

MICUA *Matters*

The newsletter of the Maryland Independent College and University Association

MICUA Capital Projects: Initiatives to Progress the State

MEMBERS

Capitol Technology University

Goucher College

Hood College

Johns Hopkins University

Loyola University Maryland

Maryland Institute College of Art

McDaniel College

Mount St. Mary's University

Notre Dame of Maryland University

St. John's College

Stevenson University

Washington Adventist University

Washington College

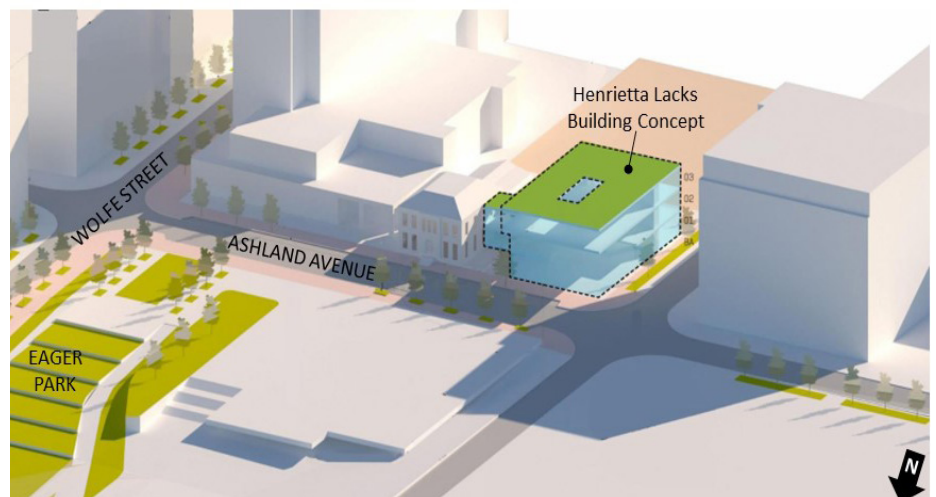
AFFILIATE MEMBERS

Ner Israel Rabbinical College

St. Mary's Seminary & University

During the 2020 Legislative Session, MICUA is requesting \$12 million in State matching capital grants to support campus construction and renovation projects totaling \$48.6 million at Johns Hopkins University, Maryland Institute College of Art, and Notre Dame of Maryland University. These three capital projects directly support the mission of each institution, innovative academic programs, and strategic campus initiatives. The facilities will be designed and constructed to maximize opportunities for student and faculty collaboration and to promote and facilitate interdisciplinary teaching, learning, and research. The State's \$12 million investment in fiscal 2021 will leverage over \$36 million in private resources and support over 350 new construction jobs. Once completed, the projects will provide future employment for academicians, researchers, and staff.

Johns Hopkins University is requesting a \$4 million State matching grant to design and construct a new academic building to be dedicated to, and named in honor of, the legacy and lifetime contributions of Henrietta Lacks. This 31,000 gross square foot building will be located on the University's East Baltimore campus, on the lot adjacent to Deering Hall. It will provide space for the multidisciplinary Berman Institute of Bioethics and its education, research, and outreach programs. It will also provide space for complementary programs in the School of Medicine. Work in the new facility will focus on world-leading research, on community engagement, on better understanding and combatting health disparities, on improving clinician-patient communication, and on deepening and broadening Johns Hopkins' research in bioethics. The estimated total cost of this project is \$30.3 million. (continued on p.2)



Johns Hopkins University:

\$4 million to design and construct a new academic building named in honor of Henrietta Lacks.

Maryland Institute College of Art:

\$4 million to design and renovate the 81 Mosher Street Building to create a new Creative Learning Commons.

The Henrietta Lacks Building will house classrooms, offices, seminar rooms, research spaces, and meeting spaces for programming to enhance partnerships between the community and biomedical researchers. The building will be planned for flexibility, centered on collaboration, and supportive of transitional work styles. It will empower translational research in bioethics and enhance a critically important robust outreach mission that weaves a stronger bond between today’s generation of educators and researchers, tomorrow’s leaders (students and trainees), and the local and global communities they serve.

The Henrietta Lacks Building will have a dedicated exhibition space to tell the story of Henrietta Lacks—recognizing and celebrating her legacy and the extraordinary contribution of the HeLa cells to the advancement of health research from East Baltimore to the world. Her cells have become the most widely used human cells that exist today in scientific research and have been the basis for research for many modern medical breakthroughs.

Maryland Institute College of Art (MICA) is requesting a \$4 million State matching grant to design and renovate the 81 Mosher Street Building to create a new Creative Learning Commons (CLC). This building is located in the heart of MICA’s Mount Royal campus and was acquired by the College in 2016. While the building is structurally sound, its traditional office configuration is not usable as academic space. The proposed renovation project will reconfigure and reconstruct more than 30,000 square feet on three of its floors, yielding spaces that are more flexible, accessible, and suitable for academic purposes. The estimated total cost of this project is \$9.3 million.

MICA’s CLC will serve as the center for student development, public engagement, and educational innovation. Once completed, it will house state-of-the-art classrooms and learning environments, academic services for first-year undergraduates to graduate students, and resources for faculty and staff development, including: the First Year Experience, Center for Identity and Inclusion, Office of International Education, Center for Creative Citizenship, Joseph Meyerhoff Career Development Center, Center for Creative Entrepreneurship, Center for Teaching, Innovation and Exchange, Office of Instructional Technology, and Office of Research. (continued on p.3)



The renovation of this building is a critical piece of MICA’s long-range strategic plan and campus master plan. Developing 81 Mosher Street into the CLC will enhance MICA’s capacity to deliver a holistically supported, practice-based, and student-centered education. The renovation will co-locate synergistic services and activities that will enrich the social, cultural, and educational experience of students, faculty, and staff. Further, this project will serve the broader community by connecting the pedestrian corridor along the northern edge of the Mount Royal campus into a cohesive and integrated series of publicly accessible learning and exhibition spaces. The CLC will also “bring the public in” through community events and partnerships that will be part of the building’s programming.

Notre Dame of Maryland University (NDMU) is requesting a \$4 million State matching grant for renovations to the University’s 109,850 gross square foot Knott Science Building. Knott is the key science facility on campus, housing all of the University’s STEM related academic departments. Built in 1967 and last renovated in 1999, the Knott renovation will reconfigure, right size, and modernize classrooms, labs, and other learning spaces for modern science-teaching methods and offer improvements in quality, efficiency, and functionality. The estimated total cost of this project is \$9 million.

The Knott Science Building project will involve both major and minor renovations throughout the facility, including the reconfiguration of classroom, laboratory, study, meeting, and office space; and the addition, elimination, or replacement of doors, windows, laboratory casework, fixtures, furnishings, and equipment. In addition, renovations to the mechanical infrastructure of the facility will enhance its lifespan, including the reconfiguration of the building’s mechanical, plumbing, electrical, fire protections, and technology-related systems.

NDMU is well-known for its strong focus in STEM programs and health science related fields at both the undergraduate and graduate levels, including programs in biology, chemistry, physics, mathematics, psychology, behavioral neuroscience, radiological sciences, nursing, and pharmacy. Between Fall 2012 and Fall 2018, the number of undergraduate



STEM majors in the undergraduate Women’s College increased by 33%. Last year, over 425 undergraduate and graduate STEM students were served in the Knott Science Building. NDMU anticipates continued growth in these fields, which will place additional demands on the University for modern and functional instructional space. The Knott Science Building renovation is vital for supporting this growth, providing new spaces that are flexible and adaptable to 21st century pedagogy and student learning needs.

Notre Dame of Maryland University:

\$4 million for renovations to the University’s 109,850 gross square foot Knott Science Building.

Capitol Technology University and NDMU Create Pathway to Ph.D.

Capitol Technology University and Notre Dame of Maryland University (NDMU) forged a Memorandum of Understanding (MOU) allowing graduates of NDMU's online M.S. in Analytics direct admission to Capitol's online Ph.D. in Business Analytics and Data Science program.

Through this MOU, graduates of NDMU's master's in Analytics program will be eligible to transfer credits from Notre Dame towards Capitol's Ph.D. in Business Analytics and Data Science. An advanced degree in Business Analytics prepares students for careers in a rapidly expanding range of industries which require professionals with the expertise needed to utilize data effectively.

"Capitol is always searching for innovative ways to increase access to the high-level, in-demand degrees offered by our University," said Brad Sims, President of Capitol Technology University. "This partnership with NDMU is an additional pathway to one such degree that builds on Notre Dame's M.S. in Analytics coursework to prepare students with the necessary tools to succeed in the rigorous, but rewarding Ph.D. in Business Analytics and Data Science."

NDMU's online Master of Science in Analytics trains professionals to manage the architecture of knowledge from traditional- and online-based resources. The curriculum focuses on multidisciplinary competencies in knowledge management technologies, qualitative processes and economic principles of change risk management.

"NDMU is very pleased to partner with Capitol Technology in providing an additional educational pathway and value for our students," said Marylou Yam, President of Notre Dame of Maryland University. "At NDMU, we strive to encourage and support students' pursuit of lifelong learning. In today's changing economy, partnerships such as this are an important tool in providing students with opportunities and access to in-demand workforce areas."

Building off of Notre Dame's master's program, Capitol's Ph.D. in Business Analytics and Data Science program supports the development of high-level critical thinking and leadership skills as they relate to management and decision sciences. Capitol's program also develops students' high-level decision science technical skills and provides doctoral level research experience allowing innovative and practical contributions to the management and decision sciences body of knowledge. Both degree programs are offered entirely online to afford students of all backgrounds the opportunity to obtain a graduate degree in the increasingly in-demand fields of Business Analytics and Data Science.

Goucher College Recognized for Student Voter Engagement

In 2019, Goucher College was honored for its student voter engagement with a gold seal from the ALL IN Campus Democracy Challenge, which recognizes colleges and universities committed to increasing college student voting rates.

Goucher students turned out to vote at a higher rate than the national average for colleges and universities across the nation, according to the most recent report from the National Study of Learning, Voting, and Engagement (NSLVE). Goucher students voted at a rate of 47.9 percent in the 2018 midterm election compared to the national average of 39.1 percent.

"A liberal arts education prepares students to be engaged citizens in their communities," said Nina Kasniunas, Associate Professor in Political Science at Goucher College. "At Goucher, faculty and staff are focused on educating and supporting students in finding their voices and agency."

The ALL IN Campus Democracy Challenge is a nonpartisan, national initiative recognizing and supporting campuses as they work to increase nonpartisan democratic engagement and full student voter participation.

Voter registration drives and voter mobilization efforts like Goucher's Voter Extravaganza take place on campus throughout the year. For National Voter Registration Day 2019, students were asked to take the pledge to vote in the 2020 election. Organizers also helped anyone who is not yet registered to vote, secure a ballot for the next election.

"Goucher's high voter turnout rates reflect the high level of democratic engagement of the student body and are a strong indicator that our students will continue to be engaged citizens long after they graduate," said Kasniunas.



Coastal and Watershed Studies at Hood College

Hood College's Center for Coastal and Watershed Studies has been awarded a cooperative agreement with the National Park Service to research methods of mitigating cyanobacteria blooms in the constructed lake at Constitution Gardens, a large catchment in Washington, D.C.

Potentially toxic cyanobacteria grew in high concentrations in the lake in summer 2018, and the lake has experienced other toxin-producing blooms in the past that have killed fish and produced noxious odors. Nutrients and defecation from wildlife are among the substances that enter the lake via runoff from precipitation events. That, combined with stagnant water and summer heating, create an optimal habitat for these cyanobacteria.

Hood College staff will help decide which treatment(s) is best for this lake. After a treatment is deployed, Hood will monitor

water quality and algae and cyanobacteria growth at multiple locations in the lake monthly during the growing season from April through October and every other month from November through March.

Drew Ferrier, director of Hood College's Center for Coastal and Watershed Studies, said "We look forward to working with the National Park Service to find ways of controlling harmful and unsightly algal blooms in this beautiful garden."



Johns Hopkins Takes Initiative to Increase Student Voting Rates

An undergraduate-focused get-out-the-vote effort helped Johns Hopkins University increase its student voting rate in 2018 by more than 30 percent, and the university is gearing up for an even stronger campaign in 2020.

Through the Hopkins Votes Initiative, in 2018 the university partnered with TurboVote, a voter registration platform popular on college campuses. Highlights of the campaign included a National Voter Registration Day picnic, an Absentee Ballot Party where students filled out and mailed forms with free stamps, and discounted rides to the polls through Lyft.

The student voting rate went from 14.4 percent in 2014 to 44.8 percent in 2018, earning Johns Hopkins a Best in Class award from the All In Campus Democracy Challenge.

"Voting is essential to liberal democracy, and we take very seriously our obligation as a university to develop active and

engaged citizens," Johns Hopkins University President Ronald Daniels said. "We're heartened to see so many Hopkins students participating in the democratic process and hopeful that our turnout efforts will keep the positive trend going."

For 2020, the university hopes to get even more students to the polls by expanding the campaign from the undergraduate campus to all nine JHU campuses, with a Hopkins Votes ambassador for each site. There will be university-wide registration, voter education, ballot access and get-out-the-vote events as well as Census outreach programs.

Additionally, undergraduate efforts will start during pre-orientation, where students will have the opportunity to join the Hopkins Votes effort.



Number of students registered for voter resources at Loyola ranks highest among universities

During the first week of the fall 2019 semester, TurboVote ranked Loyola University Maryland No.1 for the total number of LoyolaVotes sign-ups.

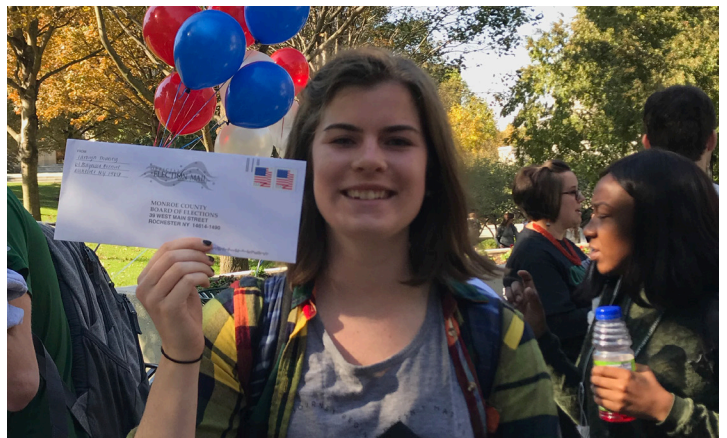
LoyolaVotes is a non-partisan campus task force that uses an online platform called TurboVote to provide resources about voter registration, absentee ballots, and election information to students, faculty, staff, administrators, and members of the surrounding community.

During Fall Welcome Weekend, student leaders involved with LoyolaVotes and the office of student engagement worked to help students sign up for voting resources through the online platform. Between Sept. 1-4, 2019, Loyola had 295 people sign up for LoyolaVotes, which is the highest number of registrations at any college or university that uses TurboVote.

“This ranking is an honor for the University because we are recognized for our efforts to engage students in civic responsibility by including this as an important part of their Fall Welcome Weekend experience and orientation,” said Elise Gower, Associate Director of Programs for the Center for Community Service and Justice at Loyola.

Around 1,200 people have registered through LoyolaVotes. “We provide information, education, and assistance in order to create a more civically engaged community,” said Trevor Tormann, '22, student co-leader of LoyolaVotes.

LoyolaVotes was developed in response to the University participating in the ALL IN Challenge, a national awards program and agreement between institutions, which aims to increase student voter registration and engagement. Nearly 1,000 campuses across the United States participate in the ALL IN Challenge.



MICA Awarded Top Honors in National Democracy Challenge

This fall, Maryland Institute College of Art (MICA) was nationally recognized by the ALL IN Campus Democracy Challenge for its student civic engagement around the 2018 midterm elections.

With over 560 participating schools across 1,053 campuses, ALL IN is a national, nonpartisan initiative that inspires, supports and celebrates colleges and universities working to improve civic learning, political engagement and voter participation.

MICA was honored with two awards — the Champion Award, for having the highest registration rate of all participating campuses, as well as the Best in Class Award for small, private, four-year institutions for our Campus Action Plan. Recent graduate Maddie Wolf (General Fine Arts BFA) was also recognized with the Honor Roll, and was one of only 10 students selected across the country to receive this honor. MICA's voting rate of registered students increased from 14 percent in 2014 to 51.7 percent in 2018, according to the National Study of Learning, Voting, and Engagement research study. The number of eligible students registered to vote also increased substantially, from 68.6 percent in 2014 to 95.2 percent in 2018.

“MICA's commitment to integrative and multi-disciplinary education for artists and designers means that our students are developing as change agents and leaders in the creative fields and in society at large,” MICA President Samuel Hoi said. “They are fluid thinkers with a broad and nuanced understanding of the challenges and opportunities facing our city, our nation and our world. Civic engagement is a natural expression of the kind of contributions our students embrace and enact.”



McDaniel College Holds Voter Registration Drive

McDaniel College's Hoover Library, Political Science department and Office of Diversity and Inclusion partnered with the Carroll County League of Women Voters Organizations to hold a voter registration drive Sept. 24 for National Voter Registration Day. Volunteers, primarily made up of McDaniel staff and students, helped to encourage the campus community to register to vote. Students also were given the opportunity to request absentee ballots from their state of residence to make sure they are fully prepared for the 2020 election.

National Voter Registration Day is held annually on the fourth Tuesday in September and, in the past, student organizations, including Green Terror Programs, Omega Psi Phi Fraternity, Inc., and the League of United Latin American Citizens, have helped to organize this event.

About National Voter Registration Day, McDaniel student Sam Yates said, "For a lot of college students, this is their first time participating in a national election, so they don't necessarily know the resources they have available to them. They might not know how to vote away from home, and in the business of senior year, they might not have had the opportunity to register."

The Registrar's Office at McDaniel College also shared voter registration information and links to websites, including Rock the Vote, Your Vote, Your Voice, and Maryland's Online Voter Registration System.



Mount Focused on "The Vote" as Part of African American History Month

Mount St. Mary's University's celebration of African American History Month in February included several events addressing the 2020 theme of the annual national observance, "African Americans and The Vote."

This year marks the 150th anniversary of the Fifteenth Amendment that gave black men the right to vote following the Civil War. It also is the centennial of the Nineteenth Amendment and the culmination of the women's suffrage movement.

"This year's theme recognizes the struggle for voting rights among both black men and women throughout American history," said Vice President for Student Life Bernard Franklin, Ph.D. "It is an ongoing struggle experienced by people of color that continues into the 21st century."

At the center of the Mount's events related to the theme was a lecture by Political Science Professor Michael Towle, Ph.D., titled "Getting the Vote, Keeping the Vote, Using the Vote." A two-day voter registration drive began on the same day as the lecture.

In addition, a display from the National Museum of African American History and Culture was exhibited in Phillips Library throughout the month, and a display titled African Americans and the Vote was presented in the dining hall.

The Mount presented more than 30 events for African American History Month, including student discussions, films, lectures, religious services, music programs and exhibits.





Stevenson's Mock Trial Team Sets Sights on National-Level Competition

A sharp focus on career education combined with the spirit of competition are driving the aspiring attorneys of Stevenson University's Mock Trial Team. An outgrowth of Stevenson's undergraduate program in Legal Studies, the team has set its sights over the last year on earning berths in national-level competition. In February 2019, Stevenson co-hosted the American Mock Trial Association (AMTA) Owings Mills Regional Tournament, where the university's Mock Trial Team earned the program's first ever bid to the AMTA's Opening Round Championship Series (ORCS).

A step toward competing at the national level, only the top teams from each region in the nation are invited to ORCS. In fall 2019, the Stevenson team had a busy schedule of competition and earned 3rd place at La Salle University's Brotherly Love Trials, 3rd place at the University of Philadelphia's Quaker Classic, 2nd place at Rutgers University's Scarlet Knight Invitational, 5th place at Yale University's Yale Invitational, and seven individual attorney and witness awards.

This January, Stevenson's Mock Trial Team attended the Johns Hopkins Blue Jay Invitational Tournament and took first place in the competition as well as earning top witness and top attorney awards.



St. John's College Named "Four-Year College of the Year"

On December 9, 2019, Education Dive, a leading education news publisher, named St. John's College the "Four-Year College of the Year" in the 2019 Dive Awards—an annual award that recognizes innovation, leadership, and disruption in education.

St. John's received the "Four-Year College of the Year" award in recognition of its forward-thinking approach to one of the largest problems confronting colleges across the country: ballooning tuition prices that most American families can't afford. Education Dive acknowledged the St. John's solution—described by author Natalie Schwartz as "switching to a philanthropy-supported financial model and cutting down on administrative expenses"—as a progressive initiative designed to provide an affordable education for all students and secure the College's future.

"When you are a college that lives in and through books, it is easy to strip things down to the essentials," said President Panayiotis Kanelos. "Our education involves books, tables, chairs, and conversation—and we have found the financial model that will allow us to sustain the conversation for generations of Johnnies to come."

St. John's has already started to benefit from the new financial model: lowering tuition from \$52,000 to \$35,000 per year, recommitting to a 7:1 teacher-to-student ratio, and pledging to grow the endowment by \$200 million. The college is on track to eliminate its budget deficit by 2021. As Education Dive noted: "Prospective students appear to be responding to the change. St. John's saw a record number of applications this year, with more than 800 undergraduates enrolled across its two campuses."

Washington Adventist University: New Decade, New Website

Good first impressions are essential. The first moment you have with a new person can spell how you'll be perceived at every new juncture of your relationship and color every interaction. It is with this important principle in mind that Washington Adventist University is proud to present its built-from-the-ground-up brand new website.

The priority this medium carries cannot be overstated. WAU markets the university to North America and the world. Each student or parent's experience online should be one that inspires confidence, positivity and hopefully a feeling of home.

The world of technology is changing rapidly, and although WAU is actively moving to stay ahead of trends, you may be surprised that simplicity and accessibility were some of the main priorities in the new site build. Wau.edu is now 100% section 508 compliant.

Compliance means that someone who has visual difficulties should be able to navigate our site where much of the internet isn't accessible.

Richard Castillo, VP for Integrated Marketing and Communication, along with a wide variety of intentional faculty, staff, and administration, diligently worked with the design firm Marstudio in Rockville, MD, to deliver this updated valuable tool to the campus. VP Castillo said, "Being well represented by a modern website lifts morale, creates confidence, and inspires potential students to look deeper at a school we are proud to serve. As we move into our Vision 2030, we are looking to ways to reflect the upward trajectory of our university to an ever-changing world."

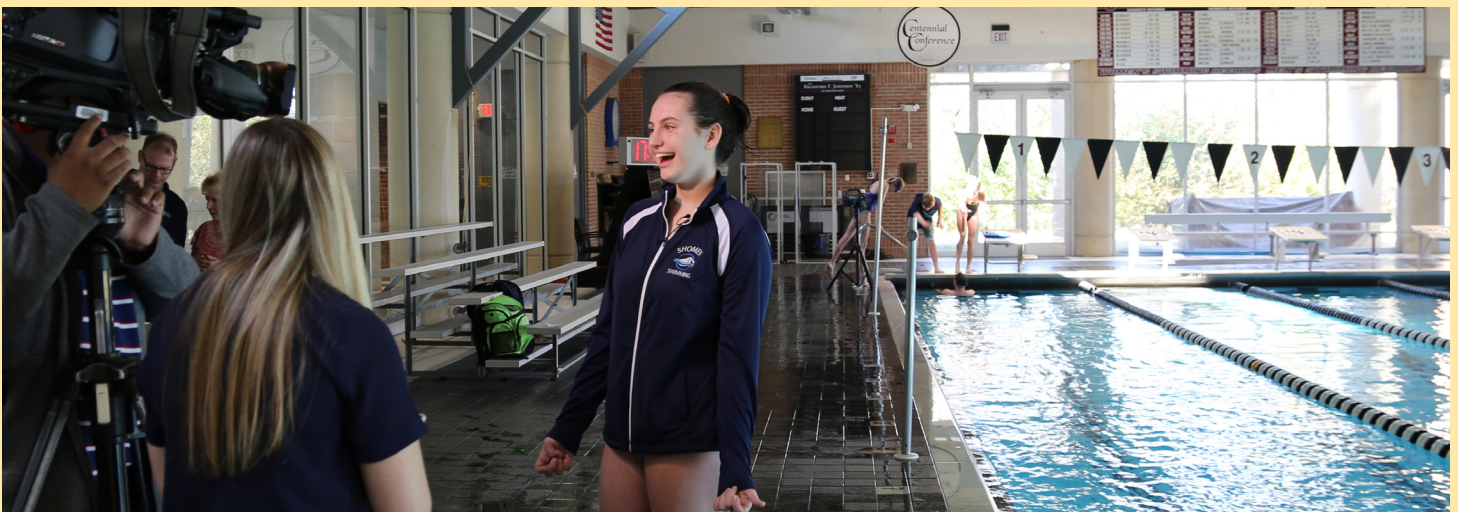
Washington College: Special Swimmers

A longstanding collaboration among a local youth swimming group, Special Olympics athletes, and Washington College's swimming program has won two prominent civic awards. Chestertown's Sho'men Youth Swim Team Volunteer Club won a Governor's Service Award and a Ravens Honor Rows Award.

"Many years ago, the College opened its doors and its pool to hosting the Sho'Men Youth Swim Team," said Bonnie Brady, a coach with the Bridges Athletic Club, which provides opportunities for Special Olympics athletes, and whose daughter, Cecelia, has been leading the volunteer youth swimming coaches. "Then the pool was opened to host the local Special Olympics swim team. I don't think the College could have predicted the long-term gift they were providing."

WC Aquatics Director Kim Lessard says the collaboration is an example of how the local community and College work together to create opportunities for a wide variety of people beyond the campus. In the last two years, about 50 of the young volunteers—ages 12 to 18—coached about 14 Special Olympics athletes for the 12 weeks of swim season. Washington College's swimming program provided the Casey Swim Center, a lifeguard, and several members of the College's swim team to help out.

"I have a passion for swimming, and it's fun to watch the participants get excited about swimming and competing, regardless of how good they are," says Jake Brown '20, a history major and three-year swim team member. "Plus, a lot of us on the college team really bond with the participants."





MICUA Fast Facts

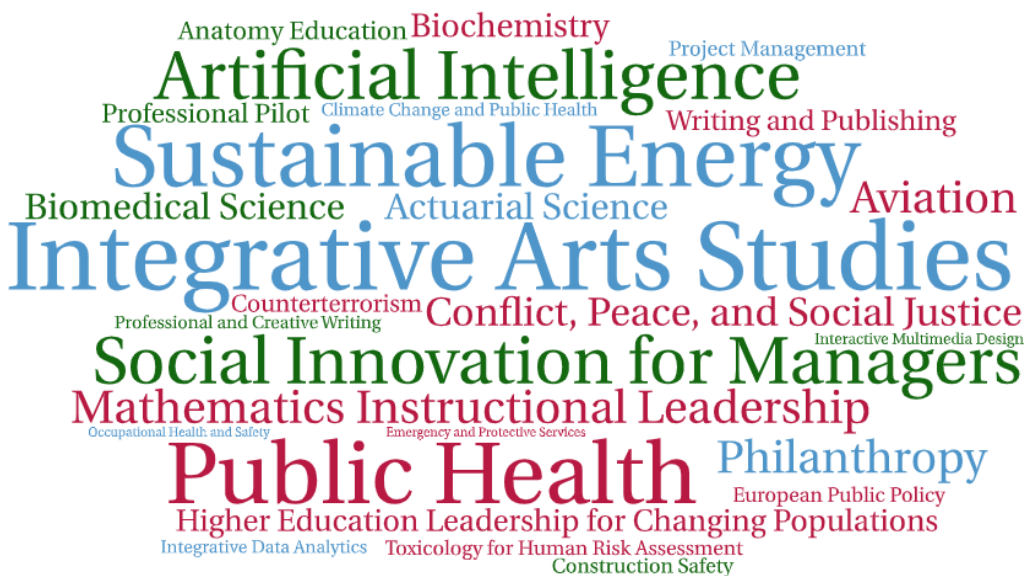
MICUA Members serve nearly 66,000 students annually.

- 1 in 3 students is a student of color
- 1 in 4 students is a Pell grant recipient
- Many are first-generation college students
- 14% of new undergraduate students are transfer students
- Collectively, MICUA members have over 160 transfer agreements with Maryland community colleges

Over the past decade, MICUA institutions have trained the following award winning teachers:

- 81 County Teachers of the Year
- 7 Maryland State Teachers of the Year
- 4 National Teachers of the Year Finalists
- 2 National Teachers of the Year!

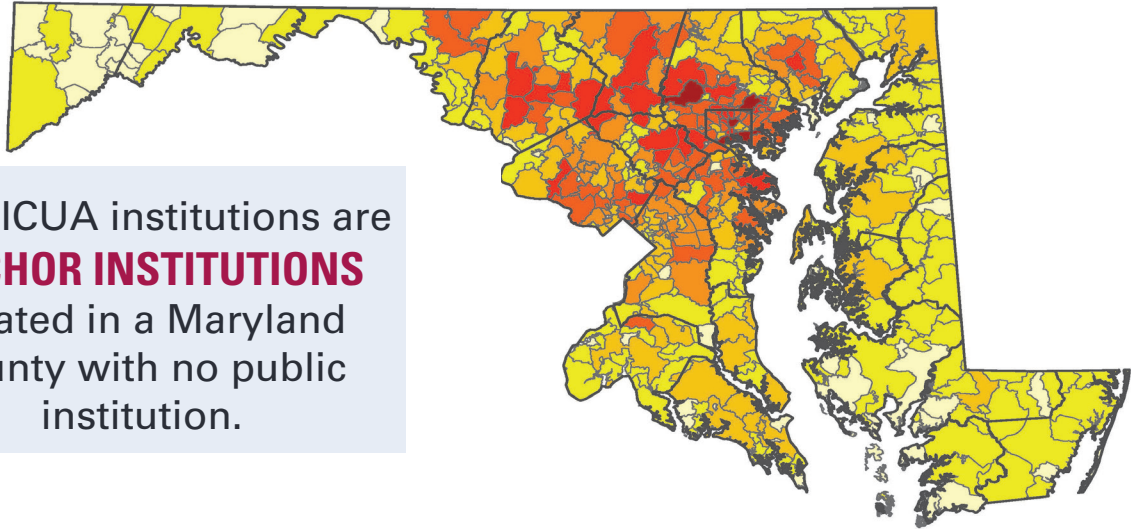
Examples of Recently Launched Academic Programs



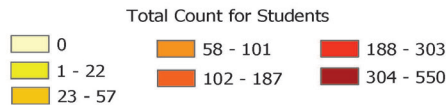
Maryland's independent colleges and universities offer more than 1,600 approved academic programs.

- 616 - Bachelor's Degrees**
- 563 - Master's Degrees**
- 143 - Doctoral Degrees**
- 39 - Undergraduate Certificates**
- 242 - Graduate Certificates**

MICUA Students by Home Zip Code



Six MICUA institutions are **ANCHOR INSTITUTIONS** located in a Maryland county with no public institution.



Sources:
Maryland Independent College and University Association Institutions

MICUA member institutions deliver educational services at **180 locations** in Maryland.

92% of FT/FT

freshmen

graduate

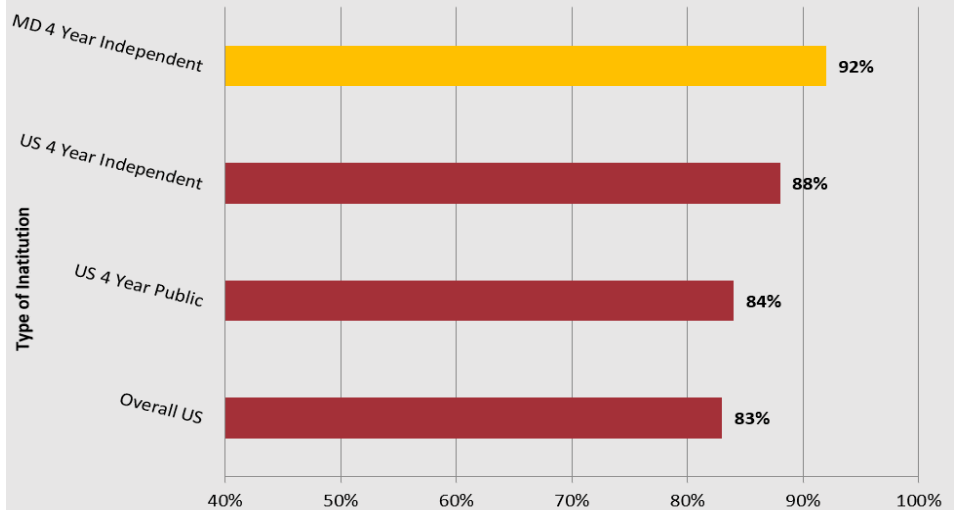
from a MICUA

institution or a

transfer institution

within 6 years

6-year Graduation Rates for First-Time Full-time (FT/FT) Degree Seeking Students



Note: Totals include completion at transfer institution (National Student Clearinghouse, 2019)

Maryland's independent colleges and universities have the **HIGHEST** graduation rates in the State and are **TOP RANKED** nationally.

MICUA Matters
140 South Street
Annapolis, MD 21401

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Maryland Independent College
and University Association

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410-269-0306
or sthomas@micua.org.*

Meet the MICUA Staff

Sara Fidler *President*

"I graduated from Duke University with a degree in English and a minor in Art History in 1997. After that, I attended and graduated from the University of Maryland School of Law in 2001. Before coming to MICUA, I served for 18 years as the Committee Counsel to the State Senate Education, Health, and Environmental Affairs Committee and as a Principal Policy Analyst at the Department of Legislative Services. I am so proud to have been recently named the incoming president of MICUA. I am excited to get to know all of the students, faculty, and administrators that we serve. Please do not hesitate to reach out!"

Ashley Swift *Business Operations Manager*

"I graduated from McDaniel College, a member institution, with a Bachelor of Arts in Communications. I began my professional career at MICUA right after graduation and I have worked here for nearly fifteen years. It is exciting to see how MICUA has grown over time. I especially enjoy witnessing the positive impact of our mission on the State and the students we serve."

Jennifer Frank *Executive Vice President*

"I have had the good fortune to work in Maryland higher education for over two decades—including administrative roles at a public university, two independent institutions, USM, MHEC, and now MICUA. I have also taught courses in organizational behavior, research and statistics, and higher education administration. I graduated from the University of Richmond with a B.A., then earned my M.A. and Ph.D. from the University of Maryland, College Park. I love working with college students, faculty, and staff and can't imagine a more fulfilling and rewarding career field!"

Stephanie Thomas *Director of Communications*

"I attended Notre Dame of Maryland University for both my undergraduate and graduate studies. In December 2019, I graduated with a Master of Arts in Leadership and Management. I am proud to work for an organization that strongly supports Maryland's independent colleges, including my alma mater. I recently got promoted to the Director of Communications position at MICUA and I enjoy working with communications officers across our campuses."

Dennis Hoyle *Senior Research Analyst*

"I am the Senior Research Analyst for the Maryland Independent College and University Association. I have enjoyed a distinguished professional career leading to significant executive-level appointments in Maryland and Pennsylvania. In 20+ years of progressive research, policy and administrative experience, I have cultivated proven skills in public policy development and analysis, advocacy, communications, consensus-building and intergovernmental relations. I am proud of my expertise in navigating the mechanisms of state and local government and legislative bodies."

Katie Flynn *Executive Assistant*

"I am passionate about college affordability & access and am excited to join the MICUA staff to assist in their mission. I graduated summa cum laude from Caldwell University with a B.A. in Communication Arts & Political Science. I recently relocated to Annapolis, MD from New Jersey. I served as the Vice-Chair of the Student Advisory Committee and as a voting board member of HESAA, a \$360 million state agency, lobbying for the financial aid needs of over 400,000 collegiate students across New Jersey."