



We recently established the Center for Healthy Communities in our College of Health and Human Services with the goal of providing resources and support to historically under-resourced communities. Additionally, we're committed to increasing output in critical health care professions such as nursing – where our students have the highest NCLEX pass rate among baccalaureate programs in the State of Maryland.

And we're not solely focused on those needs on the Eastern Shore. Recognizing the shortage of qualified professionals in the area of mental health, we are increasing enrollment in our social work program, which is currently offered at satellite locations around the state. We are going to do our part to improve that practitioner pipeline.

Over the last two years, we've had to set up an on-campus public health operation to serve both students and employees. We continue to test, contact trace, and provide vaccinations and other services on our campus, and that's because we decided that if we're going to be open, we're committed to doing so safely and in a way that does not present a burden to our regional health care system.

I'm proud of our ability to keep students safe and for our attention to the growing challenges related to the mental health and wellness of our students. In addition to providing in-person resources and services, we expanded operations to include on-demand telehealth visits. We've found that many of our students even prefer this way of seeking care over traditional appointments.

We also recognize that although we all are dealing with the pandemic, it has affected everyone differently, particularly those who come from lower socio-economic backgrounds. At SU, we made sure that our commitment to diversity, equity and inclusion was reflected in our COVID policies and our actions overall. As president, it's been my goal to foster an environment where everyone can feel a sense of belonging on our campus.

I need to take this opportunity to thank Chancellor Perman and his team for their support during these challenging times. His leadership and that of the USM allowed us to navigate this pandemic while also maintaining our commitment to the important initiatives and programs that our students depend on.

I also want to thank Sara Baker and her team for their thoughtful analysis. It can be difficult to have someone open the books and tell us what we need to do, but Sara's professionalism and thoroughness make it palatable.

I believe I answered the questions during my testimony, but, to put a finer point on things:

We are working hard to address enrollment decline by engaging in new marketing efforts. Much of our decline was the result of larger-than-usual graduating classes (as opposed to retention decreases), so we need to bring in more students.

Our employee-to-student ratio is already among the lowest in the system, but (6t)(h)-20(a)(7)E3007dy among8



**EDUCATION AND GENERAL EXPENDITURES**

**Comment Requested:**

2. *Page: 15—The President should comment on the budgetary impacts of enrollment projections and efforts being taken to identify efficiencies to better align the budget with projected revenues.*

**Salisbury University Response:**

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