



**HOWARD**  
COMMUNITY COLLEGE

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***Board of Trustees'  
Legislative and Community  
Relations Committee  
Meeting Materials***

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November 16, 2009  
8:30 a.m.  
Schoenbrodt Boardroom  
MH-256

# GROUND RULES

1. Board members practice respectful dialogue that serves the best interests of the college.
2. Each board member works to integrate servant-leadership into the board culture.
3. Each board member has the opportunity to speak uninterrupted.
4. Board members come prepared – board chair needs to understand what is required and set time and material appropriately.
5. Board chair acts as caretaker for the board – acts as filter, evaluates agenda for time well spent.
6. Board chair speaks for the board to the media.
7. Consent materials are available 10 days in advance; remaining board materials are available seven days in advance.
8. Board members should route any requests for additional information to the board chair or the president at least two business days prior to the board meeting.

# Howard Community College's *Dragon Principles*

We promise to help our students, employees, and community members "get there from here."

We pledge to...

Be friendly

Be helpful to our students and community

Be considerate of each other



And we pledge to...

**Work with Elected Officials and  
the Community**



# **Board of Trustees Legislative and Community Relations Committee**



November 16, 2009  
8:30 a.m.  
Schoenbrodt Boardroom  
Room: MH-256

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- 1. Review of the Howard Community College Legislative Agenda**
- 2. Update on State Funding**
- 3. Planning for the Howard Community College Legislative Breakfast**
- 4. Student Advocacy Day**
- 5. Media Update**

**The last meeting of the legislative and community relations committee for FY10 is scheduled for February 4, 2010.**

## **1 – Review of the Howard Community College Legislative Agenda**

**Background:** Following this item is a revised version of the proposed fiscal year (FY) 2011 Howard Community College legislative agenda. This agenda has been revised to reflect updated enrollment numbers secured from the fall census data report as well as to reflect capital budget changes requested by the board. For ease of review, revisions are highlighted in yellow.

### ◆————— Recommendation —————◆

The administration requests that the legislative and community relations committee recommend approval of the legislative agenda to the full board at its November 18, 2009, meeting.

# Fiscal Year 2011 Legislative Agenda (DRAFT)

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## OVERVIEW

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Enrollment at Howard Community College (HCC) is at an all-time high. These key statistics highlight the significant growth at the college:

- Full-time equivalent (FTE) enrollment for fall 2009 increased **12.54** percent from last year
- A total of **8,778** students enrolled in credit classes at HCC in fall 2009.
- From FY00 to FY09, state-funded FTE enrollment at HCC has increased 65.2 percent.
- One out of four graduates of Howard County Public Schools enrolled at HCC in fall 2009.

HCC offers 189 programs leading to a degree or certificate. New program options that have been added this year include public health, aging studies, nutrition, ecological technology design, radio production, and radio and television production. Future academic programs, which are currently under development, include knowledge management, digital arts, associate of science in engineering (ASE) – electrical engineering, and associate of science in engineering – computer engineering. The ASE is a new statewide degree that was approved by the Maryland Higher Education Commission (MHEC) this year. It is similar to the associate of arts in teaching degree in that students who receive the degree can transfer as a junior to any four-year institution in the state offering the programs.

The continuing education division continues to reach out to the community by offering many diverse classes and programs that attract learners of all ages. A total of 17,204 people enrolled in HCC continuing education classes last year. Highlighting the year were a number of popular programs such as Kids on Campus, which enrolled over 1,696 children representing over 4,500 enrollments from elementary to high school age; motorcycle safety, which enrolled 1,198 students; and English as a second language/English Language Institute, which enrolled 2,226 students. In addition, enrollments in contract courses increased from 6,165 in FY08 to 8,402 in FY09.

HCC plays an important role in workforce development in Howard County by providing access to training. The college offers courses, certificates, and degree programs for

entry-level and incumbent employees, industry certifications, advanced technical programs, and executive development, leadership, and management programs.

Last year, HCC provided customized courses to 10,316 employees from 53 companies and organizations through contracts and grants. The program received a 100 percent satisfaction rate from employers in the last survey. Enrollments continue to be strong in child care, certified nursing assistant and other entry-level health care courses, online medical coding courses, adult basic skills, and project management. The economic climate is reflected in the increased enrollments in those courses that lead to immediate job placement.

HCC also offers courses and programs at three other locations:

- The Laurel College Center (LCC), operated jointly with Prince George's Community College (PGCC), continues to be a marked success for the community. Designated as a regional higher education center by the Maryland Higher Education Commission (MHEC), LCC provides students access to associate, bachelor, and master's degree programs through HCC, PGCC, Towson University, University of Maryland University College, and the College of Notre Dame of Maryland. Last fall, Morgan State University began offering its doctoral program in Community College Leadership at LCC. The College of Notre Dame is currently working on the development of new cohorts for its business and teacher education programs.
- The Belmont Conference Center provides opportunities for HCC's culinary and hospitality students. Programs offered have been designed to allow students to learn skills that will help them secure professional-level positions in the hospitality industry.
- HCC's Charles I. Ecker Business Training Center, located in the Gateway building with its professional meeting spaces and computer labs, is a resource for the local business community to meet and train so these businesses can continue to be regional, national, and international leaders in their respective industries.

HCC is an institution that strives for excellence. Most recently, *The Chronicle of Higher Education* named HCC a 2009 "Great College to Work For" based on the college's exceptional work environment. HCC is the only community college in Maryland to be recognized for this award, and is one of only nine U.S. community colleges to be placed on *The Chronicle's* honor roll. The national recognition is based on the results of a survey completed in March and April by more than 41,000 employees at 247 four-year and two-year institutions throughout the U.S.

The college, which continues to promote an institutional culture that is committed to continuous quality improvement, was also pleased to be named a finalist for the nation's highest recognition of excellence, the 2008 Malcolm Baldrige National Quality Award. The college has adopted the Baldrige framework to measure and improve performance.

In 2008, HCC was the proud winner of the 2007 U.S. Senate Productivity Award, which is Maryland's top annual award for performance excellence as presented by the

Maryland Performance Excellence Awards (MPEA) Program. HCC also won a Bronze Maryland State Quality Award in both 2002 and 2003 and earned a silver award in 2006.

HCC is focused on the changes that will come to Howard County as a result of the federal Base Realignment and Closure (BRAC) initiative. The college is actively involved and taking leadership to ensure that Howard County is prepared for the influx of people and jobs that will be coming into the region.

HCC works in concert with the Maryland Association of Community Colleges (MACC) and the other fifteen community colleges in the state to pursue a state-focused legislative agenda that collectively addresses the needs of Maryland's community colleges. The opening headcount enrollment at the fifteen community colleges increased by a total of 13,722 students, which is a 10.7 percent increase in Maryland's community college student population compared to the same time last year. This statewide student increase is equivalent to the overall student population at PGCC. HCC encourages the Maryland General Assembly and the executive branch of state government to support the priorities developed by MACC. Statewide and local priorities of special concern to HCC are outlined in this legislative agenda.

# Operating Budget

**Position: Support funding for HCC at the state level through full statutory funding of the Cade community college formula and through county appropriations at the local level.**

HCC receives funding for its unrestricted budget and auxiliary funds from multiple sources. State funding accounts for 15 percent of support, the county provides 29 percent, tuition and fees 35 percent, and 21 percent comes from other sources.

In addition to serving more students each year, HCC is working hard to manage recurring costs such as replacing and upgrading campus technology, increased health care costs, and serving students with documented disabilities.

Community colleges receive the state portion of their operating budget through the John A. Cade funding formula. During the 2009 legislative session, there was a change to the formula. The proposal was to “true-up” the formula and rebase the formula to reach 29 percent in FY14. “True-up” means that the Cade funding per FTES would be based on the appropriation to the 10 four-year institutions in the same year as the budget, rather than the prior year as in the previous law. This adjustment would not change the two-year lag on HCC’s enrollments, but it would eliminate the one-year lag on the four-year funding. Based on the revised formula, HCC will now receive 23.6 percent of the four-year funding in FY10. The out years are proposed as follows:

- FY11 – 24%
- FY12 – 25%
- FY13 – 27%
- FY14 – 29%

Based on the state cuts HCC has received, this percentage will change.

Access and affordability of higher education are directly associated with the level of state and county operating funds received by the institution. Strong operating support from the state and county, coupled with prudent fiscal management by HCC, helps to keep student tuition as affordable as possible. In fall 2009, the college did not increase tuition for the second consecutive year in order to keep HCC affordable and accessible to students.

Due to governmental budget constraints in the early 2000’s and large enrollment increases at HCC, state funding has not kept up with student needs. In fact, state funding per FTES has increased minimally this decade. The charts following this document shows a graphic representation of the proportion of funding contributed to the HCC operating budget by the state, county, and tuition dollars (see attachment 1) and the state, county, and tuition dollars per FTE (attachment 2).

# Capital Budget

## Position: Support funding of HCC capital projects for FY11

The college has received significant state and county support, which facilitated the construction of three new buildings on campus. The Duncan Hall for English, Languages, and Business was completed in 2003, followed by the Horowitz Visual and Performing Arts Center in 2006, and, finally, The Rouse Company Foundation Student Services Hall in 2007. In addition to new construction projects, the college has received support to renovate its existing buildings including the Smith Theatre and McCuan Hall in 2008, the Children's Learning Center expansion in 2008, and the James Clark, Jr. Library Building, which will be completed in 2010. Additionally, the college built a parking garage in 2006 with \$450,000 from the state and the balance paid for by a bond floated by the county, which is being repaid by student fees.

Even after deducting the new space acquired by these recent capital projects, the college continues to show a projected ten-year deficit of 187,805 net assignable square feet (NASF) with the most severe deficit being in academic class lab space.

The college's large space deficit emphasizes the seriousness of the campus space deficiencies. HCC's capital needs are urgent and critical and a top priority for the president and board of trustees. In order to continue to carry out the mission and vision of the college, the proper infrastructure must exist.

With regard to state support, in FY09 the state approved funding for one project: the construction phase for the Clark Library Building renovations in the amount of \$7,889,000 (50 percent state share); and in FY10 it funded one project: the design and planning phase for the new health sciences building in the amount of \$2,004,000 (50 percent state share). Continued state support is necessary to manage growth in higher education and specifically for community colleges as the funds available for capital projects have become even more competitive. Efforts by the community college boards and presidents have secured additional funding for the community colleges in the capital budget over the past couple of years and the presidents are continuing this endeavor for FY11. However, while the overall capital grant program funds have increased, the number of projects eligible for funding has greatly diminished. One reason is that the costs of the projects have increased dramatically over the last few years making the available funds more competitive. In order to alleviate some of the burden, the community colleges have agreed to work with the state to split-fund the construction dollars on eligible projects.

While the college has received strong support from the county over the past several years, it recognizes the limitations on the county's bond funding and has requested state funding on eligible projects and where applicable, split funding on construction phase projects. It is mandated, however, that 50 percent local participation be achieved to obtain the state match. In addition, the uncertainty of the state support places a heavier funding burden on the college and the county. The college will continue to pursue innovative funding alternatives for capital projects.

Over the next decade, community colleges will continue to serve the largest share of undergraduates; it is critical that the state and county support the FY11 capital request.

Current facilities must grow to support the college's customers and stakeholders — the citizens of Howard County and the State of Maryland.

**HCC requests support for the following projects included in its FY11 annual capital budget request:**

Health Sciences Building Construction \$37,246,000 (split funding request)

*FY11: \$ 4,623,000 (county) and \$ 9,311,500 (state)*

*FY12: \$14,000,000 (county) and \$ 9,311,500 (state)*

*Total: \$18,623,000 (county) and \$18,623,000 (state)*

The college is proposing to construct a new health sciences building of 55,650 NASF and 94,830 gross square feet (GSF) to support the allied and health sciences disciplines. This proposed facility is vital for the college and addresses the state's critical workforce shortage needs. Maryland projects the greatest job growth in the nursing and allied health fields. Programs to be housed in the new building include the following: cardiovascular technology, emergency medical technician/paramedic, exercise science, life fitness, health care, health education, human services, nursing, radiologic technology, surgical technology, physical therapy, and respiratory therapy. In addition to these offerings, dental assistant/hygienist and occupational therapy are new programs proposed to be housed in the new building. The disciplines noted above include the state's workforce shortage areas as reported by the Maryland Higher Education Commission. Of the fourteen disciplines proposed for this facility, twelve support the state's workforce shortage areas. In order to accommodate county budget issues in FY11, only one-quarter of the construction funds are being requested. The balance of the county share is being requested in FY12.

Parking Garage at Hickory Ridge Construction \$15,000,000

*FY11: \$ 12,000,000 (county) and \$ 3,000,000 (college)*

One of the most critical areas on campus is the parking shortage. Even after the completion of the college's first parking garage containing 518 spaces, the college parking deficit remains at 1,576 spaces. With consideration of future infrastructure and campus expansion, the college must address its parking issues before its facility development and renewals. The severe parking shortage situation on campus warrants the inclusion of the parking garage project in the current capital budget request. Therefore, the FY11 capital budget request includes construction funds for the second parking garage of 750 spaces at an estimated \$20,000 per space. The college's portion of the funds will come from a combination of student fees and the college fund balance.

Safety Compliance and Facility Renewals \$2,840,000

*FY11: \$ 2,852,000 (county)*

This project includes systemic renovations as well as deferred maintenance and facility renewals at all the college campuses including the Gateway Business Training Center, and the Laurel College Center. With the implementation of new state and county codes, revised Americans with Disabilities Act (ADA) and safety compliance, and critical maintenance requirements, the following projects are proposed for FY11:

- Phased installation of campus-wide security access/camera control system/rekeying;
- ADA renovations;
- Phased public restroom upgrades;
- Phased deferred maintenance per building assessment study;
- Carpeting replacements;
- Interior improvements (classrooms, offices, and other);
- Information technology modifications and upgrades;
- Phased signage package installation;
- Campus roadway improvements; and
- Rigging systems replacement.

# Laurel College Center

## Position: Support state funding for the Laurel College Center

The Laurel College Center (LCC) was formed as a partnership between Prince George's and Howard Community Colleges in 2001. LCC has expanded educational opportunities to many residents in the Laurel region. In addition to the courses offered by PGCC and HCC, several four-year institutions, including Towson University, University of Maryland University College, and College of Notre Dame of Maryland, offer bachelor and master's programs, at LCC, as well as a doctoral program offered by Morgan State University. For fall 2009, 134 sections of credit courses are being offered at LCC. Students can study business administration, general studies, criminal justice, and applied information technology. LCC is currently offering 128 sections of continuing education courses, which include job training and workforce development courses, as well as those courses related to personal interests.

LCC is an important access point to higher education. In fall 2008, there were 725 credit and 632 non-credit students enrolled in courses offered by Howard and Prince George's Community Colleges. A total of 253 students were enrolled in classes offered by four-year institutions for FY09.

At its inception, LCC was fully funded by both Prince George's and Howard Community Colleges. For the past 4 years, LCC has received an annual appropriation of \$100,000. These funds have been very helpful in supporting the students at LCC; however, based on the original funding guidelines for the regional higher education centers, LCC should have received \$200,000.

The Maryland Higher Education Commission (MHEC) has developed criteria to calculate a level of base funding each of the regional higher education centers in the state should receive based on enrollments and programmatic offerings. While these criteria do not exist in statute, HCC believes they are a reasonable way to determine equitable funding levels for regional higher education centers. **Based on these criteria, the FY11 request for LCC includes:**

<b>\$200,000</b>	<b>base allocation*</b>
<b>104,029</b>	<b>incentive funding based on FTE*</b>
<b>76,010</b>	<b>leasing costs*</b>
<b><u>270,000</u></b>	<b>special funding*</b>
<b>\$650,039</b>	<b>– TOTAL</b>

\*Terms are as follows:

**Base Allocation:** The base allocation supports the basic operation of a regional higher education center (RHEC). This allocation may include a minimum amount of the cost to maintain and operate center facilities as well as staff needed to support the core

functions of the center (i.e., the administration of the facility and coordination of center activities). The statewide RHEC workgroup recommended that the base allocation be funded at \$200,000 for each center. However, to date the total funds received for LCC, including base allocation and leasing costs, incentive funding are \$156,392.

**Incentive Funding:** Incentive funding is designed to encourage baccalaureate and graduate degree offerings at RHECs. The funding formula includes an incentive multiplier amount per targeted full-time equivalent student (FTES). Targeted FTES include: eligible, credit lower division FTES in 2+2 programs\*\* that are offered at the center, upper division FTES, and graduate FTES. Incentive funding is based on dollars per upper-division and graduate division FTES enrollments and lower division FTES enrolled in 2+2 programs offered at the center. Shady Grove's general fund appropriation per FTES is used to set the benchmark for dollars per FTES. This benchmark is then inflated annually by the Higher Education Price Index (HEPI) for the recommended funding level per FTES for the current fiscal year. The resulting inflated funding per FTES figure is multiplied by the number of upper division, graduate division, and 2+2 lower division FTES to determine that center's incentive funding amount.

To date this funding has not been received.

**Leasing Costs:** Leasing costs are based on dollars per upper division and graduate FTES at centers that lease facilities. The leasing appropriation is calculated by dividing the annual lease cost by the number of total FTES at the center (lower, upper, and graduate). The resulting number is multiplied by the total number of upper division and graduate FTES at the center to determine the amount of the grant. To date this funding has not been received.

**Special Funding:** Special funding is designated for initiatives such as start-up of new centers; support for high need, critical, and special programs to meet regional needs; one-time enhancement funding; and funding for non-capital equipment (i.e., any equipment with a useful life of less than 15 years and is not funded with debt and must be financed through the operating budget). Each request is examined on a case-by-case basis. LCC has typically submitted a list of computer needs and furniture and equipment for this amount. To date this funding has not been received.

\*\*A 2+2 program refers to a lower division program of study that may result in an associates degree that directly and intentionally articulates to upper division work for the completion of a baccalaureate degree. The incentive funding formula includes only those 2+2 FTES that have documented intent to enroll in upper division degree programs offered at the center. These students should be documented either through a letter of intent as part of their academic advising or via a joint application filed with the lower division and upper division degree granting institutions that offer courses at the center.

# Financial Aid

## **Position: Support student financial aid**

Howard Community College must be affordable for students. The college financial aid office works diligently to make sure students are aware of various federal and state aid programs. The college also sets funds aside from its operating budget to provide aid to students, and the Howard Community College Educational Foundation Inc. (HCCEF) raises scholarships funds. For FY09, the HCCEF distributed \$379,076 in scholarships, which is up approximately 9 percent over FY08.

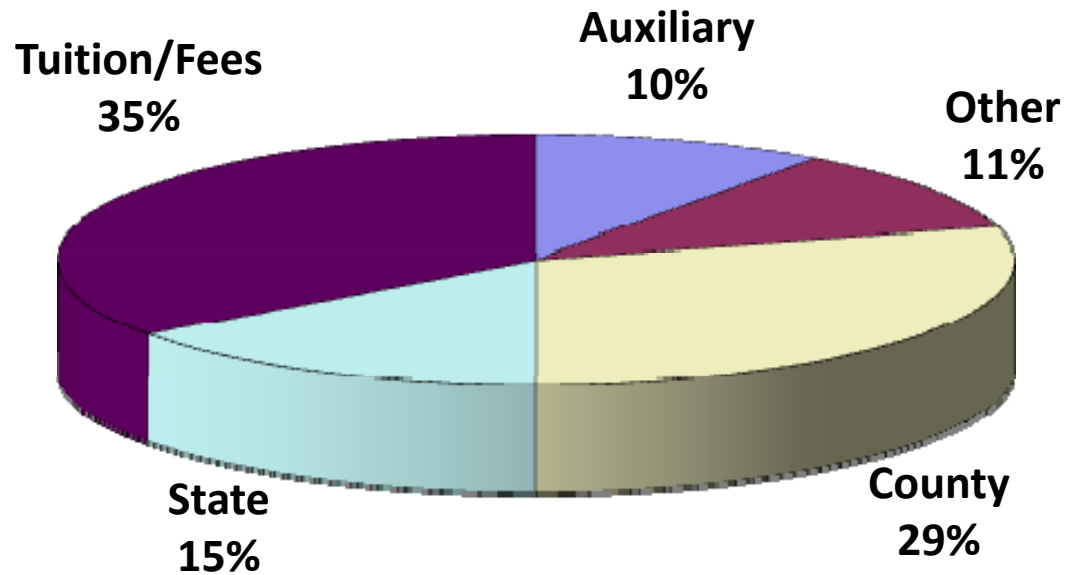
In FY09, about thirty-five percent of all HCC students received some form of financial aid totaling more than \$9 million. This aid helps offset expenses for tuition, fees, books, supplies, child care, and other educational expenses. Even with this aid, many students still have unmet needs that make it a challenge for them to afford college.

From FY08 to FY09, the number of loan borrowers increased by twenty-seven percent. Through August 2009, HCC has received as many 2009-2010 financial aid applications as received during the entire 2008-2009 academic year.

Because of this continuing need, HCC asks that the state make funding for financial aid programs, particularly need based aid, a priority in the state budget.

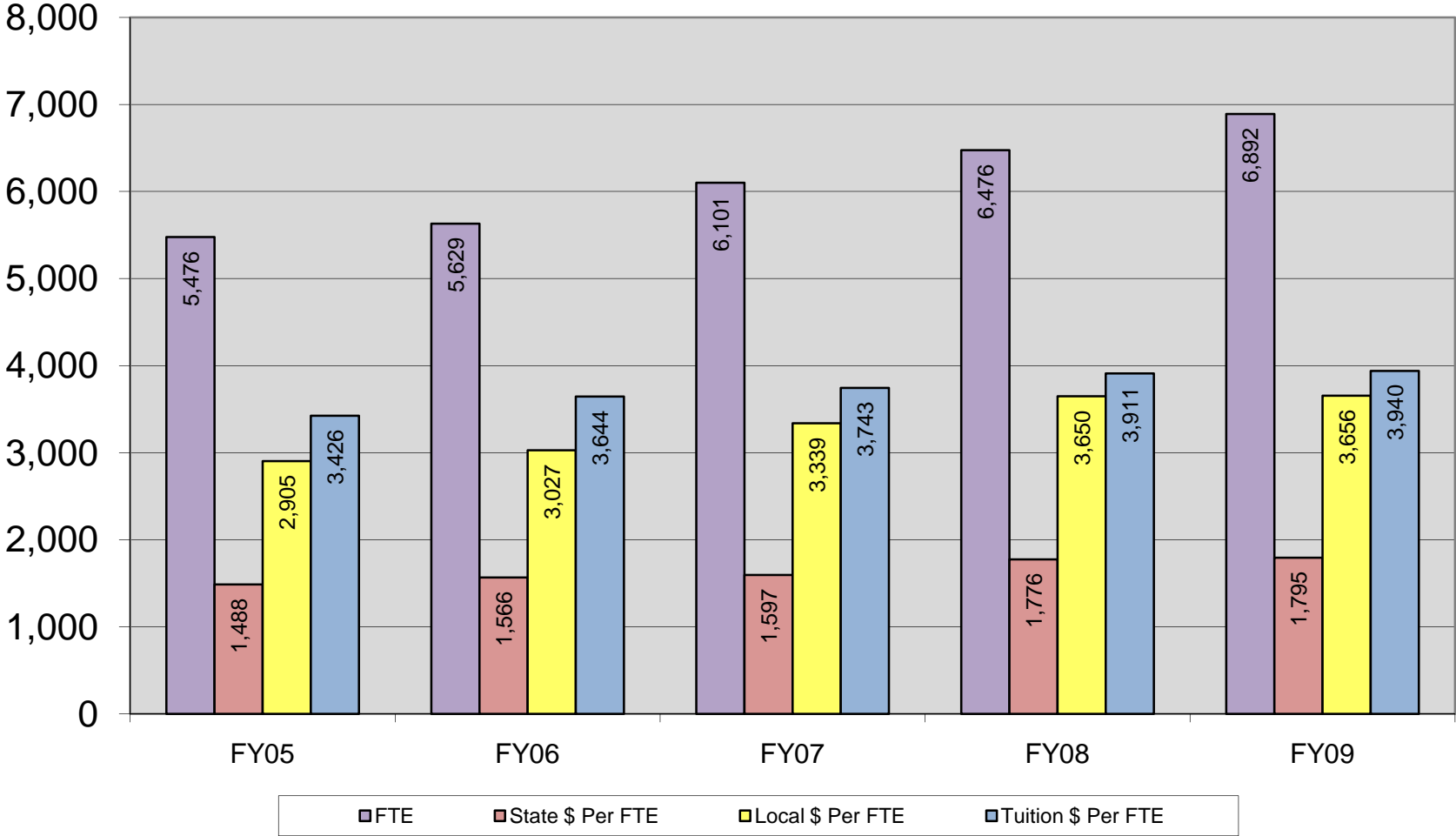


# Sources of HCC Funds



**FY10 Unrestricted Budget: \$86,225,800**

# Local, State, and Tuition per FTE



## **2 – Update on State Funding**

**Background:** Jody Kallis, legislative liaison to the Maryland Association of Community Colleges (MACC), recently attended a briefing of the Department of Legislative Services on the state's economy (e.g., report on the Spending and Affordability Committee). She reports that there is a \$2 billion revenue shortage for 2011 and the Governor needs to identify approximately \$300 million in cuts at the next meeting of the Board of Public Works scheduled for November 18, 2009.

Prior to the Board of Public Works Meeting, Clay Whitlow, executive director of MACC, and Maryland Council of Community College Presidents Chair Steve Pannill, president of Cecil College, will meet with Maryland Department of Budget and Management Secretary T. Eloise Foster on October 30, 2009, in the hopes of learning if community colleges can expect additional cuts.

Under Maryland law, the Governor, with the approval of the Board of Public Works, has the authority to cut the current year's budget up to 25 percent when the General Assembly is not in session. Unless there is a dramatic, and unexpected, increase in revenue projections, Mr. Whitlow predicts there will likely be a third round of cuts before the Assembly convenes in January.

Most recently, on August 26, the Board of Public Works approved some \$454 million in cuts to the 2010 budget in just the second month of the fiscal year. These cuts are in addition to \$280 million in reductions announced in July. Included in this round of cuts was \$211 million in aid to local government, which includes funding for the Cade Formula community colleges (all except Baltimore City Community College). [Baltimore City was cut \$1.5 million in July.] The Cade Formula colleges were cut a total of \$10.5 million. This figure was determined by taking 5 percent of \$210.3 million, the FY10 appropriation. Since the colleges received a \$7.6 million increase in 2010, a \$10.5 million reduction takes the community colleges, collectively, about \$3 million below the fiscal 2009 level.

### ◆———— Recommendation —————◆

This item is for discussion only and requires no committee action.

### **3 – Planning for the Howard Community College Legislative Breakfast**

**Background:** The annual Howard Community College Legislative Breakfast has been scheduled for Tuesday, January 12, 2010, 7:30 a.m. – 9:30 a.m. in room 400, The Rouse Company Foundation Student Services Hall. The date immediately precedes the 427<sup>th</sup> session of the Maryland General Assembly, which convenes January 13, 2010, and runs through April 14, 2010. Securing a date in January has proven to be successful in past years, as it accommodates the schedules of numerous elected officials.

All legislators have been e-mailed “save-the-date” letters with a response requested by Tuesday, January 5. To date, attendance confirmations have been secured from Senator Edward Kasemeyer, Delegate Gail Bates, Delegate Elizabeth Bobo, Delegate Steven DeBoy, Delegate James Malone, Councilmember Jen Terassa, and Director of Governmental Affairs for Howard County Ned Cheston (on behalf of County Executive Ken Ulman). Two student speakers and one parent speaker are in the process of being identified. One of the student speakers will be in the health sciences program, and the other student will be a veteran.

Parent advocates and student veterans will be included among those seated at the tables, according to their districts, with the legislators. A rotating display of photos featuring HCC students with legislators will be displayed on the screen during the mingling of guests.

The selection of invited students and parents will commence in the coming weeks. Board members and senior college staff will also be invited to attend and will be given talking points, as well as yellow stickers to wear that say, “Support HCC.” A briefing will be held with the students prior to the event in order to review talking points and assign them to legislators according to their respective districts.

### ◆———— Recommendation —————◆

This item is for information only and requires no committee action.

## **4 – Student Advocacy Day**

**Background:** Representatives from each community college in the State of Maryland participate annually in Student Advocacy Day. Designed to solicit continued support for the community college mission, Student Advocacy Day engages state representatives in support of the college’s legislative agenda. Student Advocacy Day has been scheduled for February 10, 2010.

As in past years, selected students will be invited to travel by bus to the Miller Senate Office Building in Annapolis to meet with senators and delegates to tell their stories about the impact that community colleges have made in their lives. Key talking points will be provided to the students in preparation for their meetings with legislators. Students’ name badges will have their legislative districts so students will be able to let the legislators know in which district they vote.

### ◆———— Recommendation —————◆

This item is for information only and requires no committee action.

## **5 – Media Update**

**Background:** The first day of HCC’s fall semester, August 22, was used as the first opportunity in the 2009-2010 academic year to convey the college’s need for critical funding amidst an economic recession that has prompted a dramatic increase in enrolled students who are demonstrating considerable need. A number of articles were secured as part of this “bursting at the seams without sufficient funding” campaign. Among the articles were the following:

- Columbia Flier*, “With Economy Faltering, More Students Go to HCC,” August 27, 2009
- Columbia Flier*, “More Students Apply for Aid as HCC Tightens Belt,” August 27, 2009
- Columbia Flier*, Parent Editorial, “Cuts to HCC Would Damage Source of Affordable Higher Ed,” August 27, 2009
- Columbia Flier*, “Editorial Opinion: Now’s Not the Time to Cut Aid to Community Colleges,” August 27, 2009
- Baltimore Sun*, “Enrollment Up at Howard Community College: Recession is a Major Cause, School President Says,” August 23, 2009
- Gazette.net*, “Graduates Enter a New World: Scholarship Applications, Enrollment at Community College’s Up in Tough Economy,” June 11, 2009
- Gazette.net*, “Community College Leaders Ask for More Federal Aid,” June 5, 2009

The second phase of this message will commence as opportunities exist to connect HCC faces to financial need and to show how the college can be part of the state’s economic solution as it works to get people back on solid financial footing. As such, HCC will tell the compelling stories about the growing number of students who are in critical financial need, the parents who are sacrificing and changing their financial plans in creative ways to send their children to college, the adult students who have been laid-off from their jobs and are seeking an education to reenter the workforce, veterans who are retraining, and more. Editorials, op-ed pieces, and the use of Facebook will be part of the media mix, as well.

### ◆———— Recommendation —————◆

This item is for information only and requires no committee action.