



Advisory Board Meeting

Thursday, September 25, 2025

10:00 am – 11:30 am

Room 433

Board Welcome & News:

- Old Business
- New Business

Executive Director's Report

Communication Update

Scholarship Report

University System of Maryland Report

Board of Regents Report

Economic Impact Study Presentation

Strategic Planning: Jacob Ashby, Executive Director

Key Performance Indicators:

- Headcount and FTE per Fiscal Year
- Graduates per Fiscal year
- Scholarship Dollars Raised
- New Program Initiatives
- USMH Operating Budget
- Budget Appropriations Distribution
- Cost Per FTE

Vote: Board Appointment, Hugh Breslin

Vote: Approval of Board Minutes

Adjournment



FROM: Executive Director, USMH

TO: Board of Advisors, USMH

SUBJ: System Report to the Board of Advisors

1. Organizational Goals/Priorities

a. Student Success

- i. We held our Graduation Celebration on May 17, 2025 with 199 students earning a degree at USMH in 2025. Since 2005, three thousand and ninety-six students have graduated from one of our partners while attending USMH.
- ii. We will hold our scholarship reception on Monday, September 29, 2025. This event is a wonderful opportunity for our scholarship recipients and our donors to come together to understand the impact donations for students scholarships have on their education. Please consider attending if you are able.

b. Fundraising

- i. Our Cheers to 20 Years celebration will be held October 17, 2025 in our main building at 32 West Washington Street. We would like to have as many individuals contribute and attend as possible. Please consider making a gift. Any amount benefits our student scholarships.
- ii. We have scheduled restaurant fundraisers for today, September 25, 2025 at Red Robin at the Valley Mall. If you get lunch or dinner from Red Robin, please be sure to mention the fundraiser so that a portion of your purchase can be dedicated to our fundraising efforts.
- iii. We are currently working to spend down our Equitech Grant from TEDCO to support the development of our applied computer science lab. We received \$97,127.50 to support this initiative. To date, we have purchased furniture for the lab, received two bids for an audio visual upgrade (currently pursuing a third), and collaborated with FSU on computer specification requirements.
- iv. We also have a pending grant application with DCHD to support upgrades to our computer hardware on campus to upgrade to Windows 11 and TPM 2.0 standards.

c. Enrollment

- i. Spring 2025 enrollment was 220 students as compared to 190 in Spring 2024. This is an increase of 16% year to year which was comparable to our growth from Fall 2023 to Fall 2024. Once Fall 2025 official numbers are available, they will be shared with the Board.
- ii. We continue the push to get students enrolled in the new University of Baltimore MBA program. If you know anyone who would be interested or have any ideas for how to spread the word, please don't hesitate to share them.
- iii. Additionally, we will be starting to work on promotion of our applied computer science program with Frostburg State University in the near future. Specifics will be forthcoming. Please consider sharing information about this program with others and attending kick off events.

d. Program Development

- i. The Chancellor came to Hagerstown and visited USMH. During his visit, I shared information around Speech Language Pathology and he is very interested in this

opportunity for USMH. We are currently investigating opportunities and will keep you all informed on any progress.

- ii. The Frostburg State University computer science program was officially approved during the April 3rd Education Policy and Student Life and Safety Stakeholders meeting with USM. Next steps are to seek MHEC approval. We are projected to have program approval and logistics in place to start in Spring 2026; however, the program manager and I have discussed and think targeting Fall 2026 will give us a more traditional transfer timeline and allow us to build out relationships/pathways with our feeder institutions.
- iii. Bowie State University has prepared a program proposal for the Doctorate in Education program in partnership with WCPS. We are still working with Bowie State to ensure updates are made to this submission to get it through the USM and MHEC approval process. We currently have between 20-30 students taking courses from Bowie State University.
- iv. I will continue to explore and weigh new program development with a few on my radar listed below.
 1. A pathway to the DO program at Meritus (Health Science/Biology)
 2. Speech Language Pathology
 3. Communications
 4. Aviation Science
 5. Nursing/Family Nurse Practitioner
 6. OT/PT

We will continue to explore opportunities utilizing workforce data, feeder institution populations, workforce projections, and other resources.

2. Recent Updates

a. Staffing

- i. We have had no recent staffing changes not previously reported to the Board. Right now, we are focused on building our team and continue to onboard staff who recently started.

b. Facilities

- i. USMH exited our lease for 24 Walnut Street last June 2025 and returned the physician assistant program back to the main building. This fall they have hit the ground running with a new cohort taking classes at 32 West Washington Street, Hagerstown, MD 2740. The new space provides additional square footage and capacity to grow in the future.
- ii. USMH also expanded our lease with the City of Hagerstown at 60 West Washington Street, Hagerstown, MD 21740. The additional space will be leveraged to support the PLA HUB, an early childhood/elementary education program through FSU which is a grant funder. The HUB previously utilized space at 24 Walnut Street.
- iii. USMH is currently working with a vendor to replace all of our switches on our existing network to upgrade to current industry standard of POE+ and CAT6 cabling. The initial work began this week with additional work being undertaken at the end of October. This project will be completed during the fall.
- iv. All equipment for the USMH security system upgrade has been delivered on campus and will be installed this fall. We are currently coordinating with our vendor and have our kick off meeting next week. As part of this work, we will also be making significant improvements to our entry/exit doors to create a more open, but more secure environment.
- v. We finalized a plan with TRANE to replace our HVAC system and the cost is listed at 5.2 million. We are currently working with the system to determine funding for this project and will collaborate with TRANE to try to phase the project to spread the cost across multiple years.

c. Community Engagement

- i. USMH participated in the Michael G. Callas New Educator's Reception at South Hagerstown High School in August, where we had the opportunity to connect with many of our recent graduates who are now beginning their careers in education.
- ii. USMH met with the Community School Managers in the county to explore partnership opportunities and reinforce the message that, for students who want to stay local, USMH is the natural next step after HCC — they can earn the same degree here, without venturing out of state or taking on additional debt.
- iii. USMH also participated in each of the Community School's Welcome Back Fairs in August and September.
- iv. USMH is scheduled for individual transfer tables at HCC and transfer fairs at HCC and FCC.
- v. USMH is scheduling visits to area high schools and has been invited to speak to a class at Smithsburg High School in October.
- vi. USMH held a vaccine clinic on September 18, 2025 for students, staff, and faculty. This event was extremely beneficial for physician assistant students who are required to get their vaccines for their clinical placements.
- vii. USMH welcomed Williamsport High School into our building this semester. Williamsport High School is utilizing 13 classrooms, 5 offices, and some additional space totalling almost 12K sq/ft.

d. Budget

- i. The USMH appropriations for FY 26 are \$2,365,529 with \$23,359 in additions for COLA increases and select MERIT increases for bargaining employees. This represents a total appropriation of \$2,388,888. Salaries represent 36%, leases represent 16%, the coordinating fee to FSU represents 5%, and the IT fee to FSU represents 2%. In total, this represents 60% of our appropriations and does not account for other fixed costs such as electric, gas, water/sewage.
- ii. USM will continue to monitor appropriations to determine strategies to accomplish needed initiatives including \$109,900 in plant funds.



FROM: Communications Staff

TO: Board of Advisors, USMH

SUBJ: Current Communications Initiatives

1. UBalt MBA Program

We continue efforts to build enrollment for the new UBalt MBA program through targeted marketing strategies, including social media advertising and new promotional materials. Social media ads were distributed this summer using targeted lists purchased through an Experian subsidiary. A USMH-specific rack card has been created and is available for distribution to help spread the word.

2. Marketing Plan

Our Outreach Coordinator has developed the 2025–2026 Marketing Plan, informed by research on our target market. Key priorities include strengthening brand recognition, improving digital engagement, and expanding partnerships with schools and community colleges. We will launch a new website this fall, and all updated marketing materials are designed to drive prospective students there while reflecting our refreshed messaging and strategic direction.

3. 20 Year Anniversary

Our 20th anniversary initiatives are well underway:

- a. A gallery wall completed on the second floor, showcasing photos from 20 years
- b. 20 Stories/20 Years campaign exceeded expectations; we've collected more than 20 stories and continue to add more - the pictures and testimonial tiles are displayed on the first floor, with signage coming soon
- c. Alumni stories and USMH history are being shared regularly on social media
- d. Ribbon cutting celebration. USMH has applied for a ribbon cutting on November 4, 2025 at 11:00 am. We are still awaiting approval from the City prior to publicly sharing this information.



FROM: Scholarship Committee

TO: Board of Advisors, USMH

SUBJ: Scholarship Report 2025-2026 to the Board of Advisors

1. The Waltersdorf-Henson Magnolia Foundation Scholarship Fund

- a. Total Balance as of September 19, 2025: \$832,493.24
- b. Total scholarships awarded through 2025: \$437,580

Includes undesignated scholarships and the following designated scholarships:

City of Hagerstown (1)
Board of Washington County Commissioners (2)
Citicorp (2)
STEM (1)
Florence Graff (2)

2. The University System of Maryland at Hagerstown Scholarship Funds (housed in USM Foundation)

- a. Total Balance as of April 7, 2025: \$73,948.82
- b. Total of scholarships awarded through 2025: \$489,300

Undesignated

3. The University System of Maryland at Hagerstown Scholarship Funds (housed in the USM Foundation)

- a. The Alice Virginia and David W. Fletcher Foundation Scholarship
 - i. Total balance as of September 19, 2025: \$40,659.47
 - ii. Total of scholarships awarded through 2025: \$34,600
- b. The Fletcher Physician Assistant Scholarship Fund
 - i. Total balance as of September 19, 2025: \$599,108.19
 - ii. Total of scholarships awarded through 2025: \$57,000

Designated (Washington County Students only):

4. Total of scholarships awarded in 25/26: 17 scholarships totaling \$51,000

5. Total of scholarships awarded since 2009: 362 scholarships totaling \$1,036,480



FROM: Scholarship Committee

TO: Board of Advisors, USMH

SUBJ: Scholarship Award History Report to the Board of Advisors

Scholarship Award History

2009-2010—\$2,500 each (10 USMH Scholarships)
2010-2011—\$2,500 each (10 USMH Scholarships)
2011-2012—\$2,500 each (10 USMH scholarships), \$2,200 (6 Magnolia scholarships)
2012-2013—\$2,500 each (10 USMH scholarships), \$1,920 each (9 Magnolia scholarships-6 named, 3 discretionary)
2013-2014—\$2,300 each (14 USMH, 6 Magnolia, 3 Magnolia discretionary)
2014-2015—\$2,700 each (14 USMH, 6 Magnolia named, 4 Magnolia discretionary, 1 Fletcher)
2015-2016—\$2,700 each (13 USMH, 8 Magnolia named, 3 Magnolia discretionary, 1 Fletcher)
2016-2017—\$2,700 each (12 USMH, 8 Magnolia named, 3 Magnolia discretionary, 1 Fletcher)
2017-2018—\$2,800 each (13 USMH, 8 Magnolia named, 4 Magnolia discretionary, 1 Fletcher)
2018-2019—\$2,800 each (12 USMH, 8 Magnolia named, 4 Magnolia discretionary, 1 Fletcher)
2019-2020—\$2,900 each (12 USMH, 8 Magnolia named, 4 Magnolia discretionary, 1 Fletcher), \$6,000 each (1 Fletcher PA scholarship)
2020-2021—\$3,000 each (10 USMH, 8 Magnolia named, 4 Magnolia discretionary, 1 Fletcher), \$6,000 each (2 Fletcher PA scholarships)
2021-2022—\$3,000 each (10 USMH, 8 Magnolia named, 4 Magnolia discretionary, 1 Fletcher), \$6,000 each (1 Fletcher PA scholarship)
2022-2023—\$3,000 each (6 USMH, 8 Magnolia named, 3 Magnolia discretionary, 1 Fletcher)
2023-2024—\$3,000 each (12 USMH, 8 Magnolia named, 3 Magnolia discretionary, 1 Fletcher, 2 PA scholarships)
2024-2025—\$3,000 each (11 USMH, 8 Magnolia named, 3 Magnolia discretionary, 1 Fletcher) \$6,000 each (2 Fletcher PA scholarships, 1 discretionary PA scholarship)
2025-2026 \$3,000 each (9 USMH, 3 Magnolia discretionary, 1 Fletcher PA scholarship, 4 Magnolia named.

Total 362 \$1,036,480

USMH Scholarships: 188 \$516,300

Magnolia Scholarships: 156 \$431,580

Fletcher Scholarships: 12 \$ 34,600

PA Scholarships: 6 \$ 54,000



FROM: Executive Director, USMH

TO: Board of Advisors, USMH

SUBJ: Economic Impact Study

USMH received additional financial support from USM interest income in FY 24 that was rolled into last year to complete an economic impact study. USMH contracted with Lightcast (formerly EMSI) to complete this project and I coordinated with them over the past year to provide data and review the study with them. These studies are regularly done by institutions who have a vested stake in their region, especially community colleges, to better understand their economic impact within their region. The results of our report were shared as part of the packet but I am highlighting a few data points below that I think we can share publicly that point to the significance of USMH in our region.

1. USMH has a total annual income impact on the region of 22.4 million which equates to supporting 339 jobs.
2. The average bachelor's degree graduate from USMH will see an increase in earnings of \$24,900 each year compared to someone with a high school diploma working in Maryland.
3. For every dollar spent, USMH students earn a return of \$4.90 in lifetime earnings.
4. For every dollar appropriated from the state, taxpayers gain \$3.40 in added tax revenue and public sector savings.



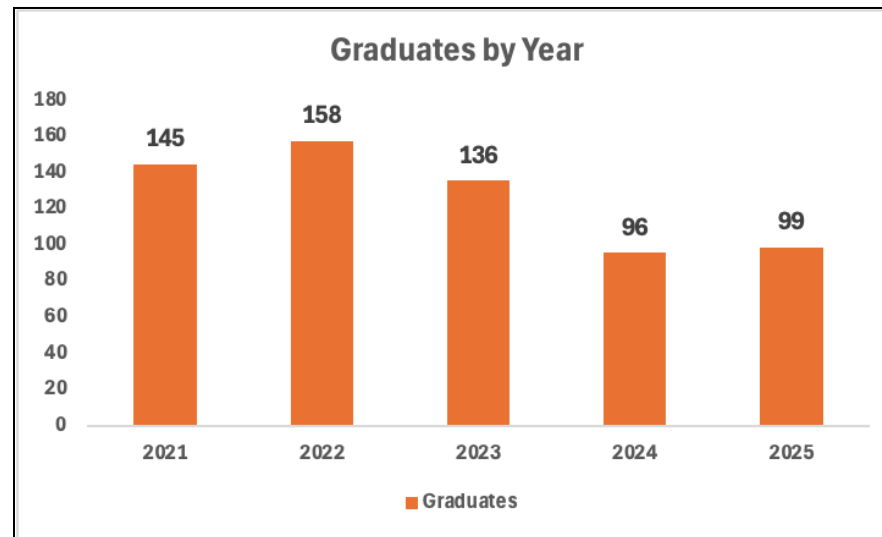
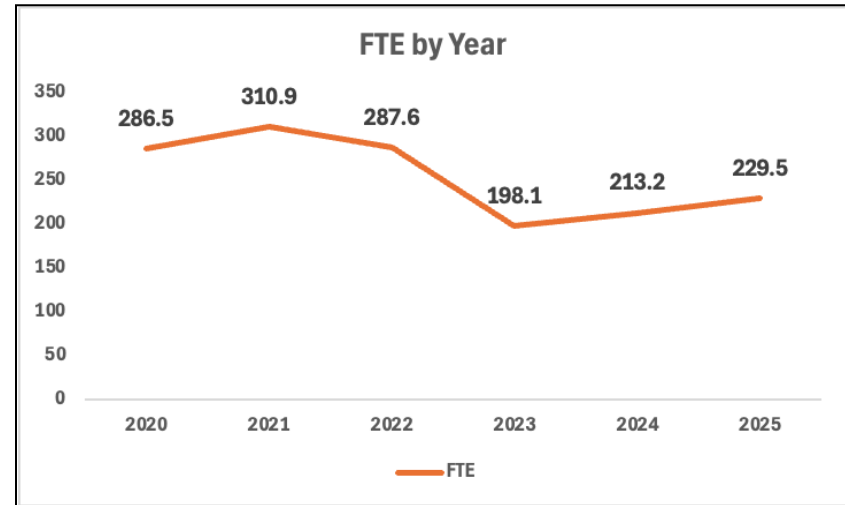
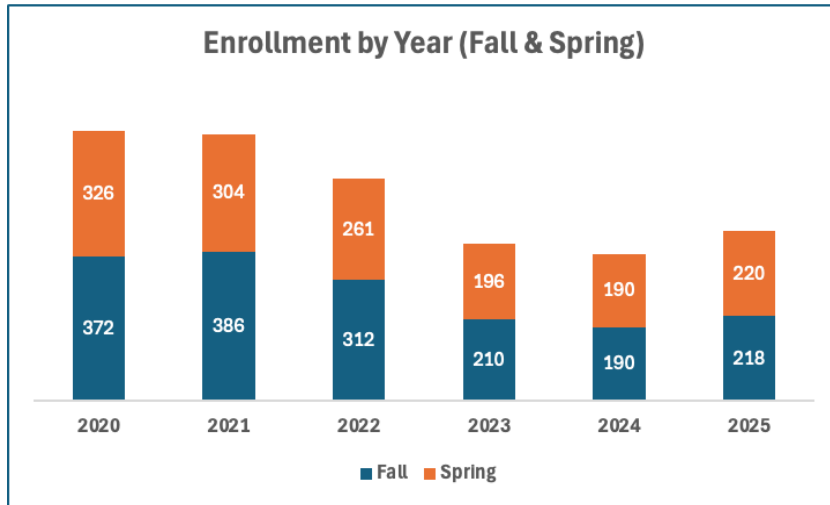
FROM: Executive Director, USMH

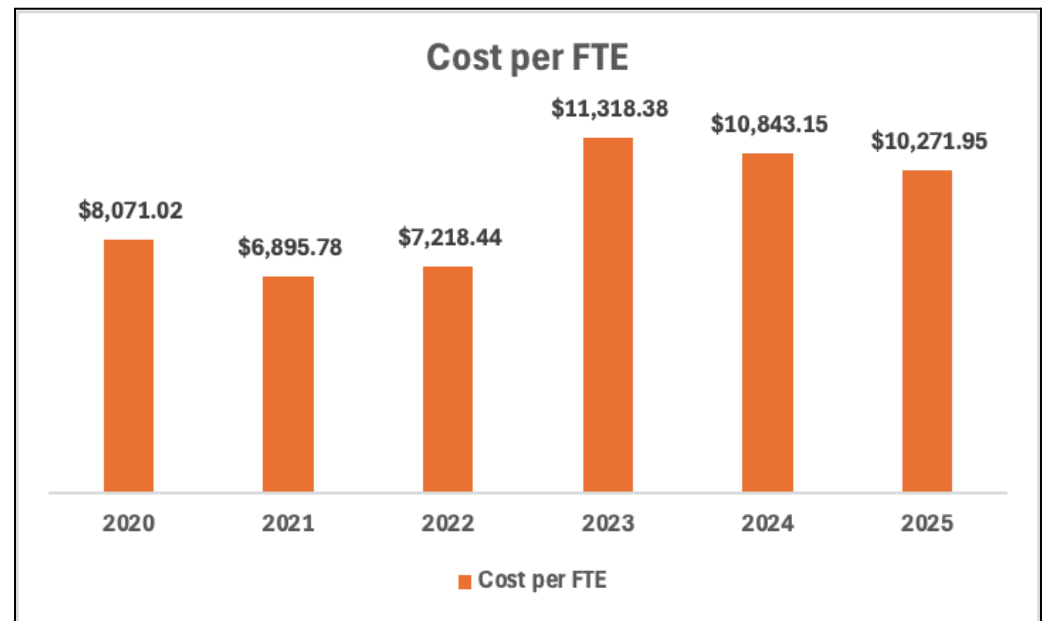
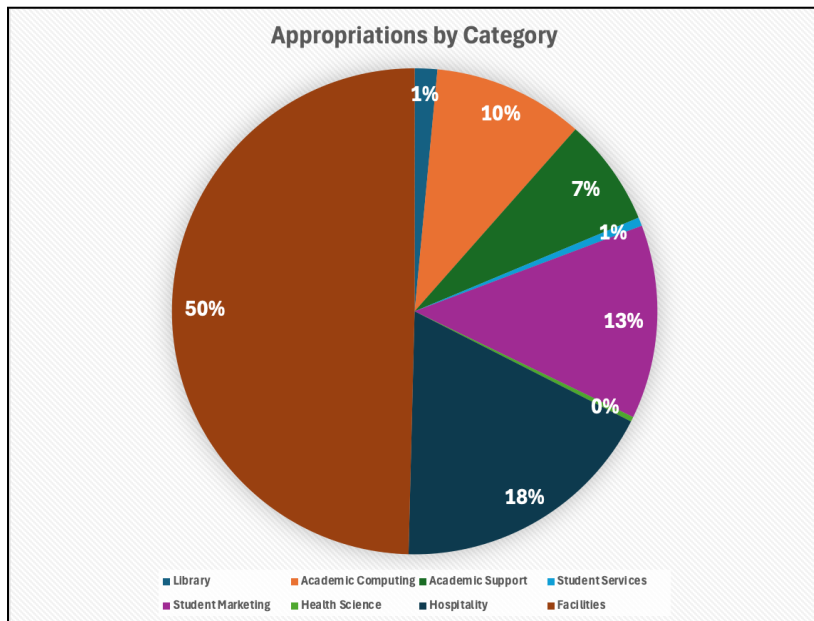
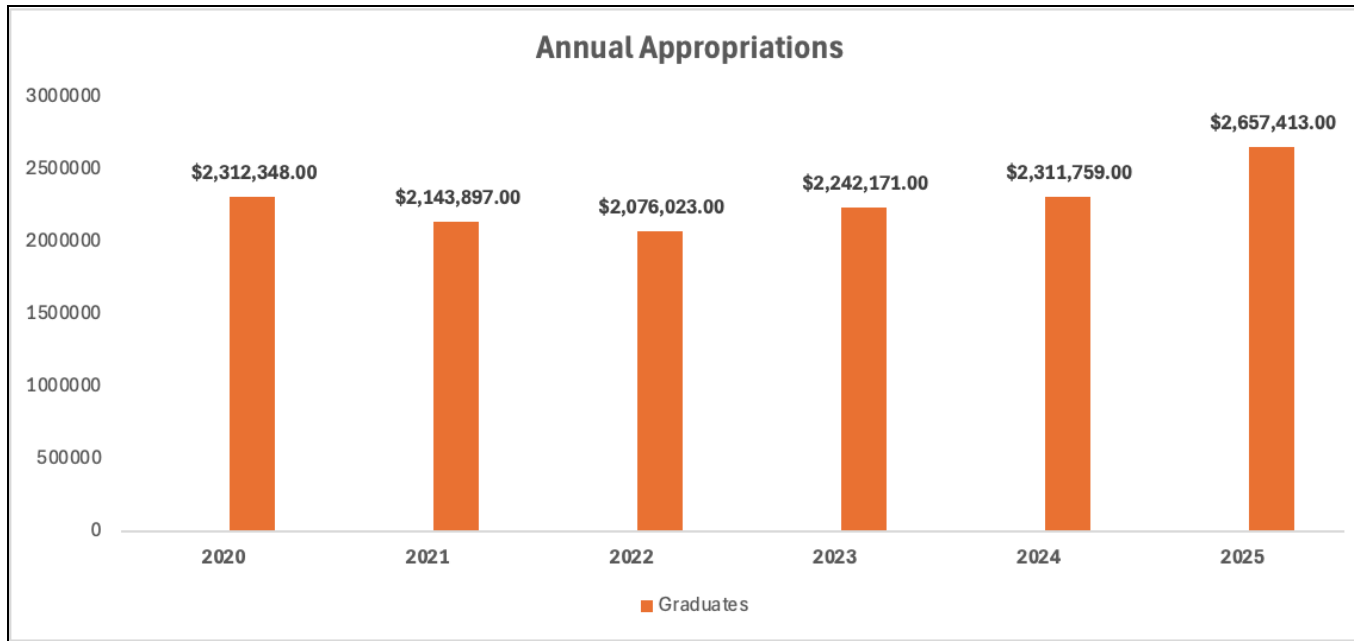
TO: Board of Advisors, USMH

SUBJ: USMH Strategic Plan (**Bold Targets, Goals, Objectives, and KPIs-Next Steps**)

The USMH strategic plan was created throughout last year. The document attached along with the Board packet was shared with the Chancellor for final approval. Over the next year we will continue to work to align USMH strategy with the goals and objectives of the plan, create “departmental” and individual goals for employees to support the plan, and finalize the collection of KPIs for each of the goals. As this work is completed, it will be shared with the Board for consideration and advisory purposes.

Key Performance Indicators





*Annual Appropriations FY 25 data includes a one-time, \$300,000 grant from the State of Maryland to support enhancements to USMH security systems. This one-time grant is removed from Cost per FTE calculation for FY 25.



Meeting of the USMH Board of Advisors

4/17/25

Attendees: Dr. Maulik Joshi, Hugh Breslin, Jim Kercheval, Dr. Jacob Ashby, Lisa McCulloh, Kim Eichelberger, Michelle Walls, Peter Perini, Dr. Darlene Brannigan Smith, Michelle Gordon, John Barr, Jim Holzapfel, Dr. Alison Wrynn (via Zoom), Del. Matt Schindler (via Zoom), Dr. Anne Davis (via Zoom), and Heather Guessford (via Zoom)

Dr. Joshi, chair of the USMH Advisory Board, called the meeting to order, and welcomed everyone.

Dr. Ashby shared with the group that Dr. C. David Warner, USMH's first executive director, passed away last week. He said that USMH will identify a location and space within the building to dedicate in Dr. Warner's memory.

The latest program spotlight focused on the FSU physician assistant program. Kerry Birney, current interim program director for the program and an emergency medicine PA, was introduced by Dr. Ashby. Ms. Birney told the board that the PA program has moved from its former space at Walnut Street to the main building, occupying lab space previously used by the Towson University nursing program. The primary classroom is 530. Ms. Birney said that everyone is very excited to be here and are fortunate that the previous program director had the foresight to anticipate that the PA cohorts would need a larger space, particularly one that feels like a university. She said the title Physician Associate, rather than Physician Assistant, has been in effect since 2021 but, in Maryland, they are still referred to as physician assistants. This FSU program's primary mission is to educate PAs going to work in western Maryland.

The program began in 2019, explained Ms. Birney. She said most people have met with a PA in a primary care practice. There has been explosive growth in PA programs in the past 5-10 years, in both public and private universities, and at UBalt, TU, UMES, and FSU within the system. A private university, Mount St. Mary's, has been given approval to start a PA program. In the western Maryland region, there is a lot of competition from other private universities such as Shenandoah University. The accrediting body for PA programs is the ARC-PA, a very strict governing body necessary to protect the integrity of the profession as well as patients.

Ms. Birney said the average length of a PA program is 27 months but at FSU it's 24 months which is very enticing to students. There is no post-grad training or required residency for graduating students which can be a challenge. It is an attempt to complete what is essentially a medical school model of education, compressing it to half the time. Our students are extremely bright but under a lot of stress. The Class of 2027 will start in May, and the class of 2025 will graduate in May. Students will earn 117 credits during that time, close to what many doctoral programs require, and they will graduate with Master of Medical Science degree. The second year is spent in a clinical environment, educating them for practice in western Maryland. Most are placed in clinical

sites within western MD, typically within 120 miles of Hagerstown. These are rural and underserved communities.

All graduates have at least 30% of their clinical placements in the second half of the curriculum in rural and underserved areas. Ms. Birney said they are noticing that some students who did not come from those kinds of areas fall in love with the rural/underserved areas and remain there. When you are matriculating students who are bilingual, or first-gen college learners, or from rural/underserved areas themselves, those students must be supported significantly. Our student/faculty ratio is on the higher end to do this and everyone on the principal faculty is a PA.

Ms. Birney stated that the community stood behind this program at its inception, and built out the classrooms, offices, space, with the idea of having it in a medical clinical building. While the Meritus building has served them well, it was time for a bigger space.

300 or so qualified applicants each year apply for just 25 positions in a cohort. Ms. Birney said there are challenges that are common to many new PA programs, such as a campus that is distant from the main campus, educators coming from a clinic without experience in higher education, and significant faculty and staff turnover, some of which can be attributed to growing pains or turnover at the sponsoring institution. Another common issue and challenge is sending graduates out into the world and they don't do well. The PANS test pass rate in this program had been less than the national average. In May 2023, the program had its final provisional visit from the accrediting body. The director had been with the program just three months and the program was put on probation. It was still fully accredited but there was a lot of paperwork and changes to be made to come off probation.

Ms. Birney continued, telling the board that the 2024 class was the first class to meet or exceed the national PANS pass rate at 92% first-time pass rate. It was 70% prior to that. The program director said we'd do whatever it takes even if the students don't like it, so we kept some graduates around for six weeks after graduation, tutored them, took them to clinicals, all at no charge to students for the primary purpose of helping them prepare for the national test. There is an ARC-PA site visit on May 5 and 6 and we are feeling cautiously optimistic. Ms. Birney said the program will know in October how the site visit panned out. The simulation software and state-of-the-art labs on the 5th floor are impressive. Once the program is removed from probation, there will be site visits every two years

Mr. Kercheval asked if Ms. Birney believes the Mount St. Mary's program will impact numbers. She replied that verbal commitments from preceptors indicate that they are happy to continue to accept FSU PA graduates.

Mr. Breslin told the board that the cohort of 25 students is limited only because of the accreditation body, and that it must be proven to ARC-PA that FSU has the resources to support more students. Dr. Smith, FSU's interim president, said that a discussion must be held to talk about the support that is needed in terms of external funding. Ms. Birney mentioned that the partnership with Meritus has been and continues to be very strong, and they will continue to ensure that PA students have clinical positions within Meritus. In addition, there are grants available for preceptors who accept the clinical students.

Dr. Joshi said Meritus pays about \$1,000 per student per month while others pay \$2,000 per month. It's a real challenge. Mr. Perini thanked Ms. Birney for her candor and said he is concerned with faculty turnover. While there may be areas that can't be discussed, such as personnel matters, he asked what can be done with problematic faculty and turnover, and said he is not surprised that the program is on probation. He believes facilitating a more stable faculty would underpin the stability of the entire program. Ms. Birney said there was a misunderstanding with the former dean of the program, and individuals were speaking different languages with no one trying to understand each other. She told the board that this community clearly supports the PA program, because of the excellence of its graduates, she knows that FSU wants to maintain the program but it needs FSU's full support. Mr. Perini suggested that keeping track of the program's graduates will be beneficial in terms of support, both financial and program-wise. Mr. Breslin suggested that Dr. Ashby craft a grant request to the Fletcher Foundation to support the preceptors.

Dr. Wrynn provided a system update. She said that most everyone knows by now that the legislative session ended and the budget is not good. It had already been hit with a 5% reduction and another 2% reduction was added to that. Campuses are planning for those hits. The system is working on the challenges with the state and federal government regarding research facilities which received important grants to do their work, as well as grants for teacher education, and federal support for students. No impacts have been felt yet but the system is paying very close attention to what is going on.

Dr. Wrynn said she is looking forward to the Graduation Celebration May 17 which is such a great time with students and family. She especially likes meeting with first-generation students, and said it becomes so apparent that USMH is bringing joy and hope to so many people in Maryland and the surrounding area.

Scholarship application submissions were closed on April 15, according to Dr. Ashby. Ms. Eichelberger reported that 30 applications were received but 21 are still in draft form. The scholarship reception hasn't been scheduled yet but it is anticipated that it will be held in September. She also asked that the members mark their calendars for the 20th Anniversary Celebration on Friday, October 17, which will be the annual scholarship fundraiser formerly known as the Feaste and Frolic. Ms. Eichelberger said that three grants were applied for this month, and another is set for May. Dr. Ashby has given her a wish list for items at USMH which will be included in the grant applications.

Mr. Breslin gave a brief Board of Regents report. He said that enrollment figures for fall 2024 were 171,396, a 2.8% increase over fall 2023. He believes the system's efforts in terms of enrollment are working. He was also happy to report that the quasi-endowment fund of \$475,000 was increased to \$1mil. It was established in 2015.

Dr. Ashby gave a report on recent work and upcoming events at USMH. The Graduation Celebration is set for May 17 at the hospitality center. Dr. Ashby met with Chancellor Perman at USMH and had a productive discussion on a speech language pathology program. Staff are still doing facilities work for the PA program, and we are finalizing arrangements for the security upgrade. Additionally, the HVAC system is 20 years old, and we are working with Trane for a full replacement and discussing funding with the system.

Ms. Walls told members that there are advertising commitments established specifically for the UBalt MBA program. There were some student testimonials done in a recent issue of Frederick Lifestyle magazine. She asked that anyone who knows of a business that would like more information on the MBA program, or who has

employees that would benefit from enrolling, to let someone at USMH know and she can arrange a visit to the company. A gallery wall is being created on the second floor, in the lobby and hallways, to support the 20th anniversary.

Dr. Ashby mentioned that everyone should have already received a save-the-date for June 12 at Meritus Park for the USM Board of Regents dinner. Every suite has been donated for the event, and we are formalizing the plan. The Regents' meeting will be held the following day, Friday, at the hospitality center, and they will move to rooms 124/125 in the main building after lunch for their closed session.

Mr. Holzapfel made the motion for the minutes from the February meeting to be approved; Mr. Kercheval seconded the motion. The February 2025 Board of Advisor meeting minutes were approved as written.

Dr. Klauber told the board that, for the first time since the pandemic, HCC will have a full nursing cohort for the fall, a total of 48.

The meeting was adjourned shortly before 11:00 am. The next meeting of the BOA will be September 25, 2025, in Room 433.

Respectfully submitted,

Lisa McCulloh, Business Manager