campus Life and Facilities Committee will consider recommending to the Finance, Investment, and Audit Committee and to the Board of Trustees that they approve a FY20 Plant Budget that provides funds for these Priority A projects.

Background information is attached and includes a cost breakdown by priority categories, a listing of FY21 plant budget projects, cumulative project expenditures for FY20 (through March 31, 2020), and historical plant expenditures.

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

**ACTION ITEM 1920-30**

**APPROVAL OF THE FY22-FY26 STATE CAPITAL BUDGET PROPOSAL**

*(See appendix for supporting documents.)*

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the attached FY22-FY26 State Capital Funding request, contingent on a favorable endorsement from the Campus Life and Facilities Committee at its May 15, 2020 meeting.

The proposed FY22-FY26 State-funded capital budget includes the final installment of funding for the New Academic Building and Auditorium and continues funding of various Campus Infrastructure Improvements. The College's request includes funding for the design and construction of the Montgomery Hall renovations and construction funds for a limited renovation of Goodpaster Hall.

**RATIONALE**

The attached chart summarizes our FY22-FY26 State Capital Budget request and provides a comparison to the Governor's Five-Year Capital Improvement Plan. Details follow below:

**New Academic Building and Auditorium**

The project constructs a main building, which will house the Department of Music, a recital hall, a 700-seat auditorium, and a large glass-enclosed lobby area. The west building will house the Educational Studies program, student study spaces, and a café to support the recruitment and retention of students. The new study space will provide a contemporary "Study Commons" for student collaboration and learning. The auditorium will provide an appropriately sized facility for concerts, lectures, and other uses, which cannot now occur for lack of a suitable facility. The relocation of these departments will enable the College to reallocate vacated space to the arts (Montgomery Hall) and the sciences (Goodpaster Hall).

This project required the relocation of the existing varsity field to clear the site for the new buildings. The Jamie L. Roberts Stadium includes a new grass playing field and a new artificial turf field. Support facilities include seating for spectators, team rooms, concessions, press box, reception space, and parking.

The Jamie L. Roberts Stadium totals \$12.3M, of which the College provided \$3.65M. The new Academic Building and Auditorium totals \$71.8. This is about \$4.2M more than previously budgeted, attributable to extremely rapid construction cost inflation in the past two years. Value engineering and additional support from the state will permit the project to be completed as originally envisioned. The State's FY22 Capital Budget includes \$18.6M for completion of the

construction and \$2M for furniture and equipment. The State will not fund the construction costs for the café. The College has allocated \$295,000 of the FY21 Plant Budget fund and has pre-designated the same amount in FY22 to cover these auxiliary enterprise expenses.

#### Campus Infrastructure Improvements

This budget continues to fund infrastructure improvements annually in multiple phases. The FY22 request of \$3.0M will fund the Schaefer Hall HVAC replacement, Calvert Hall window replacement, and repair campus roads.

Additional highlighted projects proposed for FY22-26 include Campus Center roof replacement, Kent Hall HVAC upgrades, north campus nodal loop expansion, Schaefer Hall fume hood replacement, masonry restoration and slate roof replacement for the historic campus area, and other projects. The total request for infrastructure projects in FY22-26 is \$13.3M.

#### Montgomery Hall Renovation

Montgomery Hall was constructed in 1979 and supports programs in the fine and performing arts. Except for the Bruce Davis Theater renovation in 2008, only minor revisions and cosmetic improvements have been done to the building. The College has prioritized Montgomery Hall as the next campus building in need of significant capital funding for renovation.

The 40 year-old structure requires significant renewal to its systems and updating in support areas as well space revisions to support and accommodate current deficiencies and future pedagogical needs. The relocation of the Music Department to the New Academic Building and Auditorium in 2022 will enable the College to reallocate that space to other programs.

Last year, our State capital request for the Montgomery Hall Renovation proposed funding for design in FY23 and FY24 and construction in FY25-FY27. The governor's CIP has slid this timeframe back two years; with the \$1.5M for design in FY25. We are requesting \$10.0M in FY26 to complete design and start renovation.

#### Goodpaster Hall Renovation

Relocation of the Educational Studies program into the New Academic Building and Auditorium project will allow STEM facilities to expand within Goodpaster Hall. As the overall condition of Goodpaster Hall is very good, the renovations are planned to be limited to the space vacated by Educational Studies and will provide needed teaching and research lab spaces.

The College proposes to fund \$0.12M for design from its FY22 Plant Budget to help support the \$1.9M in State construction funding now budgeted in FY23.

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

**OPEN SESSION  
MINUTES**

**Date of Meeting:** January 31, 2020

**Status of Minutes:** Approved April 16, 2020

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

**Committee Members Absent:** None

**Staff Member:** Paul Pusecker

**Others Present:** Carlos Alcazar, Betsy Barreto, Allison Boyle, Peter Bruns, Leonard Brown, Paula Collins, Tayo Clyburn, Carolyn Curry, Peg Duchesne '77, Gail Harmon, David Hautanen, Jasmine Long '21, Beverly Read, Jenell Sargent, Jennifer Sivak, Danielle Troyan '92, Chris True, Michael Wick, Anna Yates

**Executive Summary**

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the meeting to order at 3:08 p.m.

**Action Items**

**Action Item II.A. Approval of FY21 Tuition, Fees, Room and Board Rates**

The Committee reviewed the recommended FY21 student rates for tuition, fees, room and board, which were proposed to remain equal to FY20 rates for all students. Considerable discussion about keeping tuition, fees, room, and board rates flat for FY21 had taken place at Board level over the past several months. The objective of these proposed price freezes for FY21 is to encourage affordable enrollment growth and start to close the tuition price gap between St. Mary's College of Maryland and the University of Maryland, College Park. A motion to approve the action item was made by Committee Chair John Wobensmith '93. The motion was seconded and the action was approved unanimously. Board Chair Lex Birney expressed his appreciation to Trustee Sven Holmes and the Tuition and Admission Task Force members for their assistance, which allowed the Committee to make a well-informed decision.

**Action Item II.B. Adjustment of Room Rates for Students Requiring Disability Accommodations**

This room rate adjustment is solely for students with approved disability accommodations. It will ensure that the College is in full compliance with Section 504 of the Rehabilitation Act. The College would adjust the manner in which it charges students receiving a single room as an



accommodation and would expand the available locations on campus where that housing is available. The College would adjust the rates for affected students and charge them the same fees that they would have paid if they had they resided with a roommate in a double room, thereby meeting the requirement to provide accessible housing to handicapped students at the same cost as to others. A motion to approve the action item was made by Committee Chair John Wobensmith '93. The motion was seconded and the action was approved unanimously.

The meeting adjourned at 3:13 p.m.



**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS**

**PROVOST REPORT – SPECIAL REPORT ON COVID-19 RESPONSE**

Needless to say, the Spring 2020 term has been dominated by the COVID-19 pandemic. Therefore, I have focused this Provost Report on activities related to our collective response. Before doing so, however, I provide just a brief update on two of the ongoing “business as usual” initiatives.

The LEAD curriculum implementation is continuing according to plan despite the COVID-19 outbreak. My office continues to work on articulation agreements with Maryland community colleges, although the pace of progress has slowed due to most institutions shifting their energy and attention to COVID-19.

**REMOTE TEACHING AND LEARNING**

As you are likely aware, the College moved to remote teaching and learning starting March 23, 2020 and continued in that delivery mode through the end of the Spring term. One hundred percent of courses were moved to remote instruction including physical education courses, studio art courses, science laboratory courses, and so on. For example, a physical education course on sailing we moved to a sailing theory course; studio art students were shipped supplies and continued their work at home under the careful guidance of faculty via Zoom sessions; several physics laboratory courses were moved to a wide array of instructional simulations made available by the national physics education community. The herculean effort of the faculty to make this happen was awe inspiring. I cannot thank them or recognize them enough for their tremendous flexibility and dedication. Bravo to all.

According to a survey of faculty, 77% said they were teaching all or part of their courses synchronously speaking to the quality and interactivity of their remote instruction.

Of course, the impact of remote teaching and learning spreads far beyond the borders of the classroom. While a couple dozen faculty/student collaborative research projects (mostly St. Mary’s Projects) continued via face-to-face research due to the physical nature of the work, other faculty members found creative yet productive alternatives. For example, a faculty member in biology moved independent research projects for one of his classes to focus on the skills of grant proposal writing.

The Office of Student Support Services (OS3) moved all tutoring and student support online. The Office held daily “Open Office Hours” via Zoom to allow students full access to the staff. The Office staff continued to use the Beacon system to monitor student engagement, engaging in

outreach to students in need and providing appropriate interventions. These supports seem to have been effective as current projections indicate that the first-to-second year retention rate will remain strong despite the pandemic.

Working with Department Chairs and Program Coordinators, we revised a collection of standard operating practices and procedures to remove hurdles to student success in the remote instruction world. Below is a representative list of the changes.

- We provided all students with the option to replace grades with a pass whenever the grade meets the minimum necessary level for the course according to the catalog. We worked with Maryland community colleges to allow similar pass/fail grading at their institutions to seamlessly transfer to the College without harm to the students.
- We waived the Experiencing Liberal Arts in the World (ELAW) requirement for graduating seniors whose planned ELAW activity was cancelled due to COVID-19.
- We moved the late withdraw date to May 1, 2020, and dropped the late withdraw fee.
- We paid for students abroad to return to the United States before the completion of their terms abroad. Most students were allowed to complete the term remotely.
- We refunded the full cost of College-sponsored study tours that were cancelled due to the pandemic.
- We purchased the enterprise license for Zoom allowing all faculty, staff, and students to access the professional version of the platform.
- We moved the Library to remote operations providing students with remote database access and implementing a mailing program to deliver any needed hardcopy materials.
- We replaced the annual Awards Convocation with an online recognition page complete with the ability for viewers to give shout outs to the awardees via social media. This effort was largely the result of work by Carolyn Curry's staff and I want to express my appreciation for all their hard work.
- We have surveyed students multiple times on their experience with remote teaching and learning. In each survey, we asked students if they would like to have a specific support office contact them. Ninety one students were effectively connected with support through these surveys.

We also modified standard operating procedures for faculty to reduce professional stress and ensure that the pandemic did not have a negative impact on faculty careers. Representative changes are listed below.

- We paused the tenure clock for all probationary faculty while providing an opt-out clause to allow those ready to stand for tenure the opportunity to do so without delay.
- We made Spring 2020 course evaluations optional in all personnel reviews. The course evaluations were given to students as a means for them to reflect on their experience but the results are not required to be used by any faculty standing for formal review. Of course, a faculty can choose to include the results if they so wish.

- We issued travel reimbursement payments to those faculty who had purchased airline tickets to attend professional opportunities that were cancelled. This is despite the airline's decision to not issue refunds.
- We moved Advising Day to a remote advising process with students connecting to their advisers using Zoom or other synchronous technology. Faculty were provided with professional development on advising topics specific to COVID-19. Eighty-two percent (82%) of students responding to an online survey indicated that their remote advising appointment was at least as effective as the regular in-person advising.
- Perhaps needless to say, we have reinvented the programming of the Center for Inclusive Teaching & Learning (CITL) to focus on transition to remote teaching and learning. To assist with the programming, we have partnered with University of Maryland – Baltimore County and the University of Maryland – Global Campus to provide access to their depth and breadth of expertise in this area.

Of course, there are a thousand other little things we and others have done for one another that has made this transition to remote operations not only possible but effective.

#### **REMOTE DESOUSA BRENT SCHOLARS PROGRAM**

This is the second year of attempting to use the DeSousa Brent Scholars (DBS) program as a strategy to produce student *deposits* rather than strictly as a *yield* strategy. We have also started to integrate DBS into the general Admissions timeline with the hope of leveraging the program as a strategy for increasing *applications* to the College.

Working with Admissions, the DBS program has invited 362 students accepted to the College to join us as DB Scholars (invitations went to students in two waves – February 26<sup>th</sup> and April 9<sup>th</sup>). The DB Office sent texts and made phone calls to invited students welcoming them to the program and encouraging them to accept the invitation and join the DBS community of scholars. On April 27<sup>th</sup>, the DB Office held an online webinar on the program in hopes of landing additional invitees.

Currently, 43 incoming students have accepted the invitation. Of the 43 students, 29 have submitted deposits for the Fall.

The College's goal is for 60 incoming DBS participants. Based on prior years, the DBS population of students tend to deposit later than other students, most likely for financial reasons. For this reason, we are confident that we will reach or almost reach the goal of 60 incoming scholars.

#### **COMMUNITY OUTREACH**

Consistent with The St. Mary's Way, members of the College community have turned their collective eyes to the larger St. Mary's community.

Under the leadership of Dr. Meenakshi Brewster, St. Mary's County Health Officer, faculty from the College have participated in a "science expert panel" to discuss and educate the general public on the science behind COVID-19. The group meets weekly to provide the Health Department with scientific information Dr. Brewster can present to her various constituencies. Behind the scenes, the group works on models for the county and stays current with the relevant scientific literature.

Under the coordination of Dr. Kevin Emerson in Biology, surplus emergency supplies from the College have been collected and donated to local frontline providers. These include masks, gloves, and other personal protective equipment.

Dr. Troy Townsend and his students have been 3D printing masks for the Southern Maryland Health Department. To date, over 100 masks have been printed with plans to print 100 more per week through June. The Patuxent Partnership (TPP) has supported this work by donating a second 3D printer to the College.

Although perhaps not as organized as the above initiatives, many individual faculty, staff, and students from the College community are also engaged in similar public service.

### **MOVING FORWARD**

As we move into summer and eventually to the 2020-2021 academic year, we are already planning on additional changes in response to the pandemic to better position the College, our students, staff, and faculty for success.

- All 2020 summer session classes have been moved to remote instruction.
- The Student Orientation, Advising, and Registration (SOAR) summer pre-matriculation program for students has been moved entirely online (affectionately called eSOAR).
- College planning is underway for a hybrid instructional environment in the fall. The College will return to its position as a residential college with a hybrid in-person/remote instructional design. Students will be able to attend classes, remotely and/or face-to-face to realize appropriate social distancing protocols. College operations will be nimble allowing smooth and planned transitions between traditional face-to-face teaching and learning and remote teaching and learning.

As evident by this report, we are enormously proud of and grateful for the way the College community has responded to this unprecedented interruption. This horrific pandemic has only reinforced our steadfast belief that regardless of the challenge, the faculty, staff, and students of St. Mary's College of Maryland will...

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***“Continue to let all that is good in humanity prevail.”<sup>1</sup>***

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Respectfully.

<sup>1</sup>President Tuajuanda C. Jordan.



**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION  
REPORT SUMMARY**

**Date of Meeting:** May 15, 2020

**Date of Next Meeting:** TBD

**Committee Chair:** Peter Bruns

**Committee Members:** Board Chair Lex Birney, Paula Collins, Gail Harmon, President Tuajuanda Jordan, Larry Leak '76, William Seale

**Staff Member:** Michael Wick

**Faculty Members:** Jeff Byrd, Lindsay Jamieson

**Dashboard Metrics:** N/A

**Executive Summary:**

**Discussion Items**

Faculty Senate Report

Dean of Faculty Report

**Information Items**

Minutes of January 31, 2020

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

**II.A. Recommendation to Approve 2020 Candidates for Graduation**



**ACADEMIC AFFAIRS COMMITTEE  
MEETING OF MAY 15, 2020**

**OPEN SESSION  
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
  - A. Faculty Senate Report
  - B. Dean of Faculty Report
- III. ACTION ITEM**
  - A. Recommendation to Approve 2020 Candidates for Graduation
- IV. INFORMATION ITEM**
  - A. Meeting Minutes of January 31, 2020

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

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

**ACTION ITEM 1920-31**

**RECOMMENDATION TO APPROVE 2020 CANDIDATES FOR GRADUATION**

**RECOMMENDED ACTION**

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

**RATIONALE**

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





**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION  
MINUTES**

**Date of Meeting:** January 31, 2020

**Status of Minutes:** Approved February 13, 2020

**Academic Affairs Committee Members Present:** Committee Chair Peter Bruns, Board Chair Lex Birney, Paula Collins, Gail Harmon, President Tuajuanda Jordan, Larry Leak '76, William Seale

**Committee Members Absent:**

**Staff Member:** Michael Wick

**Others Present:** Carlos Alcazar, John Bell '95, Betsy Barreto, Allison Boyle, Leonard Brown, Donny Bryan '73, Jeffrey Byrd, Tayo Clyburn, Carolyn Curry, Judy Fillius '79, Susan Dyer, David Hautanen, Sven Holmes, Jasmine Long'21, Joan Pickett, Paul Pusecker, Jennifer Sivak, Danielle Troyan '92, Allan Wagaman '06, Raymond Wernecke, John Wobensmith '93, Anna Yates

**Executive Summary**

Academic Affairs Committee Chair Bruns called the meeting to order at 1:42 p.m.

Faculty Senate Report

Faculty Senate President Jeff Byrd provided the Committee with an update on the prioritization of programs. The faculty asked for the ability to provide additional metrics. At the January 28 faculty meeting, 17 additional metrics were proposed and 6 metrics were voted through (along with 5 corresponding equity metrics).

Dean of Faculty Report

Provost Wick provided information on the LEAD Core Curriculum courses that have been developed and offered. Chair Bruns asked about the impact to students who completed the 1<sup>st</sup> semester in the Justice Integrated Inquiry track but did not sign up for the 2<sup>nd</sup> semester. Provost Wick explained that several of the students had already completed portions of their Core Requirements and therefore did not need to continue in the integrated inquiry. No students were disadvantaged by participation in the integrated inquiry. Chair Bruns inquired about faculty resource concerns and subsequent recommendation to delay implementation of the two Core courses until Fall 2022. Provost Wick explained that the resources are in place. Faculty need time to see what is involved in teaching the quantitative portion of Core 102 and to consider the implications on the overall array of course offerings if the Core 102 requirement were added.

The Committee was updated on the DeSousa Brent Scholars Program. The program was expanded to invite students who had completed applications (instead of solely from the paid deposit list) in an effort to attract more students to the College. Of the 60 students invited from the Fall 2019 class, 55 have accepted.

Progress on articulation agreements with Maryland community colleges was provided. Chair Bruns noted the absence of agreements with the International Languages and Cultures department. Provost Wick explained our International Languages and Cultures program takes an integrated approach that does not fit well with community college courses. Board Chair Birney asked that going forward the articulation agreement update should include an “anticipated results date” for agreements in final draft stage.

**Action Item:**

III.A. Recommendation to Approve SMCM Degree Policy on Good Standing

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

The proposed action item was approved by the Academic Affairs Committee at its meeting on January 31, 2020.

**Recommendation to the Board:**

The Academic Affairs Committee recommended approval of this action item by the Board of Trustees at its meeting on February 1, 2020.

Meeting adjourned at 2:00 p.m.



**BOARD OF TRUSTEES  
ADMISSIONS AND FINANCIAL AID**

**REPORT SUMMARY**

**Date of Meeting: May 15, 2020**

**Date of Next Meeting: October 16, 2020**

**Committee Chair:** Ray Wernecke

**Committee Members:** John Bell '95, Board Chair Lex Birney, Judith Fillius '79, Sven Holmes, President Tuajuanda Jordan, Larry Leak '76, and Allan Wagaman '06

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

**Dashboard Metrics:**

N/A
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**Executive Summary:**

The Office of Enrollment Management is pleased to submit its May report to the Committee on Admissions and Financial Aid of the Board of Trustees. This report includes information on 2019–2020 enrollment, Fall 2020 enrollment and financial aid, Fall 2021 recruitment initiatives, and updates and staffing.

**A. 2019-2020 Enrollment**

Spring Census:

The Office of Institutional Research completed the enrollment census for the Spring term on February 17, 2020. The College enrolled 31 new students on a goal of 28 new students. Of the 31 new students, two are part-time and 29 are full-time. This compares to 28 total new students, including four part-time transfer students, for Spring 2019, and 29 new full-time students for Spring 2018.

In addition to the 31 new students, there were 1329 returning students. The Fall to Spring term retention was 95%. This is comparable to the term to term retention for 2018-2019, and 2% greater than 2017-2018.

The annual blended (average Fall and Spring) full time equivalent enrollment is 1420. This compares to 1507 in Spring 2019 and 1506 in Spring 2018.

**B. Fall 2020 Enrollment**

First Year Students:

I am pleased to share that as of May 5, 2020, the College has received 2577 first-year applications for Fall 2020. This is an increase of 62.8% compared to Fall 2019. Number of Fall 2020 first-year applications includes 56 (+55.5%) Early Decision applications, 1344 (+82.6%) Early Action

applications, 1173 (+45.5%) Regular Decision applications, and 4 applications from students who deferred from a previous term.

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

The College has offered admission to 2041 first year applicants. We have not offered admission to 114 applicants. An additional 208 applicants were placed on the waitlist. Those placed on the waitlist were given the opportunity to accept a place on the waitlist. Beginning in mid-April, the Admission Committee began offering admission to applicants who had accepted a place on the waitlist. As we continue to monitor enrollment, additional students may be offered admission off the waitlist.

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

Following the release of admission decisions, the admission staff, in partnership with the Integrated Marketing team and other campus colleagues, began implementing a comprehensive multi-channel yield effort that included personal outreach by students, faculty and staff, electronic and print communications, social media, texting, and on and off-campus events.

Our signature yield events are the on-campus Admitted Seahawk Days (ASD). On February 29, 2020 the college hosted our Early Action and Early Decision ASD for more than 600 guests, including 240 admitted students. This was the largest ASD since at least 2012.

In mid-March, when the campus transitioned to remote/online learning and teleworking due to the COVID-19 pandemic, all in-person recruitment activities including our daily information sessions, campus tours, counselor appointments, the April ASD and Spring Open House, as well as our off-campus Admitted Seahawk Welcome receptions were cancelled and a plan was put in place to create virtual events in their place. While this plan was being developed, the balance of the yield strategy (staff outreach, email, text and print communications) continued unabated.

A series of virtual recruitment events were developed. Fortunately, we already had an up-to-date virtual campus tour. Daily virtual admission information sessions and virtual appointments with admission and student financial assistance staff were first launched. From the start of these programs through May 1, 60 registrants (some with more than one participant) attending our virtual daily information sessions, 32 prospective students met with admission staff, and 52 met with financial assistance staff.

The Office of Student Financial Assistance also implemented chat technology to respond to less complex questions and to supplement the daily virtual appointments. From implementation through May 1 the office participated in 72 chats. Of these chats, 70% were with prospective students and 30% were with current students.

Following the launch of our daily events, a series of about 25 virtual events were designed to replace the cancelled ASD and Open House. These virtual events included a panel presentation featuring current students, a student support services panel, 23 virtual academic sessions hosted by SMCM academic departments, and our inaugural virtual Riverside Chat featuring President Jordan. A total of 413 registrants (some with more than one participant) participated in these events. Our virtual Spring Open House for prospective students is scheduled for Saturday, May 16. As of May 7, there are 71 students registered for the virtual Spring Open House.

In partnership with Integrated Marketing and Communications the campus visit webpage was transformed into a virtual visit page serving as a clearinghouse where students can view our virtual campus tour, register for any of our virtual programming, or access content. All virtual events were recorded and posted online in the College's YouTube Channel significantly increasing the content available for prospective students, their families, college counselors and others in the college choice process. Moving forward, and even when the campus can host visitors, I expect that virtual programming will be an important compliment to traditional programming in the new student recruitment process.

On April 27, the Office of Admission launched a virtual community for prospective SMCM students in partnership with ZeeMee. ZeeMee is an app that allows users to post pictures, videos, and chat openly with other students interested in the College. Unlike Facebook, ZeeMee is a place for students that is separate from their parents. There are three distinct communities that students are invited to join; one each for prospective, admitted, and enrolling students. Students in all the communities are discussing their interests, hobbies, hometowns, intended majors, looking for roommates, sharing their other social media handles and of course talking about COVID19. ZeeMee is moderated by the Office of Admission and selected SMCM students are members of the community. As of May 1, there were more than 400 students connecting in our communities.

Once the Early Decision deposit date passed the enrollment deposit trend was buoyed by the increase in Early Decision admits and a very successful ASD on February 29. While the trend was slowed as the reality of the pandemic came into focus, it recovered in early April. However, this recovery was tempered through the month due to the cancellation of our on-campus recruitment events. The enrollment decision is as much an emotional as it is a logical decision. While the team did an excellent job moving recruitment events to a virtual format, virtual events do not carry the same emotional affect as in-person events. Since the campus presents excellent events, there was likely an impact on enrollment with the transition to virtual-only events.

Because of the pandemic hundreds of institutions moved their deposit due date to June 1 from May 1. The philosophy was to give students more time to make this important decision in these unprecedented circumstances. There was also an expectation (hope) that the pandemic would

allow for campus visits during the month of May. The College chose not to change the deposit date because these students had been in the college search process for at least 16 months, we had a 70% increase in campus visitors over the last year, and our top competitors, sans Salisbury University, were not moving their deposit deadline. Recognizing the possible economic impact of the pandemic, we did reduce the enrollment deposit by 50%. Per usual, we made deposit waivers available for low income and for first-generation students.

As of the close of business on May 4 we have received enrollment deposits from 384 first-year students, which also includes 4 students who had previously deferred from a previous semester. This is 83 more students compared to Fall 2019 and 29 more students than Fall 2018 on the same date. Current national survey research indicates that the pandemic's impact on the final month of the college decision process, including the question of whether colleges will be on campus in the Fall, along with the extension of the deposit deadline to June 1 by many schools has created an environment in which more students than usual are uncertain of their college plans at this time. Survey research also indicates that a higher degree of uncertainty for those who have made their college choice is also in play. This, along with the change in ethical professional practices at the national level, means that summer melt may also be greater than in the past.

All together this means that the recruitment and enrollment process must continue at a higher pace than in the past until the Fall semester. To support the continued enrollment of students, we will implement additional recruitment initiatives and review applications through the summer.

Once a first-year student has submitted their enrollment deposit, they receive information pertinent to the business of completing their enrollment. The day-long SOAR (Seahawk Orientation, Advising and Registration) programs will be replaced with week-long eSOAR programs during the weeks of June 15 and June 22. eSOAR will be complimented by a weekly webinar series throughout the summer, communications, social media and other activities to engage our enrolled students to offset the possibility of increased summer melt. We hope to host an on-campus event for enrolling students over the summer pending public health guidelines.

Transfer students are advised and registered on an ongoing basis as they submit their enrollment deposit. In August enrolling students will participate in the Transfer Day for incoming transfer students and Orientation for both first-year and transfer students as part of the move-in and matriculation processes. These efforts are being coordinated by the New Student Experience Team.

#### Transfer Students:

As of the close of business on May 4, we have received 101 transfer applications, 10 fewer than at the same time for Fall 2019. We have offered admission to 39 applicants and 18 students have submitted enrollment deposits. Applications are being completed at a slower pace than last year despite increased outreach This is likely due to the pandemic There are also 60 prospective transfer students who have started, but not yet submitted, their application for admission. The team on the ground feels confident in our ability to meet the transfer target of 90 at this time. However, the transfer admission priority deadline is June 1 and we will know more in early June. Admission

decisions and financial aid awards are released on a rolling basis and this will continue through mid-August.

### **C. Financial Aid**

The Office of Student Financial Assistance (OSFA) continued a number of initiatives to contribute to new student enrollment. A new financial aid piece was developed and sent to all admitted students, follow up mailings to first generation and low-income students, and pro-active personal outreach calls to prospective students are included in these initiatives. The staff also processed 31 special circumstance financial aid appeals and the Scholarship Committee reviewed 44 merit scholarship appeals by admitted families.

Free Application for Federal Student Aid (FAFSA) forms have been filed by 1324 admitted students as of April 28. The current tuition/fees discount rate for first-year students who have submitted enrollment deposits is 42.4% which is 1.1% over last year. The first-year discount will likely decrease as additional first-year students enroll and assuming past trends. The current tuition/fees discount rate for enrolled transfer students who have submitted enrollment deposits is 16%.

### **D. Fall 2021 Recruitment and Other Initiatives**

Recruitment efforts for the Fall 2021 and later entering classes are in progress. The new student search campaign was initiated as soon as was possible in early January. Initial results were strong and the search campaign continued through April.

However, Fall 2021 recruitment has been impacted because the College Board and the ACT have cancelled ACT and SAT test administrations between April and August with the next test administration in late August

due to the pandemic. While we are test optional in the admission process, these test administrations are a critical source of leads for new student recruitment. The College Board, in particular, expects that test volume will have almost reached last year's levels by the December test administration. While this is a positive, it means that the lead sourcing process will be delayed and that will likely have a timing or volume impact on next year's cycle. To mitigate the impact of the cancellation of test administrations, we are researching alternate sources of leads and must develop a more robust digital advertising lead generation strategy.

Like the Fall 2020 recruitment cycle, the Fall 2021 recruitment cycle has been impacted because of the cancellation of April recruitment events. April is the largest month for campus visitors. Once campus opens for visitors, Admission is planning enhanced visit programming in the summer and Seahawk Saturday programs every Saturday there is not an Open House.

What remains to be known is the status of Fall high school and community college recruitment visits and college fairs. Depending on social distancing and public health guidelines, these may become virtual. Indeed, this has already become the case with SMCM meeting Jemicy School, Baltimore, students at a virtual high school visit in April.

The pandemic has affected the recruitment of the Fall 2020 and the Fall 2021 entering class. Recruitment strategies are being revised to address what is known and will be further updated as we know more.

**E. Staffing:**

The Admission Office has two vacancies. The first is for an Assistant Director and the second is for the Associate Director. The search for the Associate Director was posted but is on hold due to the pandemic and the search for the Assistant Director should launch once we return to campus. Contractual staff have been extended pending these searches.



**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

Institutional Advancement (IA) units align with the Institutional Advancement Committee's charge by strengthening the College's brand and reputation, raising private dollars, and building alumni and community engagement.

The following are selected progress-to-date points since the January 2020 reporting period:

**Philanthropy**

*Cash-in-hand.* The FY20 giving cycle (July 1, 2019 – June 30, 2020) has yielded \$2.8M cash-in-hand as of April 30, 2020 exceeding the goal of \$2.5M, a 19% increase to date over the FY19 giving cycle (\$2.3M). Total fundraising activity for the period—including booked pledges—is \$3.2M. Current giving categories as of April 30, 2020 break down into 0.57% for LEAD, 0.89% for the Recovery Fund, 0.91% for general scholarships, 6.98% for St. Mary's Fund (unrestricted), 39.01% for named scholarships and 51.64% for other restricted gifts (academics, athletics, Center for the Study of Democracy, etc.).

Among the more recent gifts given to the SMCM Foundation are a generous donation from Trustee Bill Seale for the Track Fund (\$400,000) and a grant from the Sherman Fairchild Foundation (\$392,000) to develop two new lab spaces on campus — a fabrication lab and an imaging center. The latter will also help acquire equipment that will support and expand curricular offering to both science and non-science majors.

*The Recovery Fund.* The SMCM Recovery Fund launched April 16 to help assist the College and students with financial hardships caused by the COVID-19 pandemic. More than \$21,000 was raised in the first two weeks from 100+ donors. The Student Government Association announced a \$50,000 gift to the fund on May 5 to help students, which will bring the fund to \$75,975 as of that date. The Recovery Fund outreach will continue into the summer.

*PRS&T Scholarship Fund.* The Development team continues to grow the Patuxent River Science and Technology Consortium Scholarship Fund, providing STEM-focused students from the tri-county region financial support as well as internships, mentoring and professional development. The new addition — PSI Pax — joins six other companies for a total investment of \$145,000 in SMCM students.

Feasibility testing. The Development team worked with a feasibility consultant to test priorities to support the Learning Through Experiential and Applied Discovery (LEAD initiative, including new majors. The outreach began in late April and will be completed in late May. Part of the Planning Review Committee assisting in this effort are IAC members Gail Harmon (IAC chair), Judy Filius and Paula Collins. They are joined by President Jordan and Foundation Directors Jack Saum (Foundation president), Nicole West and Bonnie Green.

## **Branding and Reputation Building**

Enrollment marketing. Integrated Marketing supported Admission recruitment, particularly to influence admitted students and to pivot to more digital and web platforms due to COVID-19.

- Rebuilt the Visit Campus webpage with an accompanying social media campaign to promote virtual visits, resulting in a 380% spike in traffic over the same April timeframe last year when the virtual visit page was launched. Also produced three postcards to drive to the virtual tour and edited 16 academic Zoom videos to YouTube to link to the Virtual Visit page.
- Extensively revamped the College's YouTube channel, including adding new brand content. Since relaunching in mid-March, 5,012 views were tracked in 28 days and the site saw a 400% jump in traffic.
- Created a new Admission landing page for virtual interactions created by the Admission team (chats, one-on-ones, panels, etc.).
- Added digital branded pushes to admitted students. Added another buy on several platforms for May–June to encourage deposits and link to orientation info, and also to apply. Added radio in key target areas.
- Increased recruitment-focused social media on Facebook (5.7%), Twitter (6%) and Instagram (22%) over the reporting period.
- Created two postcards to drive deposits and to attend an upcoming virtual Open House May 15. Also created a transfer brochure, yield postcards, MAT brochure, 7 academic major pieces and a Career Center piece that can also be send electronically.

College magazine. Launched the spring issue of the *Mulberry Tree* online in April and added extra pushes on the College's home page, and in the parent and alumni e-newsletters.

Awards Convocation. Created a Virtual Awards Convocation webpage for April that honored 68 students and 10 faculty/staff. The page featured a video introduction by President Jordan and social media share buttons for celebrating the accomplishments. Behind the SMCM home page, the Awards Convocation page was the most popular hit page hit – with more than 2,000 page views – during the week of April 21-27.

COVID-19 information page. Created a COVID-19 webpage to keep the campus community, alumni and parents updated on information and College communiques with over 19,000 views since March 1.

*Social media connectivity.* Created nine special social media activities to keep students and the campus community connected during the pandemic. They included two video messages by President Jordan, a Look and Find scavenger hunt, word searches, and Wellness Wednesday Instagram activities, including Social Distancing Bingo.

*National validation.* Won six national awards for effective messaging and branding. Four awards in the 35<sup>th</sup> Annual Educational Advertising for all of higher education garnered a silver for Hawktoberfest, a bronze for *Giving Tuesday*, a silver for the total recruitment package and a silver for Fall Open House. Two awards in the Collegiate Advertising Awards garnered the team a gold for the Apply Now recruitment postcard series and a silver for the Admitted Seahawks Pocket Folder.

## **Alumni and Community Engagement**

*Legislative Reception.* Produced the annual 2020 Legislative Reception in Annapolis with Senator Jack Bailey as host. The event had 14% more attendees(110) than in FY19, primarily alumni and Trustees.

*Assisting student recruitment.* Saw 23 referrals to Admission through the new Alumni Referral program. The unit is also tracking down stories of front-line responders and supporters assisting in the pandemic. Among the many external uses of the stories will be to give Admission counselors content to push to admitted students and prospects.

*Job-IQ assistance.* Launching Job-IQ in the second week of May to all seniors. Job-IQ is a proprietary professional career development curriculum, all online and featuring career mentors. Kate Shirey, who oversees the Career Development Center, will reach out to all seniors to offer this value-added service that might be of assistance in these unprecedented times. Kelly Schroeder of the Alumni Relations unit recruited a total of 156 alumni mentors for the project and is currently working to add community members. IA created electronic Job-IQ materials for seniors and for recruiting mentors.

*Participation rate.* The Alumni Participation Rate is 9% toward the goal of 14% while the alumni retention rate is now 47% toward a goal of 55%.

*Alumni Weekend.* The Alumni Relations unit is working with the Alumni Council and others to create virtual activities in place of this summer's Alumni Weekend.



**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**OPEN SESSION MINUTES**

**Date of Meeting:** January 31, 2020

**Status of Minutes:** Approved

**Institutional Advancement Committee Members Present:** Committee Chair Gail Harmon, Board Chair Lex Birney, Paula Collins, Peg Duchesne '77, Judy Fillius '79, Elizabeth Graves '95 (*via Zoom*), Glen Ives (*via Zoom*), President Tuajuanda Jordan, Jack Saum '89 (*via Zoom*), Allan Wagaman '06

**Staff Member:** Carolyn Curry

**Others Present:** Sandra Abell, Carlos Alcazar, Betsy Barreto, John Bell '95, Allison Boyle, Leonard Brown, Peter Bruns, Donald Bryan '73, Tayo Clyburn, Susan Dyer, Barrett Emerick, David Hautanen, Sven Holmes, Jasmine Long '21, Paul Pusecker, Karen Raley, Bill Seale, Jenny Sivak, Danielle Troyan '92, Ray Wernecke, Mike Wick, John Wobensmith '93, Anna Yates

**Executive Summary**

Institutional Advancement Committee (IAC) Chair Gail Harmon called the meeting to order at 2:10 p.m.

Chair Harmon noted the purpose of the meeting was to continue the discussion begun in October 2019 focusing on fundraising priorities for a multi-year effort as well as identifying major gift leads. She encouraged IAC members to read the Foundation report submitted by Jack Saum, the Alumni Association report submitted by Allan Wagaman and the Institutional Advancement report submitted by Vice President Carolyn Curry outlining progress in fundraising, integrated marketing and alumni relations. Chair Harmon highlighted that in the metrics provided by VP Curry, \$2.2M has been raised to date, cash-in-hand, toward an FY20 goal of \$2.5M; *Giving Tuesday* again broke records with more than 2,000 donors contributing more than \$370,000.

**FY20 Trends in Fundraising**

VP Curry noted several applicable national fundraising trends from a report to which St. Mary's College contributed (see handout titled *Selected 2019 Fundraising Trends and Beyond*). Among the points: One-third of donors who planned to give the same in 2019 and beyond said they could be persuaded to increase contributions if there was a specific compelling case and/or a demonstration of extraordinary need.

**Fundraising priorities**

From work begun with the IAC and President Jordan in October, Ms. Curry presented a list of potential priorities for consideration to support the LEAD initiative.

At the conclusion of a lengthy discussion, the Committee agreed the following College fundraising priorities should be tested in a feasibility study:

1. The Honors College Promise
2. Scholarships
3. Support for new degree programs
4. Faculty support

At 2:41 p.m. Chair Harmon asked for a motion to close the session in accordance with Title 10, Subtitle 3 of the General Provisions Article (the Open Meetings Act) to discuss the College's philanthropic needs. Specifically, Trustees would discuss outreach to specific prospective donors.

The closed session adjourned at 3:03 p.m., and the open session of the Institutional Advancement Committee meeting resumed.

**Action Items**

There were no action items.

The meeting adjourned at 3:04 p.m.

**BOARD OF TRUSTEES  
OPEN SESSION**

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

**Date of Meeting:** February 1, 2020

**Status of Minutes:** Approved February 26, 2020

**Board Members Present:** Board Chair Lex Birney, John Bell '95, Peter Bruns, Donny Bryan '73, Paula Collins, Michael Dougherty, Peg Duchesne '77, Susan Dyer, Judith Fillius '79, Gail Harmon, Sven Holmes, Glen Ives, President Tuajuanda Jordan, Larry Leak '76, Jasmine Long '21, William Seale, Danielle Troyan '92, Allan Wagaman '06, Raymond Wernecke, John Wobensmith '93

**Board Members Absent:** Carlos Alcazar, Anirban Basu, Elizabeth Graves '95, Steny Hoyer

**Others Present:** Allison Boyle, Leonard Brown, Michael Bruckler, Jeff Byrd, Tayo Clyburn, Carolyn Curry, Michael Dunn, Regina Faden, David Hautanen, James Muldoon, Paul Pusecker, Jennifer Sivak, Michael Wick, Anna Yates

**Executive Summary:** The St. Mary's College of Maryland Board of Trustees held an open session meeting on Saturday, February 1, 2020. Board Chair Lex Birney called the open session meeting to order at 10:55 a.m.

President Jordan remarked that the College was off to a great start with regard to all of the activities that have been designed to attract more students. The College has received more than 2,400 applications, the second highest number of applicants in several years. A record number of families attended Hawktoberfest and the College far surpassed its goal on Giving Tuesday with over 2,000 donors. It is clear that people value what the College is doing with its curricular and co-curricular programming. President Jordan announced that the College has obtained funding for the track resurfacing, thanks to a significant major gift from Trustee William Seale. The generosity of Dr. Seale will enable the College to move forward with its implementation of the NCAA Division III Track and Field program in Athletics during this calendar year.

Institutional Advancement Committee Chair Gail Harmon reported that fundraising is on track for this giving cycle with \$2.2M of the \$2.5M goal raised to date. The College broke all records with more than 2,000 donors on Giving Tuesday, raising over \$370,000. Committee Chair Harmon noted that Board participation on Giving Tuesday was 100% and thanked Trustees for their role in making the fundraising event successful. The Committee has been working with President Jordan to identify the College's priority needs. The goal is to shape major fundraising efforts for the next several years in order to engage donors in the LEAD initiative. The Committee will collaborate with President Jordan, the Foundation Board, and the Development team to help fulfill the vision of the LEAD initiative.

## **ACTION ITEMS**

### **Action Item 1920-15: Approval of a New Co-Curricular Program**

President Jordan brought forth for approval an action item to approve the development and phased implementation of a NCAA Division III Track and Field program in Athletics. The Curriculum Programming Committee determined that the addition of a Track and Field co-curricular program would be instrumental in attracting 20 – 40 new students per year and would enhance the diversity of the student body. A Track and Field program would also increase the attractiveness and competitiveness of the College's cross-country program. A motion was made, seconded, and the action item was approved unanimously.

### **Action Item 1920-16: Approval of the St. Mary's College of Maryland Admission SAT/ACT Test-Optional Policy**

Ray Wernecke, Chair of the Admissions and Financial Aid Committee, presented for approval by the Board of Trustees the St. Mary's College of Maryland Admission SAT/ACT Test-Optional Policy. The proposed policy would make submission of SAT or ACT scores in the application process optional. If approved, the policy would go into effect beginning with the Fall 2021 entering class. President Jordan noted that the Test-Optional Policy would allow the application process to be more accessible to all prospective students and would support a more diverse student body. Increasing diversity at the College will enhance the student experience and create a vibrant learning environment. Research has shown that rather than basing admission solely on test scores, a more comprehensive review of all application materials is more appropriate. Some students do not perform well on standardized tests and the implementation of this policy will allow those who are academically ready to have an opportunity to study at St. Mary's College. A motion was made, seconded, and the action item was approved unanimously.

### **Action Item 1920-17: Approval of the St. Mary's College of Maryland Degree Policy on Good Standing**

Academic Affairs Committee Chair Peter Bruns brought forth an action item requesting Board of Trustees approval of the St. Mary's College of Maryland Degree Policy on Good Standing. The proposed policy changes would permit the College to withhold a student's degree until the completion of a disciplinary process, investigation, or sanction. Under current College policy, a student who has completed the degree requirements may graduate, even if the student is involved in a disciplinary process/investigation or has not completed the sanctions assigned after a disciplinary process. A motion was made, seconded, and the action item was approved unanimously.

### **Action Item 1920-18: Approval of FY22 Tuition, Fees, Room and Board Rates**

Finance, Investment, and Audit Committee Chair John Wobensmith '93 requested that the Board of Trustees authorize all FY21 student rates remain equal to FY20 rates. The action would apply to all Maryland resident and non-resident undergraduate students, DC resident undergraduate students, and MAT students. There has been ongoing discussion at the Board of Trustees level about keeping tuition, fees, room, and board flat for FY21 over FY20. The objective of the proposed rate freeze for FY21 is to encourage affordable enrollment growth and to begin closing the tuition price gap between St. Mary's College of Maryland and the University of Maryland, College Park. A motion was made, seconded, and the action item was approved unanimously.

Chair Birney remarked that implementing a one-year freeze on student rates further defines the College's role as a leading educational institution. This action will better enable the College to promote a rigorous, innovative curriculum, and to provide experiential learning, scholarship, and creativity. Further, it solidifies the College's commitment to helping those who have the academic qualifications to study at St. Mary's College, but lack the financial resources. The Board will continue to identify ways to provide all deserving students an opportunity to study at St. Mary's College.

**Action Item 1920-19: Adjustment of Room Rates for Students Requiring Disability Accommodations**

Finance, Investment, and Audit Committee Chair John Wobensmith '93 requested approval by the Board of Trustees of an adjustment to room rates for students in need of disability accommodations. This action is required in order for the College to be in full compliance with Section 504 of the Rehabilitation Act. The room rate adjustment will apply only to students with approved disability accommodations and will ensure that the College is in full compliance with Section 504 of the Rehabilitation Act. A motion was made, seconded, and the action item was approved unanimously.

**Action Item 1920-20: Approval of a Policy Revision to Incorporate a Good Standing Requirement for Graduation into the Code of Student Conduct**

Campus Life and Facilities Committee Co-Chairs Donny Bryan '73 and Danielle Troyan '92 requested the Board of Trustees approve the incorporation of the St. Mary's College of Maryland Degree Policy on Good Standing into the Code of Student Conduct. The proposed policy changes would permit the College to withhold a student's degree until the completion of a disciplinary process, investigation, or sanction. Under current College policy, a student who has completed the degree requirements may graduate, even if the student is involved in a disciplinary process/investigation or has not completed the sanctions assigned after a disciplinary process. This policy adds to the student code of conduct the ability to withhold a degree when addressing serious policy violations that could reasonably result in suspension or expulsion. The policy also defines Good Standing as completion of all disciplinary sanctions. A motion was made, seconded, and the action item was approved unanimously.

The meeting adjourned at 11:35 a.m.



**BOARD OF TRUSTEES  
OPEN SESSION**

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

**MINUTES**

**Date of Meeting:** December 12, 2019

**Status of Minutes:** Approved February 26, 2020

**Board Members Present:** Board Chair Lex Birney, Anirban Basu, John Bell '95, Peter Bruns, Donny Bryan '73, Paula Collins, Mike Dougherty, Peg Duchesne '77, Elizabeth Graves '95, Gail Harmon, Sven Holmes, President Tuajuanda Jordan, Bill Seale, Danielle Troyan '92, John Wobensmith '93

**Board Members Absent:** Carlos Alcazar, Susan Dyer, Judy Fillius '79, Steny Hoyer, Glen Ives, Larry Leak '76, Allan Wagaman '06, Ray Wernecke

**Others Present:** Carolyn Curry, Shannon Jarboe, Gabriel Mbomeh, Dan Pindell '10, Paul Pusecker, Jenell Sargent, Jenny Sivak, Chris True, Anna Yates

**Executive Summary:** The St. Mary's College of Maryland Board of Trustees held a special open session meeting on December 12, 2019. Chair Lex Birney called the meeting to order at 1:51 p.m.

**Action Items**

**1920-11: Acceptance of the FY19 Auditor's Report and Audited Financial Statements.** The Finance, Investment, and Audit Committee met with the independent audit firm SB and Company to review and discuss the College's FY19 auditor's report and audited financial statements prior to the Board of Trustees meeting. Statements included the financial transactions and position of the College for the period July 1, 2018 through June 30, 2019.

Finance, Investment, and Audit Committee Chair Wobensmith reported that no instances of fraud were discovered and no material weaknesses were found. Additionally, Committee Chair Wobensmith reported that SB and Company stated that they received full cooperation from management and that no significant audit related adjustment entries were required.

To provide evidence that the statements were disseminated to, and approved by, the Board of Trustees, the Finance, Investment, and Audit Committee recommended acceptance of the financial statements by the St. Mary's College of Maryland Board of Trustees. A motion to approve was presented by John Wobensmith '93, chair of the Finance, Investment and Audit Committee. The motion was seconded and approved unanimously.

The meeting adjourned at 1:55 p.m.