

# 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**

**July 28, 2020**

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

**AGENDA**

July 28, 2020  
4:30 p.m.

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

Conference Call Participant Information

Dial-in Number: 1-301-715-8592

Meeting ID: 917 7779 3536

Password: 414522

- I.** Call to Order **Lex Birney**
  
- II.** Action Items
  - A.** Office of the President **President Jordan**  
Action Item 2021-01: Approval of Fall 2020 Campus Reopening Plan
  
  - B.** Finance, Investment and Audit **John Wobensmith '93**  
Action Item 2021-03: Approval of the FY21 Current Fund (Operating) Budget  
  
Action Item 2021-04: Approval of the Return to Work/Campus Policy
  
- III.** Information Items
  - A.** Narrative to Support Approval of Fall 2020 Campus Reopening Plan
  
- IV.** Motion to Close **Lex Birney**

*\*The Board of Trustees expects to close a portion of this meeting.*



**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
MEETING OF JULY 28, 2020**

**ACTION ITEM 2021-001**

**APPROVAL OF FALL 2020 CAMPUS REOPENING PLAN**

**RECOMMENDED ACTION**

The President recommends that the St. Mary's College of Maryland Board of Trustees approves reopening for the 2020-21 academic year as a residential campus with appropriate safety and public health precautions designed to mitigate the spread of the COVID-19 global pandemic.

**RATIONALE**

The College immediately transitioned to remote instruction as the sole mode of teaching and learning on March 23, 2020, and remained in that mode through the end of the spring semester. All academic support and health and wellness services transitioned to virtual modes of delivery as well, although there remained the opportunity for local students to visit the Wellness Center for care during this period. At the same time, telework policies and procedures were developed and implemented for all employees and only a limited number of essential employees were allowed on campus at any given time.

The safety and wellbeing of our campus community have always been, and will remain, priorities for the College. The College, however, cannot continue to operate effectively in this "revised operations" mode. A cornerstone of a liberal arts college is the close-knit community that results from the residential experience. A recent survey of SMCM current and new students indicates that 91% of those who responded to the survey will live on campus in the fall. The primary reason given for returning to campus is that it is a better environment for learning. Additionally, the vast array of socio-economic circumstances in which our remote students found themselves seriously impacted their virtual experiences. Although the College did what we could to provide students with the technology required to engage remotely, it became quite clear that the playing field is uneven. The situation in which we find ourselves is: not the best for our students' learning; resource intensive for faculty and staff training and content delivery; and, unsustainable financially.

Students will fall into three categories this year: residential, commuter, and remote. The majority of courses will be presented in a hybrid, synchronous instruction format which affords the opportunity for participants (students and faculty) to be either face-to-face or remote. It also

provides the ability to switch immediately to all remote instruction should the public health situation worsen.

In compliance with the ever-evolving public health and safety guidelines from the federal, state, and local officials based on scientific data, the College, in consultation and /or collaboration with local public health officials and state higher education institutes, has developed a plan, *Reopening SMCM: The St. Mary's Way*, that is based on best practices that de-densifies the campus; educates the campus community about coronavirus, COVID-19 proper hygiene and public health guidelines; educates, enhances cleaning and sanitation of facilities, requires mask wearing and social distancing throughout the entire campus at all times. Additionally, every community member will be provided enough PPEs for the semester, must self-monitor and report to the Wellness Center the results of daily symptom checks prior to being allowed on campus/in classes; and must sign an attestation statement (the entire campus community) and pledge (students only) to follow the established policies and procedures during the pandemic at the risk of being removed from campus for non-compliance. Finally, social gatherings / “large” events have been re-imagined; travel, restricted; and, fall sporting events, suspended. Taken together, these actions should mitigate the spread of COVID-19 and provide an opportunity for the College to resume as a residential campus in Fall 2020.

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

**OPEN SESSION  
REPORT SUMMARY**

**Date of Meeting:** July 28, 2020

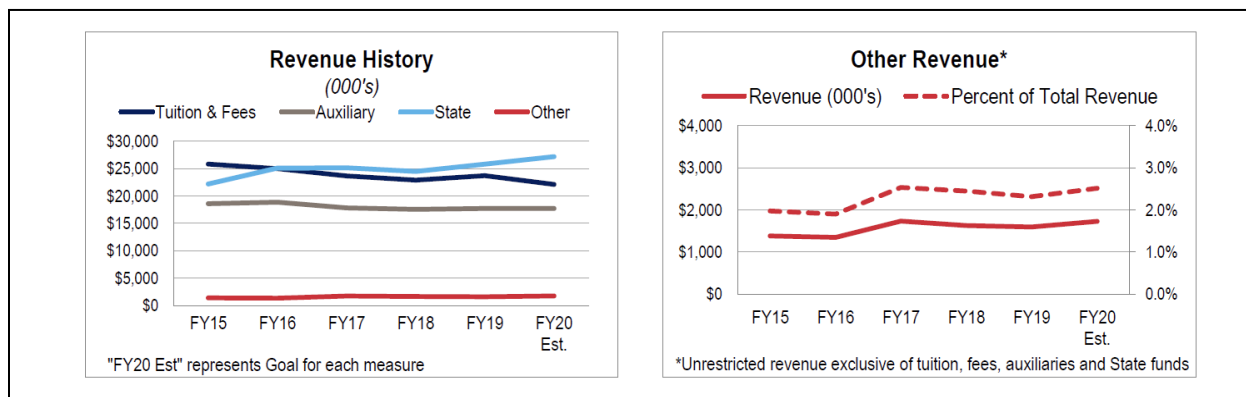
**Date of Next Meeting:** October 16, 2020

**Committee Chair:** John Wobensmith '93

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

**Staff Member:** Paul Pusecker

**Dashboard Metrics**



**Executive Summary**

The Committee will hold a special meeting to review and take action on the FY21 Current Fund (Operating) Budget and the Return to On-Campus Work Policy.

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

**Action Item II.A. Approval of the FY21 Current Fund (Operating) Budget:**

Two budget scenarios will be presented for approval. The primary budget scenario details a residential campus with hybrid instructional delivery. The other scenario assumes that COVID restrictions mandate that we deliver instruction remotely without students residing on campus for the fall semester.

**Action Item II.B. Approval of the Return to On-Campus Work Policy:**

The College will reopen for the 2020-21 academic year by implementing extensive, expert-informed measures to help mitigate the risks of spreading of COVID-19 as employees begin to return to work on campus. The proposed policy will apply to all faculty, staff, and student employees who return to work physically on campus or are planning to do so.





**FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF JULY 28, 2020**

**OPEN SESSION  
AGENDA**

**I. DISCUSSION ITEMS**

A. None

**II. ACTION ITEMS**

A. Approval of the FY21 Current Fund (Operating) Budget

B. Approval of Return to On-Campus Work Policy

**III. INFORMATION ITEMS**

A. None

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

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF JULY 28, 2020  
ACTION ITEM IIA.  
RECOMMENDATION TO APPROVE FY21 CURRENT FUND  
(OPERATING) BUDGET**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the attached current fund (operating) budget for FY21.

Two budget scenarios are presented for approval. The primary budget scenario details a residential campus with hybrid instructional delivery. The other scenario assumes that COVID restrictions mandate that we deliver instruction remotely without students residing on campus for the fall semester.

**RATIONALE**

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the attached FY21 current fund budget will allow the College to continue its mission of providing a high quality, public, post-secondary education.

Focusing on Scenario 1 (residential campus) the proposed FY21 Operating Budget totals \$66.3M in revenue and \$70.3M in projected expense. State funds total \$28.4M, however, the College was informed that its general fund grant would be reduced by \$2.1M due to the pandemic impact on the State budget for FY21.

Based on a recently completed survey, with a >90% response rate, students indicated whether they planned to return to campus, receive remote instruction, or defer attendance for the fall semester. These results indicated a projected total student full-time enrollment of 1,392 students. Tuition rates for both in-state and out-of-state students stayed flat for FY21, as did all auxiliary and fee expenses.

Scenario 1 shows a \$3.9M deficit for the year. However, with a contingency of \$6.6M carried forward from FY20, the College will still have \$2.6M in available funds.

In Scenario 2 (fully remote for fall semester [i.e., no residential campus]; residential campus for the spring) we are projecting an overall \$7.2M deficit, revenue relative to expense. Using the same contingency carried forward from FY20, that shortfall becomes a more manageable deficit of approximately \$600K.



**St. Mary's College of Maryland**  
**FY21 Operating Budget**  
**Supporting Documentation Table of Contents**

- Exhibit A:** Budget Item for BOT Approval
- Exhibit B:** FY21 Key Budget Assumptions
- Exhibit C:** FY21 Budget Leadsheet  
This schedule describes revenues by source and all additional expenditure items by type for the Current Fund Unrestricted only.
- Exhibit D:** FY21 Cash Flows
- Exhibit E:** Pie Chart: FY21 Current Fund Unrestricted (CFU) Budgeted Revenue by Source
- Exhibit F:** Pie Chart: FY21 CFU Budgeted Expenditures by Program
- Exhibit G:** Pie Chart: FY21 CFU Budgeted Expenditures by Object
- Exhibit H:** Bar Chart Five Year Comparative Expenditures by Program
- Exhibit I:** Bar Chart Five Year Comparative Expenditures by Object
- Exhibit J:** Reconciliation of State Appropriation
- Exhibit K:** FY21 CFU Budget for Contingency Items  
This schedule provides information about the contingency funds included in the current fund unrestricted budget.
- Exhibit L:** FY21 CFU Planned Expenditures Greater Than \$100,000 Each  
Required by the Board approved Budget Policy, this schedule displays anticipated operating budget expenditures for goods/services to a single vendor greater than \$100,000 each.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF JULY 28, 2020  
ACTION ITEM II.B.  
APPROVAL OF THE RETURN TO ON-CAMPUS WORK POLICY**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the St. Mary's College of Maryland Board of Trustees of the Return to On-Campus Work Policy.

**RATIONALE**

St. Mary's College of Maryland will reopen for the 2020-21 academic year by implementing extensive, expert-informed measures to help mitigate the risks of spreading COVID-19 as employees begin to return to work on campus. All employees are expected to follow and model compliance with this Policy in order to sustain a healthy campus while the community addresses and recovers from the global pandemic.

This policy applies to all faculty, staff, and student employees who return to work physically on campus or are planning to do so. This policy is subject to change with the introduction of additional public health guidelines from local, state, and federal authorities. It is expected that this policy, or subsequent versions of it, will be in force through at least the Fall 2020 Semester but may be modified and/or extended at any time.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
MEETING OF JULY 28, 2020**

**NARRATIVE TO SUPPORT APPROVAL OF FALL 2020 CAMPUS  
REOPENING PLAN**

**RECOMMENDED ACTION**

The President recommends that the St. Mary's College of Maryland Board of Trustees approves reopening for the 2020-21 academic year as a residential campus with appropriate safety and public health precautions designed to mitigate the spread of the COVID-19 global pandemic.

**RATIONALE**

The College immediately transitioned to remote instruction as the sole mode of teaching and learning on March 23, 2020, and remained in that mode through the end of the spring semester. All academic support and health and wellness services transitioned to virtual modes of delivery as well, although there remained the opportunity for local students to visit the Wellness Center for care during this period. At the same time, telework policies and procedures were developed and implemented for all employees and only a limited number of essential employees were allowed on campus at any given time.

The safety and wellbeing of our campus community have always been, and will remain, priorities for the College. The College, however, cannot continue to operate effectively in this "revised operations" mode. A cornerstone of a liberal arts college is the close-knit community that results from the residential experience. A recent survey of SMCM current and new students indicates that 91% of those who responded to the survey will live on campus in the fall. The primary reason given for returning to campus is that it is a better environment for learning. Additionally, the vast array of socio-economic circumstances in which our remote students found themselves seriously impacted their virtual experiences. Although the College did what we could to provide students with the technology required to engage remotely, it became quite clear that the playing field is uneven. The situation in which we find ourselves is not the best for our students' learning; resource intensive for faculty and staff training and content delivery; and, unsustainable financially.

Once the College settled into a remote/telework operating mode, the executive team turned its attention to addressing the question of how the College would operate during the 2020-21 academic year with specific focus on the fall semester. The decision was made to open as a residential campus using a hybrid, synchronous mode of instruction. This mode of teaching and learning could provide a high level of safety for our campus community and afford flexibility with respect to campus operations should the public health situation drastically change. A task force was formed and charged to develop a campus-wide plan for the reopening the College as a residential campus compliant with all county, state, and federal COVID-19 health and safety guidelines. The plan included recommendations for new and revised policies and procedures and a supplemental plan for rapid response if, per county, state, and federal health and safety guidelines, the College must pivot quickly to a non-residential campus experience.

The guiding principles used to fulfill the charge were as follows.

- **Lead with science.** Although the science around COVID-19 is constantly evolving, the decision must be 1) based on the best available scientific information about COVID-19, epidemiology, and risk and 2) informed by the latest information and data available from federal and state authorities as well as through SMCM partnerships with local and state public health officials.
- **Put health and safety first.** The health and safety of our community is paramount.
- **Embrace flexibility and innovation.** No program, practice, or policy is etched in stone.
- **Be realistic.** Recommendations and deliverables should be based on a practical and realistic view of human behavior and available resources and capacities.
- **Meet our fiduciary duties.** We will guard our fiduciary responsibility to the College by not making choices that allow us to fulfill our mission today if they interfere with or prevent our ability to fulfill our mission in the future.
- **Provide inclusive and equitable solutions.** Our faculty, students, and staff are integral to suggesting, shaping, and implementing solutions. Solutions will consider how they impact members of our campus community differently and how disruptions can be mitigated or accommodated.
- **Place agility at the core of our solutions.** In our work, we have sought flexibility in all of the College's programs and services. If something is not working or cannot work, we must be able to pivot quickly.

The recommendations were developed after careful and continuous analysis of the most up-to-date federal, state, and local guidelines, and in collaboration/consultation with Maryland higher education institutions, public health authorities, and the Office of the Attorney General.

The plan that has been developed will both 1) help us keep the campus community as safe as possible during the COVID-19 pandemic and 2) afford us the opportunity to fulfill our mission as a liberal arts college in a socially and fiscally responsible manner. Additionally, student leaders have been consulted to help the administrators, faculty, and staff 1) think about what the complete residential experience would look like during the pandemic as well as 2) to identify ways to enforce the associated public health guidelines. This *is* and must remain a campus-wide endeavor if we are to be successful at mitigating the spread of COVID-19.

[\*Reopening SMCM: The St. Mary's Way\*](#) considered, among other matters: the general campus community health and safety, student housing, dining services, instruction and learning, athletics and recreational sports, and legal liability. The College has developed a draft Handbook providing details of all policies and procedures to be used during the COVID-19 pandemic. The Handbook will be finalized and made available to the entire SMCM campus community in early August.

#### General Campus Community Health and Safety

1. There is phased re-entry for the safe return of all faculty, staff, and student employees to the campus.
  - a. A training and education campaign has been developed emphasizing compliance with health and safety restrictions.

- b. As part of the re-entry, COVID-19 training is mandated for all employees and students before returning to campus, and is required retroactively for all employees who are currently on campus as a condition of their continued on-campus engagement.
  - c. During the phased re-entry process and throughout the pandemic, non-essential employees will continue to telework whenever possible.
2. Students, faculty, and staff who will be living on campus **must be** tested for COVID-19 and the results submitted to the Wellness Center before moving into their on-campus accommodations.
3. Any student, faculty, or staff who will be on campus at any time during the semester must monitor and submit their *daily* symptoms via an app to receive clearance to be on campus and/or to attend class. Protocols for what to do if experiencing symptoms have been developed based on whether the individual lives on- or off-campus.
4. All students and employees who are medically high-risk will not be required to return to campus during the pandemic and will be provided virtual options for engagement (e.g. telework or virtual learning) to the extent practicable.
5. Four metrics (number of known hospitalizations impacting St. Mary's County residents with COVID-19; incidence of COVID-19 diagnoses in St. Mary's County, and the rate of change in incidence rate; deaths associated with COVID-19 occurring in St. Mary's County residents or occurring in St. Mary's County residential facilities; and findings from public health disease investigation efforts that may suggest outbreaks involving community transmission), determined by the [St. Mary's County Health Department](#), will be monitored by a subset of the SMCM Emergency Response Team (ERT) and reported to the Executive Council on a weekly basis and will be used to inform the College's decision to shift to a non-residential experience should that become necessary.
  - a. Dr. Meenakshi Brewster, St. Mary's County Health Officer, will be consulted to establish specific trigger points.
  - b. The ERT will also meet weekly to discuss the local data/metrics, assess the effectiveness/efficiency of campus monitoring, monitor the on-campus positive case management, and other germane metrics.
6. Quarantine Housing – A block of townhouses (4) and a block of Lewis Quad suites for quarantine and self isolation have been reserved. This provides eight single suite spaces (or 16 doubles) and eight townhouse spaces (or 16 double spaces) for quarantine and self-isolation.
7. All enrolled students and all employees will be provided a kit containing essential PPEs ("surgical" masks, gloves, hand sanitizer) and a digital thermometer for the semester. The kit will be provided after the successful completion of the referenced training and on the first day the individual returns to campus.
8. Protocols for the College's role in contact tracing have been developed in consultation with the St. Mary's County Health Department.
9. Campus facilities will undergo enhanced cleaning and disinfecting of campus facilities per federal guidelines. Additionally, students and faculty are asked to wipe down desks and other furnishings with sanitizers/sanitizing wipes, available in every classroom/meeting space, at the start and conclusion of each class period.
10. Campus spaces and furnishings are being re-configured to facilitate social distancing protocols.
11. Signage and visual markers are being installed to facilitate social distancing protocols as well as to reinforce safe behavior such as hand washing and the wearing of masks.

12. The academic calendar has been revised to allow students residing on campus to return home for Thanksgiving break and stay there rather than travel back and forth to campus, increasing the potential for viral spread. Final examinations will be administered remotely.
13. Major campus events have been reimaged, minimizing visitors to campus by adopting virtual technologies or smaller gatherings instead of holding large on-campus and traditional major events.
14. All unnecessary college-related travel has been strictly limited.

#### Campus Housing

15. Currently, 1,030 students have requested on-campus housing. The housing plan, fully compliant with federal public health guidelines, can accommodate all of the current requests.
  - a. Traditional Halls (primarily first-time/first-year students) will have a majority of the rooms as singles. The College will honor roommate requests that have already been received. Beds will be a minimum of six-feet apart per guidelines.
  - b. Townhouses and Waring Commons suites and apartments will have normal occupancy levels but the furnishings will be placed in accordance to public health guidelines with respect to distance between beds.
  - c. Lewis Quad will have normal occupancy levels but, to satisfy the public health guidelines with respect to distance between beds, the beds with a maximum distance between them of 5.5 feet, will be arranged head to foot per public health recommendations.

#### Campus Dining

16. A plan has been developed to provide a high-quality dining experience for faculty, students, and staff in partnership with vendor Bon Appetit and in accordance with all FDA, CDC, state, and the local public health department guidelines.

#### Teaching and Learning

17. The College will open for residential face-to-face instruction using a hybrid model of teaching and learning that affords students and/or faculty the opportunity to be actively engaged in the instructional process either on-campus face-to-face, remote on-campus, or remote off-campus as personal and public health concerns dictate.
  - a. The first day of classes will be moved up to August 17, 2020 with classes ending by Thanksgiving. Final exams, with few exceptions, will occur remotely the week of November 30, 2020.
  - b. Contingency plans will involve switching to all remote instruction if there is a serious resurgence of COVID-19.

#### Athletics and Sports

18. Varsity and club sports have been suspended for the fall semester. Coaches have developed a plan to engage athletes in public health-appropriate training and skills development activities as well as leadership and civic engagement programs.
19. Intramural sports programming has been enhanced and is compliant with public health guidelines.
20. Reduced hours and rigorous public health guidelines and hygiene protocols have been developed for the use of all athletics and sports facilities (i.e., the Michael P. O'Brien Athletic and Recreation Center, the Outdoor Athletic Facilities, the Teddy Turner Waterfront and James

P. Muldoon River Center). Public access to indoor facilities will be restricted and/or severely limited during the pandemic.

Legal Liability

21. The College has worked with the Attorney General's office to develop a tapestry of legal liability limitation documents and related policies to be implemented and adhered to during the pandemic.