



HOWARD

COMMUNITY COLLEGE

You Can Get There From Here.

BOARD OF TRUSTEES POLICIES

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**Howard Community College
Board of Trustees' Policies**

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POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: Governance Commitment

The board of trustees is the legal repository of authority for operation of Howard Community College.

The purpose of governance is that the board, on behalf of the citizens of Howard County and the State of Maryland, guarantees the accountability of Howard Community College by assuring that the board: 1) achieves appropriate results for the appropriate persons at an appropriate cost; and 2) avoids unacceptable activities, conditions, and decisions.

In fulfillment of this charge, the board is committed to rigorous and continuous improvement of the college. Continuous improvement shall include:

1. A self-evaluation of the board, which is conducted on an annual basis as a means of continually improving trustee performance.
2. An effective performance evaluation system for all employees shall be maintained as a means of continually improving employee performance.
3. An institutional effectiveness system, which includes financial, student, program, and human resources information, shall be maintained as a means of improving organizational performance.
4. Benchmarking data from inside and outside the college and the academic community will be a component to measure effective performance and responsiveness to stakeholders.
5. The institutional effectiveness system shall also be used to support the college's strategic planning and evaluation systems, which include the vision, mission, and strategic goals.
6. The board shall routinely monitor college achievement against core ends as set forth in the board policy manual.

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Revised & Approved: 10/22/2008

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: Board's Role

As delineated in § 16-103 *Powers of board of trustees* of the Annotated Code of Maryland, subject to the authority of the Maryland Higher Education Commission, each board of community college trustees has the powers and duties set forth in this section. The board of trustees:

1. May establish and operate a community college with the approval of the Maryland Higher Education Commission.
2. Shall exercise general control over the community college, keep separate records and minutes, and adopt reasonable rules, regulations, or bylaws to carry out the provisions of this subtitle.
3. May fix the salaries and tenure of the president, faculty, and other employees of the community college.
4. May purchase, lease, condemn, or otherwise acquire any property it considers necessary for the operation of the community college.
5. May sell, lease, or otherwise dispose of community college assets or property.
6. May, with the President, execute a conveyance or other legal document under an appropriate resolution of the board.
7. With the approval of the Commission, permit the county board of education to use the lands, buildings, or other facilities of the community college; and with the approval of the county board of education, use any land, buildings, assets, or other facilities of the county board of education.
8. May apply for and accept any gift or grant from the federal government or any other person.
9. May determine, subject to the minimum standards of the Commission, entrance requirements and approve offerings that consist of: Transfer programs offering the equivalent of the first two years of a bachelor's degree program; Career programs offering technical, vocational, and semiprofessional education; and Continuing education programs.
10. May charge students reasonable tuition and fees set by it with a view of making college education available to all qualified individuals at low cost.

11. May sue and be sued.
12. May make agreements with the federal government or any other person, including agreements between counties to support a regional community college, if the board considers the agreement advisable for the establishment or operation of the community college.
13. May adopt a corporate seal.

Additionally, the board of trustees:

14. Shall govern the college through written policies, which address ends and presidential limitations.
15. Shall approve changes in by-laws and policies.

Drafted: 11/9/96
Adopted: 2/26/97
Reviewed: 3/21/98
Revised: 4/23/98
Approved: 1/26/00
Revised & Approved: 10/22/2008

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: The Board of Trustees and the Commission on the Future

Purpose:

The Commission's purpose is to identify innovative ideas, emerging issues, and alternatives for the future of Howard Community College (HCC). Objectives for the Commission include:

- Identifying innovative ideas and alternatives to be considered in preparing HCC for the future.
- Increasing HCC's responsiveness to the emerging learning needs of Howard County.
- Establishing a process that will serve as a model for continued citizen participation in helping the college prepare for the future.
- Creating a widely understood and shared vision for the future of HCC.
- Promoting an understanding of the mission of HCC.

Selection of Members:

The Commission is comprised of citizens from a variety of backgrounds and industries with interests in the economic, cultural, and educational development of Howard County. Members are appointed to five-year terms by the president in consultation with the board of trustees. The president may request a member to serve a second or third five-year term.

Meetings:

Every fifth year, the Commission shall go through an intensive examination of the college, during which it shall meet on a monthly basis during the college's fall semester.

During the intermediate years, the Commission shall meet on an annual basis to receive an update on the status of recommendations and consider a particular topic suggested by the college or the board of trustees.

Officers:

The chair of the Commission on the Future, appointed by the president in consultation with the board of trustees, will serve a five-year term. The chair of the Commission will give a report to the board and the college community at the conclusion of its five-year review.

POLICY TITLE: The Board of Trustees and the Commission on the Future

Task Forces:

To facilitate its functions during the extensive review, the Commission will develop task forces on various topics of study and appoint Howard County citizens chosen for their expertise and interest in task force topics. The Chair will appoint Commission members to serve as chairs or members of the task forces. Each task force will meet at will. Recommendations for participants will be made by the college and the board.

The task forces will conduct their inquiry through interviews of key individuals and open forums. They will be encouraged to invite experts to address the issues before the task force, to identify and discuss appropriate readings, and to use web resources, national reports, and local perspectives to ensure a wide range of viewpoints on how the community college should be preparing for the future.

Drafted: 6/13/03
Adopted: 8/27/03
Revised & Approved: 10/22/2008

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: Board's Role in Fundraising

The Howard Community College (HCC) board of trustees recognizes that the Howard Community College Educational Foundation board's primary responsibility is to build an endowment and raise funds for HCC. The foundation operates as a separate entity and the board of trustees can choose to have no relationship with the foundation board.

However, there are some areas that the trustees should keep in mind because their actions can facilitate the ability of the foundation board to raise funds:

1. Good professional relations should be maintained between the two boards.
2. The HCC board liaison should report monthly on the work of the foundation. Additionally, the board of trustees should recognize the work of the foundation board annually.
3. The board of trustees may be able to identify potential prospects or have direct access to prospective donors. In such a case, a trustee may be willing to ask for money on behalf of the college. This should be done in cooperation with the foundation board.
4. The trustees need to recognize their "public persona." While not involved in direct fundraising, the trustees need to recognize that people give to people they like and trust. The trustees must show spirit and enthusiasm for the college that inevitably attracts enthusiastic advocates, who often remain committed to the college for years to come.
5. The trustees should add their thanks to donors, both formally and informally. The president should regularly inform the board of such gifts.
6. The trustees, as part of their overall stewardship of the college, should make every effort to insure the integrity of the gifts given by the foundation to the college.
7. The trustees should recognize and support the president's role in friend-raising and fundraising, including an adequately staffed development office, overseen by the president.
8. The HCC board is expected to participate in the foundation's fundraisers to demonstrate commitment and support.

Adopted: 4/21/99
Revised & Approved: 10/22/2008

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: The Political Process and the Board of Trustees

The college has an obligation to inform trustees, employees and students about local, state, and federal issues. This must be conducted in a fair, open, non-partisan manner, offering diverse views. As citizens of Howard County, Maryland, all members of the college community are encouraged to register to vote and to encourage students to register to vote.

As such, the board of trustees is especially encouraged to be informed about local and state government and is encouraged to participate in forums and read material about candidates and issues. Trustees may even become more actively involved in the political process as candidates or supporters of candidates. However, they must also be careful to maintain the professionalism of their primary obligation to the college. Therefore:

1. No board member shall engage in political activity using the resources of the college (e.g., copying materials, borrowing or lending technology, using college staff, etc.). Any involvement in political activity should be as an individual, not as a member of the Howard Community College board of trustees and, in any case, may not involve the use of college resources, including, but not limited to, facilities and staff.
2. No board member may use any Howard Community College property or symbol (e.g., logo, signage, electronic images) in any political campaign materials or activities.
3. No board member may solicit funds for political purposes on campus. Additionally, no retribution can be taken against any employee or student who does not accept an invitation to a political event or contribute money to a candidate.
4. The board prohibits the president and the vice-presidents from expending any funds (state law) for any political fundraising activity.
5. The board prohibits the president and the vice-presidents from attending any political fundraisers by candidates.
6. The board prohibits the president and vice-presidents from running for political office while employed full-time at the college.
7. In the event a board member secures any employment that could reasonably be perceived as a conflict of interest; s/he must withdraw from board deliberation, voting, and access to applicable board information, and/or seek a leave of

POLICY TITLE: The Political Process and the Board of Trustees

absence during the term of the employment. A leave of absence taken under such circumstances shall not be counted against the trustee's required meeting attendance. If the employment is of a permanent nature, the board member must resign.

- a. Any board member who takes a leave of absence in excess of twelve months shall be deemed to have resigned from the board.
 - b. Board members on a leave of absence may receive all publicly available board documents but will not have access to confidential materials.
8. In the event a board member pursues political office, s/he must resign from the board at the time s/he files for candidacy.

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Revised & Approved: 11/19/08

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: International Education**

The United States must remain a leader in the global community of the 21st century to maintain its educational and economic vitality. The citizenry must be prepared to engage in worldwide activities related to education, business, industry, and social interaction. To ensure the survival and well-being of our communities, it is imperative that community colleges develop a globally and multi-culturally competent citizenry. Howard Community College is strategically positioned and experienced to respond to this educational and economic development imperative by educating and training individuals to function successfully in a multicultural and advanced technological environment that crosses all boundaries of education, communications, language, and business. To meet this challenge, Howard Community Colleges provides:

- internationalized curricula;
- multicultural activities and programs;
- foreign language programs;
- cultural and ethnic studies;
- study abroad programs;
- faculty and student exchange programs;
- professional development;
- technical assistance to other countries and their businesses/industries;
- local/state/national and international forums;
- international student enrollment;
- and other appropriate education and training programs to ensure a well-trained and technically literate workforce, functioning collaboratively with other countries of the world.

Howard Community College is in a strong position to meet these international challenges with a widely dispersed national network committed to accessibility and service to the local community. The Board of Trustees will actively advocate this international role for Howard Community College and will articulate this mission to the many external publics that Howard Community College serves.

Adopted: 4/26/00
Revised & Approved: 10/22/2008

(The Board of Trustees formally endorsed the American Association of Community Colleges' (AACC) Policy Statement on International Education at the its November 17, 1999, meeting. That statement was reformatted as Howard Community College board policy and approved on April 26, 2000.)

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: Dedication/Naming of College Facilities

The board of trustees may name buildings, rooms, outdoor spaces, etc. after individuals or organizations based on the following criteria:

1. contributed significantly to the founding or advancement of the college;
2. contributed financially to the college; the type of space named commensurate with the gift; or
3. contributed significantly to the community over an extended period of time.

No person currently holding elected or appointed office is eligible for naming rights.

Naming of facilities must be in compliance with state and county regulations.

The board of trustees shall vote on the naming of facilities at one of its regular board meetings.

Drafted:03/10/2005

Adopted: 04/27/2005

Revised & Approved: 10/22/2008

POLICY TYPE: BOARD-STAFF RELATIONSHIP

POLICY TITLE: Delegation to the President

All board authority, which is delegated to staff, is delegated through the president, so that all authority and accountability of staff – as far as the board is concerned – is considered to be the authority and accountability of the president.

1. The board directs the president to achieve certain results, for certain recipients, at a certain cost or priority through the establishment of ends. The board limits the latitude the president may exercise in practices, methods, conduct, and other means to the ends through establishment of means limitations and presidential limitations.
 - a. Decisions or instructions of individual board members, officers, or committees are not binding on the president except when the board has specifically authorized such exercise of authority.
 - b. In the case of board members requesting information or assistance without board authorization, the president may refuse such requests that require a material amount of staff time or funds or that are disruptive.

Drafted: 11/9/96
Adopted: 2/26/97
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Revised & Approved: 4/23/98
Revised & Approved: 10/22/2008

POLICY TYPE: BOARD-STAFF RELATIONSHIP

POLICY TITLE: President's Role and Constraints

The president is the chief administrative officer of the college. The president is the board's single official link with the college as an organization. The president is accountable to the board acting as a collective body. The board will instruct the president through written policies delegating implementation to the president.

The president's responsibilities are:

1. Satisfactory accomplishment of the core ends.
2. College operation within the boundaries established in board policies and according to accepted professional ethics and good business practice.
3. Accomplishment of other annual goals and objectives established by the board.
4. Performance of the duties specified by state law.

The evaluation of the president shall be based primarily upon the accomplishment of the core ends and meeting the board's presidential expectations.

Additionally, the president may not:

1. Deal with students, staff, or persons from the community in an inhumane, unfair or undignified manner.
2. Make decisions except by a process where openness and fairness is maintained.
3. Permit financial conditions that risk fiscal jeopardy or compromise core ends.
4. Allow assets to be unprotected, inadequately maintained, or unnecessarily risked.
5. Cause or allow financial planning for any fiscal period to deviate materially from core ends, risk fiscal jeopardy, or fail to show a generally acceptable level of foresight.
6. Provide information to the community, board or college constituencies, which is knowingly untimely, inaccurate, or misleading or omits information that would be perceived by the board as relevant.
7. Fail to develop and publish an ethics policy that is consistent with the board of trustees' code of conduct and the State of Maryland's Code of Ethics.

POLICY TITLE: President's Role and Constraints

8. Manage the college without written academic and administrative policies and procedures in accordance with the board policies.
9. Fail to report variances in board and academic and administrative policies to the board. Neither alteration of variance reporting nor discouraging of variance reporting is allowed.
10. Fail to take prompt and appropriate action when the president becomes aware of any violation of any laws, regulations, academic and administrative policies, or board policies.
11. Have fewer than two other senior staff familiar with board and presidential issues, plans, problems, processes, and written succession plan; fail to inform the board at such time as there are changes to the succession plan.

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Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008

POLICY TYPE: BOARD-STAFF RELATIONSHIP

POLICY TITLE: Monitoring Organizational Performance

Monitoring presidential performance is synonymous with monitoring organizational performance against board policies on ends, within boundaries set by the board can be accomplished as follows:

1. A given policy may be monitored in one or more ways:
 - a. Internal Report: disclosure of compliance information to the board from the president.
 - b. External Report: disclosure of compliance information by a disinterested, external auditor, inspector, or judge who is selected by and reports directly to the board. This reporting includes direct inspection of documents, activities, or circumstances directed by the board.
2. Upon the choice of the board, any policy can be monitored by any method at any time.
3. The board will monitor those duties that it cannot legally delegate continuously.
4. The audit and finance committee reviews the Request for Proposals (RFP) for an independent certified public accountant to audit the college's financial records, as required by state code and makes recommendations to the board. The auditor shall be engaged by and report to the board.

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Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008

POLICY TYPE: BOARD-STAFF RELATIONSHIP

POLICY TITLE: Monitoring Presidential Performance

Monitoring presidential performance is synonymous with monitoring organizational performance against core ends, within boundaries set by the board.

1. Annual reports on core ends shall be issued to the board by the president. The board considers college employees, students, and the community important constituents in the evaluation of core ends. Input from all constituents will be gathered as part of the evaluation of the core ends
2. The president shall prepare a self-evaluation for the board annually for discussion at the June retreat. The board will evaluate the president prior to June 30 each year.
3. The president shall formulate written academic and administrative policies and procedures for the operation of the college in accordance with the adopted board policies.

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Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008

POLICY TYPE: BOARD-STAFF RELATIONSHIP

POLICY TITLE: Trustee Expectations of the President

The trustees have three primary expectations of the president:

1. The president will administer the college to meet the core ends within the limitations and disclosure requirements of the trustees. The president will have wide discretion to implement the programs consistent with her/his administrative style.
2. The president will provide the trustees with accurate information with respect to the role and scope of current and proposed programs and services. As the primary advisor to the board, the president will provide guidance, advice, and recommendations on the integrated strategic plan and budget presented annually to the board.
3. The president will provide leadership at ceremonial functions that will further the college's mission both in the community and within the college.
4. Other trustee expectations may be delineated separately to the president by the board.

Drafted: 6/27/98
Adopted: 8/26/98
Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008

BOARD POLICY TYPE: PRESIDENTIAL BOUNDARIES

POLICY TITLE: Human Relationships

The president shall create and sustain an environment for living, working, and teaching that supports the development and realization of human potential and promotes the college's values. Treatment of and dealing with students, staff, and persons from the community shall be humane, fair and dignified.

The president may not:

1. Operate without written policies and/or procedures that set forth staff and student rules, provide for effective handling or grievances, ensure due process, and protect against wrongful conditions.
2. Fail to comply with all laws, rules, and regulations pertaining to employees and students including those pertaining to:
 - Discrimination
 - Equal Opportunity
 - Sexual Harassment
 - Rights of Privacy
3. Prevent students and staff from using grievance procedures.
4. Fail to acquaint students and staff with their rights and responsibilities.
5. Use application or registration forms or procedures that elicit information for which there is no clear need.
6. Use methods of collecting, reviewing, or storing client information that fail to protect against improper access to the information elicited.
7. Hire anyone where conflict of interest or perceived conflict of interest may exist, without full board disclosure.

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Revised: 4/23/98
Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008

POLICY TYPE: PRESIDENTIAL BOUNDARIES**POLICY TITLE: Fiscal Condition**

With respect to actual, ongoing condition of the organization's financial health, the president may not cause or allow the development of fiscal jeopardy or a deviation of actual expenditures from board priorities established in the board adopted budget without approval or disclosure to the board.

The president may not:

1. Authorize purchases for greater than board approved purchasing authorization amounts.
2. Execute non-purchasing agreements of \$100,000 or more or renew ongoing agreements without disclosure to the board.
3. Allow the awarding of a single sole source contract of greater than \$24,999.99. Cumulative sole source contracts over \$24,999.99 will be disclosed to the board. All sole source contracts must meet board approved sole source requirements.
4. Fail to obtain authorization from the board should additional funds be anticipated or be needed for a contract in accordance with limits established in the college's purchasing procedures and approved at the April 28, 2010 meeting of the board.
5. Fail to disclose the name, position control position, work unit, salary scale, and wage of every "budgeted" (position control) employee at the time of appointment.
6. Fail to disclose the name and earnings of temporary and hourly employees, if requested.
7. Allow an employee wage recommended to be outside of the board approved salary scale.
8. Charge tuition or consolidated fees not approved by the board.
9. Fail to maintain a cost accounting system sufficient for program cost comparisons and comparison of college practices to best practices.
10. Fail to insure that there be a separation of duties, such that no person, originates, controls, and approves a cost center budget or funds, and that no person, who requests or approves a purchase, verifies the receipt of that purchase.

11. Fail to disclose Howard Community College matching dollars for grants during the budget process. The administration shall disclose all grants received.

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Adopted: 2/26/97
Revised: 4/23/98
Revised: 8/25/99
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Revised & Approved: 10/22/2008
Revised & Approved: 4/28/2010
Revised & Approved: 9/22/2010

POLICY TYPE: PRESIDENTIAL BOUNDARIES

POLICY TITLE: Compensation

The president may not cause or allow compensation and benefits to employees, consultants, contract workers, or volunteers to jeopardize fiscal integrity or public image.

The president may not:

1. Change his or her own compensation and benefits.
2. Promise or imply employment to faculty for longer than two years, or other employees or contract workers for more than one year, and no employment shall be guaranteed.
3. Establish current compensation and benefits, which create obligations over a longer term than revenues can be safely projected.
4. Fail to disclose, to the board, any permanent change in any employee's compensation, other than the annual salary increase approved by the board.

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Revised: 8/25/99
Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008

The board, cognizant of its fiduciary responsibility to ensure that all college property and assets are used to achieve the college's educational mission, authorizes the use of college property in ways strictly limited by the agreements and partnerships entered by the board in accordance with applicable law. Federal and state laws restrict the manner in which personal property and improvements acquired through tax-exempt bonds, leases, and similar governmental financing transactions may be used. The use of college equipment and employee services will be strictly limited to achieve the college's public purposes and not misdirected to support private interests without fair and reasonable remuneration and board authorization.

The president may not allow assets to be unprotected, inadequately maintained, unnecessarily risked, or deviate from means limitations or presidential limitations.

The president may not:

1. Fail to insure against theft and casualty losses, including extra expenses and loss of tuition and fees, in amounts consistent with replacement values or against liability losses to board members, staff, or the college itself in amounts consistent with limits of coverage obtained by comparable organizations.
2. Allow unbonded personnel access to material amounts of funds.
3. Allow facilities and equipment to be improperly used or maintained.
4. Unnecessarily expose the organization, its board, or staff to claims of liability.
5. Make any purchase or commit the organization to a purchase greater than the authority approved by the board at its April 28, 2010, meeting.
6. Recommend or make any purchase of new goods or services: a) which is not in accordance with state law and board policy; and b) wherein a conflict of interest or appearance of conflict of interest has not been fully disclosed to the board.
7. Receive, process, or disburse funds under controls which are insufficient to meet board or board-appointed auditor standards.
8. Invest or hold operating capital in violation of approved investment policy.
9. Acquire, encumber, lease, or dispose of real property without board disclosure and authorization.

10. Make any purchase or award any contract where a conflict of interest exists.
11. Fail to maintain an inventory of real properties and capital equipment of value greater than \$1,000 owned by the organization.
12. Fail to protect the college's trademarks, copyrights, intellectual property, critical information, and files from loss or damage.
13. Fail to annually review, with each cost administrator, measures to prevent fraud, waste, and misuse of college assets.
14. Allow facilities and equipment to be subjected to improper use or for personal benefit.
15. Allow the services of college employees to be used for private gain without fair and reasonable remuneration and disclosure to the board.
16. Acquire, encumber, lease, or dispose of real property without achieving fair compensation for the same and board authorization.
17. Fail to protect college assets from diminishing in value outside of reasonable depreciation and normal wear and tear.
18. Endanger the college's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.
19. Enter into self-dealing or self-serving agreements or agreements that appear to be self-dealing or self-serving.

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Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008
Revised & Approved: 4/28/2010

POLICY TYPE: PRESIDENTIAL BOUNDARIES

POLICY TITLE: Budgeting/Forecasting

The president may not cause or allow financial planning for any fiscal period to deviate from core ends, risk fiscal jeopardy, nor fail to show a generally acceptable level of foresight.

The president may not cause or allow budgeting which:

1. Contains insufficient information to enable the board to: a) accurately project revenues and expenditures; b) separate capital and operational items; c) project cash flow; and d) understand planning assumptions.
2. Is not based upon the board-approved planning goals.
3. Is not at the fund level (e.g., fund 10, 11, 12...) and function level.
4. Does not present program budget information, comparison data, and best practices.
5. Fails to provide the annual funds for board operations.
6. Proposes a capital and operating budget that deviates from core ends and board budget guidelines.
7. Proposes a budget that does not have a broad base of input.
8. Endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ends in future years.
9. Does not properly classify revenues and expenditures and that budgeted amounts reflect expected revenues and expenditures.
10. Fails to control expenditures based upon the board-adopted budget.
11. Fails to disclose amendments to funds and functional budget categories.
12. Fails to provide the board detailed financial information that the board, their auditors or their consultants require.

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Revised: 9/22/99
Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008

POLICY TYPE: PRESIDENTIAL BOUNDARIES

POLICY TITLE: Communication and Counsel to the Board

With respect to providing information and counsel to the board, the president may not permit the board to be uninformed regarding the organization and its interests.

The president may not:

1. Neglect to submit monitoring data required by the board in a timely, accurate, and understandable fashion, directly addressing provisions of the board policies being monitored.
2. Let the board be unaware of relevant trends, anticipated adverse media coverage, significant external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.
3. Fail to maintain the latest version of the bylaws, board policies, academic and administrative policies, and academic and administrative procedures on the college's web page.
4. Present information in unnecessarily complex or lengthy form or allow the information and advice to the board to have significant gaps in timelines, completeness, accuracy, or omits information that would be perceived by the board as relevant.
5. Fail to provide mechanisms for official board, board officer, or board committee communications.
6. Fail to deal with the board as a whole or respond to officers or committees duly charged by the board.
7. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board, academic and administrative policy or procedure.
8. Fail to supply to the board diversity of opinions, perspectives, and options, from the staff and from elsewhere, when such significant diversity exists, in order that the board can make fully informed board-realm decisions.
9. Obscure resources expended or allocated.
10. Fail to disclose any amendment to the academic and administrative policies or procedures.

Drafted: 11/9/96
Adopted: 2/26/97
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Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008

POLICY TYPE: CORE ENDS**POLICY TITLE: Core Ends**

Howard Community College's key indicator system (core ends) will be aligned to the Malcolm Baldrige educational excellence criteria categories 1-6 (note: Baldrige category 7 - *Results* - are reported with the pertinent section). The core ends will include the mandated Maryland Higher Education Commission (MHEC) state indicators. It is acknowledged that some of the chart specifics may shift as both the Baldrige criteria and MHEC indicators are subject to periodic revision. The administration will denote any such modifications as the reporting cycle progresses and will conduct appropriate research to provide data for these measures.

Category	Measures
1. Leadership	HCC score v. external quality award evaluation for this Baldrige category
<ul style="list-style-type: none"> • Senior leadership • Governance and Social responsibility 	HCC - rating of board, president, vice presidents HCC - Selected internal QUEST survey questions. MHEC 6. Tuition and fees as a % of tuition and fees at Maryland public 4-year institutions MHEC 31. Percentage of expenditures on instruction MHEC 32. Percentage of expenditures on instruction and selected academic support
2. Strategic Planning	HCC score v. external quality award evaluation for this Baldrige category
<ul style="list-style-type: none"> • Strategy development • Strategy deployment 	HCC - Selected internal survey questions such as satisfaction with strategic planning process MHEC 1. Annual unduplicated headcount enrollment: <ul style="list-style-type: none"> a. Credit headcount b. Noncredit headcount MHEC 2. Market share of first-time, full-time freshman MHEC 3. Market share of part-time undergraduates MHEC 4. Market share of recent college bound high school graduates MHEC 14. Minority student enrollment compared to service area population MHEC 5. Enrollments in online course: <ul style="list-style-type: none"> a. Credit b. Noncredit

	<p>MHEC 24. Enrollment in noncredit workforce development courses</p> <ul style="list-style-type: none"> a. Unduplicated annual headcount b. Annual course enrollments <p>MHEC 25. Enrollment in Continuing Professional Education leading to government or industry-required certification or licensure</p> <ul style="list-style-type: none"> a. Unduplicated annual headcount b. Annual course enrollments <p>MHEC 29. Enrollment in noncredit community service and lifelong learning courses</p> <ul style="list-style-type: none"> a. Unduplicated annual headcount b. Annual course enrollments <p>MHEC 30. Enrollment in noncredit basic skills and literacy courses</p> <ul style="list-style-type: none"> a. Unduplicated annual headcount b. Annual course enrollments <p>MHEC 27. Enrollment in contract training courses</p> <ul style="list-style-type: none"> a. Unduplicated annual headcount b. Annual course enrollments
<p>3. Student and Stakeholder Focus</p>	<p>HCC score v. external quality award evaluation for this Baldrige category</p>
<ul style="list-style-type: none"> • Student, stakeholder and market knowledge • Student and stakeholder relationships and satisfaction 	<p>IDEA (Kansas State University) survey report – student evaluation of instruction-course level</p> <p>HCC - Comments card report</p> <p>HCC - Selected internal survey questions such as satisfaction with instruction</p> <p>MHEC 7. Graduate satisfaction with educational goal achievement</p> <p>MHEC8. Non-returning student satisfaction with educational goal achievement</p> <p>MHEC 13. Graduate satisfaction with transfer preparation</p> <p>MHEC 21. Graduate satisfaction with job preparation</p> <p>MHEC 22. Employer satisfaction with career program graduates</p> <p>MHEC 28. Employer satisfaction with contract training</p> <p>MHEC 26. Number of business organizations provided training and services under contract</p> <p>MHEC 27. Number of participants in contract training</p> <p>MHEC 20. Percent of career program graduates employed full-time in related area</p>

	<p>MHEC 19. Occupational program Associate degrees and credit certificates awarded by program area: Business, Data Processing, Engineering Technology, Health Services, Natural Science, Public Service</p> <p>MHEC G. Every other year: (Jacob France Institute) Wage growth of occupational degree graduates: Median income one year prior to graduation Median income three years after graduation Percent increase</p>
4. Information and Analysis	HCC score v. external quality award evaluation for this Baldrige category
<ul style="list-style-type: none"> • Measurement, analysis, and improvement of organizational performance • Management of information, information technology, and knowledge 	<p>HCC: Overall retention rate fall-to-fall for first time to college students.</p> <p>MHEC 9. Developmental completers after four years</p> <p>MHEC 10. Successful-persistor rate after four years</p> <ol style="list-style-type: none"> College-ready students Developmental completers Developmental non-completers All students in cohort <p>MHEC 11. Graduation-transfer rate after four years</p> <ol style="list-style-type: none"> College-ready students Developmental completers Developmental non-completers All students in cohort <p>MHEC 12. Performance at transfer institutions:</p> <ol style="list-style-type: none"> Percent with cumulative GPA after first year of 2.0 or above Mean GPA after first year <p>MHEC 17. Successful-persistor rate after four years</p> <ol style="list-style-type: none"> African American Asian, Pacific Islander Hispanic <p>MHEC 18. Graduation-transfer rate after four years</p> <ol style="list-style-type: none"> African American Asian, Pacific Islander Hispanic
5. Workforce Focus	HCC score v. external quality award evaluation for this Baldrige category
<ul style="list-style-type: none"> • Workforce engagement • Workforce environment 	<p>HCC - Job satisfaction; Annual workforce report</p> <p>HCC - Selected internal survey questions such as "Supervisors encourage me to advance my career; Safe workplace; Employee appraisal</p>

	process,” etc. MHEC 15. Percent minorities of full-time faculty MHEC 16. Percent minorities of full-time administrative / professional staff
6. Process Management	HCC score v. external quality award evaluation for this Baldrige category
<ul style="list-style-type: none"> • Work systems design • Work process management and improvement 	HCC - Update on learning outcomes assessment projects HCC- Licensure exam passing rate Paramedic, CVT, Geriatric Nursing Assistant (GNA) MHEC 23. Licensure exam passing rate - NCLEX RN / NCLEX PN, EMT-B

Adopted: 5/26/04
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