

AAGC BOARD OF DIRECTORS MEETING
 Saturday, March 10, 2018
 Varsity Room, Sports and Recreation Center

MINUTES

AAGC BOARD OF DIRECTORS PRESENT	GOUCHER STAFF PRESENT
Kara Bundy	Kathryn Doherty
Judy Cohen	Jen Pawlo-Johnstone
Jay Gilman	Lynn Satterfield
Damon Highsmith	Leslie Thrift
Jesse J. Holland	
Nicole Imamshah Kaplan	
Caroline Leipf	
Will Lonzak	
Carol Hirschfeld Roth	
Dennis Teegardin	STUDENT PRESENT
Jenifer Mitchell Reed (BOT meeting)	John Nobriga
Kim Van Newkirk Shaffir (BOT meeting)	Brett Rapkin-Citrebaum
AAGC BOARD OF DIRECTORS ABSENT	
Kim Gordy	
Leda Fuller Favor	
Morris Johnson	
Brendan McFadden	
Alyson Nachman	
Jocelyn Reader	
Andrea Sanseverino-Gala	
Angie Shaeffer	

10:00 am Welcome, Introductions

Jay Gilman led the introductions and discussion of the bylaws

Changes to bylaws:

- Article VI Section 2 would be updated to read “An alumna/us who is employed full-time or part-time by the College is not eligible to serve as President”
- Article III Section I. Representative – would be updated to read “ An alumna/us who is employed full-time or part-time by the College is not eligible to serve as an Alumna/us Trustee”
- There are four positions on the AAGC board that also serve on the BOT, it’s a conflict with the BOT bylaws. These positions are not allowed to work at the college. The remaining positions are able to serve on the AAGC board and work at Goucher.

- There was a Motion and a second and the board voted to accept the changes with one abstention. The vote will not be made at the AAGC Annual Meeting by the general membership.

Admissions Liaison – Kimberley Gordy '06

- Kimberley Gordy is working directly with the admissions staff trying to explore ways of having our alumnae/i help with outreach to perspective students.
- Working on training materials for alumnae/i who wish to help in these areas.
- Do we open it to everyone? Looking at several different models. Hoping to be up and running by the AAGC retreat this summer and have more information to share.
- There is an opportunity for AAGC members to call admitted students who have been accepted.

Nominating committee – Jay Gilman '09

- Jay and Jen are continuing to streamline the nominating system by taking a more intentional approach on how we are building a pipeline for candidates. Thinking more about the demographics makeup of our group and other identities to make sure the voices we need to solve the challenges of the college are here for us.
- Three nomination committee members to join AAGC - Rebecca Schwartz '08, Lawana Holland-Moore '16, and Margaret Drake '79. Two for BOT - Caroline Leipf '16, Dr. Luke Morgan '00. Others still to be named after further conversations.
- If you know of anyone that you would like added to the pipeline send their name to Jay, Kara, and Jen and include a brief bio.

Public Service Award – Jesse Holland MFA '12

- Claudia Whitman will receive the Public Service Award. She will accept the award on Alumnae/i Weekend.
- Claudia has fought to help prove the innocence of imprisoned people who have exhausted all other resources. Whitman is originally from Los Angeles, but lived the majority of her life in Maine before moving to Southwest Colorado nearly 25 years ago. An artist by trade, Whitman, 74, became involved in the work in the 1990s while participating in other social justice issues, which included representing persons on death row.
- She obtained her bachelor's degree in fine arts from Goucher and a BA in painting at the Maine School of Art. She taught art at a boarding school in Vermont, as well as two stints volunteer teaching and working as a translator in Nicaragua.
- Her social justice work started with Equal Justice USA, later taking a leadership role with the death penalty chapter of CURE. She then became involved with the Innocence Project at the University of Houston, investigating death penalty and life sentence cases before starting her own nonprofit.
- Although she works about 60 hours a week on cases, she has never taken a salary. With no formal legal training, she said she's always learning on the job. And to cover expenses and hire lawyers, she modestly fundraises throughout the year.

Annual Giving liaison – Carol Roth '70

- AAGC giving to Goucher report – Currently the board members have contributed \$10,396 with \$7,000 of that going directly to the Greater Goucher Fund. This represents 73% of the AAGC board. We have until June 30th to make it 100%.
- In December, 52% of AAGC board members had given a total of \$4,541.
- For comparison: The FY2017 final totals were as follows: \$14,714 total raised, \$6,800 for the Greater Goucher Fund, 97% participation
- We are only \$4,316 away from surpassing last year's total.

Hall of Fame Representatives - Damon Highsmith '03

- The Hall of Fame will honor the following individuals whose excellence strengthened Goucher College's athletic program. The Hall of Fame 2018 inductees are Coach Andrea Bradley, Cathy Challenger '73, Dawn Greer '97, and Matt Lynch '12.
- If you have any people you would like to propose for induction please reach out to Damon Highsmith.
- Criteria - a lot of weight is put on their athletic achievement while they were here or their coaching longevity.
- There is currently a search committee for the new athletic director. The search closes next Friday and will be narrowed down to two or three. An announcement will be made on April 10th and candidates will be brought to campus in July.

Board of Trustees Update – Kim Van Newkirk Shaffir '83, P'15 Alumna Trustee

(Kim shared these notes after the meeting as she was in the BOT meeting at the same time as the AAGC meeting)

**please note that this information is confidential only to be shared with the AAGC Board of Directors*

The Board of Trustee weekend began with a day and a half board retreat ran by Howard Teibel of Teibel Inc., an education consultant. Members of the board took part in many exercises that were designed to help the board improve its communication and decision making processes. As a lead up to this retreat, fifteen members of the board spent Wednesday evening prior to the retreat in two separate listening sessions with faculty to hear their concerns.

Key points from the actual board meeting are as follows:

- The Facilities Committee gave an extensive report on deferred maintenance that was very eye opening. While we continue to invest in renovations and new facilities, our deferred maintenance continues to grow due to the continuing age of other buildings. Made with lesser quality construction, Stimson is a big source of our deferred maintenance issues. Once the new Mary Fisher dining hall is open in the fall, Stimson's kitchen will be capped and the dorm rooms converted to singles for the 2018-2019 year. In the fall, the board will look at ways to take Stimson "offline" by either renovation or demolition. The Dorsey Center, Bacon, Hooper and Dulaney and Meyerhoff are all recommended for renovation in the near future. We need to make better use of the spaces we have. There will also need to be a decision made regarding the pool that has numerous issues and is not the size it needs to be for the swim team. One option mentioned was to rent space from Towson instead of renovating/reconstructing Goucher's pool facility.
- There continues to be work on Tuttle. An entire wall was removed due to the cracks caused by the move to its new location and it was in the process of being rebuilt. The repairs should be completed by July 2018 so that it will be ready for students in the fall.
- The Hoffberger project is in the design phase. Design and Engineering are looking at ways to lower cost for the Goldsmith Interfaith Center. The Equestrian Complex is in phase 1 with no design yet. A design has been chosen for the new tennis complex and construction on it is set to begin in August with a 2019 opening.
- Goucher's Community Principles are being reconsidered, not doing away with just looking to update.
- Retention is still a problem – we are looking at why do they leave and the answer is that it is complicated.
- Student Wellness area of Department of Student Affairs has been put into place which encompasses Campus Recreation, Sports Medicine and Student Health. The director is Jean Perez. A Recreation Coordinator is being hired and a Director of Student Involvement position is forthcoming.
- Geoff Miller has retired after 24 years. A national search is underway for a new Athletic Director. Sally Baum and Andrew Wu will serve as Co-Directors in the interim. A new AD needs to be named by early May with a start date of early July.

- There is a new Assistant Dean of the Center for Race, Equity and Identity. Her name is Nicole J. Johnson. She was unable to come to the March board meeting but we hope to meet her in May.
- The Academic Affairs Committee gave an update on the new curriculum stating that the 4-year curriculum is still being built. The shift to 4 credit courses has required an overhaul of majors and affected some course sizes. The committee voted to give three faculty members tenure.
- Development and Alumni Affairs Committee discussed the rollout of the Undaunted Campaign that was to occur that evening at the Gala. Parent Engagement was also discussed with the goal to be to expand the base of donors by reaching out to parents.
- It was announced that Peggy Larsen would be retiring at the end of March.
- The Long-Term Strategic Group and the Finance Committee presented the board with various options to cut costs that were reviewed, leading to a series of decisions and resolutions.
 - a. We will run a deficit this year 2017-18 of about \$1.7 million. The Board agreed to the use of part of our accumulated savings (including unrestricted funds in what is called our quasi-endowment, see explanation below) to fill the gap.
 - b. The Board has asked for a balance 2018-19 budget to be presented in May without using any more of the Board unrestricted savings. Unfortunately, in 2018-19, we are anticipating an even larger deficit than 2017-18. Since salary is our largest expense and tuition our largest source of revenue, we have largely (for almost 10 years) been forced to make cuts through staff vacancies (people who leave whose positions are not refilled) and short-term faculty. Neither of these solutions is strategic. While it will take longer, the Board has resolved that at the May meeting, the Provost should present the outline of a process and timeline for how we can make a more strategic realignment of the faculty if we indeed have fewer students in the future. While the faculty will not be asked to consider which programs might be reduced until the program reviews are complete in the fall, the Board would like to know in May that enough programs are being examined to know that if there are fewer students, we will be able to make enough changes to have a sustainable size of faculty starting in 2019-2020.
 - c. The Board would also like the Provost to continue to explore further reductions in the Study Abroad budget.
 - d. To generate new revenue, the Board further approved the next steps in the Gateway project. A ground lease is being negotiated that will provide continuing revenue for Goucher.
 - e. The Board also approved the plans for new programs in the graduate program.
 - f. While the Board encouraged staff and faculty to work on the other options from the LTSG, they voted unanimously to REMOVE any consideration of merger or acquisition from the list. Everyone is asked to recognize that it was reasonable for the committee to list all options (as was their charge) but the Board emphasized that Goucher has not considered any possible sale or merger and the Board has no plan to do so.

Jose sent out an excellent explanation of the “quasi” endowment, which I’d like to include as I think it gives a good explanation of the reality of Goucher’s finances.

- **Endowment 101**

Goucher’s endowment is over \$200M in total and supplies about \$12M a year in revenues (of which \$10M supports the operating budget), but:

1. Maryland law caps the percentage of money (interest) we can spend annually from our endowment for our operating expenses and we are approaching our limit, forcing us to find another source to fill the gap.
2. About 40% of the endowment is restricted by the donor and we can only spend the earnings. (Again, this is limited by Maryland law as to how much.)
3. Further, some endowments have really narrow restrictions on how we can even spend the interest. For example, we might have \$10,000 a year (interest) to spend on a lecture or a scholarship for a particular kind

of student, but it cannot be used for anything else.

4. There is only a small amount of endowment (currently about \$30M) that is truly unrestricted and available--where we can spend the principal. These are funds largely from unrestricted gifts (typically unrestricted bequests) that the Board set aside with some savings from earlier years. If we have an ongoing deficit of \$3-5M planned, this money will soon be completely gone (in roughly 6-10 years) but it is also the only source of emergency funds, so we do not want it below \$20M.

5. Reducing this fund (spending some of our \$30M) also reduces the money available for operating funds forever. So taking \$1M out of the quasi-endowment reduces the amount of interest available for operating in future years by roughly \$60,000 (at a 6% return). So the problem easily compounds.

Thus, like most endowments, ours is a form of long-term support (mostly for additional services). Small portions can be used in an emergency but not as a way to fund a foreseeable structural operating deficit, and indeed overspending our endowment has exacerbated today's problem.

Goucher Club Council Student Representatives – John Nobriga, Administrator and Brett Rapkin-Cite, Treasurer

- The council is made up of 12 representatives randomly chosen.
- House members come to weekly meetings that are held and listen to all the petitions for funds and charters.
- Work with every club to get them funded in order to grow and prosper.
- The council prepares the following paperwork – contracts, waivers, check requests, reimbursement forms, cash advances, transfers, and deposits.
- Budget is approximately \$100K. Spent approximately \$70K, money was distributed to about 58 clubs ranging in different amounts.
- Includes the following clubs – Umoja, Salsa, Food Recovery Network, DOCC, and The Middle Man.
- There are approximately 60 registered clubs.
- Raise money with bake sales, by selling t- shirts, \$5 charge, and range of activities.

Kathy Doherty – Associate Provost/Executive Director, Welch Center for Graduate & Professional Studies

- Have a range of programs in the Graduate School including professional studies and continuing education programs.
- Largest program is the Welch Center is the Graduate Education program with approximately 500 to 550 students currently enrolled in Master of Arts in Teaching and Master of Education Programs.
- Another major component is the limited residency programs on-line – program brings students together once or twice a year for a week to ten days. The purpose is to create community and provide face-to face dialogue and share the energy that builds in anticipation of on-line program.
- The programs in environment studies and management have been suspended for the two couple years in order to determine how to effectively attract more students.
- Looking for ways to strengthen enrollment base by growing graduate on-line programs.
- Have received approval from the Maryland Higher Education Commission to launch all of the education graduate programs in a fully on-line format. Will launch in September.
- Implemented partnership with “Quality Matters” organization to look at how to improve on-line learning. Series of best practices for online courses and online trainings for faculty, with additional online resources.
- Online is as vigorous as attending in person.
- Looking into professional development, adult education, and continuing education in terms of non-credit options. To launch in spring or fall 2019.
- Horse breeders – looking for professional development opportunities for their membership, as well as workshop series, riding programs, senior educational programming.
- Beginning conversation for seniors, 55 plus, looking to build senior education program.
- Looking into how to grow graduate program Master's degree. Master's degree becoming regularly required. Great belief that Doctoral will be the real growth area of education, psychology and social services.

- Incredibly diverse and professionally prepared faculty on both the graduate education side as well as the limited residency side.
- Looking for ways to partner with alumnae/i association in terms of recruitment and interaction.
- Graduate students participating in Goucher’s commencement. Eighty seven graduate students will attend commencement.
- Online vs. in class – still have faculty cost, not competing for space, look into increasing revenue.

Community Principles Discussion led by Kara Bundy ’02, AAGC President

- Reviewed community principles
 - Respect – talked about possibly including the words “when conflicts arise we will work in unison together to come up with mutually beneficial resolutions”. Also, change the word commit to “need to or must respect”. Also, add “respect verbally and online”.
 - Inclusion – feel like some assumptions on campus might not necessarily be true. Certain groups may not feel included. Efforts need to be made to make sure everybody feels included.
 - Communication – still relevant across the entire principles. Listening and learning from others. How do these translate with principles and uphold communication?
 - Service and Social Justice – both very relevant, cornerstone of what students accomplish and come to Goucher for. Reinforces that one person can make a difference. Need for respect and why students come to Goucher.
 - Responsibility – if you have to consider, you have to think instead of acting. Since it’s not a principle, just a rule, this is good the way it is. No changes.
 - Take back to review team to review the changes and determine how we solicit input.

12:00 pm

Wrap Up/Action Items

Kara Bundy ’02, President, AAGC

- Kara recognized Jesse Holland MFA ’12 for his service to the AAGC Board with a gift and certificate. Jesse’s term ends on June 30, 2018.
- Meeting was adjourned at 12:15pm.

12:15 pm

LUNCH (joint lunch with AAGC and BOT)

Decker Sports and Recreation Center

Reminder

Next AAGC Annual Board of Directors Meetings

Saturday, April 28, 2018

AAGC Retreat, Saturday, July 28, 2018