

# 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  
St. Mary's City, MD  
Glendening Annex**

**October 16, 2021**

## **Board of Trustees Meeting**

St. Mary's College of Maryland

Oct 16, 2021 at 8:30 AM

St. Mary's College - Glendening Annex

### Conference Call Participant Information

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

Meeting ID: 834 9198 1734

Password: 733231

## **Agenda**

### **Open Session**

#### **I. Call to Order/Chair's Comments**

**Presenter: Susan Lawrence Dyer**

#### **II. President's Report**

**Presenter: President Jordan**

#### **III. Academic Affairs**

**Presenters: Jeff Byrd, Katie Gantz**

#### **IV. Academic Affairs**

**Presenter: Peter Bruns**

Action Item 2122-01: Recommendation to approve the update to the Non-Residents Who May Temporarily Qualify for In-State Status of the Policy on Student Residency Classification for Admission, Tuition Charge, and Differential Purposes

#### **V. Admissions and Financial Aid Committee**

**Presenter: David Hautanen**

#### **VI. Admissions and Financial Aid Committee**

**Presenter: Ray Wernecke**

Action Item 2122-02: Tuition Waiver and Remission Policies

#### **VII. Campus Life Committee**

**Presenter: Jerri Howland**

### **VIII. Campus Life Committee**

**Presenter: Danielle Troyan**

### **IX. Campus Life Committee**

**Presenter: Danielle Troyan**

Action Item 2122-03: Approval of Personal Care and Classroom/Lab Assistant Policy

Action Item 2122-04: Approval of Revisions to the TITLE IX Grievance Process to Resolve Complaints of Sexual Harassment

### **XI. Finance, Investment and Audit Committee**

**Presenter: John Wobensmith**

Action Item 2122-05: Revision of the FY22 Current Fund (Operating) Unrestricted Budget

Action Item 2122-06: Reconciliation of the FY22 Plant Fund (Capital) Budget

Action Item 2122-07: Approval of the 2021 Performance Accountability Report

Action Item 2122-08: Approval of the Revised Telework Policy

Action Item 2122-09: Approval of the Staff Salary Plan

# ST MARY'S

## COLLEGE of MARYLAND

*The National Public Honors College*

### **BOARD OF TRUSTEES PRESIDENT'S REPORT OPEN SESSION**

**October 16, 2021**

The new academic year is upon us. In light of our living in the midst of a persistent pandemic, the campus is filled with energy (made even more energetic by the addition of 465 new students!), hope, and determination. We, too, are persistent. Greater than 95% of our campus community is fully vaccinated and the sense of camaraderie and caring is readily apparent all around us. There is much to be attended to as we work to ensure that 1) the community remains healthy and well and 2) the College remains viable and grows in its relevancy. This report summarizes activities and results that have taken place since the May 2021 Board of Trustees meeting as well as highlights some of the information that will be presented during this October 2021 convening of the St. Mary's College of Maryland Board of Trustees.

In our aspirational quest to become The College of Choice, there are a myriad of factors, internal and external, that affect our ascendancy. Although we must be mindful of most, we can devote sufficient time and effort to only a limited number of factors. And of those, we prioritize those things upon which we can exert some level of control. As we decipher and prioritize all of this, we must remain true to our mission to offer an excellent education akin to private liberal arts colleges that is affordable and accessible to diverse populations.

Institutions of higher education are subject to an ever-expanding number of ratings and rankings by all types of entities. We are often asked by various constituents about recently-released rankings. Only a handful of rankings – having both objective and subjective criteria – can impact our standing within the higher ed community, status with government agencies and NGO, or reputation within the broader community. We, like so many others, are always quick to espouse to those that present us in a positive light and eschew those that don't. Nonetheless, at the end of the day, what matters most are: the quality of the educational experience provided; the richness of the environment in which the students live and learn; and, how well the graduates engage with the world and become productive citizens.

Recently, U.S. News & World Reports (USNWR), the bane of the existence of many college/university presidents/chancellors, released its [2021 rankings](#). Fortunately, St. Mary's College of Maryland is still ranked among the top 100 national liberal arts colleges (LACs) and

we remain in the top 10 of public LACs. These relatively high rankings help us attract and recruit a diverse population of students and demonstrate to many potential students and their families that the College provides an excellent liberal arts experience. Both points speak to our mission.

How USNWR rates colleges/universities is opaquely transparent – we know the categories but are unclear about the specifics of the criteria. The College consistently ranks fifth or sixth for public LACs. Why we constantly flipflop in position with New College of Florida is a mystery to me. In 2019, SMCM ranked 89<sup>th</sup> (out of 300) among the best national LACs; in 2020, 80<sup>th</sup>; and, in 2021, back to 89<sup>th</sup>. Why? Who knows? So long as the College is in the top 100 as a national liberal arts college (note that SMCM is the *only* Maryland LAC that made the *national* list and that UMD is the only other public Maryland institution that made a national list [national university]), SMCM continues to do well in this realm.

What matters most is how well SMCM retains and graduates students. For these data, you are invited to peruse the dashboards that are included as part of the College’s trustee materials. Examination of these data provides insight into what our focus has been with respect to initiatives and why we are putting *equity* in the center of everything we do both within and beyond the classroom.

Recall that “equity” is one criterion used to rank the College’s academic programs in Task Force 2’s work. In the materials for the Academic Affairs (AAC) and Campus Life (CLC) committees, you will read about some of the initiatives that have either been implemented or are under development to address issues related to the retention and graduation rates. In the Board meeting presentations, you will hear student health and wellness – important aspects of retention – from the vice president for student affairs.

You will see in the dashboard a snapshot of how the College’s student diversity has evolved over the course of the last three years: representation with respect to race and ethnicity is relatively stable; whereas, there is variability concerning socioeconomic status, “class”, and source of transfer students. There is no question that the diversity of our student population enhances the living and learning experiences of our community. Nevertheless, we are not a perfect community. Thus, the work of the Inclusive Diversity, Equity, Access, and Accountability (IDEAA) unit (contained within the CLC materials) is important to the vitality of the campus community and the long-term viability of the institution. Accordingly, identifying the right leader for this unit is critically important for the institution especially in light of the changed demographics of the nation as well as the college-going population. A search for the new vice president, who replaces the poached vice president for inclusive diversity and equity, has been launched. Should the search proceed as planned, a new leader will be identified by the February 2022 Board meeting.

Having people in place to do the work of the College is critical for its success. As is the case across the country, the College is having trouble filling positions. The president will present the challenges at SMCM and discuss possible solutions during the Board meeting.

The Commemorative continues to garner national attention as not just an exquisite public art form but also as part of a national awakening and understanding that the telling of the nation's history is woefully incomplete. The College is one of many that feel compelled to enrich the country's historical narratives with the inclusion of heretofore silenced voices. The Historic Sotterley Plantation has been engaged in this type of endeavor for a very long time and they have recently garnered an award in recognition of their sustained efforts. As you know, with the announcement of the discovery of the St. Mary's Fort, Historic St. Mary's City plans to embark on a similar endeavor to enrich the colonial Maryland narrative. In addition to the College's effort to acknowledge the land on which we engage and our pledge to add voices to the telling of the State's and the country's founding, Gov. Hogan has appointed the president of SMCM to the statewide [Fort to 400 Commission](#), a group responsible for planning and conducting observances in 2034 commemorating the 400th anniversary of Maryland's founding which should include telling the 400-year history of the State in a more inclusive manner. Our faculty and staff have been intimately involved in all of these endeavors, a testament to their commitment to the issues and their recognition as experts in their respective fields. The College is doing its part to support and promote the region for its historical relevance. As a case in point, the Commemorative is the focus of a grant the College recently received from the [National Endowment of the Humanities](#). The initiative, led by Boyden Gallery Director Erin Peters, is entitled Extending the History and Voices of Enslaved Peoples of Southern Maryland.

The College, [one of a select few Maryland institutions](#) to receive this NEH support, was awarded \$144K for this endeavor. This award is just one example of the work faculty and staff are doing to garner extramural funding and philanthropic support for the College. In FY21, the Office of Sponsored Programs reported 27 successful submissions totaling \$840K. Although these numbers are down from FY20 (41 successful submissions, \$1.33M), grant writing 1) is a testament to the faculty and staff continued engagement during the pandemic, 2) enhances the teaching and scholarly/creative productivity of our community, 3) enhances the educational experience of the students, and 4) supports the financial health of the College. The vice president for institutional advancement will provide an overview of our LEAD fundraising efforts during the institutional advancement (IAC) committee meeting. Also, during that meeting, you will hear from the SMCM Foundation president about the significant growth in the endowment during the last quarter. All of these achievements contribute to the financial stability of the College.

The financial health of the College is a major focus of the work being done. Over the years, campus members have been engaged in a significant number of activities to render the College more efficient and effective while working to maintain academic integrity. The work of Task Force 3 was part of this effort and an update on the progress to implement the recommendations will be presented by the interim dean of faculty and interim vice president for academic affairs. All of these efforts – the belt-tightening, the increases in efficiencies, the restructured budgeting process, and the program array restructuring – in addition to sound fiscal management resulted in an improved Moody's rating for the College from negative to stable. This and more will be discussed in the Finance, Investment, and Audit committee. Additionally, the vice president for business will provide an overview of the strategic allocations from the private equity bond as well as the impact of the CARES and HEERF funding – half of which was disseminated to students - on the College's operations.

There will be lots to cover in the Technology, Buildings and Grounds (TBG) committee as the number of infrastructure and capital projects in progress is dizzying. TBG will culminate in a tour of the still-under-construction academic complex that will house the Performing Arts Center and Learning Commons. The facilities are amazing and will no doubt serve as both a point of pride for the College and the broader community as well as a revenue source in its leasing potential and, importantly, its potential to attract students to the College.

The integrated marketing team, in partnership with our admission team and consultants, are doing everything they can to ensure that all that is good about SMCM is communicated broadly and well. Information about what is being done and its impact is included in the IAC written materials. The result of the recommendations from Task Force 1 on the size and demographics of the Fall 2021 cohort as well as what is being done to recruit the next Fall cohort will be the subject of the vice president for enrollment management's presentation during the board meeting.

As usual, there has been lots of activity since the last trustee meeting. What makes this October's convening extra special is that in the midst of the pandemic, the campus community is back and committed to remaining safe. We will have the opportunity to acknowledge recently promoted faculty as well as bestow upon alumna Cindy Broyles the highest honor awarded by the College for her sustained engagement with and commitment to SMCM at the Board dinner, appropriately spaced and masked, but together nonetheless.

#### President's Lagniappe (May – September 2021)

##### Presentations

- June 18: Bipartisan Policy Center, Session Facilitator (virtual) – *Executive Leadership on Free Expression*
- June 29: Sutton Scholars Leadership Institute, Baltimore, Maryland – Keynote: “Rising Stars: Believing, Shining, and Humble”
- June 30: Marine Corp Aviation Authority STEM Scholarship Awards, Lexington Park, Maryland Keynote: “Fortitude, Focus, Determination, and Integrity”
- August 5: Academic Leadership Institute, Swarthmore, Pennsylvania – Panel: *Lessons in Leadership*
- September 13: Uniformed Services University of Health Sciences (virtual) – Keynote: “Inclusive Diversity: Are We There Yet?”
- September 24: Historic St. Mary's City – Fort to 400 Kick-off Remarks: “Enriching the Narratives”

##### Boards

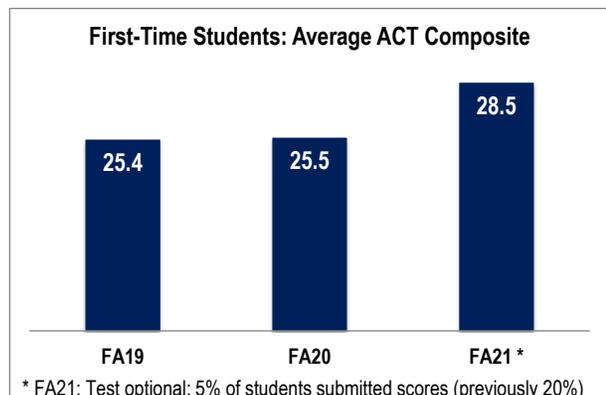
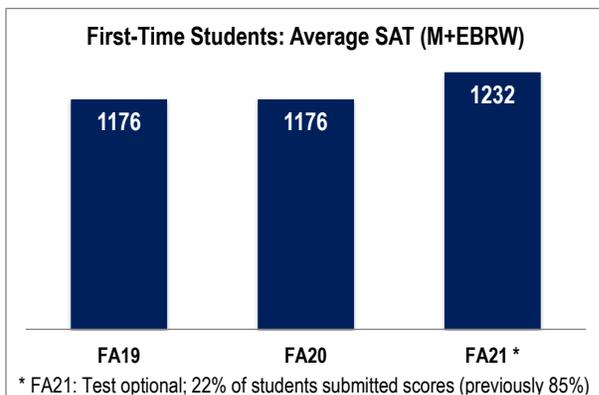
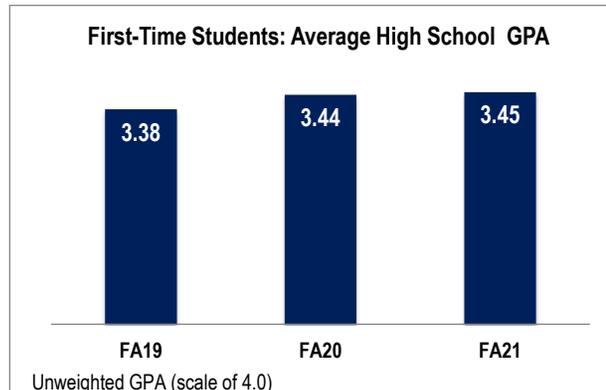
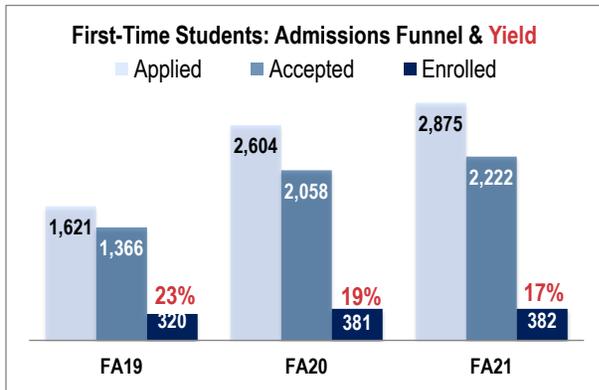
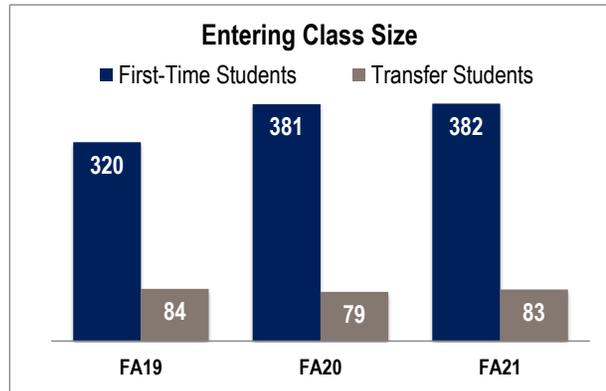
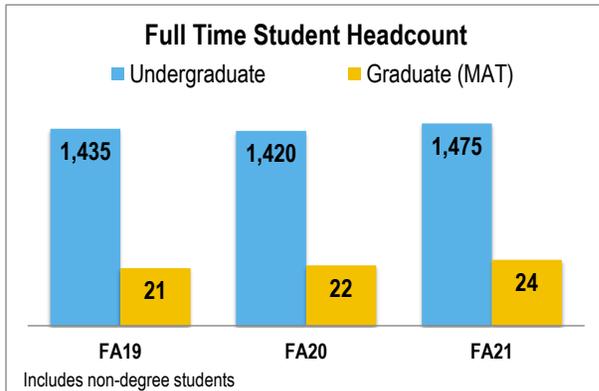
- Bryn Mawr College – Board of Trustees
- Council of Public Liberal Arts Colleges (COPLAC) – Board of Directors, Executive committee
- Higher Education Resource Services (HERS) – Board of Directors, Chair
- Smithsonian Institute National Museum of Natural History – Board of Directors, DEI Liaison

- The Wills Group – Board of Directors
- University System of Maryland, Southern Maryland – Board of Advisors, Membership committee

## Board of Trustees Dashboard - October 2021

### Student Characteristics in Enrollment \*\*

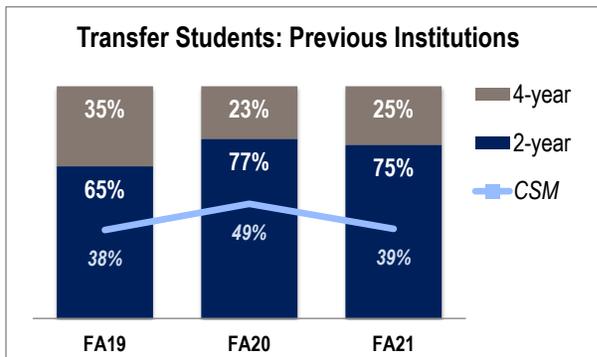
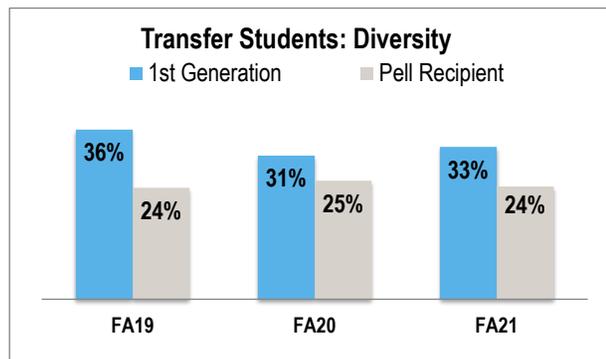
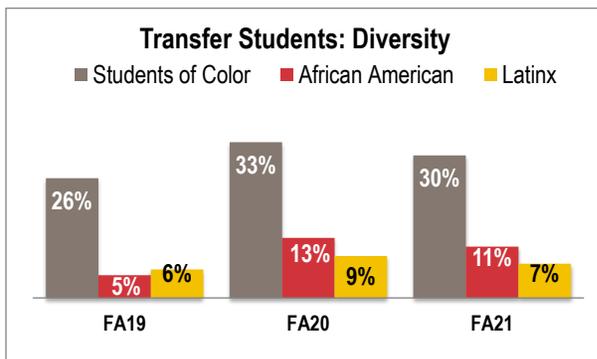
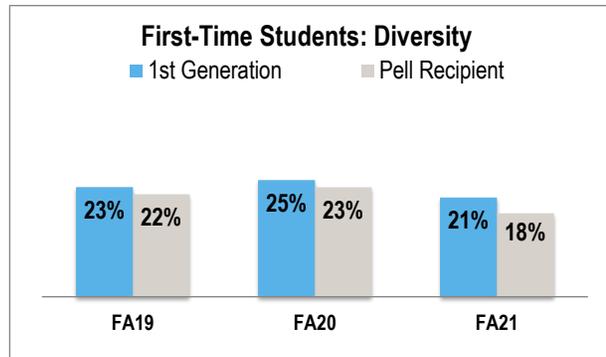
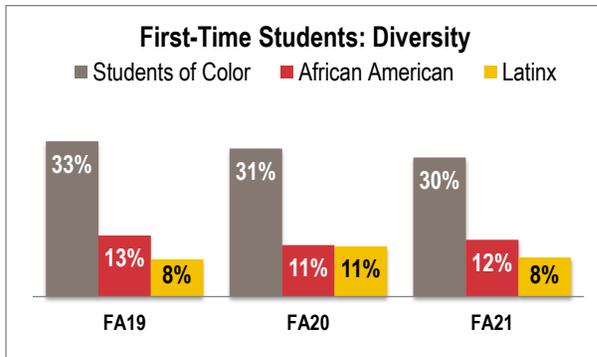
Fall 2021 figures based on preliminary census (freeze) data, 9/27/2021



## Board of Trustees Dashboard - October 2021

### Student Characteristics in Enrollment \*\*

Fall 2021 figures based on preliminary census (freeze) data, 9/27/2021

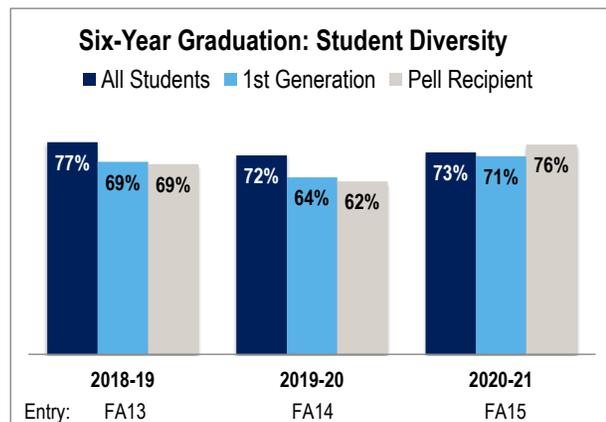
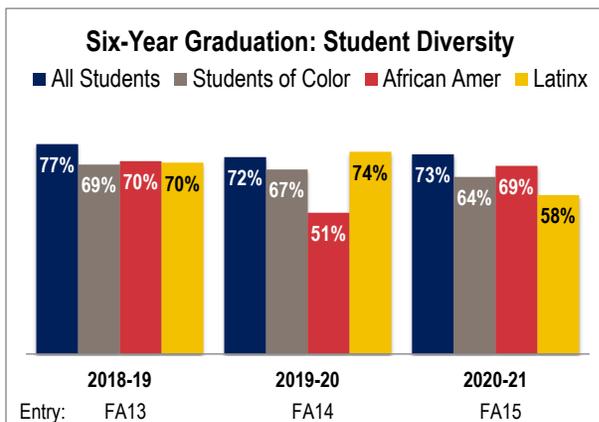
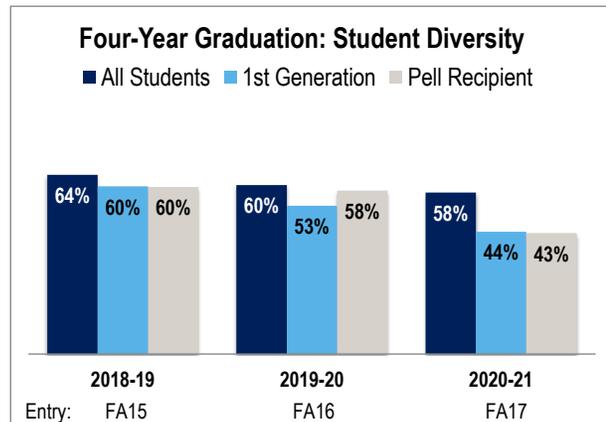
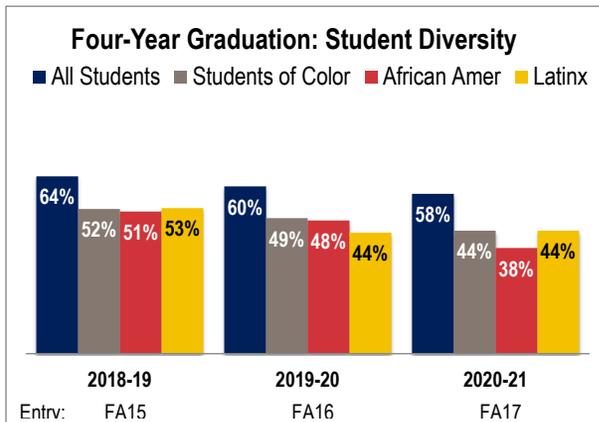
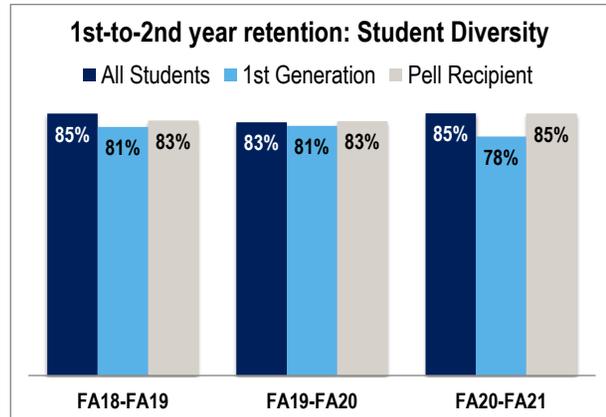
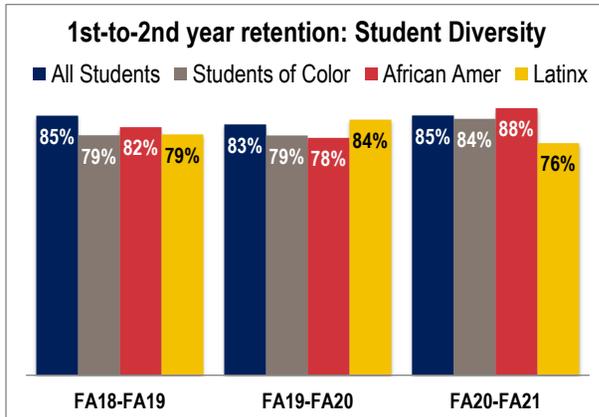


\*\* Goals were temporarily removed for all measures. Revised goals will be established during the strategic planning process.

## Board of Trustees Dashboard - October 2021

### Student Retention and Persistence (First-Time Students) \*\*

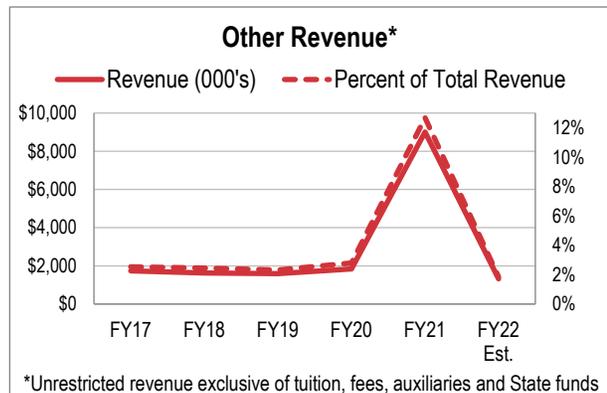
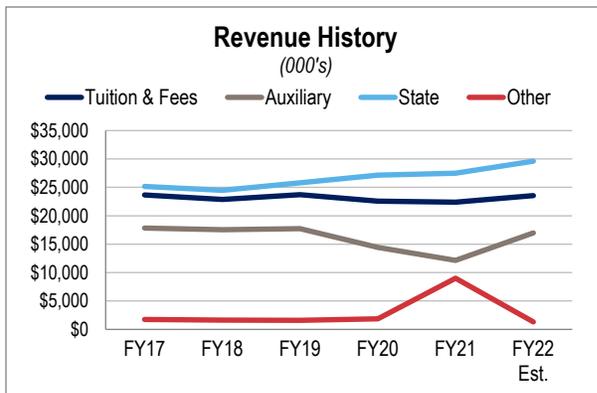
Fall 2021 figures based on preliminary census (freeze) data, 9/27/2021



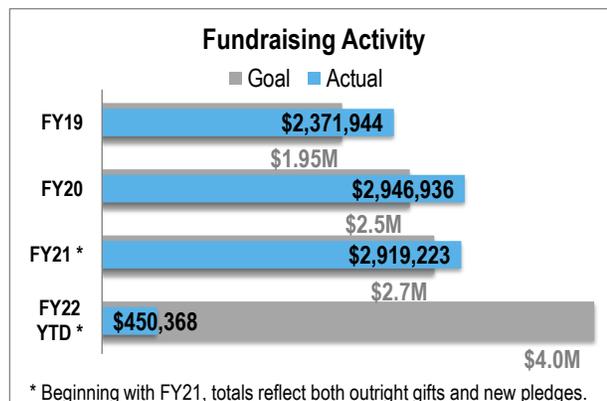
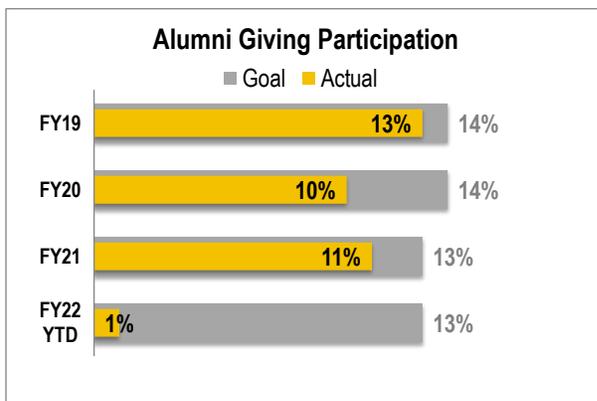
\*\* Goals were temporarily removed for all measures. Revised goals will be established during the strategic planning process.

## Board of Trustees Dashboard - October 2021

### Revenue and Fundraising



**Note regarding FY21 Revenue:** The COVID-19 pandemic had major impacts on Auxiliary revenues. A significant portion of the student population chose to study remotely, leading to substantial decreases in on-campus living and dining participation rates. Offsetting revenue increases were recorded in the Other category in the form of CARES act institutional support (\$1.1 million), Paycheck Protection Plan loan forgiveness (\$6.7 million) and federally funded COVID expense reimbursements through the state (\$1.5 million).



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**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION  
REPORT SUMMARY**

**Date of Meeting:** October 15, 2021

**Date of Next Meeting:** February 4, 2021

**Committee Chair:** Peter Bruns

**Committee Members:** Paula Collins, Elizabeth Graves '93, Melanie Hilley '93, Larry Leak '76, William Seale, Tuajuanda Jordan, Susan Dyer

**Executive Staff:** Jeff Byrd, Katie Gantz

**Faculty Liaison:** Libby Williams

**Staff Liaison:** John Spinicchia

**Dashboard Metrics:** N/A

**Executive Summary:**

**Discussion Items**

Faculty Senate Report

Dean of Faculty Report

**Information Items**

Recommended review of bylaws language regarding dismissal of faculty under contractual appointment, Section V.K.1.a

Minutes of May 7, 2021

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

III.A. Endorsement of the 2021 Performance Accountability Report

III.B. Recommendation to approve the update to the Non-Residents Who May Temporarily Qualify for In-State Status of the Policy on Student Residency Classification for Admission, Tuition Charge, and Differential Purposes

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**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE  
MEETING OF OCTOBER 15, 2021**

**OPEN SESSION  
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
  - A. Faculty Senate Report
  - B. Dean of Faculty Report
- III. ACTION ITEM**
  - A. Endorsement of the 2021 Performance Accountability Report
  - B. Recommendation to approve the update to the Non-Residents Who May Temporarily Qualify for In-State Status of the Policy on Student Residency Classification for Admission, Tuition Charge, and Differential Purposes
- IV. INFORMATION ITEM**
  - A. Recommended review of bylaws language regarding dismissal of faculty under contractual appointment, Section V.K.1.a
  - B. Meeting Minutes of May 7, 2021

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

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### **BOARD OF TRUSTEES ACADEMIC AFFAIRS**

#### **REPORT OF THE INTERIMS DEAN OF FACULTY AND VICE PRESIDENT OF ACADEMIC AFFAIRS**

*(See OnBoard for supporting material.)*

#### **NEW STAFFING**

After assuming their positions on June 1, 2021, an initial challenge for the Interims Dean of Faculty and Vice President of Academic Affairs was addressing the issue of workplace support presented by the retirement of Executive Assistant Joan Pickett on June 25. The unit has been extremely fortunate to have hired [Ms. Mai Savelle](#) (2A) as the new Executive Assistant to the Provost and Dean of Faculty. Mai is adapting quickly to the administrative protocols of the College.

Additionally, much of the mentoring work with pre-tenure faculty and the evaluation and promotion planning that has been the responsibility of the Associate Dean of Faculty is now in direct conflict with many of the responsibilities assumed by Interim Dean Gantz. To ensure this professional development programming and mentoring support continues uninterrupted, Academic Affairs has appointed [Associate Professor of Psychology Jennifer Tickle](#) (2B) as the Interim Assistant Dean of Faculty on a part-time basis.

#### **RETURN TO FACE-TO-FACE TEACHING**

In response to the cumulative effects of 18 months of remote/hybrid teaching, the Provost appointed a Teaching and Learning Rapid Action Task Force (RATF) of faculty. In June, the RATF put forth recommendations for development and implementation of on-campus support initiatives to assist in transitioning back to full-time, on-campus work. [The resulting report](#) (2C) generated both longer-term goals and some ideas that Academic Affairs implemented immediately for the fall semester. Those changes include the following:

- A list of fall best practices for faculty were issued in advance, including earlier availability to syllabi and learning platforms for students, rearticulation of in-class expectations, a commitment to assign and return graded work by the end of the fourth week to better facilitate student decisions to stay in or drop the class before the deadline.

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- The Registrar extended the Drop Period to the fifth week of the semester to allow students to drop without a grade of W on their transcript, and without incurring the \$25 fee.
- Academic Affairs is actively revising the Faculty Handbook, distinct from the Faculty Bylaws, for completion by Spring 2021. As noted in the report, a set of centralized, standardized policies will offer clear distinctions between best practices and institutional expectations for the classroom.

### **NEW ARTICULATION AGREEMENTS**

As expected, progress on finalizing community college articulation agreements has slowed. Nonetheless, we are happy to report the finalization of the following:

- College of Southern Maryland
  - Public Policy
  - Neuroscience, Biology concentration
  - Neuroscience
  - Marine Science
- Wor-Wic Community College
  - Marine Science

### **AY21 CLUSTER HIRE INITIATIVE**

We are excited to report that Academic Affairs is pursuing a new strategy to bring outstanding scholars to our campus and support efforts to diversify the faculty. We have expedited line requests from five programs by designating them part of a cluster hiring initiative. Cluster hires have been used by other institutions to provide a cohort experience for faculty of color with the aim of increasing retention. Our goals for this cluster are similar, but we are also asking that programs participating in this initiative seek out candidates who have experience teaching BIPOC, first generation, and low income students. We believe this effort to build and support a network of committed scholars whose pedagogical practices improve the educational experience of underrepresented students will positively impact our student retention as well as our ongoing efforts to improve equity gaps in student performance.

At this time, five programs have been extended the opportunity to participate in the cluster hire initiative: Anthropology, Biology, Computer Science, Economics, and Psychology. In

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collaboration with IDEAA, Academic Affairs will provide targeted mentoring, psychosocial support, and resources for research development.

### **MENTORING AND RETENTION OF NEW FACULTY**

College initiatives begun in 2016 to improve retention of our new faculty are yielding positive results. The summer 2021 issue of [Liberal Education](#), the flagship publication of the American Association of Colleges and Universities, featured the article, “Staying Power: Make Sure Mentoring for New Faculty Has Lasting Effects,” authored by Interim Dean of Faculty Gantz. While the article specifically discusses the implementation of a new, cohort-based mentoring system, two other changes since 2016 are part of our retention strategies. First, New Faculty Orientation has been streamlined to address the most pressing questions for new hires: what is the College’s approach to working with Title IX and learning accommodations? Who should they talk to in our Grants Office and Library when starting their research and creative work? What do our students say are the most important qualities in new faculty? Second, a monthly seminar for new faculty meets to convene all new hires with the associate dean (or this year, with the interim assistant dean of faculty), and discuss a broad topic of general interest: running group discussions, time management, long-term planning for tenure and promotion.

As noted in the article, Academic Affairs has been tracking improvements as measured by retention to the third-year pre-tenure review, our initial benchmark for tenure-track faculty. Since changes were implemented in 2016, retention of faculty to the pre-tenure review has improved overall, with exceptional gains for faculty of color. We will continue to track retention of these cohorts as they near tenure.

### **WINTERIM**

During the 2020-21 academic year, the College offered its inaugural Winter session (Winterim), a compressed term offered completely online and at low additional cost to full-time students. Winterim was implemented specifically to assist those students working to catch up on credits, and a substantial number of students were able to move from being “behind” to being “on track” for on-time four-year graduation. Overall, 31 courses were offered and the cost to the student was \$200/credit. Courses were expected to enroll 6 students but exceptions were made for compelling reasons.

Winterim is planned again for AY21. The cost has been set to the general part time credit fee of \$300/credit (in-state) or \$450/credit (out of state) as approved by the Board of Trustees in Spring 2021. With the per credit cost reflecting the general part time credit fee, the minimum number of

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students enrolled per course can be lowered to 4 and still be profitable, if the course can pedagogically support the lower number of students. This will allow for a wider variety of courses to be offered without exceptions having to be granted.

### **ATHLETICS**

As of August 1, 2021, twelve of our NCAA teams are now part of the newly rebranded [United East Conference](#) (formerly North Eastern Athletic Conference). This conference is composed of both public and private Division III colleges and universities located in Maryland, District of Columbia, Pennsylvania and New York. The footprint of the United East Conference is a little larger than our previous conference (Capital Athletic Conference; CAC) and will require overnight stays when we play the teams in upstate New York. Since the UEC does not have track & field, field hockey, or swimming, Athletic Director Crystal Gibson has arranged for SMCM to be affiliate members of other conferences for these sports. Our track and field team will be an associate member of the Coast-to-Coast conference and swimming and field hockey will remain affiliate members of the Atlantic East Conference.

Fall athletic competitions have begun on campus and all fall teams are holding official contests for the first time since the fall of 2019. Two major firsts for St. Mary's College athletics should be noted. Senior sailor Leo Boucher qualified for the US Junior Pan American Sailing team and will be representing the USA when competing in Columbia in November. Also, during the week of Sept 20, 2021, the men's soccer team was ranked #3 in the country. This was the highest ranking in men's soccer history.

October 6, 2021

**Report to the Academic Affairs Committee of the Board of Trustees**  
**Elizabeth Nutt Williams, Faculty Senate President**

There are several issues I would like to bring to the attention of the Academic Affairs Committee of the Board of Trustees. Below I detail issues around program prioritization, shared governance, academic restructuring, and the business administration major proposal.

**Reflections on Program Prioritization**

As I described in the spring, the program prioritization process and resulting outcomes remain significant concerns for the faculty. The faculty continue to manage changes related to the elimination of programs (such as advising students on the impact of those changes, merging programs into new ones, and distributing tasks in now smaller departments), an even more challenging task during a pandemic. The additional work to manage the changes, including the impact of losing a number of colleagues, has been a strain. Morale is very low, and many faculty worry about the possibility of continued cuts, particularly in the Arts and Humanities. Any reassurances the Board can give would be welcomed.

**Concerns about Shared Governance**

As you know, the faculty passed a resolution on January 29, 2021, in which it requested that “the Board of Trustees in consultation with the President of the College shall take concrete steps to return to the fundamental principles of shared governance and collaboration and repair and prevent further harm moving forward.” Two positive steps have been taken in response to this resolution. First, former Board Chair Lex Birney formed a Communications Working Group comprised of Board, administration, and faculty members, which current Board Chair Susan Dyer plans to continue. Second, Chair Dyer invited the faculty and staff representatives to the Board committees to join the new Trustee orientation this year. Both these steps have helped improve communication and form closer relationships among Board and faculty members. I am very happy to see these changes and will continue to assist in any way that I can.

A remaining concern, however, stems from the ways in which we enact shared governance. While there appears to be a common understanding of the definitions of shared governance, our processes need attention and clarification. As governing partners, the faculty asks that the Board seek our input and expertise at the front end of new initiatives rather than after the fact. The faculty remain committed to working with the administration and Board moving forward. However, as the faculty already feel dispirited by prioritization, receiving the news of academic restructuring only after the Board vote has made faculty feel shut out of the process. We hope to remind the Board of the many times the faculty has stepped up to help, such as the budget crisis (when faculty helped find ways to cut spending) and the accreditation crisis (when faculty mobilized to help launch a comprehensive new assessment approach). We again stand ready to work with the Board on initiatives, but we respectfully ask the Board to consider approaching the

faculty for their input and expertise on curricular and academic matters early in the process. In the spirit of shared governance and with our shared commitment to equity and inclusion of diverse voices and perspectives, we ask the Board to continue to strengthen the partnership with us in an effort to find the most creative and useful solutions to the problems we face. We hope moving forward to avoid the inefficiencies of the current process and to further improve our respectful and cooperative collaboration with the Board.

### **Academic Restructuring**

One way in which the faculty has made good faith efforts to work with the Board is that of academic restructuring. As you know, the faculty first learned about the restructuring two days after the Board vote (see concerns expressed above). I personally worked with interim Dean of Faculty Katie Gantz and interim Vice President for Academic Affairs Jeff Byrd over the summer to provide structures for the faculty to consider. The faculty senate has since charged the Academic Planning Committee of the faculty to address faculty concerns and recommend possible solutions. As no one solution has yet received widespread support, we appealed to President Jordan and Chair Dyer to allow the faculty more time to work on viable solutions; we appreciate the support of President Jordan and hope that the Board approves her request to extend the timeline for our work.

### **Business Administration Major Proposal**

Another example of the faculty commitment to work with the Board is the Business Administration Major Proposal. We understand that the Board has interest in instituting a business major at SMCM, and we further appreciate that faculty members Amy Henderson and Don Stabile were asked to formulate a proposal. The faculty senate had asked Drs. Henderson and Stabile to revise and refine the major to make it more interdisciplinary and distinctive of SMCM, which they did. The faculty senate particularly liked the possibility of focusing more on social responsibility in business and has moved the proposal to the faculty for review and vote, which will likely take place on Oct. 26.

While there are some positive views of the potential of a business major, I did want to inform the Academic Affairs Committee of the concerns that have been raised, as they are significant. The most significant concerns are related to staffing and cost. For example, there are concerns that hiring only one tenure-track faculty member to both coordinate the program and teach the primary business courses may not be sufficient and that having so many courses in a major covered by adjuncts is contrary to our mission and may not be sustainable. In addition, there are concerns about the salary estimates for the tenure-track position, both about their accuracy and about the impact on salary inequities and morale across the college. There are also some concerns about the impact of the major on other programs (such as Economics). Again, the overall idea is not one that appears to be generally opposed by the faculty, but the proposal has a number of flaws with which the faculty are currently grappling. I will again update the Board on our progress at the next meeting.

Respectfully submitted,

Libby Nutt Williams, Ph.D.  
Faculty Senate President

## **Report from the interims Dean of Faculty and Vice President for Academic Affairs regarding Outcomes from AY20 Task Forces 2 and 3**

### *Summary of Outcomes from Task Force 2*

To briefly summarize the main outcomes of the AY20 prioritization process, Task Force 2 (TF2) recommended four new academic majors for inclusion in the program array: Applied Data Science, Business Administration, Marine Science, and Neuroscience. In addition, TF2 recommended the addition of two co-curricular programs: Track & Field and Pep Band. We are pleased that both Marine Science and Neuroscience have successfully passed MHEC review, and are now available to our students. Business Administration has been submitted to the Faculty Senate and is currently under review for recommendation by the faculty. Applied Data Science has not made the same progress, in light of a number of key faculty departures during this academic year. Track & Field begins its first year in competition this academic year and the pep band is beginning the search for a director. Further discussion of these new programs continues below.

### *Revisions to the Program Array as related to Task Force 3*

In addition to the four new majors, last year's Pivot process informed the Board decisions to discontinue ten majors and nine minors. Steps to immediately discontinue or to gradually phase out affected programs were effective with the incoming class of 2021; in all cases, the College committed to delivering coursework to complete our AY20 students' already-declared majors or minors by spring 2024, allowing a full four-year path to degree completion.

As a result of the curricular changes undergone during program prioritization in Spring 2021, a number of eliminated or downsized programs are in their first year of "teach-out" plans. Devised in collaboration between Academic Affairs and the program chairs, the teach-out plans create a streamlined curricular sequence for every student who had officially declared a major or minor in an affected program as of last spring to complete any remaining requirements by the end of Spring 2024. These programs include the following (note that not all eliminated programs had currently declared majors/minors requiring a teach-out plan):

- Art History
- Astrophysics
- Democracy Studies
- Film and Media Studies
- German
- Latin American Studies
- Religious Studies
- *Reduced to minors only:* French, Chinese, Theater Studies, Music

### *Updates to the LEAD Curriculum implementation*

As noted in the May 2021 report, prioritization disproportionately affected programs in the Humanities. The Pivot recommendations included the elimination of several majors and minors offered at the College.

A recommended outcome also included a revision to the CORE 101 curriculum to invest in a Humanities-based experience, and with it, a commitment to a meaningful curricular presence for the humanities in the education of our students. Development of the Humanities in the Core curriculum was charted by the provost for fall 2021.

However, faculty work on intensifying writing instruction in the CORE 101 seminars had already begun, and this work needs to precede the development and implementation of Humanities in the Core. The Humanities in the Core initiative will consider questions of content and methodology, and these will be best received when mapped on top of a well-developed writing pedagogy.

Pilot trainings for faculty teaching CORE 101 began this summer, as both new and returning Core instructors from all disciplines met with Writing Center Director and Professor of English Ben Click in structured workshops to teach writing. CORE 101 is the College's only required writing course, and the writing instruction will necessitate planning and coordination to scale up across the full faculty cohort. Because this pilot workshop requires accountability, and because the training produces a shared understanding of our expectations for teaching writing, we see a path toward a more uniform experience for SMCM students learning writing skills. We also believe Core seminars can be the place to start addressing some significant equity gaps.

Academic Affairs will plan a spring kick-off of Humanities in the Core work with some early summer work in advance of AY22. Associate Dean of Curriculum Christine Wooley is currently reviewing possible speakers to bring to campus this spring to lead discussions on reshaping the Core as an exploration of Humanities approaches. Columbia University lecturer in American Studies [Roosevelt Montás](#) is at the top of our list for this event.

### *Academic Restructuring Specified by Task Force 3*

Senate President Libby Williams, Interim Dean of Faculty Katie Gantz, and Interim Vice President for Academic Affairs Jeff Byrd worked over the summer to develop models of divisional structures and solicited feedback from faculty in open forums and with specific stakeholder groups. Given the complexity and importance of the task, President Jordan proposed recommending an extension until February to the Board of Trustees. The Faculty Senate subsequently charged the Academic Planning Committee to continue the development of the model and implementation plan in more detail.

## *Status of New Programs Specified by Task Force 2*

### Marine Science

The Marine Science major was approved by the Maryland Higher Education Commission (MHEC) in late spring and was added to our AY 2021-22 catalog. Students entering SMCM in Fall 2021 are able to designate marine science as a major. The new major proposal required the addition of a faculty member with a specialty in physical oceanography. The search is underway for a tenure-track faculty member and the new faculty member should be on staff August 2022. According to Admission, the number of contacts from prospective students regarding this program is running ahead of even our most popular majors.

### Neuroscience

The Neuroscience major was approved by MHEC in late spring and was added to our AY 2021-22 catalog. To fully staff the major, an additional faculty member in neuroscience was specified in the original proposal. Dr. Daniel Tobiansky was hired as Assistant Professor of Neuroscience and started at the College on Aug 1, 2021.

### Performing Arts

During the summer of 2021 a working group of faculty members from the Departments of Music and Theatre met to discuss and outline the new performing arts major. The working group was facilitated by Dr. James Mantell, Assoc. Prof. of Psychology. The general outline of the new major was completed in July. The members of the working group are preparing the curricular proposal and it will be submitted to the curriculum committee in the near future.

### Business Administration

The business administration proposal was forwarded by the Faculty Senate to the faculty for discussion at their Sept 9, 2021 faculty meeting. There was not sufficient time for a vote at the meeting so the proposal will be included on the agenda for the Oct 26, 2021 faculty meeting. The Faculty Senate has been working with the program committee to answer any questions from the faculty in advance of the October faculty meeting.

### Applied Data Science

Since the May 2021 Board of Trustees meeting, four members of the committee that proposed the applied data science program have taken a leave of absence (Dr. Alan Jamieson - computer science, Dr. Lindsay Jamieson - computer science, Dr. Linden McBride - Economics, and Dr. Emek Kose - Mathematics). All four faculty members were instrumental in the program design and Dr. Jamieson and Dr. Jamieson were the faculty members who proposed the major. Therefore, we are currently understaffed in applied data science and without the faculty leadership necessary to continue the conversation needed to modify the proposal this academic year.

### Track & Field

The track and field team begins its inaugural season this year and will compete as an associate member of the Coast-to-Coast Conference. Coach Potter expects to have 46-50 members on the team during spring competition, including a few athletes who will be enrolling in January. This past year, track and field recruited and enrolled 18 new first-year students. For 2021-22, Coach Potter plans to recruit 10-15 student-athletes per gender and carry a roster of 65-70 student-athletes. Having a track and field team has positively affected our cross-country teams. The cross-country teams are performing at the highest level in the history of the program and have one of the largest rosters in team history. The recruits for cross country will also be members of the track team. In past years, we would lose cross-country recruits because most wanted to run track as well as cross-country. While we currently have a new track facility we are without a field for field sports. Work has begun on the field sports field that will be located next to the JLR stadium.

### Pep Band

The position description of the director of the pep band has been crafted and the position should be advertised soon. Once the director is hired, their first responsibility will be to take the lead in organizing the group. To prepare for the pep band, the college is hosting a fight song composition contest. The community has been challenged to provide the lyrics for a fight song with a \$500 prize for the lyrics selected. Submissions are due by Nov 19, 2021.

**ST MARY'S**  
COLLEGE of MARYLAND

*The National Public Honors College*

**BOARD OF TRUSTEES**  
**ACADEMIC AFFAIRS COMMITTEE**

**ACTION ITEM 2122-01**

**RECOMMENDATION TO APPROVE THE UPDATE TO THE NON-RESIDENTS  
WHO MAY TEMPORARILY QUALIFY FOR IN-STATE STATUS OF THE POLICY ON  
STUDENT RESIDENCY CLASSIFICATION FOR ADMISSION, TUITION CHARGE,  
AND DIFFERENTIAL PURPOSES**

*(See OnBoard for supporting material.)*

**RECOMMENDED ACTION:**

The Academic Affairs Committee recommends that the Board of Trustees approve changes to the Non-Residents Who May Temporarily Qualify for In-State Status section of the Policy on Student Residency Classification for Admission, Tuition Charge, and Differential Purposes.

**RATIONALE**

Section 1005 of the Isakson and Roe Veterans Health Care and Benefits Improvement Act of 2020 removed the requirement for covered individuals to enroll in a course at a public institution of higher learning within three years of being discharged from the military to receive in-state tuition. The policy presented reflects the removal of the three year requirement from Section IV - Non-Residents Who May Temporarily Qualify for In-State Status section of the Policy on Student Residency Classification for Admission, Tuition Charge, and Differential Purposes.

# ST MARY'S

## COLLEGE of MARYLAND

*The National Public Honors College*

### BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE

#### OPEN SESSION MINUTES

**Date of Meeting:** May 7, 2021

**Status of Minutes:** DRAFT\*

\*These minutes were not finalized.

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

**Staff Member:** Michael Wick

**Others Present:** Carlos Alcazar, Nicolas Abrams '99, Betsy Barreto, John Bell '95, Fatima Bouzid, Geoff Bowers, Allison Boyle, Anne Marie Brady, Donny Bryan '73, Kelsey Bush, Carolyn Curry, Susan Dyer, Elizabeth Graves '95, Gail Harmon, Esq., Alice Harvy, David Hautanen, Sven Holmes, Glen Ives, Helen Ann Lawless, Doug Mayer '04, Shana Meyer, Joan Pickett, Dan Pindell, Paul Pusecker, Bryan Ruiz, Jenny Sivak, Danielle Troyan '92, Harry Weitzel, Ray Wernecke, Libby Williams, Anna Yates, Derek Young

#### **Executive Summary**

Academic Affairs Committee Chair Peter Bruns called the meeting to order at 9:50 a.m.

#### Faculty Senate Report

Faculty Senate President Libby Williams provided a brief update to her written report. She reported that faculty were unprepared to learn on February 8<sup>th</sup> that their academic structure would be reorganized. There were mixed messages regarding faculty input in the process. She stressed the need for transparency and collaboration. Trustee Leak asked Dr. Williams to forward her remarks to the Committee, since they were not included in the submitted Faculty Senate written report.

#### Dean of Faculty Report

Provost Wick updated the Committee on the progress of the LEAD Core Curriculum. A steering committee is overseeing the implementation. An update on six new programs was provided. The Neuroscience and Marine Science proposals have been submitted to the Maryland Higher Education Commission (MHEC) and are pending MHEC approval. Provost Wick addressed the concern of the faculty on the restructuring proposal. Four plans were being considered. The Faculty Senate conducted a survey that yielded 31 responses. A workgroup will be formed in the Fall.

**ST MARY'S**  
COLLEGE of MARYLAND

*The National Public Honors College*

**Action Item:**

III.A. Recommendation to Approve 2021 Candidates for Graduation

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

The proposed action item was approved by the Academic Affairs Committee at its meeting on May 7, 2021.

**Recommendation to the Board:**

The Academic Affairs Committee recommended approval of this action item by the Board of Trustees at its meeting on May 7, 2021.

A motion was made and seconded to adjourn the open session and move into close session.

The open session meeting adjourned at 10:10 a.m.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
ADMISSION AND FINANCIAL AID  
MEETING OF OCTOBER 15, 2021**

**OPEN SESSION  
AGENDA**

- I. DISCUSSION ITEMS**
  - A. Tuition Waiver & Tuition Remission Policy Proposal
  
- II. ACTION ITEMS**
  - A. Tuition Waiver & Tuition Remission Policy Proposal
  
- III. INFORMATION ITEMS**
  - None
  
- IV. Vote to close meeting in compliance with Title 10, Subtitle 3 of the General Provisions Article (the Open Meetings Act) for the purposes set forth on the closing statement.**

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

**BOARD OF TRUSTEES  
ADMISSIONS AND FINANCIAL AID**

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

**Date of Meeting:** October 15, 2021

**Date of Next Meeting:** February 4, 2022

**Committee Chair:** Ray Wernecke

**Committee Members:** Carlos Alcazar, Board Chair Susan Dyer, Judith Fillius '79, Melanie Hilley '92, Sven Holmes, President Tuajuanda Jordan, and Jesse Price '92.

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

**Dashboard Metrics:** *(Enter NA if this does not apply)*

**Executive Summary:**

The Office of Enrollment Management is pleased to submit its October 2021 report to the Board of Trustees. This report includes Fall 2021 enrollment and financial aid figures, fall recruitment plans, new partnerships, and organizational updates.

**Enrollment:**

Enrollment (headcount) for the Fall 2021 semester includes 1526 undergraduate students, (1474 full-time and 52 part-time), and 25 graduate students. This is an increase of 38 undergraduate and 3 graduate students compared to Fall 2020. Including both first-year and new transfer students, there are a total of 465 new students for Fall 2021.

For the Fall 2021 entering class, the College received 2875 first-time, first-year (FTFY) applications. This is an increase of 10.4% compared to the previous year and is the largest number of FTFY applications in the history of the College. The Admission Committee offered admission to 1.7% fewer applicants in the pool compared to the Fall 2020 pool. The College enrolled 382 new first-year students which was an increase of 1 new student compared to the previous fall. The College's first-year admitted student yield went down 1.3% compared to Fall 2020. This decline can be primarily attributed to the COVID-19 pandemic causing the transition of in-person signature events such as our Open Houses and Admitted Seahawk Days from in-person to virtual events and the reduction or elimination of in-person on-campus tour options during the recruitment cycle. St. Mary's College of Maryland is a destination college due to our location. The reduction of in-person visit opportunities had an impact on our results.

The College received 203 transfer applications for Fall 2021 compared to 168 the previous year. Admission was offered to 15 more students. The College enrolled 83 new transfer students compared to 79 in Fall 2020. The yield of our admitted transfer applicant's decreased by 3.5% also likely due to the challenges caused by the pandemic.

Maryland residents account for 88.7% of FTFY students and 96% of new transfer students. Eighteen percent of the FTFY class and 24% of the TR class are Pell-Grant eligible, 23% are first generation students, and 30% are underrepresented BIPOC (Black, Indigenous, People of Color) students. The academic profile of the FTFY class is very similar to the Fall 2020 class with an average unweighted GPA of 3.45 on a 4.0 scale, a weighted GPA of 3.76, and an average SAT of 1232. When considering the average SAT, it is important to note that this figure is of the 22% of enrolling students who submitted test scores. While the College anticipated a reduction in the number of students submitting test scores following the adoption of our test-optional policy, limited access to testing during the pandemic exacerbated the reduction. The average GPA of our new transfer students is a 3.32. The Desousa Brent (DB) program enrolled 54 new students. There are a total of 170 students in the DB program.

The New Student Experience (NSE) team including staff from Academic Affairs, Enrollment Management and Student Affairs, coordinates eSOAR (Seahawk Orientation, Advising and Registration) and the Orientation program at the beginning of the fall semester. Beginning in mid-May, the 2021 virtual eSOAR program included a weekly webinar ('Hawk Talk) series, student assessments, one-on-one virtual faculty advising sessions, targeted communications, social media and other activities to engage our enrolled students to offset the possibility of increased summer melt. The Fall 2021 melt of our new students was 7.2% which was a decrease of 4.8% from the 12% melt for Fall 2020. The decrease in melt can be attributed to a combination of the return to in-person learning as well as the enriched eSOAR programming.

Fall Orientation was extended by one day to allow for additional programming designed to strengthen the transition of our FTFY students to campus. The reimagined program included a twilight induction ceremony during which students committed to "The St. Mary's Way", programming for grouped orientation groups called "Nests", and the wearing of a common t-shirt for the academic Convocation as a sign of community. The intention is that these initiatives become College traditions.

Over the course of the 2020 – 2021 academic year the Retention Strategies Committee launched a number of initiatives to bring attention to the need to improve our retention and, in the process, reduce equity gaps that exist between majority and underrepresented, emerging populations. First to second year retention is 85% for Fall 2020 FTFY students to Fall 2021. This is an increase of 2% compared to the retention of the Fall 2019 FTFY entering class and level with the retention of the Fall 2018 FTFY entering class. Retention increased in all areas except for Latinx and first generation students. The Retention Strategies Committee will be looking further into this data and will also continue to support our retention initiatives gain traction.

The College continues to invest significant institutional funds for merit and need-based financial assistance with 85.3% of undergraduate students receiving institutional merit and/or need-based aid this fall compared to 81.8% last fall. For the 2021-2022 academic year, we project that \$7.7M of College funds and approximately \$1.1M of St. Mary's College Foundation funds will be used for merit and need-based financial assistance for our students. In addition, \$553K in waivers for Tuition Exchange, Resident Assistants, and Tuition Remission have been granted. This compares to \$7M of College Funds, \$1M of St. Mary's College Foundation funds, and \$620K in waivers during 2020-2021. The 2020-2021 actual institutional aid expenditure was less than

budgeted due to fewer students living on campus who then received less need-based financial assistance. While the projected 2021-2021 figures represent an increase from the 2020-2021 figures, this is due to another larger entering class replacing a smaller graduating class and having all enrolled students at the increased tuition and fees discount of recent years. Now that this has been normalized, future increases would be the result of enrollment growth or increased demand for institutional aid.

**Fall 2021 Recruitment:**

After the May 1 National Candidates Reply deadline for the Fall 2021 first year class, in person campus tours were made available for other prospective students. These campus tours were limited to two families per tour until June 1 when capacity limits were increased to three families per tour. To support the expected demand for campus tours over the summer with the limited number of families per tour, five student ambassadors were hired and provided campus housing.

Beginning with May and through September the campus has had a 26.7% increase in prospective student visitors. The month of July had a 50% increase in prospective student visitors compared to 2019 ( the last time in-person campus tours were offered) and the month of August was the busiest with 205 prospective students visiting campus.

At the Admission Open House on Saturday, September 18, the campus hosted 162 prospective students and 244 guests for a total of 406 in attendance. This compares to 137 prospective students who attended the in-person September Open House in 2019. This was the largest September Open House since 2015. To reduce the likelihood of Open House attendees gathering in an area, the program was redesigned from beginning with an opening session with a following sequence of activities, to a program in which guests could choose from a set of activities that were all available from 10 a.m. until 1 p.m.. Program activities included meeting with faculty and staff at an Academic and Student Service Fair, learning about the admission and financial assistance process, taking a campus tour, and eating brunch in the Great Room. The center of activity was the campus quadrangle between Montgomery Hall and the Michael P. O'Brien Athletic and Recreation Center. All guests were required to provide proof of Covid-19 vaccination or negative test results taken within 72 hours per the College's Guest Policy at a single point check-in. With 49% responding, evaluation feedback from our guests was very positive. The program was rated as "excellent" by 82.4% of our prospective student attendees. Another 17% rated the program as "good" and the program increased the interest of 80.9% of attendees. Our next Open Houses are scheduled for Saturday, October 16 and Saturday, November 13. The Spring Open House is scheduled for Saturday, April 23, 2022.

Of all predictive measures, whether or not a student visits campus carries the greatest weight meaning that prospective students who visit campus are more likely to apply and enroll. This increase in visitors, along with positive evaluation results, suggest that we will see an increase in the number of applications for admission with a higher affinity for the College. This bodes well for the upcoming application season.

After a year with limited on campus tours and a hiatus of our signature on campus recruitment event programs, a consultant was secured to assess our campus visit experience, learn about our Admission Ambassador program and provide recommendations for strengthening the experience

for our guests and students. The consultant visited campus in early August and in early September. During those visits, he took a number of campus tours, met with students and admission, integrated marketing, physical plant staff as well as senior leaders. Preliminary recommendations include: revising the tour route to include a transportation component, strengthening campus landscape experience, and adding branding at building thresholds and throughout campus along the tour route. Recommendations for strengthening the Admission Ambassador program were also provided.

Admission staff are conducting recruitment travel at about 250 high schools, community colleges, and community-based organizations primarily in Maryland and then in our targeted out-of-state markets. These are a mix of virtual and in-person programs with a number of schools still not offering visit options. The Office of Student Financial Assistance is continuing to promote the College by participating in virtual and in-person, off-campus financial aid awareness programs. The alumni referral program for prospective students entitled “Launch-a-Leader” in partnership with the Office of Alumni Relations will continue for this application cycle.

The College is again working closely with our brand and marketing partners to increase awareness of the College and our recruitment programs. In addition to the print, email, and digital communications generated by the Office of Admission, our partners have implemented a significant digital, social media, and outdoor advertising campaign. With a resumption of in person on-campus Open House programs, this campaign has been expanded from the Fall 2020 campaign and will continue through the middle of November with a relaunch as part of our spring yield strategy.

Our first year Early Decision (ED) and Early Action (EA) application deadlines are November 1 with the Regular Decision (RD) application deadline on January 15. We plan to release ED admission decisions by December 1, EA decisions by January 1, and RD decisions by March 1. Once admission decisions are released, we will launch a comprehensive yield campaign for admitted students and their families.

**Office of Student Support Services:**

The Office of Student Support Services has been rebranded as the Office of Student Success Services (OS3) to reflect a stronger focus on providing a wide range of programs and services to support all of our students achieve academic success.

OS3 began two new initiatives in Fall 2021 in response to needs identified by students and by OS3 staff. Both initiatives are designed to help students learn and apply strategies to support academic success, including study skills, note-taking, time management, test preparation and test-taking skills, and communicating with faculty.

The Seahawk Academic Improvement and Learning Strategies (SAILS) course is a credit bearing interdisciplinary course focused on the aforementioned skills. In the SAILS course, students engage in self-reflection to identify areas of strength and improvement, and learn how to apply organizational tools and study strategies to their own individual academic experiences. Students may take the course for 1 or 2 credits based on this self-assessment.

OS3 has also launched a Peer Academic Success Strategies (PASS) Specialists mentoring program. PASS complements SAILS by providing one-on-one meetings to help students learn and apply academic success skills. The PASS Specialists program was implemented with the knowledge that college students tend to respond most positively to advice given by peers. PASS Specialists are upper-level students who are trained on a variety of academic strategies that they then share with their peers during weekly open office hours. The PASS program leverages the positive impact of peer-to-peer communication and opens up time for the OS3 professional staff to provide additional programming and to respond to other, more substantial student needs.

OS3 has also significantly expanded the College's peer tutoring program. Peer tutors are upper-level students who had previously taken the course and received grades of A- or better. There are 32 tutors who provide tutoring in a wide range of 100 through 300 level courses. Students may schedule virtual or in-person appointments with peer tutors.

**Staffing:**

There are a number of vacancies in the Division of Enrollment Management. Stacey Goddard, who has worked in the Office of Admission for 31 years, retired as of September 30. Since 2019 the Director of Admission position has been filled on an interim basis by Sara Ramirez. If not for the pandemic, a search to fill the position on a permanent basis would have been launched in 2020. The search to fill the position was launched at the end of June 2021 and is proceeding on schedule. Because of the institutionally-critical nature of this role, the College contracted with a search firm to assist with the search. There are two Assistant Director of Admission vacancies in the Office of Admission due to Emily Huey and Roderick Lewis leaving for positions which align more closely with their career aspirations. The first search has failed to fill these positions because of candidate salary requirements. Another search will be launched in November. Searches are underway to fill two contractual positions, a part-time receptionist and a one-year Admission Fellow. An offer has been accepted for the Admission Fellow position. Following an assessment of the strengths and opportunities in the Office of Student Success Services, an open position was redesigned to manage and lead the office. After a search that drew applicants from across the nation, Kathy Langan Puseker was hired as the Executive Director of Enrollment for Student Success. Lastly, Bhargavi Bandi, Director of Enrollment Operations, has been on family leave since late July when she and her family welcomed their second son, Rishi.

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

Proposed revisions to the Tuition Waiver and Tuition Remission Policies

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
ADMISSION AND FINANCIAL AID COMMITTEE  
MEETING OF OCTOBER 15, 2021  
ACTION ITEM 2122-02  
RECOMMENDATION TO AMEND TUITION WAIVER POLICY**

**RECOMMENDED ACTION:**

Tuition Waiver Policy:

The Admission and Financial Aid Committee recommends that the Board of Trustees amend the Tuition Waiver Policy so that it includes tuition waiver benefits for dependents of retirees who have retired from SMCM having completed at least ten (10) years of full-time service at SMCM.

Eligibility guidelines will be consistent with those for other eligible dependents.

Tuition Remission Policy:

The Admission and Financial Aid Committee recommends that the Board of Trustees amend the Tuition Remission Policy so that it includes tuition remission benefit eligibility for dependents of USM retirees who have completed at least ten (10) years of full-time service at a USM institution.

Eligibility guidelines will be consistent with those for other USM eligible dependents.

**RATIONALE:**

Tuition Waiver Policy:

The dependents of SMCM retirees who retire before the student enrolls are currently not eligible to receive SMCM tuition benefits. The dependents of employees who retire while a student is enrolled are eligible for SMCM tuition benefits. This further appears to be an omission when a dependent of a permanent employee who dies while in service is eligible to receive tuition benefits. We expect that this policy change will apply to a small number of dependents of permanent full-time employees who retire before the student enrolls.

Tuition Remission Policy:

The dependents of USM retirees who retire before the student enrolls are not eligible to receive SMCM tuition benefits. The USM has the same policy in reciprocity to the current SMCM policy which does not allow for tuition benefits to the dependents of USM retirees. A change of the current policy may result in similar eligibility for the dependents of SMCM retirees who retire before the student enrolls at SMCM. For Fall 2020 and Fall 2021, one student in each year would have been eligible if this policy had been in place.

**BOARD OF TRUSTEES  
ADMISSION AND FINANCIAL AID COMMITTEE VIRTUAL MEETING**

**OPEN SESSION  
MINUTES**

**Date of Meeting: May 7, 2021**

**Status of Minutes: Approved October 6, 2021**

**Admission and Financial Aid Committee Members Present:** Ray Wernecke, Committee Chair, Board Chair Lex Birney, President Tuajuanda Jordan, Judith Fillius '79, Sven Holmes, Harry Weitzel

**Committee Members Absent: None**

**Staff Member:** David L. Hautanen, Jr.

**Others Present:** Nicolas Abrams '99, John Bell '95, Alice Bonner '03, Peter Bruns, Donny Bryan '73, Paula Collins, Susan Dyer, Elizabeth Graves '95, Gail Harmon, Glen Ives, Larry Leake, Doug Mayer '04, Danielle Troyan '92, John Wobensmith '93, Betsy Barreto, Bhargavi Bandi, Fatima Bouzid '22, Geoff Bowers, Allison Boyle, Anne Marie Brady, Kelsey Bush, Carolyn Curry, Helen Lawless, Rob Maddox, Shana Meyer, Dan Pendell, Paul Pusecker, Sara Ramirez, Beverly Read, Brayon Ruiz-Lopez, Jenny Sivak, Janna Thompson, Mike Wick, Libby Williams, Anna Yates, Derek Young,.

**Executive Summary**

Ray Wernecke, Committee Chair, called the meeting to order at 9:32 a.m.

David L. Hautanen, Jr. updated the committee on the Fall 2021 application pool and current enrollment as well as the new student experience and student success:

- Two years ago, new Board Chair Lex Birney charged the Office of Admission to double the number of first year applicants from about 1600 to 3200. While we did not meet the goal, the College has received a 2830 applications. This is a record number of applications in the history of the College. The expectation is to end with approximately 2850.
- We have received 130 Transfer applications which is 29% ahead of last year at this point in time.
- As of May 6 there were 414 new students enrolled. This includes 379 first-year and 35 transfer students. This is quite an accomplishment given that limited numbers of students were able to visit campus and that we were not able to host our signature events due to the pandemic. In comparison there were 406 first year students for Fall 2020 and 328 for Fall 2019 at this point in time.
- We have a slight increase in the percent of BIPOC student enrolling this year – from 30% for Fall 2020 to 31% this year. Despite targeted outreach to first generation students, we

have a decrease in the percent of first generation student enrolling. This year we have 22%, similar to Fall 2019, compared to 26% last year. The female/male distribution is usually about 63% and 37%. This year it's 55% and 45% which continues to a three-year trend of an increase in the percent of males in the entering class.

- The New Student Experience Team is comprised of staff from academic affairs, enrollment management, and student affairs. Under the direction of Kathy Langan Pusecker, the team has reimagined the new student experience based on best practice and acknowledging that our new students will be arriving on campus after having five academic quarters in virtual or hybrid learning. Seahawk Orientation, Advising, and Registration (SOAR) is typically held over 3 days. Last year it was moved to a virtual format over 3 days - eSOAR. This year eSOAR will launch virtually on May 18 and conclude at the end of June. During the eSOAR series, students will complete the activities that were previously compressed into a single day program.
- Last year, our 'Hawk Talks programs were launched as a strategy to keep our enrolling students engaged throughout the summer. Topics range from finances, to accessibility services, wellness, and having important kitchen table conversations. These are continuing this year.
- We provide our enrolling students with a virtual social community (ZeeMee) for enrolling students. Beginning with eSOAR and continuing through the summer Orientation leaders will be engaging with students in this community.
- We will be hosting our inaugural Week of Welcome (WOW) program. WOW will include a range of activities to welcome our students to campus over the course of the first week.
- We are launching a Seahawk Success Network designed to strengthen our new student's transition to college, intentionally build community, and help them have a sense of belonging. As part of this initiative, students will be divided into four groups we are calling "Nests" at the Twilight Induction Ceremony when students will commit to the St. Mary's Way. The Nests will be named and will have monthly programming to foster community across academic disciplines, on-campus programming, and experiential learning opportunities.

A short discussion was held about the growth of the applicant pool.

The meeting adjourned at 9:47 a.m.



**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE**

**REPORT SUMMARY**

**Date of Meeting:** October 15, 2021

**Date of Next Meeting:** February 4, 2022

**Committee Chair:** Danielle Troyan '92

**Committee Members:** Nick Abrams, Student Trustee Joshua Ajanaku '22, Carlos Alcazar, John Bell '95, Alice Bonner '03, Peg Duchesne '77, Board Chair Susan Dyer, President Tuajuanda Jordan, Jesse Price '92,

**Staff Members:** Jerri Howland, Kelsey Bush

**Dashboard Metrics**

N/A

**Executive Summary**

**Discussion Items**

Vice President for Student Affairs Report

Jerri Howland, the new Vice President for Student Affairs, began on-campus duties June 1. Communicating with students on their return to campus and providing information on the public health policies and procedures on the vaccine requirement was the primary focus throughout the summer. Communications included COVID-19 procedures and policies per the [Reopening Fall 2021 page](#), responses to student [FAQ's](#), Welcome Week programs and activities, and information on campus resources. Once the semester began, Howland continued to communicate with students about COVID-19 policies and procedures. A Town Hall, featuring Dr. Meenakshi Brewster from the St. Mary's County Health Department, was held on September 28.

The Division of Student Affairs has three overarching goals for the year: Develop new mission and vision; redesign programs and services to better meet the needs of students and customize their experience; on-board the new Center for Career and Professional Development. The focus will be on creating a network of care utilizing all resources on campus to coordinate response and interventions to provide easy access to assist students experiencing an academic, social, or personal disruption to their learning.

A phased residential move-in schedule was utilized, reducing the number of visitors and residents at once. The scheduled move-in approach helped keep students and families safe as they arrived on campus and provided a structured and calm process for the 1,249 residential students, as compared to 909 students in fall 2020 and 1,195 students in fall 2019.

The Office of Public Safety has a new parking management system, making both permitting and enforcement more efficient. Staff participated in Fair & Impartial Policing and Procedural Justice training and Implicit Bias training, as part of its continued pledge to the safety of the community. Public safety provided training on fair and impartial enforcement to the residence assistants to help them better understand their implicit biases and perform their tasks in a just and effective manner. In addition, public safety staff participated in an Active Shooter Tabletop Exercise with the Emergency Response Team.

The Wellness Center continues to provide students with quality physical and mental health care. Demand continues to exceed resources and searches are currently underway for a full-time nurse practitioner and two certified nursing assistants. For fall 2021, counselors have returned to offering in-person services at the Wellness Center, including crisis and walk-in appointments. Personnel perform PCR COVID-19 tests, collect vaccine proof from students, faculty, and staff members, and update the dashboard. Notably, the student vaccination rate is 96%; the remaining 4% have approved exemptions.

Molly Matthews joined the College in August 2020 to serve as the Interim Executive Director of the Center for Career and Professional Development (CCPD). Nearly 400 first-year students are taking Career Pathways classes this fall and will be matched with mentors through the Job-IQ Professional Contacts Directory. Diversity, equity, and inclusion (DEI) is a priority and staff is recruiting Diversity Outreach interns and offering DEI and leadership training for peer-to-peer mentors. The current search for the Executive Director is underway and the CCPD is recruiting mid-level career level professionals.

#### Inclusive Diversity, Equity, Access, and Accountability Report

The mission of the Division of Inclusive Diversity, Equity, Access, and Accountability (IDEAA) is to lead campus-wide efforts to create and sustain policies, initiatives, and resources to ensure that St. Mary's College is a welcoming, transformative, and empowering institution where all students, faculty, and staff can thrive.

Staff recently collaborated with the campus community to develop the College's official Land Acknowledgement, along with a Pledge that assures continuous awareness of our historical realities and our commitment to righting the ills caused by those realities.

Launched in spring 2021, the Bias Prevention and Support Team provides a prompt, consistent, and sensitive process for responding to bias-related incidents. The team works with other campus entities to connect students, faculty, and staff who have been affected by bias-related incidents to the appropriate support and resources. In spring of 2021, 13 reports were received.

The Policy Equity Work Group, launched in summer 2021. The work group is charged to work in support of the College's commitment to diversity, access, and affordability, as stated in the College mission; gather and review all College policies to identify, and make recommendations to address, any discriminatory or inequitable effects; determine whether additional policies are needed to promote a more equitable living, learning, and working environment, and to make the appropriate recommendations; and create a shared resource so that College policies are easy to find and consistent in their language and format.

The Office of Accessibility Services is focusing on increasing transparency and strengthening relationships across campus. A new resource for instructors was created to provide more clarity about accessibility accommodations. As of October 5, 2021, 212 students have received accommodations through OAS for the fall 2021 semester.

Since August 2021, the Title IX Office has conducted 21 training sessions, reaching approximately 810 students, faculty, and staff members. These include orientation meetings with new students, athletics team meetings, and sessions with student leaders including resident advisers, orientation leaders, and peer-to-peers.

### Student Trustee Report

Joshua Ajanaku '22 plans to focus on service leadership, transparency, and community service, and created an initiative called "*Coalition of Campus Leaders*." This leadership initiative includes captains of sport teams, campus club leaders, some members of the Student Government Association, and key members within the Faculty Senate and administration. The Coalition of Campus Leaders aims to bridge the gap amongst these groups, while at the same time working towards addressing the concerns facing students. The purpose is to come together to have a round-table discussion about issues students are facing on campus and consequently identify solutions.

### **Information Items**

#### Office of Public Safety – 2021 Annual Security and Fire Safety Report

An executive summary of the 2021 Annual Security and Fire Safety (ASFSR) Report, in compliance with the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act (Clery Act) and the Higher Education Opportunity Act (HEOA), is provided. The report includes policies, crime statistics, fire statistics, safety tips, emergency phone numbers, and an overview of some of the programs offered by the College. The [Annual Security and Fire Safety Report](#) includes crime and fire statistics from January 1, 2018 to December 31, 2020.

#### Minutes

Approved minutes from the meeting of May 7, 2021 are included in the materials.

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

#### **II.A. Endorsement of the 2021 Performance Accountability Report**

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

#### **II.B. Approval of Personal Care and Classroom/Lab Assistant Policy**

St. Mary's College of Maryland does not discriminate against any individual on the basis of a handicap or disability and makes reasonable attempts to provide equal access for all individuals with a disability that qualify for reasonable accommodations under the Americans with Disabilities Act. The College permits students with qualifying disabilities to submit a request to bring a personal care assistant with them to campus to support daily activities and/or nursing

care (not provided by the Wellness Center) as an accommodation. The College also allows students to request an in-class assistant or lab assistant as an accommodation.

The proposed policy outlines the College's expectations around personal care assistants and in-class assistants as an accessibility support. The Office of Accessibility Services will determine the duties and responsibilities of the assistant through the accommodation request process. The Personal Care and Classroom/Lab Assistant Policy will apply to all students, faculty, and staff at St. Mary's College of Maryland, as well as all aspects of the College's programs.

### **II.C. Approval of Revisions to the Title IX Grievance Process to Resolve Complaints of Sexual Harassment**

On August 24, 2021, the Federal Department of Education announced that colleges and universities were no longer subject to part of a provision of the Title IX regulations, based on a July 2021 decision by a Massachusetts Federal District Court. The deletion of this provision means that when conducting hearings of sexual harassment allegations, the College's hearing officers will consider all statements made by parties and witnesses that are permitted under the regulations, even if the parties and witnesses do not participate in cross-examination during the live hearing.



**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE  
MEETING OF OCTOBER 15, 2021**

**AGENDA**

**I. DISCUSSION ITEMS**

- A. Vice President for Student Affairs Report**
  - 1. Rethinking the unit's structure and mission
  - 2. The pandemic's impact on student mental health and wellness and the College's ability to meet those needs
  - 3. Reimagining the Center for Career and Professional Development
- B. Inclusive Diversity, Equity, Access, and Accountability (IDEAA) Report**
- C. Student Trustee Report**

**II. ACTION ITEMS**

- A. Endorsement of 2021 Performance Accountability Report**
- B. Approval of Personal Care and Classroom/Lab Assistant Policy**
- C. Revised Title IX Grievance Process to Resolve Complaints of Sexual Harassment**

**III. INFORMATION ITEMS**

- A. Office of Public Safety – 2021 Annual Security and Fire Safety Report (ASFSR) Executive Summary**
- B. Minutes (Meeting of May 7, 2021)**

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

**BOARD OF TRUSTEES**  
**ST. MARY'S COLLEGE OF MARYLAND CAMPUS LIFE COMMITTEE**  
**MEETING OF OCTOBER 15, 2021**  
**INFORMATION ITEM I.A.**  
**VICE PRESIDENT FOR STUDENT AFFAIRS REPORT**

Vice President for Student Affairs

Fall of 2021 started with a re-emergence of residential living, learning, and engaging for students and it started with new leadership in student affairs. Jerri Howland, the new Vice President for Student Affairs, began on-campus duties June 1. Communicating with students on what to expect as they return to campus and providing information on the public health policies and procedures on vaccine requirements was the primary focus throughout the summer. A return to campus life created excitement for new students to finally be on campus. For returning students, they looked forward to going back to some St. Mary's College traditions and seeing their friends and/or teammates. Student Affairs had to balance public health and safety while allowing for a robust student experience.

Howland communicated with students every other week to inform students about the COVID procedures and policies outlined on the [Reopening Fall 2021page](#), provided answers to student questions on a [FAQ](#) page, highlighted upcoming Welcome Week programs and activities and provide information on campus resources. Students were given detailed information on uploading proof of vaccination, education on how to travel to campus safely and given ample opportunities to talk with someone in student affairs via a new [studentaffairs@smcm.edu](mailto:studentaffairs@smcm.edu) email account or over the phone to get their questions answered.

Once the semester began, Howland continued to communicate with students about COVID policies and procedures and worked in partnership with Academic Affairs Katie Gantz, to send out a community letter to ensure students, staff, and faculty were updated with any new guidance or policies, which was followed by a Town Hall meeting featuring Dr. Meenakshi Brewster from the St. Mary's County Health Department on September 28 at 4:30pm.

The Division of Student Affairs has three overarching goals for the year:

1. Develop a new mission and vision.
2. Redesign programs and services to better meet the needs of students and customize their experience.
3. On-board the new Center for Career and Professional Development.

The focus will be on creating a network of care utilizing all resources on campus to coordinate response and interventions to provide easy access to assist students experiencing an academic, social, or personal disruption to their learning.

What follows is a summary of the ways departments in the division are meeting student needs, engaging with students, keeping them safe and focusing on wellness throughout the Fall 2021 semester.

### Dean of Students / Student Life

We began the semester again with a phased residential move-in, which reduced the number of visitors and residents descending on campus at once. First year students moved in first over two days, followed by returning students. This scheduled move-in approach helped not only with keeping students and families safe as they arrived on campus but also provided a structured and calm process. There are 1249 residential students living on campus, compared to 909 students in the fall of 2020 and 1195 students in the fall of 2019.

We implemented a five-day orientation program for our first-year students, as opposed to the normal four-day orientation, to allow for sessions that will help students not only transition into college but to give more resources based on the students' last year of high school being remote. These sessions included *Success in Year One*, *Post COVID Learning*, and *Academic Fact or Cap*. Special for Sophomores who spent their first year mostly fully remote, the Orientation Team developed a shortened orientation, which included a Sophomore Social.

Once New Student Orientation ended, we moved into Welcome Week for the first time at St. Mary's College. A Week of Welcome (WOW), highlighted departments and resources for students each day. Events included a Game Night at the Library, Wellness Center Open House, Public Safety Information Meeting, Club and Organization Involvement Fair, and a Mentalist to wrap up the week.

Student Government Association (SGA) allocated \$27,000 in spring 2021 to the Michael P. O'Brien Athletics and Recreation Center to replace the climbing wall floor. The floor was installed during the first week of September and has tremendously improved the quality of the climbing experience. The SGA also worked with *Aunt Flow* to install tampons and menstrual pads dispensers around campus to reduce issues of menstrual inequity.

Public Safety The mission statement for the Office of Public Safety is to support the educational and community experience for all students, faculty, staff and visitors by providing professional and competent law enforcement and security services based on the five principles of procedural justice: Respect, Voice, Neutrality, Understanding and Helpfulness.

Public Safety has fully implemented a new parking management system which makes both permitting and enforcement more efficient. The new system is cloud based and allows the unit to easily search for vehicle and owner information. It tracks violations and provides reports for reference as needed. The system also includes handheld ticket writers that give officers the ability to scan a license plate. It then prepopulates the ticket which reduces officer error.

Public Safety staff has taken Fair & Impartial Policing and Procedural Justice training in addition to Implicit Bias training as part of its continued pledge to the safety of the community. The training is discussion based about how implicit biases can impact well-intentioned individuals outside their conscious awareness. A key strength of the program is the ability to reduce the defensiveness around this topic that many law enforcement/public safety officers may bring into the classroom. It provides officers with the skills to reduce and manage their biases as well as enhances their ability to engage in with the community more safely, justly and effectively.

Public Safety provided a well-received training on fair and impartial enforcement to the Residence Assistants (RAs). This is a modified version of the training for Public Safety Officers described

above aimed at helping RAs understand their implicit biases and perform their tasks in a just and effective manner.

Public Safety participated in an Active Shooter Tabletop Exercise with the Emergency Response Team. This annual training is necessary to ensure staff are trained, resources are available, and the campus is ready to respond to an emergency.

### Student Health and Wellness

The Wellness Center (WC) supports the academic mission of the College by providing all students with quality physical and mental health care. Last year no healthcare was provided on campus due to COVID-19 concerns. Students received care via telehealth and in person at the local medical office that provided contract care.

#### A. Physical Health

The health and well-being of our students is a priority. Over the years, however, we have been challenged to provide adequate staffing to address student needs. This year, the WC has been able to hire both a staff RN and a part-time nurse practitioner. Nonetheless, demand continues to exceed resources: at this point in time, twice as many students have been seen as compared to AY2018 – 2019, the last full year of in-person services. We are currently searching for a full time Nurse Practitioner and 2 Certified Nursing Assistants to help with student demand and to support COVID-19 testing.

#### B. Mental Health

In addition to offering physical health care, the Wellness Center also offers mental health assistance to our students. During the academic year 2019-2020, the Wellness Center counselors saw 314 students—nearly 25% of our student population. Due to COVID-19 counselors mostly utilize HIPAA compliant zoom for teletherapy. This number was 32% less compared to the 2018-2019 academic year when 460 students were seen for counseling. Counseling services were provided over breaks and during the summer to ensure students had access to support during Winterim and breaks.

For Fall 2021, Counselors have returned to offering in-person services at the Wellness Center including crisis and walk-in appointments. Three student therapy groups will be offered this academic year utilizing art therapy techniques to process adjustment to college, grief, and relationship concerns. The 24/7 Helpline was discontinued and replaced by a comprehensive service that allows texting, calling, and teletherapy through an app on a smartphone or via web access. The SGA purchased the program and covered expenses for the first year to ensure students on campus have increased points of access to mental health support. The Wellness Center will continue to fund the program moving forward.

#### C. COVID Response

The Wellness Center continues to take the lead in COVID-related health care and information. Personnel perform PCR COVID-19 tests for students when indicated. The Wellness Center collected vaccine proof from students, faculty, and staff members; and updated the dashboard. Notably, the student vaccination rate is 96%; the remaining 4% have approved exemptions.

### Center for Career and Professional Development

Molly Matthews joined St. Mary's College of Maryland in August 2020 to serve as the interim Executive Director of the Center for Career and Professional Development (CCPD). Nearly 400 first-year students are taking Career Pathways classes this fall, they will be matched with mentors through the Job-IQ Professional Contacts Directory. Second year students had the option to select among five externship classes that include site placements corresponding to their individual professional interests. The number of field-specific courses will be increased by 15 in Spring 2022 and include areas such as arts and museum leadership, pre-law, pre-med, journalism, cross-cultural communication, social impact entrepreneurship, and sustainability.

Over 70 students had summer internships and 70 are taking part this fall in an on-campus internship. CCPD staff is expanding off campus internships with a new Signature Honors Internship Program (SHIP) collaborating with 20 high-value employers including Johns Hopkins, JPMorgan Chase, and The Baltimore Office of Promotion and the Arts.

Diversity, equity, and inclusion (DEI) is a priority across CCPD programs. Staff is recruiting Diversity Outreach fellows and offering DEI and leadership training for peer-to-peer mentors.

It is important that CCPD staff and Career Pathways instructors have the experience, skills, and expertise to provide students the educational and practical experiences necessary for this aspect of the LEAD curriculum. CCPD staff is being trained to administer the Strong-Campbell Interest and the Myers-Briggs Type Inventories to expand our capability to assist students in their career planning (note that this year, every student in the Career Pathways classes takes the Clifton Strengths Inventory). In addition, select CCPD staff will enroll in a career coaching certification program offered by the National Association of Colleges and Employers. The current search for the Executive Director is underway and the CCPD is recruiting mid-level career level professionals.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
CAMPUS LIFE COMMITTEE  
MEETING OF OCTOBER 15, 2021  
DISCUSSION ITEM I.B.  
INCLUSIVE DIVERSITY, EQUITY, ACCESS, AND ACCOUNTABILITY  
(IDEAA) REPORT**

The mission of the Division of Inclusive Diversity, Equity, Access, and Accountability (IDEAA) is to lead campus-wide efforts to create and sustain policies, initiatives, and resources to ensure that St. Mary's College is a welcoming, transformative, and empowering institution where all students, faculty, and staff can thrive. To that end, IDEAA has advanced several key programs and welcomed the Office of Accessibility Services and the DeSousa-Brent and Landers Scholars into the division.

**Land Acknowledgement and Pledge**

An important responsibility of IDEAA is to continue the College's efforts to recognize the important contributions minoritized populations have made and continue to make to our community. Recognizing that we did not have an official land acknowledgement, last May the IDEAA staff coordinated and collaborated with staff, faculty, and students to develop the College's official Land Acknowledgement. The working group also developed a Pledge that assures the College's continuous awareness of our historical realities and our commitment to righting the ills caused by those realities.

*We acknowledge that the land on which we are learning, working and gathering today is the ancestral home of the Yacocomico and Piscataway Peoples. We also acknowledge that St. Mary's City was partly built and sustained by enslaved people of African descent. Through this acknowledgment, we recognize these communities and all those who have been displaced and enslaved through colonization.*

*Given the unique importance of the land on which we sit and given the unique educational mission of St. Mary's College of Maryland as The National Public Honors College, we pledge to continue to unearth and understand these historic realities so that they inform all our work. We also pledge to work tirelessly in making our institution more accessible, inclusive and equitable, especially for those populations most affected by societal inequities. We do this with the understanding that by supporting and learning from all our diverse communities, we build a more sustainable future for all.*

The Acknowledgement was read for the first time publicly during the President's State of the College and then again during the first faculty meeting in September. IDEAA is in the process of planning a series of events in the spring that will underline the College's commitment toward the pledge.

## **IDEAA Programming**

IDEAA has continued working with different campus units to create opportunities to support the recruitment and retention of diverse student, staff and faculty populations. Through these actions, IDEAA is working toward ensuring that the campus is inclusively diverse and supportive. These collaborations include:

- “La Manpleza” documentary screening, discussion and performance, in collaboration with the Center for the Study of Democracy; the Departments of International Languages and Cultures, History, and English; the Latinx student organization Alianza; and the SGA (October 2021)
- Pulitzer Prize-Winning Poet Natalie Díaz reading (February 2022)
- The Gwen Ifill Lecture Series, in collaboration with the Center for the Study of Democracy and the Office of the President. The series will bring to campus rising BIPOC media professionals.
- Environmental Justice on the Coast Lecture Series, in collaboration with the Center for the Study of Democracy and Environmental Studies (spring 2022 and beyond)

## **Bias Prevention and Support Team**

Launched in spring 2021, the Bias Prevention and Support Team provides a prompt, consistent, and sensitive process to respond to bias-related incidents, aligned with The St. Mary’s Way. The Team is co-chaired by Kelsey Bush and Michael Dunn. The Team complements and works with other campus entities to connect students, faculty, and staff who have been affected by bias-related incidents to the appropriate support and resources. The Team reviews the reports it receives to collect aggregate data, assess the campus climate, and identify educational and outreach opportunities.

In spring of 2021, the Team received 13 reports regarding ten different incidents. The Team received four (4) reports from people who believed they had been wrongly accused of being racist. Three (3) reports addressed hateful or offensive speech. Two (2) reports addressed the use of racial slurs, and two (2) reports addressed transgender people being referred to by the wrong names or pronouns. One (1) report addressed politically conservative people feeling marginalized on campus. When considering the categories of identities that these reports addressed, eight (8) involved race, two (2) involved gender, two (2) involved no “protected class” identity, and one (1) involved religion.

In response to these reports, the Team had conversations with involved parties; engaged in collaborations with Student Affairs and Academic Affairs to address the concerns raised; referred parties to campus resources including the Wellness Center, Student Conduct, and Registrar; and shared campus communications, including letters and social media/poster campaigns, to respond to the concerns raised on the individual and community-wide levels.

## **Policy Equity Work Group**

The Policy Equity Work Group launched in summer 2021 to gather and review all College policies to identify, and make recommendations to address, any discriminatory or inequitable effects. Led by Michael Dunn, the work group includes faculty, staff members, and students. The work group

created a [Google site](#) to share more information and [launched a campus-wide survey](#) to gather community input.

The work group is charged to accomplish the following goals in a two-year period:

- To work in support of the College's commitment to diversity, access, and affordability, as stated in the College mission.
- To gather and review all College policies to identify, and make recommendations to address, any discriminatory or inequitable effects.
- To determine whether additional policies are needed to promote a more equitable living, learning, and working environment, and to make the appropriate recommendations.
- To create a shared resource so that College policies are easy to find and consistent in their language and format.

### **Office of Accessibility Services**

The Office of Accessibility Services (OAS) is now under the auspices of IDEAA, reporting to Michael Dunn. This year, OAS is focused on increasing transparency and strengthening relationships across campus. To that end, in fall 2021 OAS created [a new resource for instructors](#) to provide more clarity about accessibility accommodations. As of October 5, 2021, 212 students have received accommodations through OAS for the fall 2021 semester. As a point of comparison, 190 students received accommodations in fall 2020.

IDEAA is submitting two action items relating to OAS:

- Approval of Office of Accessibility Services' Grievance Process
- Approval of Office of Accessibility Services' Personal Care and Classroom/Lab Assistant Policy

### **DeSousa-Brent and Landers Scholars Programs**

The DeSousa-Brent (DB) Scholars Program and the Landers Scholars Program are now under the auspices of IDEAA, reporting to José Ballesteros, Director of Equity Programming. The current total number of students in the program is 174. The first-year class is the largest ever with 55 students, 43 of whom participated in the DB Summer Bridge Program.

This year, DB and Landers will be focusing on assessing the program through a SWOT analysis and strengthening relationships across campus. The program is the process of expanding responsibilities of the Director to include more explicit collaboration with other areas of the College and to support BIPOC and first-generation retention efforts beyond DB.

### **Office of Title IX Compliance and Training**

Since August 2021, the Title IX Office (including Michael Dunn, Assistant Vice President of Equity and Inclusion, and Helen Ann Lawless, Assistant Director) has conducted 21 training sessions reaching approximately 810 students, faculty, and staff members. These include orientation meetings with new students, athletics team meetings, and sessions with student leaders including resident advisers, orientation leaders, and peer-to-peers. In September 2021, the Title IX Office led the implementation of semesterly, grant-funded, [A Call to Men](#) programming, in which trainers led programs reaching an audience of approximately 250 students, faculty, and staff.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
CAMPUS LIFE COMMITTEE  
MEETING OF OCTOBER 15, 2021  
DISCUSSION ITEM I.C.  
STUDENT TRUSTEE REPORT**

**Date of Meeting:** October 15, 2021

**Reporter:** Joshua Ajanaku '22, Student Trustee

**Executive Summary:**

I officially assumed my role on May 31st, 2021. Since then, I've been meeting and talking regularly with Vice President for Student Affairs Dr. Jerri Howland and my Board mentor, Trustee Secretary Nick Abrams '99. My meetings with them have been really insightful, engaging, and wonderful.

This year, I plan to focus on service leadership, transparency, and community service. I created an initiative called "*Coalition of Campus Leaders*." This leadership initiative includes captains of sport teams, campus club leaders, some members of the Student Government Association, and key members within the Faculty Senate and administration. Coalition of Campus Leaders aims to bridge the gap amongst these groups, while at the same time working towards addressing the concerns facing students. The purpose is to come together to have a round-table discussion about issues students are facing on campus and consequently identify solutions.

To create transparency, I set up regular meetings with the current Student Government Association (SGA) President. Consistent and frequent meetings between SGA President Lanham and I would not only provide the opportunity for us to collaborate on key matters impacting students, but it would also offer me the unique opportunity to comprehend the concerns of the student body through the lens of the SGA, which I plan to share with the Board.

In pursuing my goal of community service, in my first project I was able to partner with the varsity men's soccer team and Trinity Episcopal Church to volunteer to clean-up Church Point, one of the many wonderful spots located around St. Mary's College of Maryland, every Sunday evening. We had our very first session on October 3, 2021 and we plan on having many more clean-up sessions.

**BOARD OF TRUSTEES  
ST. MARY’S COLLEGE OF MARYLAND  
CAMPUS LIFE COMMITTEE  
MEETING OF OCTOBER 15, 2021  
ACTION ITEM 2122-03  
APPROVAL OF THE PERSONAL CARE  
AND CLASSROOM/LAB ASSISTANT POLICY  
*(See supplemental document for complete policy.)***

**RECOMMENDED ACTION**

The Campus Life Committee recommends approval by the Board of Trustees, St. Mary’s College of Maryland, of the Personal Care and Classroom/Lab Assistant Policy.

**RATIONALE**

St. Mary’s College of Maryland does not discriminate against any individual on the basis of a handicap or disability and makes reasonable attempts to provide equal access for all individuals with a disability that qualify for reasonable accommodations under the Americans with Disabilities Act. The College permits students with qualifying disabilities to submit a request to bring a personal care assistant with them to campus to support daily activities and/or nursing care (not provided by the Wellness Center) as an accommodation. The College also allows students to request an in-class assistant or lab assistant as an accommodation.

The proposed policy outlines the College’s expectations around personal care assistants and in-class assistants as an accessibility support. The Office of Accessibility Services will determine the duties and responsibilities of the assistant through the accommodation request process.

The Personal Care and Classroom/Lab Assistant Policy will apply to all students, faculty, and staff at St. Mary’s College of Maryland, as well as all aspects of the College’s programs.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
CAMPUS LIFE COMMITTEE  
MEETING OF OCTOBER 15, 2021  
ACTION ITEM 2122-04  
APPROVAL OF REVISIONS TO THE TITLE IX GRIEVANCE PROCESS TO  
RESOLVE COMPLAINTS OF SEXUAL HARASSMENT  
(See supplemental document for complete policy.)**

**RECOMMENDED ACTION**

The Campus Life Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the proposed revisions to the Title IX Grievance Process to Resolve Complaints of Sexual Harassment.

**RATIONALE**

On August 24, 2021, the Federal Department of Education announced that colleges and universities were no longer subject to part of a provision of the Title IX regulations (34 C.F.R. § 106.45(b)(6)(i)), based on a July 2021 decision by a Massachusetts Federal District Court. The deletion of this provision means that when conducting hearings of sexual harassment allegations, the College's hearing officers will consider all statements made by parties and witnesses that are permitted under the regulations, even if the parties and witnesses do not participate in cross-examination during the live hearing.

The College's Grievance Process to Resolve Complaints of Sexual Harassment will be updated to reflect the change, specifically by removing the following language from the policy (on page 21):

*If a Party or witness declines to answer any questions, the Hearing Officer will not rely on any prior statements made by that Party during the investigation process in making a determination regarding responsibility.*

*If a party or witness does not submit to cross-examination at the live hearing, the hearing officer(s) will not rely on any statement of that party or witness in reaching a determination regarding responsibility. However, the hearing officer(s) will not draw an inference about the determination regarding responsibility based solely on a party's or witness's absence from the live hearing or refusal to answer cross-examination or other questions.*

**ST. MARY’S COLLEGE OF MARYLAND  
CAMPUS LIFE COMMITTEE  
MEETING OF OCTOBER 15, 2021  
INFORMATION ITEM III.A.  
OFFICE OF PUBLIC SAFETY – 2021 ANNUAL SECURITY AND  
FIRE SAFETY (ASF SR) REPORT  
(See supplemental document for complete report.)**

The following is an executive summary of the 2021 Annual Security and Fire Safety (ASF SR) Report and is provided in compliance with the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act (Clery Act) and the Higher Education Opportunity Act (HEOA). These two acts, along with periodic updates and reauthorizations, mandate that institutions of higher education provide specific information. The information in this report includes policies, crime statistics for the previous three years, fire statistics for the previous three years, safety tips, emergency phone numbers, and an overview of some of the programs offered by St. Mary’s College of Maryland (the College). The annual statistics are prepared by collecting crime data from the College’s Offices of Public Safety, Residence Life, Title IX, and other campus security authorities. In addition to information provided by on-campus reporters, the Office of Public Safety also requests crime statistics for specified geographic locations from local law enforcement agencies. After the crime statistics are compiled, they are included in this [Annual Security and Fire Safety Report](#) and submitted to the Department of Education. This report includes crime and fire statistics from January 1, 2018 to December 31, 2020.

The bulk of the document lists information, policies, and procedures related to safety on campus. Examples include campus security authorities, Family Educational Rights and Privacy Act (FERPA), and alcohol policies. For a full list of information please refer to the table of contents in the report. The three-year range of statistics are included at the end of the report.

**Crime Statistics Overview**

Rapes: Three reported, down from 12 in 2019  
Forcible Fondling: One reported, down from eight in 2019  
Robbery: Zero reported, equal to zero in 2019  
Burglary: Three reported, down from nine in 2019  
Arson: Zero reported, equal to zero in 2019  
Dating Violence: Three reported, equal to three in 2019  
Stalking: Seven reported, down from nine in 2019  
Liquor Law Referrals: 37 down from 117 in 2019  
Drug Law Referrals: Zero reported, down from three in 2019  
Weapons Law Referrals: Zero reported, equal to zero in 2019  
Hate Crimes: One report of vandalism with a bias of race in 2020

**Fire Statistics Overview**

One fire caused by cooking in Caroline Hall reported, down from two in 2019

**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE**

**MINUTES**

**Date of Meeting:** May 7, 2021

**Status of Minutes:** Approved May 17, 2021

**Campus Life Committee Members Present:** Nick Abrams, Carlos Alcazar, John Bell '95, Chair Lex Birney, Alice Bonner '03, Student Trustee Fatima Bouzid '22, Peg Duchesne '77, President Tuajuanda Jordan, Chair Danielle Troyan '92

**Staff Members:** Kelsey Bush '94, Shana Meyer, Derek Young '02

**Others Present:** Joshua Ajanaku '22, Jose Ballesteros, Betsy Barreto, Allison Boyle, Anne Marie Brady, Donny Bryan '73, Paula Collins, Carolyn Curry, Michael Dunn, Susan Dyer, Judith Fillius '79, Elizabeth Graves '95, Bonnie Green, Gail Harmon, Anne Harvey-Diggs, David Hautenan, Sven Holmes, Kristina Howansky, Glen Ives, Lawrence Leak '76, Brayan Ruiz Lopez '24, Doug Mayer, Dan Pindell '10, Paul Pusecker, William Seale, Shanen Sherrer, Jenny Sivak, Harry Weitzel, Ray Wernecke, Mike Wick, John Wobensmith '93, Anna Yates

**Executive Summary**

Committee Chair Danielle Troyan '92 called the hybrid meeting to order at 10:40 a.m. Ms. Troyan informed the committee that there are three action items to recommend for approval.

Student Trustee Report

Student Trustee Fatima Bouzid '22 shared the highlights of her report. Ms. Bouzid informed the committee that the Student Government Association recently passed a few bills; the renovation of the existing rock-climbing wall, therefore providing a safer space for students to use. The MySSP (My Student Support Program) bill was also passed to provide students the ability to connect with mental health services on their mobile devices. The program is a confidential online counseling service offering mental health support for all SMCM students via text, phone, or video.

Bouzid shared student reservations about returning to an in-person campus for the 2021-2022 school year. She was happy to say students now feel more at ease due to the recent Board approval of the mandatory COVID-19 vaccines for students, faculty and staff.

Bouzid welcomed the newly selected Student Trustee in Training, Brayan Ruiz Lopez '24. Lopez majors in Neuroscience, with a minor in Philosophy. Bouzid thanked Chair Troyan '92 for assigning mentors to the Student Trustee and the Student Trustee in Training.

Inclusive Diversity, Equity, Access and Accountability (IDEAA)

Interim Chief Diversity Officer Kelsey Bush '94 referred the committee to the Cultural Diversity Report that is included in the Board documents and must be approved by the Board in accordance

with 2013 Maryland Code EDUCATION §11-406 - Plan for program of cultural diversity (Universal Citation: MD Educ Code §11-406 (2013)).

#### Vice President for Student Affairs/Dean of Students Report

Interim Vice President for Student Affairs, Shana Meyer, referred the committee to the report that is included in the Board documents. Meyer briefly reviewed the primary goals for the year: student-centered programs and engagement and a focus on physical and mental health needs. Meyer expressed her appreciation for the opportunity to serve at St. Mary's College of Maryland, the wonderful students, and the collegiality of the members of the Executive Council (EC).

#### **Action Items**

##### **II.A. Approval of the Non-Discrimination Procedures**

The Non-Discrimination Procedures Policy establishes procedures to address and investigate allegations of discrimination or harassment based on race, sex, gender, ability status, and other identity characteristics that are protected by law and included in the College's Non-Discrimination Policy. These procedures apply to students, faculty, and staff. The Procedures include provisions for a formal investigation process, as well as an Alternative Dispute Resolution process. Reports filed under these procedures would be managed under the Division of Inclusive Diversity, Equity, Access, and Accountability (IDEAA) and/or Human Resources.

A motion to approve the item was made by Committee Chair Danielle Troyan'92. The motion was seconded and the action was approved unanimously.

##### **II.B. Approval of the Policy to Support Pregnant and Parenting Students**

As required by Title IX, the Policy to Support Pregnant and Parenting Students ensures that all students who are pregnant, experiencing pregnancy-related conditions, and new parents, are treated equally and protected from discrimination. The policy prohibits discrimination based on pregnancy and parenting status, describes reasonable accommodations for pregnant and parenting students, and prohibits harassment and retaliation. The Title IX Office would manage the implementation of this policy, with support as needed from the Office of Accessibility Services and the Office of Human Resources.

A motion to approve the item was made by Committee Chair Danielle Troyan'92. The motion was seconded and the action was approved unanimously.

##### **II.C. Approval of the Maryland Higher Education Commission (MHEC) Cultural Diversity Report**

In accordance with §11-406 of the Education Article, the governing body of each Maryland public college and university is required to develop and implement a plan for a program of cultural diversity. These plans must be submitted to each institution's board by July 1. Further, statute requires that each institution submit, by September 1 of each year, a report to the Maryland Higher Education Commission (MHEC) summarizing institutional progress toward the implementation of its plan for cultural diversity. According to statute, the Commission must monitor each institution's progress toward achieving the goals outlined in its plan and ensure compliance with the State's goals for higher education. Additionally, the Commission is required to report its findings to the Senate Education, Health, and Environmental Affairs Committee; the Senate

Budget and Taxation Committee; the House Appropriations Committee; and the House Committee on Ways and Means by December 1 of each year.

A motion to approve the item was made by Committee Chair Danielle Troyan'92. The motion was seconded and the action was approved unanimously.

The meeting adjourned at 10:56 a.m.

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

**OPEN SESSION  
REPORT SUMMARY**

**Date of Meeting:** October 15, 2021

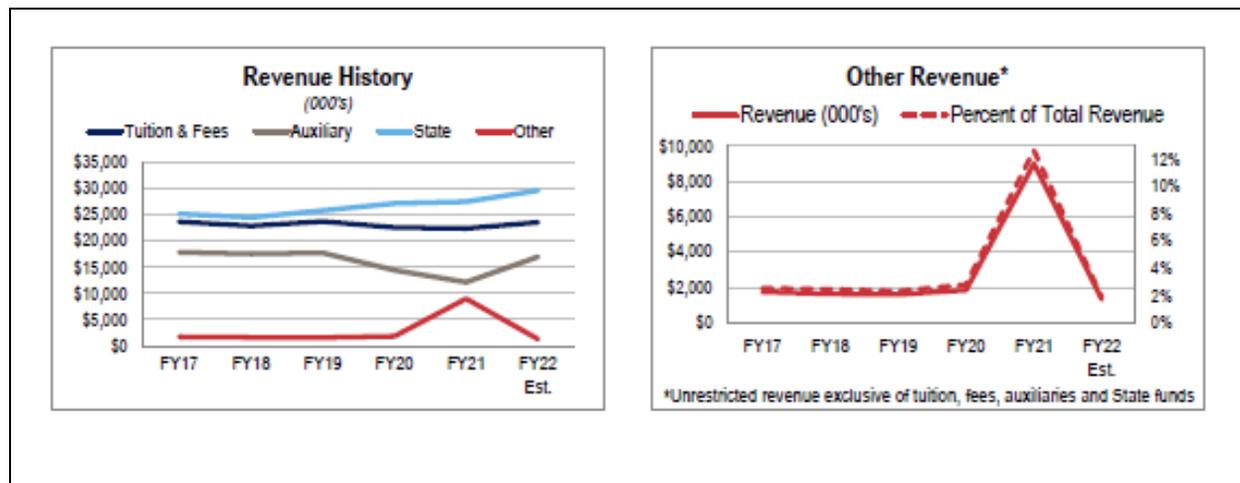
**Date of Next Meeting:** February 4, 2022

**Committee Chair:** John Wobensmith '93

**Committee Members:** Anirban Basu, John Bell '95, Board Chair Susan Dyer, Sven Holmes, President Tuajuanda Jordan, William Seale, Faculty Finance Delegate Shanen Sherrer, Ray Wernecke

**Staff Member:** Paul Pusecker

**Dashboard Metrics**



**Executive Summary**

**Discussion Items**

Moody's Credit Rating Upgrade

Moody's Investors Service, a leading global provider of credit ratings, research, and risk analysis, has raised the outlook on St. Mary's College of Maryland from negative to stable with an A2 rating. According to a Moody's press release announcing the credit rating, the College's "management credibility was a key driver of the revision of the outlook to stable, reflecting prudent fiscal management and actions to execute key strategic plans. The revision also reflects expectations that operating cash flow margins will return to levels achieved prior to the coronavirus pandemic with careful expense management and strong support from the state combined with federal relief funding." The Moody's press release further states that the College's A2 (stable) rating "reflects some stabilization of enrollment, despite the effects of the

coronavirus pandemic, and reflects the College's excellent operating environment with solid financial support by the State of Maryland and the College's unique role as Maryland's only stand-alone public honors college." The College is thrilled with this ratings upgrade, especially in these unprecedented pandemic times.

#### FY22 Financial Results to Date

Overall, revenue collections are 40% of the budgeted level, 11.6% higher than the equivalent period last year, with auxiliary enterprises and tuition recovering from last years depressed levels. State appropriations to our General Fund Grant are on track with first quarter expectations. Operating expenditures in FY22 are running 10.7% higher than last year. All areas of expenditures fall within expectations for current-to-prior year comparison, with the exception of scholarships, where expenses are slightly higher than the previous year. Debt service payments are approximately \$418K higher this year versus last year with the additional interest expense incurred on bonds issued in March of 2021.

#### FY21 Operating Budget Closing and Status of Financial Statement Audit

Actual operating fund results are a surplus of \$2.011M. Rollovers to FY22 total \$1.921M, for a fully funded, net change in financial position over two fiscal years of \$90.7K. The year-end operating result is approximately \$2M better than the expected \$94K loss.

FY21 preliminary and un-audited results are final at this time. On a cash basis, Current Fund Unrestricted (CFU) revenues of approximately \$71.057M were greater than expenditures and transfers, totaling \$69.046M, resulting in a difference of \$2.011M. The all-funds financial statement results on an accrual basis indicate a \$1.4M loss before State capital investment and a gain of \$28.8M overall. The change in accrual basis results is explained by depreciation expense and other non-cash changes.

FY21 closed on June 30, 2021. Review and adjustments for year-end activity are complete. The entrance interview with audit firm Clifton Larsen Allen, LLP (CLA) took place in June 2021. Field work took place the week of August 23, 2021 with an onsite visit and has continued with the auditors working remotely. We remain on schedule with the audit tasks and the audited statements will be presented to the Finance, Investment, and Audit Committee and to the Board of Trustees for review and approval in December 2021.

#### Overview of FY21 COVID-19 Financial Impact (Mitigation Expenses and Lost Revenue)

Overall, in FY21 the College realized a \$7.8M deficiency due to revenue losses and expenditures related to COVID-19 mitigation efforts. Specific financial impacts include a \$2.0M reduction by the State in our General Fund Grant, over \$3.5M in lost revenue, including tuition (-\$531K), room and board (-\$2.8M), and rental income loss from athletic events and conferences (-\$205K). In addition, we spent \$2.2M on COVID-19 mitigation efforts, of which the most significant were technology enhancements to support remote instruction, surveillance testing, contractual health services, and personal protection equipment (PPE).

#### Results of Federal and State of Maryland Financial Support for COVID-19 Pandemic (FY21)

To offset the FY21 revenue losses and expenses related to the pandemic, the College received \$9.3M in support from Federal and State sources. Specifically, the College received \$1.5M

from the State of Maryland via its portion of the allocation from the CARES Act, received \$1.12M directly from the Federal level as part of the Higher Education Emergency Relief Fund (HEERF-II), and, most importantly, the College's application for loan forgiveness of the \$6.6M Payroll Protection Program (PPP) loan was approved in June 2021. The net of revenue losses versus additional revenues demonstrated a positive \$1.479M outcome.

#### Strategic Investments from Bond Proceeds

At the May 7, 2021 Finance, Investment, and Audit Committee and the Board of Trustees meetings, the Trustees approved the primary categories of strategic expenditures from the private market bond and delegated authority to commit these resources to the President.

The Board approved the following strategic investment allocation categories: Retaining excellent faculty; student engagement / LEAD-focused programs; student retention programs; development of new LEAD-focused curricular and co-curricular programming; student recruitment programs; recruitment of new faculty and staff in LEAD areas; enhanced business efficiency; and provision of an operating budget contingency. The cost of issuing the bond was \$716K, leaving an available starting balance of \$19.283M. To date, \$3.168M has been encumbered with a balance remaining of \$16.115M.

#### **Information Items**

##### Reportable Procurement Items

A list of reportable procurement items is included within the meeting material.

##### Joint Investment Activities

As of August 31, 2021, the total market value of the St. Mary's College for Maryland Foundation's endowment is \$41M. The Foundation's endowment is comprised of three parts: a portion of the JP Morgan portfolio (\$40M), the Student Investment Group (SIG) account (\$708K), and WesBanco shares (\$269K). Of the endowment managed by JP Morgan, the fiscal year-to-date increase in market value of \$1.4M includes \$15K in contributions, \$78K in income, \$1.3M increase in investment value. The overall rate of return current fiscal year-to-date is 3.5%.

The College holds investments totaling \$4.7M consisting of Endowment and Quasi-Endowment. \$3.7M are funds functioning as endowment (Quasi) and \$1M represents the Blackstone Endowment. Invested endowment funds, managed by 19/19 Investment Council, have a market value of \$4.75M as of August 31, 2021. Funds are currently invested in a mix of fixed income instruments and equities. The overall rate of return is 8.80% on an annualized basis. The remaining \$0.95M of College endowment is currently held in a cash investment pool by the State Treasurer.

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

##### **II.A. Revision to the FY22 Current Fund (Operating) Unrestricted Budget**

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the attached FY22 current fund budget will allow the College to continue its mission of providing high-quality, public, post-secondary education. The revision incorporates carry-forward authorization for \$1,921,097 encumbered but not expended as of June 30, 2021.

## **II.B. Reconciliation of the FY22 Plant Fund (Capital) Budget**

Schedules are provided in the materials for informational purposes and move from the final approved FY21 plant budget total and add new projects approved by the Board of Trustees in May 2021. Five major projects with a value greater than \$200K continue with a balance remaining of \$2.3M. Projects with value greater than \$200K require explicit Board of Trustees approval. Additional projects with a value less than \$200K have a remaining balance of \$1.027M. FY21 plant fund activity is reconciled to the end of the fiscal year and new projects approved in May 2021 are added. The FY22 active project budget totals \$3.33M. The projected unencumbered plant fund balance is \$1.45M.

## **II.C. Approval of the 2021 Performance Accountability Report**

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

## **II.D. Approval of the Revised Telework Policy**

The existing six-year-old policy is outdated and focuses primarily on medical conditions to necessitate telework agreements. A more flexible policy is needed, especially given the unpredictability of the pandemic.

The revised policy will now focus on the College's operational needs, an analysis of the position's responsibilities, and a review of the employee's suitability for teleworking. Each approved telework agreement will be on a trial basis for the initial three months. Upon conclusion of the trial period, a performance evaluation between the unit head and the employee will take place to determine whether the teleworking agreement may continue.

The bargaining unit, AFSCME, requested revisions to the Telework Policy to include certain provisions to clarify and amplify telework procedures. A summary of the proposed Telework Policy revisions, as agreed upon between AFSCME and St. Mary's College of Maryland during negotiations on September 14, 2021, is included within the meeting material.

## **II.E. Approval of the Staff Salary Plan**

The College has maintained a Staff Salary Plan that provides minimum entry and maximum salaries for non-exempt positions. Currently, the lowest minimum annual entry level is \$27,040 for caretakers and groundskeepers, which equates to \$13/hour. The American Federation for State, County, and Municipal Employees (AFSCME) negotiated with the Governor's Office and secured the Governor's commitment to raise the State-wide minimum wage to \$15/hour for bargaining units A, B, C, D, F, and H effective July 1, 2021. The AFSCME bargaining unit at St. Mary's College of Maryland is not included in the minimum wage increase agreement with the State. However, the College elects to revise the Staff Salary Plan to provide a minimum entry wage of \$15/hour. Additionally, adjustments were made to the minimum and maximum entry wages for all positions within the Staff Salary Plan based on market salary analysis.



**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 15, 2021  
OPEN SESSION  
AGENDA**

**I. DISCUSSION ITEMS**

- A. Moody's Credit Rating Upgrade
- B. FY22 Financial Results to Date
- C. FY21 Operating Budget Closing and Status of Financial Statement Audit
- D. Overview of FY21 COVID-19 Financial Impact (Mitigation Expenses and Lost Revenue)
- E. Results of Federal and State of Maryland Financial Support for COVID-19 Pandemic (FY21)
- F. Strategic Investments from Bond Proceeds

**II. ACTION ITEMS**

- A. Revision of the FY22 Current Fund (Operating) Unrestricted Budget
- B. Reconciliation of the FY22 Plant Fund (Capital) Budget
- C. Approval of the 2021 Performance Accountability Report
- D. Approval of the Revised Telework Policy
- E. Approval of the Staff Salary Plan

**III. INFORMATION ITEMS**

- A. Reportable Procurement Items
- B. Joint Investment Activities
- C. Dashboards
- D. Minutes (Meeting of May 7, 2021)

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

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

**ACTION ITEM 2122-05**

**APPROVAL OF REVISED TELEWORK POLICY**  
*(See Committee materials for supporting documents.)*

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends that the Board of Trustees approve and adopt revisions to the March 1, 2015 Board approved Telework Policy. The attached policy revisions will apply to the employees of St. Mary's College of Maryland, including those covered under the collective bargaining agreement with AFSCME. With Board approval, these policy revisions will take effect immediately.

**RATIONALE**

The existing six-year-old policy is outdated and focuses primarily on medical conditions to necessitate telework agreements. A more flexible policy is needed, especially given the unpredictability of the pandemic.

The revised policy will now focus on the College's operational needs, an analysis of the position's responsibilities, and a review of the employee's suitability for teleworking. Each approved telework agreement will be on a trial basis for the initial three months. Upon conclusion of the trial period, a performance evaluation between the unit head and the employee will take place to determine whether the teleworking agreement may continue.

The bargaining unit, AFSCME, requested revisions to the Telework Policy to include certain provisions to clarify and amplify telework procedures. A summary of the proposed Telework Policy revisions, as agreed upon between AFSCME and St. Mary's College of Maryland during negotiations on September 14, 2021, includes the following:

- A list of tasks deemed acceptable for telework
- A provision for teleworking during a pandemic
- A provision allowing employees the option to opt-out of additional College issued equipment other than the equipment necessary to perform the job
- A provision to ensure that employees meet with the Office of Information Technology prior to the commencement of telework in order to receive the hardware, software, and remote access needed to perform their duties remotely
- Inclusion of language that permits ad hoc telework for an employee who must quarantine

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

**ACTION ITEM 2122-06**

**RECONCILIATION OF THE FY22 PLANT FUND (CAPITAL) BUDGET**

*(See Committee materials 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 following revisions to the plant fund (capital) budget for FY22, as provided.

**RATIONAL**

The attached schedules are provided for informational purposes and move from the final approved FY21 plant budget total and add new projects approved by the Board of Trustees in May 2021.

Five major projects with a value greater than \$200K continue with a balance remaining of \$2.3M. Projects with value greater than \$200K require explicit Board of Trustees approval. Additional projects with a value less than \$200K have a remaining balance of \$1.027M.

FY21 plant fund activity is reconciled to the end of the fiscal year and new projects approved in May 2021 are added. The FY22 active project budget totals \$3.33M. The projected unencumbered plant fund balance is \$1.45M.

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

**ACTION ITEM 2122-07**

**REVISION OF FY22 CURRENT FUND (OPERATING) UNRESTRICTED BUDGET**

*(See Committee materials 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 revisions to the current fund (operating) budget for fiscal year 2022, as attached.

**RATIONALE**

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the attached FY22 current fund budget will allow the College to continue its mission of providing high-quality, public, post-secondary education.

The revision incorporates carry-forward authorization for \$1,921,097 encumbered but not expended as of June 30, 2021.

<i><b>Program of Expenditure</b></i>	<i><b>Type of carry-forward</b></i>	<i><b>Amount</b></i>
Instruction	Faculty Development and Startup Funding	\$164,531
	Encumbered Items	\$381,603
Institutional Support	Additional ERP Support from Year-End Surplus	\$488,621
	Encumbered Items	\$386,051
Student Services	Program Rollover	\$245,000
	Encumbered Items	\$100,063
Auxiliary Enterprises	Encumbered Items	\$95,298
Physical Plant	Encumbered Items and Additional Rollovers	\$59,930
	<b><i>TOTAL</i></b>	<b><i>\$1,921,097</i></b>

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

**ACTION ITEM 2122-08**

**APPROVAL OF THE 2021 PERFORMANCE ACCOUNTABILITY REPORT**

*(See Committee materials for supporting documents.)*

**RECOMMENDATION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees of the 2021 Performance Accountability Report for submission to the Maryland Higher Education Commission. This recommendation is contingent upon the endorsement of the Campus Life Committee and the Academic Affairs Committee.

**RATIONALE**

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

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

**ACTION ITEM 2122-09**

**APPROVAL OF THE STAFF SALARY PLAN**  
*(See Committee materials for supporting documents.)*

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends that the Board of Trustees approve the proposed revisions to the Staff Salary Plan. With Board approval, this plan would be retroactive to October 1, 2021.

**RATIONALE**

The College has maintained a Staff Salary Plan that provides minimum entry and maximum salaries for non-exempt positions. Currently, the lowest minimum annual entry level is \$27,040 for caretakers and groundskeepers, which equates to \$13/hour. The American Federation for State, County, and Municipal Employees (AFSCME) negotiated with the Governor's Office and secured the Governor's commitment to raise the State-wide minimum wage to \$15/hour for bargaining units A, B, C, D, F, and H effective July 1, 2021. The AFSCME bargaining unit at St. Mary's College of Maryland is **not** included in the minimum wage increase agreement with the State. However, the College elects to revise the Staff Salary Plan to provide a minimum entry wage of \$15/hour. Additionally, adjustments were made to the minimum and maximum entry wages for all positions within the Staff Salary Plan based on market salary analysis.

The estimated annualized net cost to implement the plan is \$96,000.



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

**OPEN SESSION  
MINUTES**

**Date of Meeting:** May 7, 2021

**Status of Minutes:** June 28, 2021

**Committee Members Present:** Committee Chair John Wobensmith '93, Board Chair Lex Birney, Anirban Basu, Susan Dyer, Faculty Representative Liza Gijanto, Sven Holmes, President Tuajuanda Jordan, William Seale, Harry Weitzel, Ray Wernecke

**Committee Members Absent:** None

**Staff Member:** Paul Pusecker

**Others Present:** Nicolas Abrams '99, Joshua Ajanaku '22, Betsy Barreto, John Bell '95, Alice Bonner '03, Fatima Bouzid '22, Peter Bruns, Donny Bryan '73, Kelsey Bush '94, Paula Collins, Carolyn Curry, Peg Duchesne '77, Judy Fillius '79, Elizabeth Graves '95, Mary Grube, Gail Harmon, David Hautanen, Shannon Jarboe, Larry Leak '76, Brayan Ruiz Lopez, Doug Mayer '04, Shana Meyer, Dan Pindell '10, Shanen Sherrer, Jennifer Sivak, Christopher True, Libby Williams, Anna Yates, Derek Young '02

**Executive Summary**

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the open session meeting to order at 1:01 p.m. Attendees participated both in-person and via videoconference.

**Information Items**

FY21 Financial Results to Date

Actual revenue collections are 76% of the budgeted level. Auxiliary enterprises are trailing expectations due to the lower than expected room and board counts on campus, a result of the COVID-19 pandemic. Actual expenditures for FY21 are approximately 70% of budgeted expectations. All programs of expenditures fall within expectations for current-to-prior year comparison.

Higher Education Emergency Relief Fund II and American Rescue Plan Act of 2021

The Higher Education Emergency Relief Fund II, authorized by the Coronavirus Response and Relief Supplemental Appropriations Act, 2021, was signed into law by the former president on December 27, 2020. St. Mary's College received supplemental HEERF II funding in the amount of \$1,716,025. From that amount, the College was required to provide \$586,878 in direct aid to needy students, similar to what was required from the initial CARES Act funding. The \$1,129,147 balance was used to defray institutional revenue losses resulting from the pandemic.

In March 2021, President Biden signed the HEERF-III Act, known as the American Rescue Plan, which provided an additional \$40B for higher education. It is anticipated that St. Mary's College will receive approximately \$3M from this latest round of funding, with half required to go to needy students as financial aid grants and the other half used to defray expenses and lost revenue associated with the COVID-19 pandemic.

#### FY21 COVID-19 Mitigation Expenses to Date

As of the end of April 2021, expenses directly related to COVID-19 prevention and mitigation exceeded \$1.5M. These expenditures are related to technology, distance learning, remote learning enhancements, PPE, cleaning and disinfecting supplies, Wellness Center medical personnel, surveillance testing, and signage. Of particular note are the costs associated with our increased surveillance testing for all students, faculty, and staff, and the NCAA requirement that all athletes and coaches must be tested twice weekly.

#### Joint Investment Activities

An overview of the St. Mary's College of Maryland Foundation and the St. Mary's College of Maryland Endowment and Quasi Endowment portfolios was provided to the Committee.

#### Action Items

##### **II.A. Approval of Non-Discrimination Procedures Policy**

The Non-Discrimination Procedures Policy establishes procedures to address and investigate allegations of discrimination or harassment based on race, sex, gender, ability status, and other identity characteristics that are protected by law and included in the College's Non-Discrimination Policy. These procedures apply to students, faculty, and staff and include provisions for a formal investigation process, as well as an Alternative Dispute Resolution process. Reports filed under these procedures would be managed under the Division of Inclusive Diversity, Equity, Access, and Accountability (IDEAA) and/or Human Resources. 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.

##### **II.B.1. FY22 Current Fund (Operating) Budget**

Maryland law entrusts the development and approval of the College's operating budget to the Board of Trustees. The FY22 current fund operating budget presented to the Committee allows the College to continue its mission of providing a high quality, public, post-secondary education. Vice President Paul Pusecker reviewed the components of the proposed balanced budget. 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.

##### **II.B.2. FY22 Plant Fund (Capital) Budget**

The Finance, Investment, and Audit Committee received a favorable endorsement of the FY22 Plant Fund Capital Budget from the Technology, Buildings, and Grounds Committee. The proposed FY22 Plant Budget, solely funded by the student facility fee, totals \$1.365M. The Committee reviewed the Priority A FY22 Plant projects. 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.

### **II.B.3. FY23-FY27 State Capital Budget Proposal**

The Finance, Investment, and Audit Committee received a favorable endorsement of the FY23-FY27 State Capital Funding Proposal from the Technology, Buildings, and Grounds Committee. The proposed FY23-FY27 State-funded capital budget request includes funding of various Campus Infrastructure Improvements, funding for the design and initial renovation of the Montgomery Hall project, and construction funds for a limited renovation of Goodpaster Hall. Details of the FY23-FY27 State Capital Budget request and a comparison to the Governor's Five-Year Capital Improvement plan were provided to the Committee. 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 1:29 p.m.