



Administrative Reports  
to the Board of Visitors and Governors

October 1-3, 2009

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Provost and Dean of the College

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## REPORT TO THE BOARD OF VISITORS AND GOVERNORS

Christopher Ames  
Provost and Dean of the College

## REPORT TO THE BOARD OF VISITORS AND GOVERNORS

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### I. ACADEMIC PERFORMANCE DATA

A. Interim Grades. A total of 484 students in their first year at the College, FR by class level, and students on Academic Probation or Academic Warning received interim grades in 09/FA. Of the 484 students receiving interim grades, **337 (69.6 %) received no D's or F's and 147 (30.4%) received at least one grade of D or F. Last year the percentages in these two categories were 63.1 and 36.9, respectively.**

Of the 147 students who earned D's and/or F's, 58 received one D and 89 received either one F or were struggling in more than one course (D's and/or F's in two or more classes).

	Total	No D's or F's	One D	One F/2 or more D's
New First-Year Students	378	280	46	52
New Transfer Students	18	15	1	2
Warning/Probation Students	84	38	11	35
Other FR	4	4	0	0
TOTAL	484	337	58	89

The following chart shows the pattern of interim grades over the last few years.

Year	% with no D or F	% with at least one D or F
Fall 2005	63.8	36.2
Fall 2006	74.4	25.6
Fall 2007	64.3	35.7
Fall 2008	63.1	36.9
Fall 2009	69.6	30.4

The improved performance may be a result of increased academic support (peer mentors, tutoring, and so forth) as well as an improved first-year advising program.

### II. OFFICE OF INTERNATIONAL PROGRAMS (OIP)

A. Study Abroad. A total of twenty-two students will be studying abroad in the spring 2010 semester, at the following locations: Egypt (3), England (1), France (1), Germany (2), Ireland (2), Italy (4), Japan (1), Morocco (1), Scotland (2), South Africa (1), Spain (2), and Turkey (2). Six of the twenty-two students are completing an entire academic year abroad. All students attended a study abroad pre-departure orientation on November 9. A Study Abroad Fair was held on October 28.

B. International Student Activities. OIP along with the International House and International Relations Club sponsored several activities this fall: Welcome Picnic, Culture Night, and International Education Week, along with trips to the U.S. Naval Academy, Philadelphia, Halloween Haunted House, and New York City. International and study abroad students also participated in presentations about Global Education during Fall Family Weekend.

C. International Students–Exchange. There are nine new incoming exchange students for spring 2010; this is a decrease of three from spring 2009. Ten exchange students will be departing in December, and eight will remain for the entire year, resulting in a total of seventeen exchange students for the spring 2010. The College will be hosting exchange students from the following countries: Australia (1), Argentina (1), Egypt (1), England (1), France (2), Germany (2), Hong Kong (1), Italy (1), Morocco (3), Peru (1), South Korea (2), Spain (1).

D. Other News. Kelly Keer, Director of International Programs, attended the NAFSA Embassy Dialogue Committee workshop at the Embassy of France in Washington, D.C., on October 21. The workshop, “Expanding Capacity in Study Abroad, Challenges and Opportunities” included talks by the Associate Dean of International Studies at Goucher College and the Associate Director of American University Abroad.

### III. FACULTY

A. Faculty Searches. Seven tenure-track faculty searches are underway: Spanish (2), Accounting, Finance, Labor Economics, Elementary Education, and Music. None of these are new lines; all replace faculty who are retiring or who have left the College.

B. Travel Awards. Forty-six grants totaling in excess of \$31,000 were approved in the first round of faculty travel grants. The second grant application round will occur in February. These awards represent a reduction of 25% in overall faculty development funds as a result of budget cuts.

#### C. Faculty Accomplishments.

- **Kevin Brien** (Philosophy) presented his paper "Contrasting East/West Views of Reason: Aristotle and Kant versus Lao Zi, Kong fuzi, and Zhu Xi" at the XXth International Symposium of the Olympic Center for Philosophy and Culture held in Ancient Olympia, Greece in August 2009.
- **Tom Cousineau** (English) contributed two articles -- one on "L'Amitié" and the other on "L'Amnésie" -- to Marie-Claude Hubert, ed. *Dictionnaire Beckett*. Paris: Editions Honoré Champion. Tom also presented a paper entitled "Symmetry Unbound: Thomas Bernhard and Borderless Writing" at the annual meeting of the German Studies Association.
- **Lisa Daniels** (Economics) was invited by the Asia-Pacific Economic Cooperation to a workshop in Bali, Indonesia from October 27-30 where she presented a paper, "Small Enterprises in Africa: Lessons Learned from Four National Surveys."
- **Melissa Deckman** (Political Science) presented a paper at the Japanese-American Women Political Scientists Symposium (JAWS) on Women's Political Participation and Policy Development at Ochanomizu University in Tokyo, Japan on July 1, 2009 entitled, "Style or Substance? An Examination of the Media's Treatment of Hillary Clinton and Sarah Palin in the 2008 Presidential Elections." Melissa also

participated in a roundtable discussion about her book, *School Board Battles*, at the American Political Science Association Meeting in Toronto, CA, held September 3-6, 2009.

- **Kitty Maynard** (Modern Languages) gave an invited lecture as part of the French Studies Seminar series at the University of Pennsylvania on October 23. Also, Kitty's chapter, "Miel empoisonné": Satire and Sickness in Ronsard's Discours des Misères de ce temps," was recently published in the collection *La satire dans tous ses états: Le "mélange satyrique" à la Renaissance française*. ed. Berndt Renner (Geneva: Librairie Droz, 2009).
- **Matthew McCabe** (Philosophy) participated in the Maine Humanities Council's Literature & Medicine Training Institute in Chicago as part of an invitation to represent the Maryland Humanities Council as a facilitator for a NEH funded Literature & Medicine program at the Baltimore VA Hospital.
- **Kate Moncrief** (English) presented a paper, "Be stone no more': Performing/Reforming Femininity in *The Winter's Tale*" at the "Inside Out/Outside In" Blackfriars Conference at the American Shakespeare Theatre in Staunton, Virginia, October 20-25, 2009.
- At the World Dance Congress in Malaga, Spain, **Karen Smith** (Physical Education) was elected to the Executive Committee of the International Dance Council (CID-UNESCO). In early August, Karen played (golf) in the National Senior Olympic Games and returned with the Gold Medal. The tournament was played at Harding Park Golf Club in San Francisco--the course hosting the 2009 PGA President's Cup. Karen also presented a two-hour workshop on Pilates core exercises at Delaware State University to physical education, health, and dance teachers and students during the fall convention of the Delaware Association of Health, Physical Education, Recreation, and Dance.
- **Shawn Stein** (Modern Languages) delivered a paper entitled "As Três Semanas em que os Brasileiros Saíram de Férias" on August 1, 2009 at the XIV Latin American Jewish Studies Association Conference at Tel Aviv University.
- **Rick Striner** (History) gave a paper entitled "Lincoln, the Roosevelts, and Herbert Croly's America" at a conference on "Abraham Lincoln Without Borders" sponsored by the Lincoln International Center for American Studies at Louisiana State University in Shreveport.
- **Peter Weigel** (Philosophy) recently published an article "Memory and the Unity of the Imagination in Spinoza" that appeared in *International Philosophical Quarterly*, Vol. 49, No. 2, (Summer, 2009). Peter also published a review of Martin De Nys's *Considering Transcendence* that appeared in *The Review of Metaphysics*, Vol. 52, No.4 (September, 2009). Peter's recent book, *Aquinas on Divine Simplicity* (Peter Lang, 2008), is reviewed by Leo Elders in that same issue of *RM*.

## REPORT TO THE BOARD OF VISITORS AND GOVERNORS

James V. Manaro  
Senior Vice President for Finance and Administration

### I. ENDOWMENT PERFORMANCE

Exhibits I through III present information concerning the College's Endowment value over the past three years and return on investments. Exhibit I presents the current Cambridge Associates market value of \$139.4 million as of September 30, 2009. Since the last report as of July 30<sup>th</sup>, the market value increased by \$9.3 million or approximately 11 percent from approximately \$125.6 million. The Exhibit also illustrates the difference between the prior peak in the Endowment market value of \$169.1 million and the current September market valuation.

The Endowment return for the calendar year to date and the trailing one-year total return are 24.6 percent and 3.6 percent respectively for total marketable assets.

### II. FISCAL YEAR 2010

Exhibit IV presents the estimate of the budget for Fiscal Year 2010. Currently, there is no change in the budget projections for Fiscal Year 2010. The current outlook is a bottom line reserve estimated at \$327,000.

The one issue that could impact the College is the Governor's final decision on the potential cuts to the Sellinger Program. At this time the budget assumes \$1.5 million in funds from this program. Cuts in this program will impact the bottom line estimate.

In addition to this activity the College was very fortunate to receive a bequest from the Shotwell Estate (estimated at \$553,000) and remaining funds from the Underwood bequest (\$70,000). These funds will be reserved to be carried forward to assist in balancing the budget in Fiscal Year 2011.

### III. FISCAL YEAR 2011

Washington College has started the preparation of the Fiscal Year 2011 budget. As anticipated by many Trustees, this budget will be more difficult for Washington College, as well as many small private Colleges, than preparing the current budget. Although technically the "recession" is considered over, there is still a negative economic feeling from everyone with the media casting of an uncertain economic outlook for next year, the very high unemployment rate, the bank stringency on credit, the volatility in credit card interest rates and the overall market feeling with a high proportion of investment in money market and fixed securities rather than equity investments. We have seen the stock market heat up and the GDP increase (some feel a one time shot) but overall consumer confidence is not improving. All of these factors in one way or the other will impact the College's enrollment for next year.

It is too early to determine an accurate fiscal budget since there are so many issues outstanding over the next three or four months which will substantially impact the College's budget. So instead of presenting a very soft budget, it would be worthwhile to review the outstanding issues.

The first key issue is the projected enrollment which is the heart beat of the College. The enrollment components will include the estimated number of new students (with transfers) and the number of students continuing at Washington College. Both are key factors in determining the full enrollment for next year and the net tuition and auxiliary income that drive the fiscal budget.

For student enrollment, the College has to determine the enrollment with the highest probability under these current uncertain conditions for many families in our key market niche. The College feels that a goal of 400 new students is a feasible budget target with an anticipated discount rate of approximately 42 percent which would be 2 percent higher than the class recruited this current fall. In conjunction with new student enrollment, is the estimate of the number of students that will return next fall. At this time it is too early to accurately project the number of returning students, but helpful indicators to the College would be students returning after this current fall semester and how many students will eventually register for the fall semester of 2010. Taken together, the new and continuing student enrollment provides over 80 percent of the College's net revenue when including room and board revenues.

Examining the next portion of the revenue pie brings the focus to the uncertain Sellinger Grant program. As mentioned in the prior section, Sellinger is a candidate for Maryland State cuts to assist in balancing their over \$2 billion budget deficit in both Fiscal Year 2010 and 2011. In the Fiscal Year 2010 budget, the College estimated receiving a \$1.5 million Sellinger Grant. The College, with difficulty, can handle a Sellinger Grant decrease of \$200,000 leaving \$1.3 million for next year. However, larger cuts will hurt the College and increase the difficulty of balancing the budget.

The other general revenue issues will be based on the increase in tuition, room and board which will be determined with the Financial Affairs Committee and a recommendation will be presented to the full Board of Visitors and Governors. This decision will impact the net revenue (based on the discount rate) and the increases in auxiliary revenues. Other general revenue issues that will help meet the fiscal challenge are the estimated increase of the Annual Washington College Fund of \$250,000 or approximately a 24 percent increase. This will be a challenging task to perform in this market but the current timing or until a defined capital plan is developed, may afford success in reaching this target. Finally, the Endowment spend out seems close to the current spend out for Fiscal Year 2010 by using the current September 30<sup>th</sup> Endowment market value for an approximation of the value as of December 31<sup>st</sup> of this year.

There are resource management issues in Fiscal Year 2010 that will help with balancing the budget for Fiscal Year 2011. The plans that will continue to be worked on are maximizing the surplus generated in Fiscal Year 2010 and saving any one time revenues (like bequests) to carry forward into Fiscal Year 2011. This is similar to the \$1.1 million that was carried over from Fiscal Year 2009 to Fiscal Year 2010 to balance the budget. The current surplus estimated in Fiscal Year 2010 is approximately \$327,000. It is difficult to tell where this number will be in three months but hopefully it will be maintained. The other component consists of bequests the College will be receiving which, as stated above, total approximately \$623,000.

Finally, the College will look at savings to fill the shortfall gap that could arise on the actual budget conditions. The savings have to be strategically selected to maintain the academic and service quality level now offered to the students by Washington College. Although the College will have a challenge, the best way of handling it is to assure there is no devaluation of teaching and learning. Savings will be determined by senior staff along

with input from the rest of the campus. This will be a lengthy process that will take time and patience in communicating the issues.

This is the outline of the challenges the College faces for next year. The College feels it has a high hurdle to get over but it will be accomplished. The College will present the budget at the next Board of Visitors and Governors meeting scheduled in February 2010.

#### IV. CAPITAL PROGRAM UPDATE

A. Gibson Center for the Arts. Although the new Gibson Center for the Arts building was opened well in advance of the first day of classes in late August, the formal dedication of this new building wasn't held until Friday, October 2<sup>nd</sup> to coincide with Washington College's Fall Convocation. Nearly every individual who attended that evening's events commented that the Convocation, Dedication and Reception in the Underwood Lobby that followed was the nicest ever held at Washington College. Additionally, the inaugural art exhibition in the Kohl Gallery "Second Nature: Masterpieces of 19<sup>th</sup> Century Landscape Painting" which started that same weekend and ran through Sunday November 8<sup>th</sup> was extremely well attended and considered a smashing success. Through October, virtually the entire total capital project budget has been paid out with the exception of approximately \$150,000 in retainage and final fees not yet paid to Warfel CC. The remaining monies owed Warfel will be paid once the last few remaining punch list items have been resolved to Washington College's complete satisfaction. As was initially reported in April, it is estimated that the total related construction overage will not exceed approximately \$100,000 by the time all final payments have been made and the Gibson Capital Project is completely closed out.

B. Hodson Hall Commons. Construction work on the new Hodson Hall Commons was deemed complete on October 13, 2009 when the formal Certificate of Occupancy was issued by the Town of Chestertown. A formal Certificate of Substantial Completion was subsequently issued by GWWO Inc. on October 14, 2009. With the contract construction work completed, a two week long "stocking and transition period" was necessary before the building could be open and made operational. During this stocking and transition period, R. Kirby & Sons started on addressing and completing punch list items, Chartwells provided orientation and training to staff on the operation of the new kitchen equipment on both the first and second floor service areas, Building and Grounds department personnel were provided training on all the new building systems, the Student Activities Department set up the new student lounge and game center areas and ARAMARK Technical Services began conducting commissioning activities including performance verification testing of the building's new HVAC systems. The grand opening of the new Hodson Hall Commons building took place with the serving of breakfast on Friday, October 30, 2009 to a record crowd of over 500 students many of whom readily admitted setting their alarm clocks to insure they didn't miss the inaugural meal. The Student Center and Lounge areas were christened the next night, Halloween, with a battle of the bands. Finally, the formal dedication and ribbon cutting ceremony for the new Hodson Hall Commons was held the following week on Tuesday morning November 3, 2009. Nearly every student, faculty and staff member, guest and visitor have commented on how truly impressed they are with the beautiful new Hodson Hall Commons.

Through the month of October, the Total Project Control Budget indicates approximately \$23.4 million of the total \$23.8 million budget has been paid leaving an unpaid budget balance of approximately \$400,000. It is estimated that the project will come in just under budget by the time all final payments have been made and the Hodson Hall Commons capital project is completely closed out sometime in early 2010.

(See file: Manaro Exhibits to Board Report.pdf)

## REPORT TO THE BOARD OF VISITORS AND GOVERNORS

Kevin L. Coveney  
Vice President for Admissions

### I. Fall Admissions Update

The following tables provide year-to-date data for our 2008, 2009 and 2010 freshman applicants. As you review the data, please note that for 2010 we have changed aspects of our Royall student search and inquiry development programs with the intent of generating fewer, more serious applicants. A second senior search program and second inquiry development program will deploy in the next two weeks. As a result, the gap between 2009 and 2010 out-of-state applicants should narrow. More accurate year-to-date comparisons will be available after the first of the New Year.

#### A. All Freshman Applicant Counts as of November 17.

Gender	2010	%-Ttl	2009	%-Ttl	2008	%-Ttl
Men	612	37%	784	38%	269	36%
Women	1,053	63%	1,273	62%	479	64%
Total	1,665	100%	2,057	100%	748	100%

Ethnicity	2010	%-Ttl	2009	%-Ttl	2008	%-Ttl
Asian	66	4%	53	3%	22	3%
African-American	145	9%	178	9%	38	5%
Hispanic	56	3%	67	3%	31	4%
Sub-Total	267	16%	298	15%	91	12%

Residence	2010	%-Ttl	2009	%-Ttl	2008	%-Ttl
Maryland	795	47%	785	38%	289	39%
Pennsylvania	257	15%	352	17%	134	18%
New Jersey	233	14%	349	17%	133	18%
New York	108	6%	181	9%	45	6%
New England	84	5%	99	5%	48	6%
Delaware	58	3%	65	3%	30	4%
Virginia	52	3%	84	4%	23	3%
Other States/Intl	78	5%	142	7%	46	6%
Total	1,665	100%	2,057	100%	748	100%

HS Type	2010	%-Ttl	2009	%-Ttl	2008	%-Ttl
Public HS	1,171	70%	1,468	71%	464	62%
Independent HS	494	30%	589	29%	284	38%

Special Interests	2010	%-Ttl	2009	%-Ttl	2008	%-Ttl
Recruits	283	17%	525	26%	255	34%
Md. Dist. Scholars	215	13%	205	10%	68	9%
NHS Members	654	39%	713	35%	322	43%
Legacies	47	3%	78	4%	31	4%

The composition of our 2010 applicant pool is not dramatically different than last year or the year before. I think it is significant, in a positive way, that all of our current shortfall in applications can be attributed to out-of-staters. Applications from Marylanders are up only by a count of 10 but account for 47% of the 2010 applicant pool v. 38% last year. Marylanders have a yield rate almost twice that of out-of-staters and their relative stability in our applicant pool is, I think, a good sign for this year. That said, increasing geographic diversity in the student body remains as a key goal for 2011 and beyond.

From a qualitative perspective, it is encouraging to see that both National Honor Society members and Maryland Distinguished Scholars represent a larger portion of this year's applicant pool. We have made adjustments in both our merit-based scholarship and need-based aid programs that should help us improve our yield for these high-ability students.

Fall campus visits for 2010 inquiries and applicants are keeping pace with last year's totals and should be close to the 1,100-level by the end of the semester. To date, we have the same number of admitted applicants as last year, 950. Both this year and last year, over half (53%) of our pre-December 1 admitted applicants have been to campus. Last year, this cohort of students had a 22.3% yield rate. With changes we have made in our communications program and institutional aid/scholarship programs, I expect a higher (30%) yield rate for our 2010 pre-December 1 admits.

**B. Fall Recruiting Activity.** This has been an active fall for members of the Admissions staff. My colleagues have met with students and counselors at 522 secondary schools in 10 states and the District of Columbia. The distribution of high school visits is as follows:

	10FA	09FA	08FA		10FA	09FA	08FA
Colorado	0	0	11	New Jersey	128	185	121
Connecticut	28	56	44	New York	43	40	22
DC	8	9	14	North Carolina	0	0	4
Delaware	30	38	36	Pennsylvania	63	113	92
Georgia	0	0	0	Rhode Island	7	7	8
Massachusetts	11	24	22	Tennessee	0	0	8
Maryland	173	184	165	Virginia	27	35	61
Maine	0	5	4	Vermont	0	2	3
New Hampshire	4	6	6	Total	522	704	621

In addition to fall high school visits, the staff has also represented WC at more than 50 national, regional, and local college fairs. This includes 'special interest' recruiting events for under-represented students and Jewish students in the greater Baltimore/Washington metropolitan area.

This fall marked the return of an Admissions Alumni Volunteer Program. Tammi Porter and Aundra Weissert of my staff are working with Carolyn Thompson from the Alumni Relations staff and Tom Heald from the Alumni Board to recruit and organize alumni who are interested in helping to recruit students for the College. To date, twenty alums have volunteered their services and several went 'on the road' to represent WC at seven fall college fairs. After the first of the year, we will be connecting our alumni volunteers with admitted applicants.

C. Student Aid Update. Congress continues to debate the future of the federal student loan program. While funds for federal student loans are not in jeopardy, the method by which students will obtain the funds, and schools will process requests remains in question. WC currently processes all federal student loan programs through the Federal Family Education Loan Program (FFELP). The debate in DC is a move to eliminate the FFELP program and transition all federal loans to the Direct Loan program by July 1. Jeani Narcum and Associate Director Cailean Leith have already begun to make preparations to transition to Direct Lending in the event that the FFELP loan delivery should be eliminated and WC is required to make the switch at a later date. Mr. Leith will attend the Department of Education Training program in Nashville, TN December 1- 4. Early preparation will insure that there is no disruption in delivery of student loan funds or services for our WC families.

We continue to review our current institutional aid policies and parameters and are investigating the costs associated with shifting funds away from merit awards towards the goal of meeting more financial need of our admitted students. We have had a preliminary discussion with higher education consultants Scannell & Kurz, and have requested a proposal to determine the cost of developing for WC a set of data driven packaging recommendations and simulations of the impact of alternative packaging strategies.

## REPORT TO THE BOARD OF VISITORS AND GOVERNORS

Elizabeth B. Herman  
Vice President for College Advancement

### I. DEVELOPMENT

#### *DEVELOPMENT*

- **Total gift income** as of November 13, 2009 stood at \$2,281,818, down 63 percent from the same time last year. Last year's \$4.2 million bequest from Al and Virginia Decker accounts for the majority of the difference; at this time last year we counted \$4.6 million in bequests as compared to \$1.2 million FY10 to date.
- **Major gifts to date** include: \$1.1 million from the estate of Hilda Shotwell '43; \$250,000 from the Middendorf Foundation for the Vincent Hynson Scholarship Endowment; \$100,000 from Joseph Baker for the William O. Baker '35 Scholarship Fund; \$40,000 from the estate of William Reed '51; \$25,000 from Carl and Connie Ferris for the Business Management program; and \$20,000 from the Clark-Winchcole Foundation for scholarships.
- We are also pleased to report that our "Set the Stage" Committee exceeded its goal of \$100,000 for the **Timothy Maloney Green Room**, thanks in part to a generous bequest from William Fields, friend of Jeannie Baliles '62. We are also grateful to an anonymous donor who provided \$50,000 to the project.
- Finally, we are happy to report that the conditions of a 1:1 \$150,000 challenge grant from an anonymous board member for the **Alumni House Renovation** has been met with gifts totaling \$151,807 from 47 donors. Bids for a new entertainment porch are under review. We plan to celebrate the new building at the April meeting of the Board of Visitors and Governors and to have a new entertainment porch in place for use at Reunion 2010.
- At November 13, 2009, **The Washington Fund** has reached 39 percent of the \$1.175 million goal in gifts and pledges, 9% closer to goal than we were at this time last year. Solicitation of all leadership board members is underway through staff and volunteer follow-up. We are 1% behind in total alumni participation to date, directly attributable to starting the student Phonathon one week later this year. We are working with a donor to design a new Reunion Participation Challenge Grant to help boost alumni participation in reunion classes, and staff is planning to recognize alumni donors at Chapter events. 1782 Society volunteers and staff are pursuing peer-to-peer solicitation of prior and lapsed 1782 Society members. We are also mounting recognition events for current 1782 Society members—including a special guided tour of the Kohl Gallery's opening exhibit, "Second Nature"—and developing talking points about The Washington Fund for alumni events. The student Phonathon ended its fall campaign on Wednesday, November 18 with over \$72k in pledges to date.
- **Non-alumni parents** are a critically important source of support for Washington College; this group provided 15% of The Washington Fund in FY09 and we aim to build parent support to provide 20% of The Washington Fund by FY11. Staffed by Michael Buccino '99, the **Parents Leadership Program (PLP)** is being launched in FY10 to create opportunities for capable and interested parents to become more engaged at Washington College in support of the College's mission and goals. The

first-year goal is 10 members or couples. All PLP members are being asked to give at least \$5,000 per year to The Washington Fund and to participate as appropriate in special campaigns. PLP members will solicit gifts from other parents of \$1,500 or more; help to identify and engage new parent volunteers; and host special functions in their communities or at the College. Mark Gadson and Mike Buccino have invited a current parent to serve as inaugural chairman; we hope to have his decision in time for an announcement at the Board meeting.

## II. ALUMNI RELATIONS

- **The alumni website** has been re-vamped to create more interactive features, links to online networks, and alumni profiles. With the help of several **alumni social media volunteers**, the Alumni Relations Office is active on five social media sites; we are sending a quick reference card to alumni to guide them to the action. In partnership with **Career Services**, Carolyn Thompson '98, Assistant Director of Alumni Relations, made a presentation to students on how to connect to alumni through social media and other means. The Alumni House has installed a web cam for informational interviews. Advancement Committee members will enjoy a demo of our social media efforts at the December 4 meeting.
- **With some committees still being formed**, the Alumni Relations staff is working with over 185 volunteers. Enthusiasm is running high and well-qualified, capable alumni are saying yes when asked to take on new roles. Class Representatives are contacting classmates via email and “snail mail” and reunion committees for May 14-16 (classes ending in '0 and '5) are hard at work.
- **The Recent Alumni & Student Involvement committee of the Alumni Board** is interviewing students who wish to join that committee. The committee sent a letter welcoming students who have completed 32 credit hours into the Washington College Alumni Association. A WC decal, created for this milestone, is included in the letter.
- Following the presentation to playwright Stephen Spotswood '99 of the **new Alumni Horizon Ribbon** recognizing young alumni achievement, 35 young alumni attended a festive reception at the Alumni House. **The Alumni Board Awards committee** is also seeking ways the College can recognize past alumni award winners as well as WC veterans who lost their lives serving their country.
- **The Admissions & Student Recruitment** and **The Washington Fund** committees of the Alumni Board, chaired by Tom Heald '70 and Linda Ayres '69, respectively, are working with Regional Chapter volunteers to recruit alumni volunteers and enlist their support of both efforts. We have new alumni volunteers attending College Fairs and reaching out to prospective students. We will use display, dialogue and presentations at events to educate our alumni about the Washington Fund.
- **Eight Alumni Chapters** will host holiday parties in December. Most chapters are including a community service element, asking guests to bring toys for needy children.
- **Reunion 2010, Back by Popular Demand**, will feature Washington College alumni headliners. Alumni bands, DJs, dancers, and drama majors are organizing now to present exciting entertainment and fun for all. A sentimental favorite: plans are underway to set up “*Andy’s Revisited*” Friday night in the performance space in

Hodson Hall, honoring alumna Andy Goddard '73 and her wonderful bar/music venue on High Street that closed this year after serving as the primary social venue for alumni, students, faculty and friends for decades.

### III. ADVANCEMENT SERVICES

- The ninth test run of our database conversion from Benefactor to Colleague Advancement is underway. Staff from OIT and College Advancement has worked in close partnership for a year to clean records, eliminate old duplicates, write cross-walk programs, and write reports in anticipation of going live on Colleague Advancement in the first quarter of calendar year 2010.

## REPORT TO THE BOARD OF VISITORS AND GOVERNORS

Meredith Davies Hadaway  
Vice President for College Relations and Marketing

### I. MARKETING

Workgroups have met to address the objectives outlined in the October report and will report progress to the Board Committee on Marketing at Friday's meeting. Some of the areas addressed to date include:

A. Presidential Fellows Program. We convened a small focus group to help determine how successfully this initiative has bolstered both recruitment and retention of high ability students. Though the turnout was too small to yield statistically significant data, anecdotal evidence suggests that the invitation to join the Presidential Fellows group does play a role in the admissions decision, especially with parents. The nature and timing of the programming for this group will need further examination if we are to realize substantive retention benefit.

B. Campus Signage. Absent the funding for a full-scale campus signage overhaul, we have worked with GWWO to make sure new buildings are identified and to arrange for some additional directional signs. This project will need to be revisited when funds are available for a campus-wide system.

C. Co-Curricular, Extra-Curricular, and Recreational Programming. Representatives from the student life and athletics area are looking at ways to tweak our current offerings to enhance retention. Some possibilities to explore include debate and chess clubs, a cappella groups, and more outdoor adventures.

D. Highlighting Faculty Expertise. In addition to the media strategy, described in the last report and reflected in some of the media hits outlined in this report, we've added faculty profiles to our "Stories of Revolution" on the website. We hope to eventually have profiles on every faculty member from which we can make a selection for rotation.

We should have further updates after workgroups have reported to the full committee at the upcoming meeting.

### II. MEDIA RELATIONS

Highlights since the last board meeting include:

- Washington College Professor of Economics Robert Lynch, author of *Enriching Children, Enriching the Nation*, was referenced heavily in a *Las Vegas Sun* editorial about the "Early Learning Challenge" provision in the House of Representatives' higher education bill.
- The Hynson-Ringgold House appeared in a *Baltimore Sun* Chestertown house-tour story in September.
- Assistant Professor of English Corey Olsen, a leading authority on the works of J.R.R. Tolkien, was featured on the History Channel program "Clash of the Gods" on October 5. Dr. Olsen's popular blogsite, "The Tolkien Professor," has attracted

more than 500,000 visitors since launching last summer; there have been more than 60,000 downloads of his podcast lectures since they first appeared on iTunes last July. Dr. Olsen's History Channel appearance netted more online coverage at TheOneRing.Net, the worldwide cyber-headquarters for Tolkieniana.

- The newly opened Gibson Center for the Arts was featured, with photographs, in *The Chronicle of Higher Education's* "Buildings & Grounds" blogsite in October.
- Washington College was one of the schools highlighted in "Is Your College Using Twitter?" at SayCampusLife.com on October 12.
- Adam Goodheart, Hodson Trust-Griswold Director of the C.V. Starr Center for the Study of the American Experience, penned a book review, "The War at Home," published in the Sunday *New York Times* on October 22.
- Associate Professor of Political Science and International Studies Christine Wade, an authority on Central American politics, continued to be in demand as a source on the Honduran situation, as she has been since the election crisis last July; Dr. Wade most recently was quoted in a pair of internationally syndicated Reuters articles on October 22 and 23.
- Adjunct Professor of Chemistry John Conkling was one of the educators featured in "Journeys of Discovery: A Look at Some of the People Driving Fascinating Research at Area Universities," the cover article of the *Washington Post Magazine* on November 1. The feature went into international syndication, and Dr. Conkling's story was picked up by the news media in India.
- Director of Athletics and Associate Vice President for Administrative Services Bryan Matthews had an op-ed piece, "Retention Matters," published in *Inside Higher Ed* on November 2.
- Alexander Gray "Sandy" Jones '51, longtime member of the Board of Visitors and Governors, was eulogized in a lengthy, bylined obituary/tribute in the *Baltimore Sun* on November 6.
- The Chesapeake Semester was covered in an article, "Learning About the Urban Bay," in the *Baltimore Sun's* environmental blog on November 9. The story featured quotes from Washington College students as well as from Chesapeake Semester Director John Seidel.
- Associate Professor of Political Science and International Studies Andrew Oros, an East Asia specialist, was quoted in a front-page article about President Obama's Japan visit in the *New York Times* on November 12.

### III. ELECTRONIC COMMUNICATIONS

The new interface introduced last spring to accommodate more server- and client-side applications has been added to 200 sites within our domain. Its streamlined infrastructure provides a potent basis for customizing CSS layouts and adding AJAX applications.

In addition to the growing class sites which profile more than 600 students and alumni, we have created profiles for 192 faculty (current and emeriti) and 50 new profiles for staff members. Each of the profiles is "tagged" with a reciprocal link whenever an individual

appears in captions for our photo portfolios, which increases our search engine visibility. Additionally, the profiles are all dynamic, meaning that content can be “pulled” to different areas of the site as needed.

According to Google Analytics, between July 1, 2009 and September 30, 2009, the College’s site received 312,166 absolute unique visitors, an 8% increase from the same period last year (289,996). With an average of 9,817 visits per day, the site logged 1,863,682 page views and 883,584 total visits.

#### IV. PUBLICATIONS

In addition to our usual round of event and program-related publications, we created special publications in support of the Gibson Opening, a new series of Stories of Revolution for admissions and new templates for Alumni newsletters and e-blasts.

The Winter 2009 issue of the *Washington College Magazine* reflects our focus on faculty expertise and accomplishments with in-depth features illustrating “Tales of Great Teaching.”

#### V. OTHER PROJECTS

*Athey’s Field*, a 200-page collection of essays on Washington College athletics, made its debut to a very appreciative audience during the Hall of Fame weekend in October. Copies have been mailed to all Board members.

The Jacoby Endowment for Editing and Publishing will again underwrite student attendance at the AWP Conference this spring, where our student writers will staff a Washington College table in the Exhibit Hall/Book Fair.

We hosted a very successful Harwood Colloquy in late October with Kathleen Parker, E. J. Dionne, and John Harwood. The student turnout for this was especially heartening. We hope to host another event in the spring semester.

The 100-Voice Choir made a triumphant return to campus this year, thanks to the completion of the Gibson Arts Center. This annual concert is an important outreach to the local African-American community and also raises awareness of the Vincent Hynson Scholarship, which provides a needy Kent County High School graduate the chance to attend Washington College.

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REPORT TO THE BOARD OF VISITORS AND GOVERNORS  
Mela Dutka  
Vice President for Student Affairs

I. HODSON HALL COMMONS OPENING

Hodson Hall Commons opened on Friday, October 30, and proved to be an instant hit with students. The temporary dining hall closed permanently after dinner on Thursday, and students enjoyed their first breakfast in the main dining hall Friday morning. Students responded well to the architecture of the dining hall and were, and continue to be, enthusiastic about the expanded menu offerings. Faculty and staff response was equally enthusiastic, and many continue to eat in the dining hall on a regular basis.

The Hodson Student Center also opened on October 30<sup>th</sup> and students stopped in throughout the day to explore. While students were impressed with the Center overall, the Game Room was the star attraction. Beginning Friday morning, and then throughout the weekend, the Game Room drew standing room only crowds. The introduction of video games, along with pool, ping-pong, etc., provided the “wow” factor, and students often waited in line to take turns on the video game stations. In the first 10 days of operation the Info Desk recorded 1,468 “check outs” of game room equipment. Because of the enthusiastic student response, the Student Activities Office purchased additional video games in recent weeks, as well as adding to the stock of board games requested by students.

The Student Events Board (SEB) and the Student Activities Office orchestrated a weeklong program of events to celebrate the building’s opening. The *Halloween Battle of the Bands* on the Center Stage, sponsored by SEB, was the official kick off event on October 31. Other events designed to highlight features of the Student Center included *Open Mic Night* in the performance space, *Billiards and Ping Pong Tournament* in the Game Room and a *Disco Dance Party* in the performance space and central walk area to wrap up the week.

A ribbon cutting ceremony to mark the opening of the building was held on the morning of November 3. President Tipson and other speakers recognized architects GWWO, Inc., the Roy Kirby and Son, Inc. construction team, and others responsible for the design and construction of the building. Joining President Tipson at the podium, Eileen Dickey of The Hodson Trust cut the ribbon to officially open Hodson Hall Commons. Afterward, those attending the ceremony, including students, faculty, staff and community members, were invited for a light breakfast in the dining hall.

The Student Activities Office hosted an open house for students on November 19 to introduce them to the student staff and to the services provided by the office. The open house also showcased the student organization resource area, formally called the Center for Student Involvement and Leadership. Here students and student leaders will find practical resources (from a computer to banner making supplies) as well as student interns trained to assist them in their leadership role and to support their events.

II. PROGRAMS AND ACTIVITIES

A. Student Activities. The Student Activities Office and the Student Events Board sponsored the second annual *Comedy Week* November 16 – 22. Highlights included a roast

of Professor Terry Scout, the popular Student Comedy Competition and a performance by nationally known comic Jamie Kennedy.

B. Career Services. Director of the Center for Career Development, Jim Allison, introduced a fall *Career Week* in late October. Programs offered throughout the week included: *How To Connect with Alumni using Professional and Social Networking Sites*; *Careers in Public Service*; and *Speed Networking and Marketing Yourself*. Additionally, in an annual joint venture with Students Interested in Free Enterprise (SIFE), the Center for Career Development hosted a *Career Expo*. The Expo provided students with the opportunity to hone interviewing skills, receive an instant resume review and obtain insight about the best professional clothing for interviews.

C. Residence Life. Carl Crowe, Associate Dean/Director of Residence Life, convened a group to examine residential theme living. The group, which includes faculty advisors for existing theme living houses, will determine what is needed to strengthen the programs in place and identify the most promising new theme options. Under consideration are adding several language suites, and students have been contacted in order to gauge interest. Additionally, Carl will convene a staff and student group in the next few weeks to evaluate a new direction for substance-free housing in Queen Anne House. Currently, there is only moderate demand for this type of housing, and not enough to fill the hall. Carl will evaluate if broadening the theme's focus to include healthy living and wellness will appeal to students interested in substance-free living but also attract a larger number of students interested in fitness, nutritional health and other wellness-oriented activities.

D. Fall Family Weekend. The families of over 400 students attended the September 25-27 *Fall Family Weekend*. Events scheduled throughout the weekend helped introduce the recently opened Gibson Center for the Arts to parents and families. The *Fall Family Weekend* program included the *Third Annual Student Academic Show* case, with six presentations and a poster session of nine student research projects. Families also were invited to attend sessions designed specifically to address issues of first-year students and seniors. Other activities throughout the weekend included varsity team games and matches, a senior thesis drama production, a performance by dance students, a student political debate on health care reform, as well as the popular *Waterfront Festival* on Saturday afternoon sponsored by the Center for the Environment and Society.

E. Greek Life. The second annual *Queen of the Roses 5K Walk/Run* on October 25, sponsored by the sisters of Alpha Omicron Pi, achieved the goal of raising \$20,000 for a scholarship in memory of Jasmine Queen, a member of the class of 2011. Jasmine was a member of AOPi who passed away suddenly at home in August 2008 just prior to the start of the academic year. The AOPi sisters planned to raise \$20,000 over a five-year span but an outpouring of support from students, faculty, and staff for the event enabled them to surpass their goal in just two years.

F. Multicultural Affairs. Darnell Parker, director of Multicultural Affairs, collaborated with the C.V. Starr Center for Study of the American Experience and Black Studies program in sponsoring Charles Cobb Jr.'s lecture *From Freedom Summer to Barack Obama* on November 3. Working with Admissions, Darnell coordinated the *Multicultural Student Weekend* for prospective students on November 13-14. The program provides students with a first-hand introduction to the academic and social life of the College and includes spending a night on campus hosted by a current Washington College student. Although the weekend attracted a relatively small number of prospective students, overnight campus visit programs tend to be effective tools overtime in enrolling students.

G. Counseling Services. Counseling Center staff presented a series of mental health outreach programs to students and faculty in October and November. Dr. Bonnie Fisher, director of Counseling met with new faculty in late October to review resources available for faculty when dealing with students who may struggle with mental health issues. She also led a lunchtime seminar on new methods for suicide treatment and assessment for staff in Health and Counseling services, Public Safety and staff from the Kent County Department of Social Services. Dr. Bruce Hutchison, a part-time psychologist at the College, presented a series of programs for students including *Math Confidence*, *Test Anxiety and Test Taking* and *Building Health Relationships*. The student organization, Active Minds, a mental health wellness group, collaborated with the Counseling Center in sponsoring a depression screening day on November 12 for the campus community.

### III. CAMPUS SAFETY AND H1N1 FLU

A. Campus Safety. Two recent incidents have raised concerns about campus safety. On October 28 at 8:45 p.m. three men attacked a student walking alone across the Kudner footbridge in what appears to have been a robbery attempt. The student responded with mace and the three attackers fled the scene taking only a cell phone. The student was not injured but was shaken by the incident. Public Safety activated the WAC Alerts system and the Blue Light broadcast towers to notify the campus shortly after receiving a report of the incident. The previous week, on October 23, a fight broke out between a group of Washington College students and a group of non-students when the non-students were denied access to a suite party in one of the Western Shore residences. The non-students left shortly after the fight began, but one student received a cut during the fight and was treated at the local hospital and released. The student reported that one of the assailants used a set of brass knuckles and may have also shown, but not used, a knife.

Understandably, students and members of the campus community are concerned about these two incidents. Student Affairs staff and Public Safety met with students affected or concerned about the incidents to provide information and support. Public Safety is working with local authorities on the investigation of both incidents, including a joint agency group, the Kent Bureau of Investigation. Surveillance cameras installed on the campus this past August are providing useful video for investigators. Jerry Roderick, director of Public Safety, is hopeful that the amount of video obtained will help investigators identify and locate those responsible.

In the aftermath, Mela Dutka, vice president for student affairs/dean of students, sent an email to parents providing an update about the two incidents and the investigation underway. Students also received a copy of the email, along with another reminder about personal safety measures and the importance of signing up for WAC Alerts. Reid Raudenbush, director of Buildings and Grounds, arranged for additional lights to be added around the immediate area of bridge and, if possible, will add lighting under the bridge to make it more difficult for anyone to hide there. The College continues to recommend that no one use the footbridge and the areas beyond it after dark.

B. H1N1 Flu. The number of students reporting flu-like symptoms has climbed in recent weeks. The majority of students have returned home, although a few remained on campus in their rooms (with arrangements made for meal delivery). As a result of the rate of increase, on November 5th the Kent County Health Department designated the College at outbreak status. The College will remain at this status until the number of new cases slows.

As widely reported in the media, the H1N1 vaccine has been slow to arrive. Dawn Nordhoff, director of Health Services ordered 1,500 doses in late spring but received only

100 doses to date. Students considered to be at highest risk were offered the vaccine first, with any remaining vaccine offered to employees in the highest risk categories. On November 23, the Kent County Health Department, in collaboration with Health Services, sponsored an H1N1 flu clinic for Washington College students and others in high-risk categories. Health Services also offered its annual seasonal flu vaccine clinic in September to the campus community. Three hundred students, faculty and staff received the seasonal flu shot, a smaller number than in previous years due to the smaller amounts of seasonal flu vaccine being shipped (production has shifted to H1N1 vaccine).

## REPORT TO THE BOARD OF VISITORS AND GOVERNORS

Bryan L. Matthews  
Associate Vice President of Administrative Services  
and Director of Athletics

### I. VARSITY SPORTS

We are pleased to announce that the Washington College Athletic Department has been recognized with an NCAA Diversity in Athletics Award in the category of Gender Diversity. Departments are recognized in six categories: diversity strategy, gender equity compliance, gender diversity of departmental employees, racial diversity of departmental employees, value and attitudinal diversity of departmental employees, and overall excellence in diversity.

Fourteen student-athletes were named to the Centennial Conference Academic Honor Roll for fall sports. Kelsey Kemp was named the Centennial Conference Offensive Player of the Week for field hockey for the week ending September 27th. She was also named to the Womensfieldhockey.com National Honor Roll for the same week. Elena Nicholoff was named the Centennial Conference Defensive Player of the Week for field hockey for the week ending October 4<sup>th</sup>, and on October 9<sup>th</sup> she became the field hockey team's all-time leader in career saves. Elena was also named to the Longstreth/National Field Hockey Coaches Association All-South Region second team for the second year in a row, and was named to the All-Centennial Conference first team for the second straight year.

The sailing team was nationally ranked throughout the fall, peaking at eighth. The sailors finished sixth at the MAISA Fall Championships as senior Conner Blouin skippered them to a third-place finish in A Division, their highest-ever A Division finish at that regatta.

The women's soccer team made vast improvements this season, finishing with six wins and one tie. The six wins were the team's most in one season since 2002 and more than the total from the previous three seasons combined. The Shorewomen beat Franklin & Marshall, 1-0, in overtime for their first-ever win over the Diplomats.

The women's swim team opened its season with a 145-59 win over Bryn Mawr. The WC swim teams also held their annual triathlon to fight cancer and head coach Kim Lessard was named to the 2009 American Swimming Coaches Association (ASCA) Awards of Excellence List.

The men's lacrosse team once again played at the annual Price Modern Lacrosse for Leukemia Fall Invitational. The Shoremen also raised over \$15,000 with their "Flock Behind Jetty" event, which benefited the son of a former player who was born with severe brain abnormalities.

The Washington College women's tennis team will open the spring season ranked ninth in the Atlantic South region. The Intercollegiate Tennis Association has released its fall 2009 rankings and the Shorewomen were tabbed as one of the region's top teams.

## II. ATHLETIC DEPARTMENT PROGRAMS

Hosting recruits for overnight visits is a constant activity for coaches and their student-athletes, and is a source of concern for the safety and well being of the high school students. We have developed a Safe Host Training procedure in an effort to improve the knowledge and awareness of our student-athlete hosts. This fall each team conducted a Safe Host Training program and completed surveys following training. Teams also viewed the HAZE documentary and completed surveys following viewing. The purpose of this documentary is to increase awareness of the dangers of binge drinking and the save a life concept.

Team community service projects conducted this semester include: Walk for the Cure, Price Modern lacrosse for Leukemia, Adopt-a-Highway, youth lacrosse free clinic, raising \$16,000 for Flock Behind Jetty event, donated 60 toys to US Marine Corps' Toys for Tots Program, triathlon for cancer raised \$1600, swim lessons for the community, and raised \$3000 for breast cancer.

Once again the Roy Kirby Jr. Stadium was the host site for multiple high school championship events, including: Maryland State Games, Outdoor Play Day Event, Maryland Senior All-Star games, Bayside Championships, and the ESAC All-Star game. These events are wonderful opportunities to bring high school students and their parents to campus, and have consistently resulted in student-athletes enrolling as a result of their experience.

The Benjamin A. Johnson Lifetime Fitness Center has seen a consistent stream of 150 or more students per day in the weight room, field house, and racquetball and squash courts from September to November. Fitness classes are continuing to produce strong numbers, with power hour and aerobic fitness classes average between 20 and 60 students, Zumba attracting 20 students per class, and yoga, pilates, and meditation providing a safe haven for faculty and staff to improve overall health, strength and flexibility. Currently, the recreation and athletic department are in the process of developing a potentially very popular new fitness class, Spinning! Expect to see its introduction in the spring of 2010. The weight room has experienced a minor facelift with the addition of two new treadmills, medicine balls, and several weight racks.

Intramural soccer finished in dramatic fashion. A total of 270 students and eighteen teams participated three or four nights a week. Intramural flag football and dodgeball have begun, and we estimate over 300 students participating in both sports. The white water rafting trip in late September was a huge success with twenty students attending and more on a waiting list. The next trip scheduled will be a ski trip in February. The Recreation and Fitness website has been under major reconstruction. Feel free to visit all the pages pertaining to recreation and fitness at <http://studentlife.washcoll.edu/recreation/>.

## III. CAPITAL PROJECTS

With the completion of the Athey Park project, the Athletic Department currently does not have an active capital project in motion. Projects on the horizon include a new Boathouse/Waterfront Recreation Center, resurfacing the tennis courts, and improving the condition of Cain basement.

#### IV. DINING SERVICES

The major news in Dining Services is the grand opening of Hodson Hall Commons. After 18 months in the temporary dining pavilion, students, faculty, and staff were thrilled to move into the new Hodson. The ribbon was cut on November 3, and response to food, dining, gathering space, and student social space has been outstanding. We throw this word around a lot, but this one is truly transformational.

#### V. WATERFRONT

Now that the purchase of the property is final, conversations can begin regarding dreams, visions, best uses, plans, designs, fundraising strategies, and all of the other exciting pieces that will be a part of this project. We have submitted applications for EPA grants to assist with the cleanup of both parcels, and hopefully will receive positive word in late spring. There is no other formal activity to report at this time.

## REPORT TO THE BOARD OF VISITORS AND GOVERNORS

Billie Dodge  
Chief Information Officer

### I. OFFICE OF INFORMATION TECHNOLOGIES (OIT)

On October 29, 2009 Mr. John R. Curry of the Huron Consulting Group visited campus to meet with the President, OIT staff, Professor Satinder Sidhu, and Stew Bruce (GIS Program Coordinator). Mr. Curry, based on his visit and the information provided to him during the visit, will prepare a proposal for his consulting services. We hope to have his proposal soon.

Washington College is a member of the Maryland Broadband Co-op and as such the CIO attended a meeting in Annapolis that provided a progress report of the Co-op's current project that brings high bandwidth fiber optic cable along Maryland Route 213, which is Washington Avenue in Chestertown. The Co-op hopes to complete that part of the project by early spring 2010.

### II. ACADEMIC COMPUTING AND SUPPORT SERVICES

A. Instructional Technology. One of Instructional Technology's goals is to help the campus community unlock and fully use the potential of information technologies to enhance teaching, learning, and professional growth at Washington College. To advance this goal Instructional Technology offers a number of innovative programs, which engage and, hopefully, submerges the campus community in the use of WC's strategic technologies - the Zimbra Collaboration Suite and Blackboard 9.

With the launch of the two new resources, Zimbra email and Blackboard 9, training was a key focus during the Fall 2009 semester. Workshops and training offered during the beginning of the term paid off in the form of a highly skilled and confident base of users for both core services. With ample support for the basics, Instructional Technology offered in-depth experiential learning both inside and outside the classroom by offering events such as the Photography Marathon. This sort of learning opportunity serves to connect participants with campus and community resources while imparting high-level media skills.

B. Zimbra Calendar Training. Instructional Technology offered departments and campus groups workshops on using the Zimbra calendar in preparation for the transition from the Meeting Maker calendar. Once Zimbra calendar is integrated into the Zimbra collaboration suite of email, document sharing and file storage tools it will become the next campus-wide scheduling system. It was imperative to train users to use this powerful tool as soon as possible. In pursuit of this goal, Instructional Technology offered customized Zimbra Calendar training sessions, which included a department specific discussion about their goals for deploying and using Zimbra Calendar effectively as a department wide calendaring solution. From August 24<sup>th</sup> through October 6, fourteen one-hour sessions were held for 16 departments with a total of 63 faculty and staff attending. The 63 people who attended training shared their knowledge with co-workers, employees and students across campus. With a strong base of Zimbra Calendar users already using the new program, the transition to the new calendar system in January 2010 is expected to go smoothly.

C. Blackboard 9. This fall, 91 faculty members activated at least one Blackboard course site. Over 200 courses are currently activated. Though the Blackboard 9 upgrade went relatively smoothly it was not without its challenges. Initially the faculty found the new Blackboard interface awkward. However, after a couple of weeks the faculty's first impressions were replaced with an appreciation of Bb's new features.

Another ch  
down twice  
expects to

	July	August	September	October
Browse	857	698	6	412
DownloadPreview	3370	3788	2171	2810
DownloadTrack	746	396	481	357
DownloadTracks	201	68	108	247
Subscription	38	43	75	64
SubscriptionEnclosure	178	47	180	187
SubscriptionFeed	2664	2513	3099	3947
Total Track Downloads	1125	511	769	791

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- Browse - A user views a page in your iTunes U site.
- DownloadPreview - A user double-clicks a track in a Course page to preview a file instead of downloading it.
- DownloadTrack - A user clicks the Get, Get Song, or Get Movie button in iTunes U to download a track.
- DownloadTracks - A user clicks the Get Track(s) button to download all tracks in a Course page group. This action appears multiple times in the report; once for each track the user downloads.
- Subscription – A user clicks the Subscribe button to subscribe to the group's podcast
- SubscriptionEnclosure - The podcast reader downloads a new episode in the podcast. If the podcast reader detects new content in the podcast, it downloads the content.
- SubscriptionFeed - The podcast reader automatically checks for new content in the podcast. Podcast readers automatically check for new content at regular intervals.

E. Photography Marathon. This year marks the fourth run of the Multimedia Production Center's Photography Marathon, a series of photography related workshops, discussions, and excursions that expose students, faculty, and staff to a wide variety of photographic experiences. Each year, the photography marathon has grown in offerings, and this year is no exception.

Over a three-week period, from October 13 through November 4, the MPC had 21 of these events, which are designed to engage members of the WC community of all backgrounds, get them interested in photography, and provide related learning opportunities. The "marathon" scheduling has proven to keep participants excited about photography, allowing the momentum of continuous involvement to help generate a lasting interest in photography, which is so deeply entwined in modern communication.

With the backing of several departments, registration numbers are at an all time high. Some of the faculty endorsements include:

"At a time when images shape our lives in ways we do not yet fully understand--from television and the internet to medical imagery and the courtroom--why not spend some time behind the camera through the extraordinary opportunities afforded by the MPC's Photography Marathon?"

- Donald McColl, Art Chair

“Working in front of a camera is very different than performing before an audience. It’s an experience I recommend all drama students get before graduating.”

- Dale Daigle, Drama Chair

Additionally, Denise Campbell, Lecturer in Art, mentioned she is encouraging her students to take advantage of these workshops, since they are a logical extension to her Photography I class. The MPC Manager gave a presentation during her class to explain all the workshops in detail, and answered any questions the students had about the contents. Professor Campbell mentions, “If I had more time, I’d do your Photography Marathon!”

Satinder Sidhu, Physics Chair, noted the High Speed Photography workshop would provide the skills the physics students, professionals, and educators’ use in publications, presentations, and competitions. Professor Sidhu discussed the topic with his students, and recommended they attend that particular workshop.

Elka Porter, Assistant Professor of Biology, is working with the MPC Manager for a Stock Photography Science Lab, integrating a series of her lab exercises that are likely to photograph well. She has recruited about 5 of her students who are interested in modeling for the photo shoot while performing the lab activities. Images produced will be useful to College Relations in generating excitement about the sciences, potentially online and in print publications.

The full offering of events and workshops includes:

- Overview of the Photography Marathon
- Introduction to Digital Photography
- High Dynamic Range Photography (HDR)
- Shooting and Editing with Camera RAW
- Photoshop for Digital Photographers – Digital Compositing
- Kite Aerial Photography (3 sessions, weather permitting)
- Macro Photography
- Today’s Photojournalism
- Stop Motion Video using a Digital SLR Camera
- Stock Photography Discussion
- Stock Photography Science Lab and Lighting Experiments
- Location Lighting Techniques
- High Speed Photography (aka Smash Lab)
- US Naval Academy & Annapolis Photo Walk
- Sunrise on the Chester River (via boat, 2 sessions, weather permitting)
- Sultana Downrigging: Fireworks Photography
- Sultana Downrigging: Tall Ships Illuminated
- Fashion Photo Shoot

45 people registered for one or more workshops, totaling about 110 total learning experiences, both academic and experiential.

F. Central Services. Central Services is outgrowing its limited space in the Package and Copy room. With an increasing volume of incoming packages and a growing demand for campus print jobs, the Central Services staff has very little space left in which to work. Central Services receives on the average 200 packages of varying shapes, sizes, and weight from the couriers each day.

During the month of October Central Services stamped 18,426 pieces of outgoing US mail in the mailroom. Central Services also delivered on campus 16,200 pieces of incoming mail from the Post Office. The package and copy office scanned 2,862 incoming packages and delivered on campus approximately 1,950 of those packages to various departments on campus. The remaining packages were shelved in Central Services and picked up by students after they are contacted by e-mail.

### III. INFRASTRUCTURE AND IT SYSTEMS

OIT engineers focused on completing work for the opening of the new Hodson Commons as well as completing projects in the renovated Gibson Center for the Arts project.

A. Administrative Computing. The date for the conversion of Benefactor to Colleague Advancement has been moved to the early part of 2010. Everyone has been working hard to clean up the data however we are still not satisfied with the outcome derived from a test conversion. We are currently running our 9<sup>th</sup> test conversion. The number of data errors has been substantially reduced but we feel that it needs to be better still before we go live. We will continue to work on data clean up until the final conversion so that we will have a near flawless conversion when we complete this project.

The General Ledger restructure project was reviewed and approved by the business office. We successfully converted the GL to the new structure on the weekend of November 14-15, 2009. The custom programs used to update *admin.washcoll.edu* were rewritten to use the new structure and were implemented following the conversion. We created a custom version of a WebAdvisor screen to display course section descriptions so that the end user can use the standard course section search and be able to view custom course section descriptions. Administrative Computing created a custom Shuttle Service module for Building and Grounds to allow out students to make reservations for the weekend shuttles to the desired destinations.

B. Network Infrastructure. OIT's network engineers completed work in Gibson, adding 50 wireless access points to the network in that building and completing their work for that project. Immediately after completing work in Gibson, the engineers configured network equipment and 25 wireless access points for the Hodson project. The wired and wireless networks were in place and functioning prior to the opening of the Hodson Commons. The construction engineer worked to complete punch lists and to work toward adding some facilities that were omitted during construction.

The construction engineer assisted OIT's Technical Services group in the setup and installation of 19 large screen televisions in residence hall common rooms and seven large screen televisions in Hodson. He worked to move the Talk-A-Phone emergency broadcast tower to its new location near Hodson Hall. Previously it was located by the entry to the temporary dining pavilion.

To help boost student morale OIT engineers created a Gaming Group that students can join. The group is provided unblocked access to the Internet for gaming purposes. Individuals who wish to participate are required to read and sign a form that specifies the rules applicable to the group. The rules include, but are not limited to, not violating copyright laws and that the user must legally own all games. Approximately fifty students use the Gaming Group.

OIT's engineers set up and installed network equipment in two campus-owned houses to accommodate quarantined students as a part of the College's response to the H1N1 flu pandemic. The engineers also replaced failing network equipment in the Queen Anne/Caroline residence hall complex with used equipment donated from the Baltimore County Public Schools system. Additionally, the HVAC system in Gibson was given a private network to allow Maintenance personnel to access the system controls from any building on campus. The same process will be completed for Hodson Commons HVAC control system.

Working with the campus Public Safety office OIT built two new computer systems so that PS officers can view live camera feeds 24 hours a day. OIT is in a development and testing phase for a wireless network that will allow Public Safety officers to access the camera feeds from their vehicles using hardened laptop computers.

C. Server Systems. The VMware virtual server system that was installed during the summer months has allowed the systems engineers to realize an increase in productivity along with the ability to clone hardware servers to a virtual machine so that the hardware machine could be upgraded and rebuilt without impacting services. Currently there are twenty-three virtual servers on the system, most of which are in production. The rest are in a testing phase. During the recent ACM computing contest our site was run on a virtual machine that proved to be far more powerful than the old hardware server that previously ran the contest. Washington College serves as a host site for several other colleges and universities, such as University of Delaware, Rowan University, and Temple University whose teams come to this college to participate in the international contest. Systems engineers are in the process of setting up and testing a new, more robust, VPN system for the college. The impetus for this project came from the possibility that many faculty and staff might require remote access to their work in the event of a significant H1N1 outbreak on campus. The current VPN system could not handle the load that such a possibility would create.

The three email gateways to the college email system have all been rebuilt to help combat the ever-increasing email spam load on them. The gateway servers are performing better than ever. Still, we have begun to look at outside vendors that have a potential to further decrease the email spam problem for the campus. The campus DNS and DHCP servers were also rebuilt and improved.

Very substantial changes in the student/faculty/staff charging procedures and equipment in dining services were purchased and implemented by systems engineers, assisted by other engineering staff in the Infrastructure group. The new system allows better control of sales, reporting and can be used as a debit system instead of, or in addition to, the current credit system. The new Micros system is also used for personnel time reporting, replacing the older Kronos time clock system.

The college is in the process of moving the campus' calendaring system from Meeting Maker into the Zimbra suite that was implemented for email in August. It is planned to fully change over the Winter Break. The addition of the calendar to Zimbra offers the campus features such as checking their calendars against emailed invitations without having to change to a different application.

The Computer Science department requested that OIT's senior systems engineer teach a mini-course that covered security on Linux servers. That session was a great success.

D. Telephone. The telephone engineer worked with the Fireline Company to resolve false alarm issues. He was able to provide lines from alternate locations so that additional equipment was not required and thus saved the cost that would have resulted. All telephone services for the Gibson and Hodson projects were completed in addition to all of the normal adds, moves, and changes that are done each semester.

## REPORT TO THE BOARD OF VISITORS AND GOVERNORS

Ruth Shoge  
Director of Miller Library

### I. TOWARDS THE LIBRARY OF THE 21<sup>ST</sup> CENTURY

The library faculty and staff continue to envision and frame the library of the 21<sup>st</sup> Century within the mission/vision of Washington College, yet broad enough to reflect national educational values and trends. Although no one knows for sure what the library of the future will be precisely, imagining the transformed library is no mystery; current and past trends in research, teaching, learning, and information technology are indicative of a collaborative and more integrated model. In an era of partnership and administrative streamlining, it makes good sense to bring together in one building all the core academic services to students; services that are geared towards promoting academic excellence. In Miller Library, the first move has already been accomplished through the creation of a prototype Information/Learning Commons. The Math Center, Academic Computing, and Office of Academic Skills have found a place and point of presence in Miller Library. It is not far fetched to consider housing other services such as International Studies Program and the Career Center in the same building in which the library and other academic resources are housed. In terms of services to students, it is a natural partnership. The coming together of these services will create the environment in which the library will be defined, grow, and flourish. The current economic status also influences the way colleges seek to achieve efficiencies with diminishing resources and a higher return on investment. This administrative and cultural change in Miller Library can be examined in three key areas: library as place, as collection, and as staff, with the underlying acceptance that technology is pervasive in all three areas. “The three definitional meanings are diverging and planning for the future has to take into account the paths each of these facets of the library is taking.” (Sennyey, Ross, & Mills p. 255)

A. Miller Library as Place. The library continues to be well used by students as a place to work and study whether in groups or as individuals. The Newlin Room was upgraded with 24 new iMacs. For the semester so far, more than 50 classes in information literacy have been taught in the Newlin Room. The 20 loaner laptops need to be upgraded urgently. They are very slow and students who work on their new personal computers and carry their documents on flash drives, are not able to work efficiently because the software is not always the same version.

As it is every fall, the temperature in the library was again very uncomfortable. The temperature hovered between 75-80 degrees. Such an environment is not inviting and not healthy for people or books.

B. Library as Collection. What resources will constitute the collection of the library of the future? One known fact is that regardless of format, the college library will always be concerned with making available academic information in ways that mirror how students and faculty interact with other information. As students increasingly turn to the “googlized” method of gathering information, so too the library is changing how it gathers, processes, and disseminates information to its constituent. It does so in ways that not just mirror the dominant search engines of the web but actually enhance the techniques. Miller Library’s virtual collection is growing faster than its physical collection, mostly due to how publishers are responding to users as they interact with information through technology. Librarians work hard at keeping up with embedding

access points wherever students and faculty do most of their work or spend time in social networks.

In an effort to extend the reach of the library, we have created two teams, one to market the services the library and the other to redesign the webpage. A Facebook site has been created and is now a work in progress – it will be launched at the beginning of Spring semester. Intern, Sara Zimmerman, a recent graduate from Drexel School of Library and Information Science, will come on board to replace Professor Jeff Chaffin when he takes his sabbatical. She will be helping with the website.

We continue the weeding program and the identification of materials that can be placed in off site storage. The Director is in communication with the Associate Dean of the Johns Hopkins University library as they design a plan for collaborative collection development in conjunction with their offsite storage facility to reduce the purchase of multiple volumes across libraries in Maryland. Our goal is to be able to house 45% of circulating books, up to 70% of back issues of journals, and 90% of government documents outside of Miller library. How will the new space be utilized? Students learning spaces would be a good use.

Washington College faculty and students author and produce a significant amount of scholarly works, which makes Washington College a participant in the knowledge universe, not just as users but as contributors. The library as the repository of institutional knowledge and history has a major role in the management of such data and information. Miller Library must partner with the centers of excellence to make the work available to the world. A plan is in the initial stages.

C. Staff. The library of the future depends on the repositioning of library faculty and staff to provide services within a digital paradigm. All processes involved in bringing information to the user, from selection to acquisitions to metadata tagging, occur in an electronic environment. The librarians at Miller Library have become more proactive in offering information literacy programs and participating in the scholarly life of the College, through their own publishing, creation of institutional repository, and archival activities. We are working on plans to have an even greater web presence and to be more integrated in course work and through Blackboard.

Ruth Shoge, College Librarian and David Dudek, Reference Instruction and Electric Services Librarian, attended the EDUCAUSE 2009 Annual Conference, where we were able to tap into an expansive pool of the best thinking in higher education IT. Ruth Shoge attended a full day workshop on Cutting-Edge Library Services: A Primer for (Future or Current) CIOs, CTOs, and Instructional Technologists.

Cynthia Sutton, Head of Circulation, and Jennifer McGovern, Acquisitions Manager, attended a Mid-Atlantic Innovative User Group conference in Gettysburg. The conference covered updates and new additions to our integrated library system.

Elizabeth Young, Research and Information Literacy Librarian, presented on the topic “Preventing Plagiarism” at the Faculty Lunchtime Forum on November 18, 2009.

## II. FRIENDS OF MILLER LIBRARY

The Friends of Miller Library co-sponsored two very successful programs this semester. Bruce Cole, retired Chairman of the National Endowment for the Humanities and current President of Valley Forge, accepted the invitation of the Board of the Friends of Miller

Library to speak at WC on Monday November 9, at 5 p.m., in Casey Academic Center Forum. His talk was entitled “My Provenance: From Aunt Gertrude to Sydney Freedberg”. The talk was sponsored by the Friends of the Miller Library, the C. V. Starr Center for the Study of the American Experience, and The Art Department.

In support of the Chestertown Book Festival, on November 14th, Friends of Miller Library hosted the following programs in the Sophie Kerr Room:

- “A Brief History of the Private Press” by Jim Dissette, 1971 Sophie Kerr Prize winner, printer with Chester River Press, and author of poetry collection *Fierce Blessings* from CRP.
- “War in Other Worlds: Jenna Moore.” Jenna Moore '12, Washington College student and author of *The Creators*, the first book in The Universal Wars series.

### III. ARCHIVES

Arian Ravanbakhsh, Electronic Records Policy Analyst at National Archives & Records Administration, gave a brief talk followed by a lengthy discussion on electronic records management to Senior Staff on November 19. He was accompanied by Susan Elter, part-time College Archivist. The Miller Library Advisory Council on Archives was charged to draft a records management policy for the College.

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#### Cited Work

Sennyey, Pongracz, Lynn Ross, & Caroline Mills. “Exploring the Future of Academic Libraries: A Definitional Approach.” *The Journal of Academic Librarianship*, vol 35, no 3, p 252-259.

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