



***Board of Trustees’
Work Session
and
Board Meeting
Materials***

May 25, 2005

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.

Board of Trustees
May 25, 2005
Instructional Laboratory Building
Kittleman Room: ILB 100

PART I. **WORK SESSION AND DINNER 6:00 PM** (A LIGHT DINNER WILL BE SERVED AT 5:30 PM)

A. Introduction of New Employees

B. Informational Tour: Math Department

PART II. **REGULAR MEETING** – Immediately following the Work Session

A. Approval of May 25, 2005, Agenda

B. Approval of:

1. April 26, 2005, Work Session Minutes
2. April 27, 2005, Work Session Minutes
3. April 27, 2005, Regular Session Minutes
4. April 27, 2005, Closed Session Minutes
5. May 2, 2005, Closed Session Minutes

C. Report of the Audit and Finance Committee

D. Report of the Legislative Committee

E. President's Report

F. Board Member Comments

G. Consent Items

1. Capital Budget Items
 - a. Instructional Laboratory Building Phase II Changes
2. Service Contracts
 - a. Network Maintenance Contract
 - b. Fiscal Year 2006 Credit and Non-Credit Schedule of Classes Printing
 - c. Trash Compactor Lease Agreement
 - d. Uninterrupted Power Supply
 - e. Project Access Bus Service Bid
 - f. Athletic Fields Management Service Contract Extension
3. Renewals
 - a. Sodexho Contract
 - b. Datatel Contract
 - c. Security Services Contract
 - d. Office Supplies Contract
 - e. Washington Gas and Energy Services
 - f. Baltimore Gas & Electric Delivery Service Contract
 - g. Technical Support Sole Source Service Contract
 - h. Maryland Educational Enterprise Consortium (MEEC)
4. Other
 - a. Proposed New Hires
 - b. New Fiscal Year 2006 Academic Programs
 - c. Summer I Graduates
 - d. Professor Emeritus Recommendations
 - e. Maryland Energy Administration

- f. Authorization for Board Chair to Approve on Behalf of Board Until Next Regular Meeting

H. Discussion Items

1. Issue Bin
2. Board Calendar
3. Fiscal Year 2007 Vision, Mission, Values & Beliefs and Strategic Initiatives and Goals
4. Construction Manager at Risk for the Parking Deck
5. Track Equipment Bid
6. Draft Agenda – Board Retreat
7. Agreement with Howard County and Howard Community College for the Horowitz Visual and Performing Arts Center
8. Election of Officers for Fiscal Year 2006 Board

I. Information Items

1. Agreements Signed by the Board Chair Disclosure
2. Financial Statements
3. Use of Adjunct Faculty
4. Anticipated Summer Approvals
5. Sodexo Report
6. Personnel Summaries

J. Closed Session

I-A Introduction of New Employees

For the trustees' information, newly hired employees approved by the board at its April 27, 2005, meeting will be introduced to the trustees by Dr. Duncan and members of the president's team.

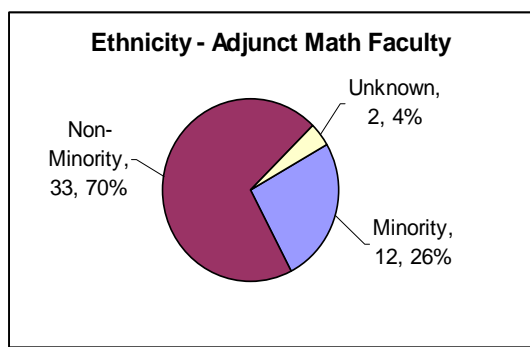
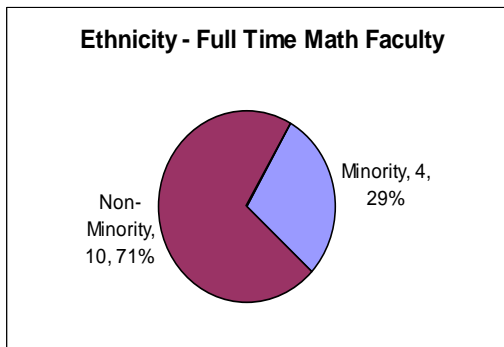
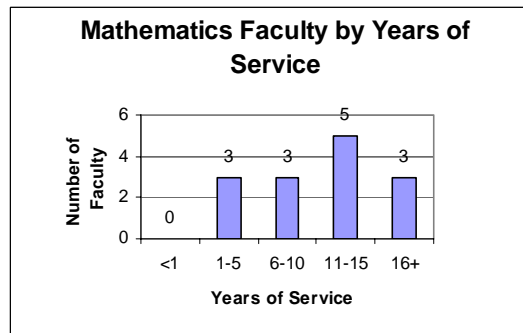
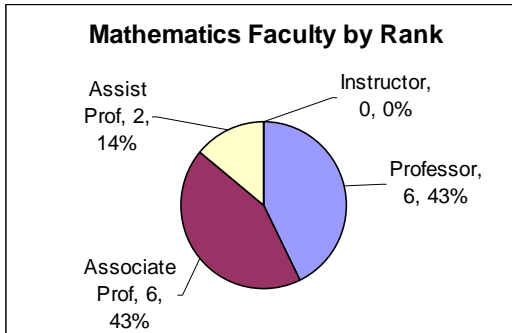
I-B Informational Tour: Mathematics Division

Department: Mathematics Division

The mathematics division serves a wide variety of students in courses ranging from arithmetic review to differential equations. Categories of students include developmental program students, students completing their general education requirement and students in programs that require specialized mathematics coursework, such as engineering. Mathematics faculty are involved in a variety of programs that support student success. They serve as mentors and tutors for Silas Craft students, as coaches for the Step-Up students and participate in the First Year Experience Faculty Learning Community. Mathematics faculty are actively involved in the college community through their participation in committees such as College Council, Diversity Committee, Salary and Benefits Committee, Developmental Education Team, Retention Committee, Readmit Committee, Ethics Steering Committee and the Organizational Development Cross Functional Team.

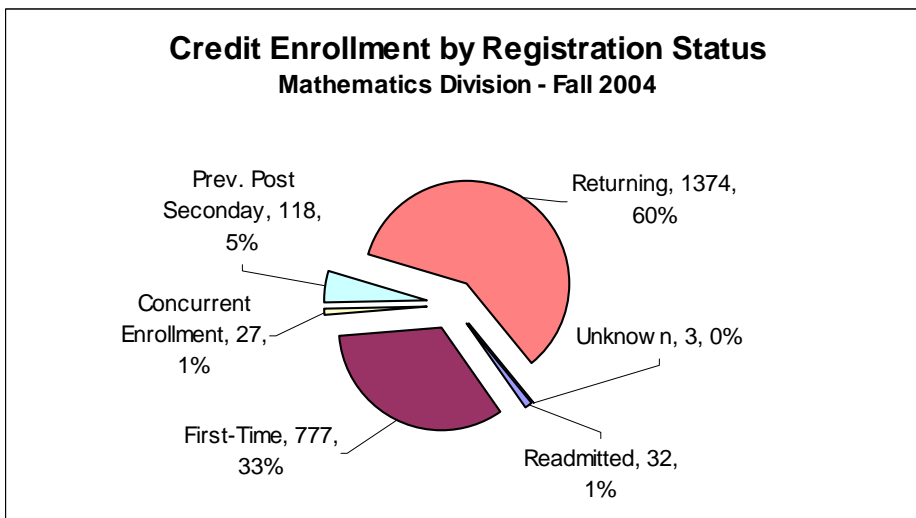
Core Work Mission: The mission of the Mathematics Division at Howard Community College is to offer challenging courses in a nurturing environment that ensures proper placement, accommodate differences in students' abilities and learning styles by offering multiple teaching strategies, promote the use of technology and problem-solving skills, and encourage students to assume personal responsibility for mastering skills leading to self-improvement, achievement of career goals, an associate's degree, or transfer to a four-year institution.

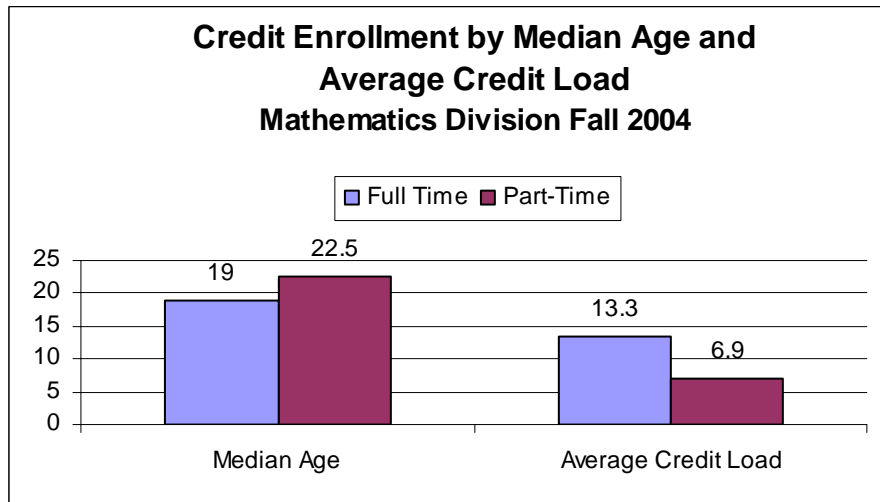
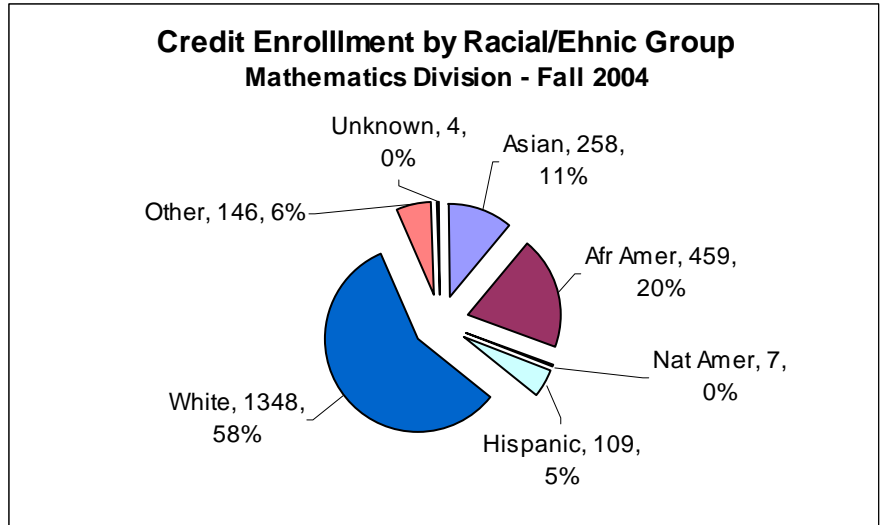
Staff: The mathematics division is staffed by 14 full-time faculty, 1 part-time budgeted instructor and 70+ adjunct faculty. Demographic information is provided in the following graphs. The adjunct faculty add considerable depth to the division. They are professional teachers, mathematicians, and engineers. Ten percent of the adjunct mathematics faculty hold doctorates.



Students: The mathematics major was added to the college catalog in fall 2002 and there have already been three graduates. There are currently 24 students listed as mathematics majors.

Based on MHEC requirements, all AA and AAS degree students are required to take a mathematics course at or above the college algebra level. For FY04, the mathematics division had 615.4 FTE's, which was an 8.1 percent increase from FY03. Using an academic calendar from summer 1 through spring, there was a 20 percent decrease in enrollments in MATH-060 and a 12.8 percent and 18.6 percent increase in college algebra and statistics.

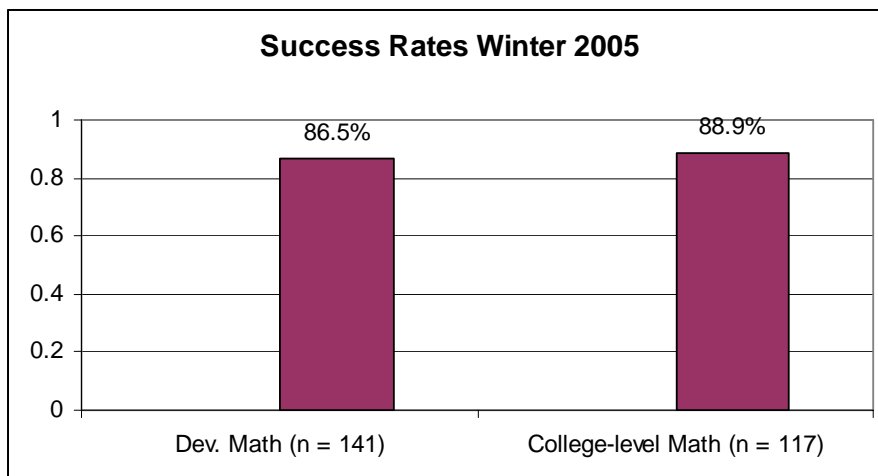
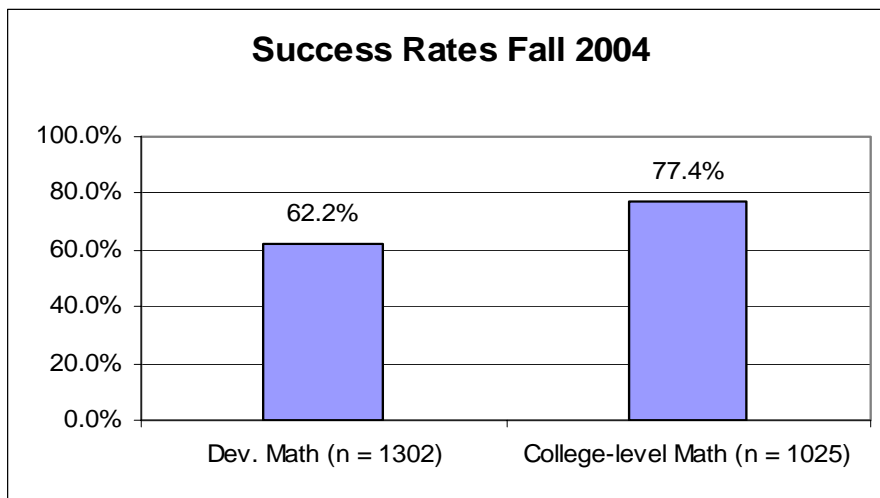
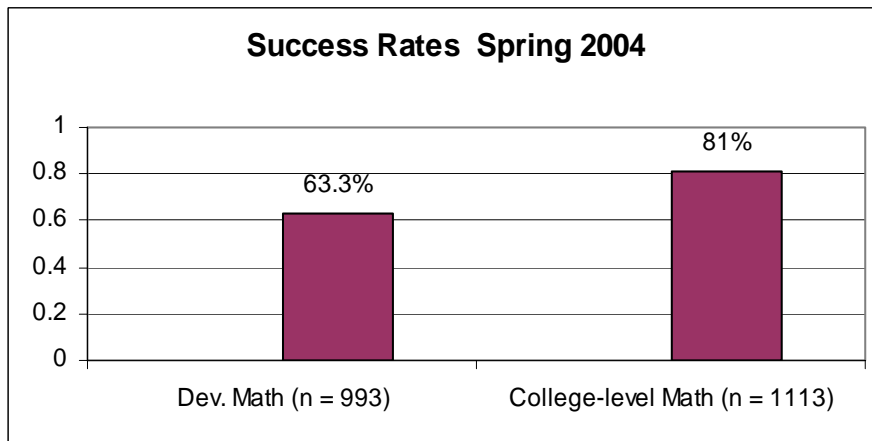




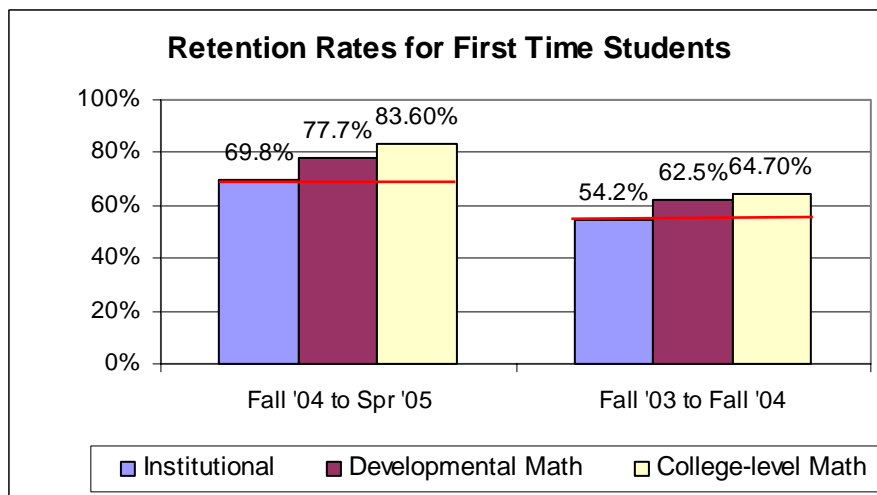
Resources: The mathematics program is housed in the Hickory Ridge building. Courses are scheduled in 10 computer labs, 2 lecture classrooms and a drop-in tutoring center. In addition to standard equipment, all rooms are equipped with additional board space, graphing calculator projection systems, and a variety of mathematics software. The math walk-in lab provides students with drop-in tutoring services and a study area for working on assignments and completing group projects. The lab is open 62 hours per week in the spring and fall semesters. It is staffed by faculty and student tutors.

Benchmarks/Results:

A variety of measures are reviewed each semester on components of the mathematics program. Success rates are calculated on the total number of A, B, C, D, and F grades in each class.



Mathematics students had a higher retention rate than the institution for both fall to spring and fall to fall.



Fall 04 to Spring 05

Institutional 935 / 1,340 = 69.8%
 Dev. Math 404 / 520 = 77.7%
 College Math 214 / 256 = 83.6%

Fall 03 to Fall 04

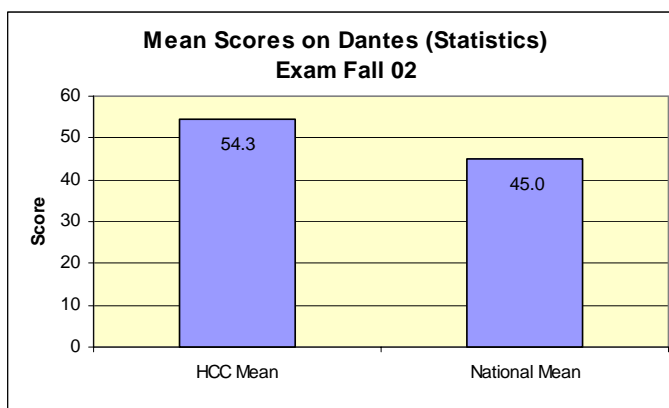
Institutional 720 / 1,328 = 54.2%
 Dev. Math 361 / 578 = 62.5%
 College Math 156 / 241 = 64.7%

Results from outcomes assessment projects

Outcomes Assessment Projects are used to evaluate the continuing success of students as they move through the mathematics program and to measure the quality of the program compared to local or national standards.

MATH-138 Statistics

As part of an outcomes assessment project, students in statistics took a national exam as the final exam. Dantes is part of the CLEP program. In addition to the strong showing on the mean score, there was a strong correlation between passing course grades and passing grades on the exam indicating that our statistic course meets national standards.



Success of Developmental Students in College Mathematics

For the academic years '01, '02 and '03, 817 students were enrolled in college math. 475 placed into college math and 342 took MATH-070 before going into college math.

The results from the study found that there is a statistically significant difference for mean college level math grade and cumulative GPA between students who took MATH-070 and students who placed into college level math; students who took MATH-070 were statistically more likely to have a higher college level math grade and a higher cumulative GPA than students who placed directly into college level math.

	<u>Grade Point Average</u>	
	<u>Students Who Placed In</u>	<u>Students Who Took MATH-070</u>
Mean grade in dev math course:	N / A	2.53 (2.00 = C, 3.00 = B)
Mean grade in first college level math course:	1.86 (2.00 = C)	2.00 (2.00 = C)
Mean grade all college level math courses:	1.71 (2.00 = C)	2.00 (2.00 = C)
Mean cum as of fall 04:	2.61	2.78

For students who completed MATH-070:

- There is a statistically significant positive relationship between MATH-070 grade and mean grade for college level math courses
- There is a strong statistically significant positive relationship between mean college level math grades and cum GPA
- There is a statistically significant positive relationship between cum GPA and grade in MATH-070

For students who placed into college-level math:

- There is a strong statistically significant positive relationship between grade in first college-level math course and cumulative GPA
- There is a statistically significant positive relationship between grade in first college-level math course and mean grade for all college level math courses

For all students in sample:

- There is a strong statistically significant positive relationship between mean grade for all college level math courses and cumulative GPA

Success of Elementary Education Majors on the mathematics portion of the PRAXIS I national examination

All teachers in Maryland need to pass a functional test in reading, writing and mathematics, known as PRAXIS I. Passing this exam is also a requirement of the AAT degree. MATH-127 *Concepts of Math I* provides a conceptual understanding of elementary level mathematics. This outcomes assessment project is looking at the correlation between student success in this course and student success on the exam. Preliminary results indicate that students who earn an A or B are prepared for the exam. Students with low C averages are at risk. Since students are not allowed calculators on the exam, the course has been modified to strength computational skills.

Collaborations with Howard County Public School Systems (HCPSS):

Mathematics faculty from HCC have several ongoing projects with the public school system. They serve on the HCPSS math advisory committee, participate in the high school math competitions, and serve as judges at the middle school and high school science and mathematics fairs. Additional projects are listed below.

Fall 2000 – present	In conjunction with the Continuing Education Division, HCC offers Differential Equations to high school students as part of HCPSS' Gifted and Talented Program. In spring 2004, students also took Linear Algebra as part of this program.
Fall 1998 – fall 2000	Offered a series of credit classes to public school teachers to earn certification credits in mathematics. The original audience was middle school mathematics teachers who had elementary certification rather than mathematics certification. For fall 2005, teachers are being recruited to participate in the Masters In Mathematics Education being offered by Towson University at Laurel.
Fall 2003	Offered Statistics at Atholton High School through the Two-Way Interactive classroom
Summer 2003	Math faculty participated in curriculum workshops with high school faculty on the redesign of algebra 2.
Summer 2004	Math faculty participated in curriculum workshop with high school instructors on the redesign of high school courses involving algebra beyond algebra 2. HCC stressed the importance of preparing students to take mathematics placement tests.
January 2005	Provided placement testing and advising at HCPSS Research and Technology Center for juniors in career programs.
Winter 2005	Provided placement testing and advising at Wilde Lake High School, Glenelg High School and Mt. Hebron High School for juniors and seniors taking Introduction to Functions and Trigonometry or Precalculus. This was an extension of the workshop during the summer.

Special Recognitions (Program and Individuals):

Many members of the mathematics faculty have received recognition for their outstanding teaching abilities. They also serve on various advisory boards and work with publishing companies to improve course materials.

B Anderson	Selected by transfer students from the University of Texas at Arlington as the community college professor who was most influential in their success 2000, 2002.; Who's Who Among America's Teachers [®] , 2003; 2004
G Ayine	Who's Who Among America's Teachers, 8 TH edition, 2003, nominated again this year, 2004.

R Baker	HCC's Outstanding Faculty member 2001-2002. Starred in algebra videos for Hawkes Publishing 2003.
A Bulleri	MCTM Outstanding College Professor 2002; Board Member – Maryland Council of Teachers of Mathematics; State representative for NCTM
B Gray	Who's Who Among America's Teachers, 2004; co-author of <i>Interactive Math</i> - a 3 text series for developmental math, member HCPSS Math Advisory Committee
P Mikowicz	Reviewer for the textbook, <i>An Intermediate Course in Algebra</i> ; member of the statewide Bridge Goals Task Force
J Penniman	Columbia Magazine, Honorable Mention for Best Teacher in 1999, Voted by the readers of Columbia Magazine; MCTM Outstanding College Professor 2002; Who's Who Among America's Teachers; 2000, 2002; 2003; 2004
B Sandruck	Who's Who Among America's Teachers 2002, 2003; vice-chair MHEC Faculty Advisory Committee; member of K-16 Workgroup, MHEC Student Transfer Advisory Committee and HCPSS Math Advisory Committee; author of solutions' manual for <i>An Intermediate Course in Algebra</i>
C Stewart	HCC's Outstanding Faculty Member 1996-97, Who's Who Among America's Teachers 2001, 2003

Grants:

Summer 2005	Through a grant with MSDE, members of the mathematics faculty will be writing the assessment items for an online intervention course developed by MSDE staff. This course targets high school students who have failed the high school assessment in algebra/data analysis. As part of the development process HCC will be field-testing the assessment instrument with some of the summer developmental mathematics students.
2005 – 2006	Provided placement testing and advising to approximately 250 students in January 2005 as part of a grant project with HCPSS Careers Program. Most of the students involved were high school juniors. They were advised on the level of mathematics needed for their career field; encouraged to take mathematics beyond algebra 2 and to take mathematics in their senior year. HCC will be providing this service again in January 2006.
2002 – 2005	Co-author of the NSF computer Science, Engineering and Mathematics Scholarship Grant
2002 – 2003	USM general education grant to plan and host a local conference for secondary mathematics supervisors and higher education mathematics faculty on "Understanding Computer-Adaptive Placement Testing and Standardizing Its Use". The conference was held on May 14, 2003, and featured a speaker from ETS who provided information on the structure

of ACCUPLACER and the concepts behind Item Response Theory (IRT) as a scoring method. Participants were able to take both the ACCUPLACER and COMPASS placement exams.

Future Plans and Goals:

- Mathematics for Business Administration Majors - Over the last few years, it has become apparent that the mathematics programs for business administration majors varies widely among higher education institutions. Several out of state schools require Finite Mathematics rather than College Algebra as the prerequisite course for Business Calculus. HCC will be leading a statewide discipline-level discussion of the mathematics needs of business administration majors. This discussion will include a review of the content of business calculus and the background knowledge expected in other areas of mathematics.
- Develop a Computer Engineering Major
- Offer Honors Calculus I
- Develop a Math Club
- Expand placement testing in the public schools
- Expand the use of WebCt as a communications link with students and adjunct faculty
- Incorporate information into Finite Math, College Algebra, and Ideas in Mathematics on Information Literacy as it applies to data collection and statistically appropriate interpretation of data.

II-A Approval of May 25, 2005, Agenda

Board of Trustees
May 25, 2005
Instructional Laboratory Building
Kittleman Room: ILB 100

PART II. REGULAR MEETING – Immediately following the Work Session

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- J. Closed Session**

II-B Approval of Minutes

- April 26, 2005, Work Session Minutes
- April 27, 2005, Work Session Minutes
- April 27, 2005, Regular Session Minutes
- April 27, 2005, Closed Session Minutes
- May 2, 2005, Closed Session Minutes

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
WORK SESSION MINUTES
April 26, 2005**

The Board of Trustees of Howard Community College (HCC) met in work session on Tuesday, April 26, 2005, in the Schoenbrodt Room in the administration building (A225) at Howard Community College, Columbia, Maryland. Roberta E. Dillow, chair, brought the work session to order at 8:25 a.m. Other board members present included trustees Patrick L. Huddle, Louis G. Hutt, Jr.; Katherine K. Rensin, T. James Truby, and Mary Beth Tung. Mary Ellen Duncan, secretary-treasurer, was also present. Roger N. Caplan, trustee, was absent.

Student Housing

Dr. Kate Hetherington discussed evolution of the student housing issue over the past two years. She discussed the feasibility study conducted by Anderson Strickler, LCC, which concluded that HCC should build a facility with the capacity for at least 300 full-time single students. Dr. Hetherington explained that some of the reasons for pursuing student housing include connecting students to the college in a different, stronger, and more enduring way than is currently available, attracting additional students to HCC that might otherwise go elsewhere, and generating a revenue stream from the endeavor.

Some of the challenges with student housing include undesirable behavior in dormitories that might spillover into the surrounding community. Additionally, there will be an impact on staff far as the nature of their work and interaction with students. Dr. Hetherington stressed that student housing is not an all rewards-no risk project. There would be challenges that came with it; however, the benefits for students as well as the financial rewards could be significant.

Ed Kohls from Design Collective presented several options for student housing locations.

Area 1- Over Lot A. The location would not destroy the parking lot as the housing could be built over a potential parking deck. Currently, this site looks practical but some zoning issues do need to be researched.

Area 2 – Behind the current plant lot (where the future garage will be built). This site would be nice because it is located close to parking. The site is tight but is close to the fields and the pond.

Area 3 – Close to the Hickory Ridge building. The housing could be built in conjunction with a new parking deck and is close to the new Horowitz Center and student services building. One drawback would be that it is close to the community housing on Hickory Ridge road. However, this could be resolved by the way the facility is placed on the site.

Area 4 – Along Hickory Ridge road behind the Children’s Learning Center. This site is also close the Hickory Ridge community and lies immediately along Hickory Ridge road.

Although significant work and discussion needs to take place before a specific location could be decided upon, this overview shows that there are several viable sites on campus for student housing.

Trustees asked questions concerning proximity to academic buildings and the external community as well as the potential for expansion beyond the 300 beds in the future. Other questions concerned the cost of similar housing in the area as well as the revenue projections in the immediate future and long-term.

Dr. Hetherington discussed the role of student housing in student attraction and retention. The primary reason for doing student housing is to enhance the academics offered at HCC. Student housing could enhance the college environment for younger students and make HCC more competitive with the region’s four-year institutions. Various student learning communities and international students would also be incorporated into this plan; however, the primary service population would still be residents of Howard County.

A discussion was held on the financial aspect of the project. Dr. Duncan emphasized that it might be very possible that the project would be revenue neutral for approximately three years.

A discussion item on student housing will be drafted for introduction during the April 27, 2005, regular session of the meeting of the board of trustees. A vote on whether or not the college should pursue student housing will be taken at that time.

The work session adjourned at 9:45 a.m.

The above constitutes the official minutes of the April 26, 2005, work session of the Howard Community College Board of Trustees as approved on May 27, 2005, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
WORK SESSION MINUTES
April 27, 2005**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, February 23, 2005, in the Schoenbrodt Boardroom (A225) of the administration building at Howard Community College, Columbia, Maryland. Roberta E. Dillow, chair, brought the work session to order at 6:03 p.m. Other board members present included Louis G. Hutt, Jr., vice chair, and trustees Roger N. Caplan, Patrick L. Huddie, Katherine K. Rensin, T. James Truby, and Mary Beth Tung. Mary Ellen Duncan, secretary-treasurer, was also present.

A. Introduction of New Employees

Kate Hetherington, vice president of student services, introduced Christele Cain, admissions and advising information specialist.

B. All-USA Academic Team Awards

Kate Hetherington introduced Jennifer Osing and Katie Podson who have been nominated from Howard Community College for the All-USA Academic Team Competition sponsored by *USA Today*, Phi Theta Kappa Honor Society, and the American Association of Community Colleges. The board commended both students for their accomplishments and presented them with a gift.

C. The Audrey Robbins Humanitarian Award

Patty Keeton, executive director workforce development, introduced Becky Lessey, director basic skills and foreign-born programs, who is this year's Association of Community Services' Audrey Robbins Humanitarian Award winner. This award was created to honor the work of human services organizations and those volunteers and staff who go above and beyond all expectations in their service to the community.

D. Internationalizing the Campus

Ron Roberson, vice president of academic affairs, gave a brief summary on the importance of international programs. Howard Community College has 830 international students and about 95 ESL students, and Continuing Education has several international contracts. The college is actively involved with international organizations like the American Council on International Intercultural Education (ACIIE) who recently awarded the college for its international programs, and Community Colleges for International Development (CCID) with whom the college is working on study abroad and student/faculty exchange programs.

Alex Nowadazkij and Manuel Rodriguez, students from Germany and Venezuela, talked briefly about their experiences as foreign students at HCC

and their future plans.

Rebecca Mihelcic-Chapman, Professor, Business & Coordinator of International Education, talked about the Commission on the Future's recommendation for students to be globally competent. She talked about HCC's study abroad program in Mexico (now in its 6th year) and 10 other study abroad programs which 300 students have participated in. Faculty are also internationalizing courses across the curriculum to include global understanding in all areas. Beckie would like all students, who would like to, to have an opportunity to have a study abroad experience.

Cheryl Berman, Associate Professor, World Languages, talked about the ten world languages that are taught at Howard Community College including the critical language program which is self instructed and tutor assisted and two new languages – Farsi and Portuguese. She mentioned that enrollment in the world languages program has grown by 114 percent in two years.

The following students talked about their experiences in the study abroad program.

- Debbie Butterworth spent three weeks in Mexico to get more fluent in Spanish and plans to go back.
- Kristy Herod went on the HCC-sponsored 2-week cruise through Russia and says the trip gave her a better world view.
- Madelene Pettersson, went to Costa Rica and learned about healthcare programs there.
- Alison and Laura Gottschalk traveled through Germany visiting places mentioned in their grandmother's diary and met their German relatives. The trip gave them a new perspective on the world and world affairs.

The work session adjourned at 7:06 p.m.

The above constitutes the official minutes of the April 27, 2005 work session of the Howard Community College Board of Trustees as approved on May 25, 2005, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
REGULAR SESSION MINUTES
April 27, 2005**

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, February 23, 2005, in the Schoenbrodt Boardroom (A225) of the administration building at Howard Community College, Columbia, Maryland. Roberta E. Dillow, chair, brought the regular session to order at 7:15 p.m. Other board members present included Louis G. Hutt, Jr., vice chair, and trustees Roger N. Caplan, Patrick L. Huddie, Katherine K. Rensin, T. James Truby, and Mary Beth Tung. Mary Ellen Duncan, secretary-treasurer, was also present.

A. Approval of April 27, 2005, Agenda

A recommendation to approve the April 27, 2005, agenda, was moved by Trustee Huddie, seconded by Trustee Tung, and unanimously approved.

B. Approval of Minutes

A recommendation to approve the March 23, 2005, work session and regular session minutes, was moved by Trustee Caplan, seconded by Trustee Rensin, and unanimously approved.

C. President's Report

Janice Marks, director of academic support, counseling and career services, and Margaret Garroway, associate director, academic support services, were commended on receiving a 100 percent score on a federal grant to support student support services.

D. Board Member Comments

- Chair Dillow congratulated Vice Chair Lou Hutt on his recent honor from the Waring–Mitchell Law Society; commended staff for arranging the presentation by Robert Rosenberg, former CEO of Dunkin' Donuts; and talked about the athletic track and fields dedication. She asked Lou Hutt to chair the audit and finance committee meeting on May 11 since she will be out of town; reminded the board about the retreat on June 9; and asked which board members are interested in attending the ACCT convention in Seattle in September.
- Vice Chair Hutt commended the staff on the Kittleman Room naming.
- Trustee Tung commended students Katie Podson and Jennifer Osing on their nomination to the All-USA Academic Team Competition. She commended Beckie Lessey, director, basic skills and foreign-born programs, on being selected as the Audrey Robbins Humanitarian Award winner and Dave Buonora, director of legislative relations and business development, on the

legislative successes.

- Trustee Huddie commented on the informative student housing discussion, and commended Zoe Irvin, executive director of planning, research and organizational development, on her appointment to the 2005 Baldrige Board of Examiners. Lou Hutt was congratulated for his award and the college's international programs were lauded.
- Trustee Caplan commended Zoe Irvin on her Baldrige appointment and the students who spoke about international programs.
- Trustee Truby talked about Dr. Duncan's remarks on servant leadership at a recent event and Beckie Mihelcic-Chapman's leadership on internationalizing the campus.
- Trustee Rensin echoed other board members' comments. She asked that elected officials be invited to all college events.

E. Consent Items

1. Proposed New Hires
2. Fiscal Year 2006 Faculty Promotions
3. Candidates for Commencement
4. Acceptance of Discover Credit Cards
5. Programming for the Howard Community College Website
6. Housekeeping Supplies Contract awarded to Daycon Products Company for annual estimated expenditures of \$35,000.
7. Music Modular Buildings Contract awarded to Vanguard Modular Systems for \$30,480/year (\$2,540/month/insurance inclusive)
8. Landscaping Management Services Contract awarded to The Brickman Group, Ltd. For \$57,631.00
9. Elevator Services Contract awarded to Schindler Elevator for \$10,584.00.
10. Electrical Services Contract awarded to Bell Electrical Systems, Inc. for an estimated amount of \$30,000.

A recommendation to approve the consent items was moved by Trustee Hutt, seconded by Trustee Caplan, and unanimously approved.

F. Discussion Items

1. Issue Bin

This item was for information only and required no board action.

2. Board Calendar

Erin Marek, director of board relations/special projects, distributed the FY06 board calendar. The Rouse Scholars reception date in September will be changed since trustees will be attending the ACCT Convention in Seattle.

3. Student Housing

A recommendation to approve proceeding with student housing, including the hiring of a consultant was moved by Trustee Caplan, seconded by Trustee Tung, and unanimously approved.

4. Board Policy – Facility Naming

A recommendation to approve the addition of the Governance Process: Board's Role - Policy on Naming Facilities, was moved by Trustee Rensin, seconded by Trustee Caplan, and unanimously approved.

5. Board Bylaws – Implementation of Sarbanes-Oxley Act Recommendations

A recommendation to approve the revision of the board bylaws as highlighted in Article VI: Committees of the Board, was moved by Trustee Caplan, seconded by Trustee Huddie, and unanimously approved.

6. Fiscal Year 2006 Operating Budget

A recommendation to approve the FY06 operating budget along with the FY06 tuition rates, was moved by Trustee Caplan, seconded by Trustee Truby, and unanimously approved.

7. Fiscal Year 2006 Capital Budget

A recommendation to approve the FY06 capital budget, was moved by Trustee Caplan, seconded by Trustee Rensin, and unanimously approved.

8. Increase in Consolidated Fee

A recommendation to approve the increase in the consolidated fee for FY06 to 14.4 percent of the in-county tuition rate, was moved by Trustee Caplan, seconded by Trustee Huddie, and unanimously approved.

G. Information Items

1. Agreements Signed by the Board Chair Disclosure

This item was for information only and required no board action.

2. Financial Statements for February 2005

Lynn Coleman, vice president of administration and finance, gave an overview.

This item was for information only and required no board action.

3. Report on Board End - Leadership

This item was for information only and required no board action.

4. Senior Adult Education

This item was for information only and required no board action.

5. Personnel Summary for March 2005

This item was for information only and required no board action

Adjournment

A recommendation to adjourn the meeting was moved by Trustee Caplan, seconded by Vice Chair Hutt, and unanimously approved.

The meeting adjourned at 8:00 p.m.

The above constitutes the official minutes of the April 27, 2005, meeting of the Howard Community College Board of Trustees as approved on May 25, 2005, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
CLOSED SESSION MINUTES**

April 27, 2005
Howard Community College
Schoenbrodt Boardroom (A225)
Columbia, Maryland

Present: Roberta E. Dillow, chair, and trustees Roger N. Caplan, Patrick L. Huddie, Louis G. Hutt, Jr., Katherine K. Rensin, T. James Truby, and Mary Beth Tung. Mary Ellen Duncan, secretary-treasurer, was also present.

At approximately 8:03 p.m. Chair Dillow read a resolution to enter into closed session, which was supported unanimously by the board:

WHEREAS, The Board of Trustees of Howard Community College is authorized by Section 10-501 of the State Government Article of the Annotated Code of Maryland to conduct certain portions of its meetings in closed session.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Howard Community College hereby conduct its meeting in closed session beginning on April 27, 2005, at the conclusion of the regular public meeting at Howard Community College's Schoenbrodt boardroom pursuant to State Government Article, Section 10-508 (a1i) "to discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction."

The resolution was approved unanimously by the trustees. The trustees entered into closed session at approximately 8:04 p.m.

During the closed session, the trustees discussed a personnel matter. The closed session was adjourned at approximately 9:20 p.m.

<p>The above constitutes the official minutes of the April 27, 2005, closed meeting of the Howard Community College Board of Trustees as approved on May 25, 2005, and are a true and correct copy of the same.</p>

<p>Mary Ellen Duncan, Secretary/Treasurer</p>

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
CLOSED SESSION MINUTES**

May 2, 2005
Howard Community College
Schoenbrodt Boardroom (A225)
Columbia, Maryland

Present: Roberta E. Dillow, chair, and trustees Roger N. Caplan, Patrick L. Huddie, Katherine K. Rensin, and T. James Truby. Kate Hetherington, vice president of student services, was also present.

At approximately 7:00 p.m. Chair Dillow read a resolution to enter into closed session, which was supported unanimously by the board:

WHEREAS, The Board of Trustees of Howard Community College is authorized by Section 10-501 of the State Government Article of the Annotated Code of Maryland to conduct certain portions of its meetings in closed session.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Howard Community College hereby conduct its meeting in closed session beginning on May 2, 2005, at Howard Community College's Schoenbrodt boardroom (A225) pursuant to State Government Article, Section 10-508 (a1i) "to discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction."

The resolution was approved unanimously by the trustees. The trustees entered into closed session at approximately 7:01 p.m.

During the closed session, the trustees discussed a personnel matter. The closed session was adjourned at approximately 8:00 p.m.

The above constitutes the official minutes of the May 2, 2005, closed meeting of the Howard Community College Board of Trustees as approved on May 25, 2005, and are a true and correct copy of the same.

Roberta E. Dillow, Chair

II-C Report of the Audit and Finance Committee

- May 11, 2005, Meeting Minutes

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
AUDIT AND FINANCE COMMITTEE**

Meeting Minutes
May 11, 2005 – 12:00 p.m.

Present: Roger N. Caplan, committee member and trustee; T. James Truby, committee member and trustee; Louis G. Hutt, Jr., trustee and ex-officio committee member; and Mary Ellen Duncan, president.

Staff: Lynn Coleman, vice president of administration and finance; Janet Cullison, director of finance; and Erin Marek, director of board relations/special projects

Guests: Keith Novak and Thomas Rey, Clifton Gunderson LLP

Topic	Outcome
1. Quarterly Sole Source Vendors Report	<p>Roberta Dillow, board and committee chair, was absent. In her stead and in compliance with the board bylaws, vice-chair Hutt chaired the audit and finance committee meeting.</p> <p>The committee reviewed the sole source report for the period of January 1 – March 31, 2005. This item was for information only and no committee action was required.</p>
2. Meeting with College Auditors	<p>Keith Novak gave an overview of the staff who will be working on the account and the process that would be used. Special attention will be paid to construction, purchasing contracts, and post-employment benefits other than pensions.</p> <p>Lynn Coleman went over the special areas that the auditors will be reviewing in FY06: information technology access controls, online purchasing, and auxiliary controls at the Belmont Conference Center. A discussion was also held on the controls, advantages, and disadvantages of purchasing cards.</p> <p>Additionally, items from Sarbanes-Oxley that will impact the auditors and the relationship between the college and the auditors were reviewed. Specifically, all materials from the auditors will be sent to the board chair and copied to college management; contract terms and the tenure of the lead partner on the account were also reviewed. This item will be brought to the next board meeting as several additional policies need to be reviewed as well as Association of Community College Trustees (ACCT) and National Association of College and University Business Officers (NACUBO) recommendations. Additionally, the audit firm will confirm that the chief accounting officer of the institution is not employed by the audit firm during the preceding year. The impact and cost of an external assessment of internal control structure was also discussed.</p>
3. Year-end Purchases	Lynn Coleman reviewed the year-end purchases list. Trustee Hutt moved to approve this item. Trustee Truby seconded it. The item

Topic	Outcome
	was unanimously approved. Items requiring board approval will be taken to the May board meeting or signed by the board chair after the May meeting.
4. Student Services Building – Guaranteed Maximum Price	Because the guaranteed maximum price for the student services building will not be available by the May 25, 2005, board meeting, the committee recommends to that the board chair be authorized to sign the approval over the summer recess. As all summer approvals, the item will be brought back to the full board to be confirmed in August 2005.
5. Semi-Annual Cumulative Purchases Greater Than \$25,000 Report	<p>The committee reviewed the report, which covered July 1, 2004 – December 31, 2004. This item was for information only and no committee action was requested.</p> <p>However, the committee recommends that the college look at alternative ways of advertising instead of newspapers in order to reach a broader audience.</p>
6. Other	<p>A discussion was held about a payroll reporting error for 5 employees and the steps to be taken to rectify that error.</p> <p>The meeting of the audit and finance committee concluded at approximately 1:35 p.m.</p>

II-D Report of the Legislative Committee

- April 26, 2005, Meeting Minutes

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
LEGISLATIVE COMMITTEE**

Meeting Notes
April 26, 2005, 8:30 a.m.
Schoenbrodt Boardroom (A225)

Present: Patrick L. Huddie, committee chair; Katherine K. Rensin, trustee; Mary Beth Tung, trustee; Roberta E. Dillow, ex-officio committee member and board chair; and Mary Ellen Duncan, president. Other board members present included: T. James Truby and Louis G. Hutt.

Staff: David A. Buonora, director of legislative relations and business development and Erin M. Marek, director of board relations/special projects (recorder).

Topic	Outcome
Patrick Huddie brought the meeting to order at 8:12 a.m.	
Review of 2005 Maryland General Assembly Session	<p>Dave Buonora gave an overview of the legislative session focusing on a change to governor's budget made by the general assembly which gives money to the regional higher education centers. However, this action violates the state constitution which does not allow the general assembly to re-allocate funds in this manner. There are three options for how this issue will be resolved:</p> <ol style="list-style-type: none"> 1) The Governor could allow the general assembly to make this change. This option is unlikely as it sets a precedent that not only violates the state constitution but also allows the general assembly to reallocate funds from the governor's budget. 2) The Governor does not allow this re-allocation to happen and the funds go back into general funds. 3) The Governor re-allocates all or part of these funds into to the regional higher education centers. This option is the one that the colleges hope will occur. Representatives from community colleges are talking to members of DBM to make the case for funding regional higher education centers.
Kittleman Room Dedication	Dave Buonora reviewed the program for the dedication.
Preview of County Council Hearing	April 28, 2005, the county council will have their budget hearing for HCC. The session will run from 7 – 7:30 p.m.
The meeting adjourned at 8:25 a.m.	

II-E President's Report

Belmont Update

Calendar Year 2005 Revenue Update (Using 2003 bookings as a reference point for 2005)

As of May 1, 2005, bookings are \$690,000 vs. \$733,000 on May 1, 2003.

- Corporate Market is behind 2003 by \$110,000.
- Association & Social Markets are up by \$180,000
- American Chemical Society (ACS) business represented \$139,000

Marketing, Partnerships & Promotions

- Belmont website will be completed by end of May
- Reaching out to local boards to utilize and generate awareness with their board members
- Summer Concert Series- August 6th, 13th & 27th
- Continuing Education & Belmont Fall Programs
 - September- Landscape Painting Workshop
 - November- Russian History & Culture

Communications

- Presentations underway at area Rotary Clubs.
- Master Plan Focus Group Meeting held at Belmont on May 5th. Approximately 20 guests attended.
 - Question 1 focused on the ideas from the community survey (concerts, open house, park accessibility, lecture series, wellness weekends).
 - Question 2 focused on academic programs suitable to Belmont and supported by workforce needs.
 - Question 3 focused on the conference business. What additional amenities and facilities would be necessary?
- Working with Maryland Historic Trust to explore ways to approve the appearance of the kitchen vent and meet fire and safety codes.

Hospitality Program

Proposal made to expand the Carriage House space for the Hospitality Program and current conference center business. This expansion would also provide space for continuing education to have programming at Belmont without interrupting the conference schedule.

- Initial concept drawings have been completed with rough estimates. Meetings will be scheduled with the county to determine civil and mechanical needs.
- A grant is being submitted to Choice Hotels for a SMART classroom.
- Sysco Food Services has identified equipment necessary for the demonstration kitchen and is currently pricing equipment.

Project Handshake – A Four-Year Journey

Project handshake is an administrative computing project, which was undertaken by the division of continuing education and workforce development and the administrative information systems department. This multi-year project has focused on re-engineering and improving the business processes, services, and reporting to assist the division in order to operate more efficiently and better serve its non-credit students and clients.

The outcomes from this project include improving registration processes and services such as instant online web registration and payment for continuing education offerings. HCC is the first college to offer this service in the state. This new web registration service is being used by 18 percent of people enrolling in summer classes during its first year of availability. The group also successfully incorporated non-credit students' transcripts into the online web registration project as well as billing statements. These new services are especially beneficial for those non-credit students for providing proof of payment and completion of continuing education courses. The staff also completed projects to streamline and improve phone registration.

Another focus of project handshake was to improve reporting and business processes that have streamlined operations and assisted the division in assessing and determining its operational cost. Examples include cost of instruction report, automating the production of certificates, simplifying the enrollment for CustomClass, and producing a list of open and full kids on campus classes. Others have eliminated time-consuming processes such as manually entering grades and generating a grade roster, requesting labels, producing the noncredit brochure in Word, and then having to re-enter all the data and generate attendance rosters. These tasks are now automated and performed using the college's administrative computing system. Reports have been generated through project handshake that have simplified proofing and assured accuracy in state reporting. They have also assisted in tracking invoices, verifying billing information, and determining the number of courses and employees trained for each client.

Project handshake has also provided relevant staff development and positively impacted employee morale since it was a team effort, involved the entire division, and annually produced results, which helped non-credit students and staff. The project handshake team was specifically asked to present at the Datatel Users Group annual conference and has just been invited by Datatel to do a joint presentation at the Association of Community College Trustees (ACCT) conference. JoAnn Hawkins, the project leader, was featured in the national advertising campaign for Datatel last year and 25 other colleges, both two-year and four-year, have contacted HCC seeking information on the process and results.

News from Planning, Research, and Organizational Development

The team designs and conducts qualitative and quantitative research. It analyzes and provides data to support many of the teams on campus (such as facilities planning and enrollment management), the mandated public accountability reports, and the scheduled learning outcome assessment projects. As time permits, the research staff also responds to ad hoc requests for assistance. The number of such requests has increased each year as the college has embraced the notion of data driven decision-making. Here are some recent examples:

- Provided enrollment data to distance learning coordinator.
- National Student Clearinghouse database work - merged statistical files for record and registration; merged data with a certain student file for a student support services project; identified number of language majors of students while attending HCC and after transferring to four-year institutions for world languages area;
- Other colleges requested information - spring and summer unduplicated headcounts from 1999 – 2004 to the College of Southern Maryland, program review data analysis on two art courses for Hartford Community College;
- Provided the data breakouts for presenters at board work sessions during the year; e.g., enrollment and retention statistics on students taking developmental and college level courses for math division chair;
- Individual faculty assistance
 - data tables – five years of fall only enrollment by HCC major, subtotaled by transfer and career program, five fiscal years of graduate data by HCC major, subtotaled by transfer and career program,
 - table with the frequencies and percents of previous degrees for fall 2002, 2003, and 2004 by registration status from the miniprofile files,
 - designed an online survey for assessing adjunct faculty development,
 - posted First Year Experience program survey on the web,
 - average GPAs for a number of English course sections over a 4-year period for English faculty presenting at a national conference,
 - helped to develop a survey for use with a faculty MAPS (performance appraisal system) project,
 - assisted math faculty member in analysis of course-based questionnaire,
 - Request from education faculty member to give learning outcomes assessment presentation to education faculty during faculty development days;
- Completed data file clean-up and analyzed the data from the Laurel College Center survey;
- Compiled HCC and outside resources on goal attainment, graduation rates, and retention into one file easily accessible by all HCC staff and faculty;
- Designed an exit questionnaire that can be scanned for human resources;
- Provided MHEC with requested information from the survey of nonreturning students for three cohorts.

News from the Development Office

Earlier this month, the HCC Educational Foundation was the recipient of a \$250,000 gift to the Project Access Endowment from Leroy Merritt. The program will change its name to the Merritt Scholars in honor of Leroy's incredible support. Also received was \$20,000 of the \$100,000 gift from Brian McIntyre for the George F. and Joan D. McIntyre Entrepreneurial Endowment and a \$10,000 gift from former board member Fred A. Schoenbrodt for the new Frederick K. Schoenbrodt Honors Program Endowment. Fred K. (Fred A.'s father) was one of the original board members of HCC for whom the Schoenbrodt Board Room (A225) is named.

Tuition Waivers for Contract Employees

Earlier this year, the board approved tuition waivers for our contract employees who work with Allied Security and Sodexo Marriott. During the past year, two Allied

employees took a total of three classes at the college. The total cost for these courses was \$1,617.44 and the college waived \$1,413 since the employees were responsible for the fees related to the course. The contract employees are very grateful for this benefit and it also helps the college promote an environment that fosters continuous learning.

Dance Club Students Raise Money for Relay for Life

On Saturday, April 23, 2005, the HCC Dance Club, under the leadership of Katie Emery, raised \$252 for Relay for Life. This club is the first student group to make a donation to Relay for Life.

Barbara Greenfeld's Book Published

The third edition of Barbara Greenfeld's book, THE KIDS' COLLEGE ALMANAC: A First Look At College, will be published this June. This edition of the book has been selected to be featured at the 2005 National Book Expo in New York City where Barbara will have a book signing on June 4. The book is designed to develop early college awareness in 5th – 9th graders and has been used throughout the nation in many different venues since the first edition was published in 1996. Barbara co-authored the book with her brother Robert Weinstein. This edition of the book will also be released in the United Kingdom.

Third Annual Project Access Conference for Parents

Project Access is pleased to share the success of its third annual conference for parents and professionals, "Success on the Postsecondary Level...and Beyond," which was held on Friday, April 15, 2005, on the Howard Community College campus. Ninety-five people attended the conference, and \$8,981.00 was raised as operating funds for the Project Access program.

Rouse-Dickinson Summer Study Abroad Partnership

This summer is the fourth that Rouse Scholars will have the opportunity to study abroad as part of the Rouse-Dickinson Summer Study Abroad Partnership. Rouse Scholar Christopher Morris will be traveling to Mycenae, Greece. He will be participating in Dickinson's "Fieldwork in Classical Archaeology" class led by Professor Christofilis Maggidis, the only US professor with rights to dig at this exciting site at which special revelations about "The Iliad and the Odyssey" have recently been discovered. Rouse Scholar Bryan Snell will be traveling to London to participate in Dickinson's "London: World City – The Past, Present and Future." Students in this program reside and go to class in the heart of London's wonderful Kensington District. Dr. Shawn Bingham will be a guest lecturer for the program. This year is the third that Dickinson faculty have hosted HCC faculty as guest lecturers as part of the Rouse-Dickinson partnership. Since its start in summer 2002, a total of 14 Rouse Scholars have participated in this study abroad partnership that has included travels to London, Italy, Hong Kong, Scotland, and now Greece. More Rouse Scholars are also on the go thanks to HCC's many other excellent travel opportunities.

HCC's First Wellness Event – Live Well for Life!

The Wellness Center and the office of student life are pleased to announce the success of our first Health and Wellness Fair: *Live Well for Life*. More than 350 students, faculty, staff, and community members attended the fair picking up literature about nutrition,

exercise, diabetes, cancer, sexual health and more. Those who attended enjoyed massage therapy, zero balancing, Ohashiatsu, and Pilates demonstrations. Participants benefited from blood pressure screenings administered by HCC's very own nursing department and body fat analysis compliments of Kaiser Permanente. Students who visited the academic support, counseling, and career services display booth could predict and then test their stress levels with Bio Dots.

Childhood Education Career Day

The department of teacher education and the office of counseling and career services hosted 90 high school students for an early childhood education career day on April 6, 2005. The program included workshops on financial aid, career planning, admissions and advising, and teacher education as well as tours of HCC. The career day ended with presentations from professionals in child care, school psychology, school administration, and juvenile justice who spoke about their work and steps students can take in their career preparation.

Students Publish Children's Book

The students in Carleen Grossman's Children's Literature class have produced children's picture books for professional publication by a nationwide publisher. Additionally, they have donated copies of their books to the Pediatric Oncology ward at Sinai Hospital. This project not only gave students an opportunity to enhance their creative writing skills and become published authors, but also to experience the joy of donating their books to the children at Sinai Hospital. I will pass around some of the books at the May board meeting.

Capital Update

Athletic Fields

We celebrated the opening our new track and athletic fields on April 22, with the County Executive and our partners from the Soccer Association of Columbia. A soccer goal kick-off was held against County Executive Robey's team and My team. Even though My team led a valiant defensive, we unfortunately lost to the Robey Raiders. A great time was had by all and our students, staff, and the local community are really enjoying our new track.

The remaining fields are substantially complete with only minimal punch list items. However, we still seem to be having drainage problems. SAC had this problem on their Covenant fields and had to address this issue with a very costly solution. We are looking at ways to address the problem.

Phase 4 of the athletic field project is currently under review. One area that we had not considered addressing was the issue of ADA access to the fields. We have asked the civil engineer to recommend some suggestions. A storage building that was originally being considered in a later phase may also move up on our list of projects after we determine the cost to address the ADA issue.

Visual and Performing Arts Center

Progress on the building has continued with the improved weather over the last few weeks. Even though winter weather has pushed us 1½ - 2 months behind our planned schedule, we are on target for completion prior to the start of school in August 2006. The college community participated in the beam signing on May 3 and we anticipate the topping out ceremony to occur on May 26 when we have the groundbreaking for the student services building.

We are still within budget and as the budget allows we will consider adding items from the add-alternates list.

Students Services Building

The state has completed their review of the 95 percent construction documents and questions were sent to the architects for comment. We are still on track with the anticipated guaranteed maximum price (GMP) for May 31. We will be meeting with the architect and Riparius to discuss add-alternates on that date as well if the GMP goes over the budget.

Re-Roofing Library Deck

W & K has begun to install the pavers for the walkway. This project should be completed by the end of May if the metal panels that were delayed by the factory are received shortly.

Exterior Lighting Replacement

Pipes & Wires has completed the A and F lots and are progressing rapidly in the Hickory Ridge lot. The next lots to start will be "B," "C," and "D."

ST and A Building Fire Alarm Upgrade

Siemens sub contractor is currently working in the Administration building. This project should be substantially completed by mid May. County inspection will be scheduled as soon as possible.

Facility Condition Assessment

EMG has begun the initial portion of the survey on campus and Belmont. The preliminary report was received for Hickory Ridge to serve as a model only, and for any needed modifications. Representatives from EMG have been on campus assessing each individual building.

Master Plan Update

The master plan is well underway and a number of productive focus group meetings have been held with the consultants and members of the internal and external college community. All the direct reports to the president and vice presidents completed needs assessment surveys. The consultants then reviewed these surveys and came on campus for focus group interviews with the president/vice presidents' areas. A focus group was also held with students and two collegewide meetings were held for any employee to attend.

In addition to the internal meetings, two external meetings were held for friends of the college. Ed Kohls from Design Collective gave an overview of the process and each group was asked to respond to issues that they thought needed to be addressed. One breakfast group included both county and state delegates as well as our friends in county government and the general community. Another breakfast was specifically held for the HCC Educational Foundational directors and Commission on the Future participants. Both groups provided excellent feedback to the questions and have helped us tremendously as we address our future campus.

In addition to the main campus, a special focus group was held with residents of the Elkridge area on issues they felt were important in addressing the master plan for Belmont. Design Collective conducted this meeting with the residents and the college staff acted as observers in this process. We also obtained good feedback from these sessions as well.

II-F Board Member Comments

**II-G Consent Items were previously distributed to members
of the Board of Trustees**

H-1 Issue Bin

Background

In an effort to organize meetings and better utilize board members' time, an issue bin and action plan have been implemented. Topics brought up at board meetings or work sessions that may require action or discussion at a later date have been collected and recorded on this list and will be reviewed at each board meeting until they are resolved/addressed.

Date Originated	Project	Board Contact	Completed By	Expected Outcome
3/23/05	Board Retreat	Louis Hutt	June 2005	Develop Agenda
6/11/04	Board Orientation	Louis Hutt and Board staff	TBD	Expand board orientation.
8/6/04	Meeting Frequency	Patrick Huddie	TBD	Determine necessary frequency of mtgs.
8/17/04	Funding of Entrepreneurial Project – US Dept. of Labor	Katherine Rensin	Ongoing	August 16, 2004 – called to say project is still being considered. November 2004 – asked for additional information which was compiled and submitted by Continuing Education. January 2005 – additional information requested. Waiting to hear from assistant secretary.

Board Liaisons to Ongoing Projects	
Project	Liaison(s)
Baldrige	Mary Tung
Capital Campaign	Roberta Dillow
Capital Projects	James Truby
Entrepreneurial Center	Louis Hutt
Foundation Board	Roger Caplan/Katherine Rensin
IT Advisory Board	Mary Tung
Maple Lawn	Roberta Dillow/Jim Truby/Roger Caplan

The board liaison role is to represent the board of trustees in tracking various issues/projects, bringing any information of specific importance to the board's attention.

Recommendation:

This item is for discussion and information and does not require board approval.

H-2 Board Calendar

Date	Event	Tentative Agenda Items	Trustees to Attend
May 26, 2005 Thursday 11:30 am	Horowitz Center Steel Topping; Student Services Building Ground Breaking	<ul style="list-style-type: none"> Trustees Invited 	Dillow
May 26, 2005 Thursday 12:30-2 pm	Lunch and Innovation Fair <i>Kittleman Room</i>	<ul style="list-style-type: none"> Trustees Invited 	Dillow
May 26, 2005 Thursday 2-4 pm	Convocation <i>Smith Theatre</i>	<ul style="list-style-type: none"> Trustees Invited Welcome from Board Chair (1:30 pm) Recognition event for retired employees, degree recipients. New employees recognized at lunch. 	Dillow
May 26, 2005 Thursday 4 pm	Employee Appreciation <i>Burrill Galleria</i>	<ul style="list-style-type: none"> Trustees Invited Ice Cream Social and Faculty/Student Jazz Band 	Dillow
June 9, 2005 Thursday <i>Times-TBD</i>	Board Retreat <i>Belmont</i>	<ul style="list-style-type: none"> Mini Case Studies Areas for Improvement (Note New Date)	All
July 27, 2005 Wednesday 7 pm	Nursing Summer Recognition <i>Smith Theatre</i>	<ul style="list-style-type: none"> Trustees Invited 	Dillow

Notes:

All work sessions and regular meetings will be held in the Kittleman Room (ILB-100) at 6 p.m. unless otherwise noted. All Audit & Finance Committee and Legislative Committee meetings will be held in the Schoenbrodt Boardroom (A225). Additional Audit and Finance and Legislative Committee meetings may be necessary during the course of the year.

In addition to the tentative agenda items noted above, the following routine agenda items will be addressed at each work session/regular meeting of the Board of Trustees: introduction of new employees (work session); agenda; minutes; new hires; non-purchasing agreements signed by the board chair; monthly financial statement and monthly personal summary.

Special work sessions will be scheduled as necessary should the occasion arise.

Shaded areas represent board meetings and other activities that trustees are highly encouraged to attend.

H-3 Fiscal Year 2007 Vision, Mission, Values & Beliefs, Strategic Initiatives, and Goals

Background: During the year, the planning council considers reports from numerous environmental scanning efforts. Council members review recommendations from the Middle States Association team visit and the Commission on the Future. The planning council also sponsors presentations of strategic plans by all major cross-functional teams. It then develops and presents a recommendation for the FY07 Strategic Plan to the president's team.

The administration presents the attached recommendation to the board for the FY07 Strategic Plan (Vision, Mission, Values & Beliefs, Strategic Initiatives, Goals). Once approved, the individual core work units and cross-functional teams will proceed to create objectives for these goals. In September 2005, the council will consider those objectives and create a recommendation to the president's team. After that review, the Strategic Plan is posted and the college begins to develop the FY07 budget to address the core work and strategic needs.

Purpose: To confirm continuing elements of the strategic plan and approve the FY07 goal selection.

Timeline: Annual

Recommendation:

It is requested that the board of trustees reaffirm the continuing elements of the Strategic Plan (Mission, Vision, Values & Beliefs, Strategic Initiatives, previously affirmed at the May 26, 2004, board meeting) and approve the revised Goals (indicated by strikeouts or in [blue](#)).

Howard Community College

Fiscal Year 2007 Strategic Plan

Vision

Howard Community College is a dynamic, creative learning community that strives to meet challenges by providing innovative solutions leading to learning breakthroughs for all students. We are dedicated to establishing strong student and community connections and to working together to stimulate students, faculty, and all members of our learning community to develop their talents and to discover their greatness.

Mission

Howard Community College creates an environment that inspires learning and the lifelong pursuit of personal and professional goals. The college provides open access and innovative learning systems to respond to the ever-changing needs and interests of a diverse and dynamic community. As a vital partner, HCC is a major force in the intellectual, cultural and economic life of its community.

Values & Beliefs

We value Education and we believe:

- that providing lifelong learning and personal development opportunities are the primary objectives of the college.
- in open admission and access for all.
- in an innovative and comprehensive college that offers high-quality instruction, establishes high institutional standards and strives for excellence in a wide range of educational opportunities.

We value Students and we believe:

- that commitment to students is our primary focus.
- that the achievements, talents and diversity of our students contribute significantly to our community.
- that it is the responsibility and the right of students to take an active role in the learning process to make their educational experiences productive.
- in honesty and integrity in the teaching, learning and advising process.
- in finding ways to help all students succeed, at this institution or elsewhere, through the objective evaluation of their skill, abilities, and competencies.

We value Our Employees and we believe:

- that it is the responsibility and right of all employees to take an active role in their professional development in order to continue to achieve institutional excellence.
- in an inclusive, college-wide decision making process.
- in recognizing the value and expertise of our employees, fostering mutual respect and supporting their rights.
- in a supportive environment, which helps employees meet the challenges of work/life balance.
- in equal employment opportunities.

We value Our Community and we believe:

- in responsible fiscal management of our resources from local and state government, from tuition and fees, and from private donors and we strive to maintain the trust of all our supporters.
- in contributing to the educational, economic, workforce, social, and cultural development of Howard County and its surrounding regions.
- in providing diverse and inclusive programs and support for all constituencies of our community respecting differences in age, gender, sexual orientation, race and religious or ethnic backgrounds.
- in providing our community with a global perspective, and including that perspective in our educational offerings and opportunities.

We value Freedom and Fairness and we believe:

- in academic freedom, freedom of speech, and the free exchange of ideas.
- in upholding academic integrity and honesty.
- in equal rights, equal access and equal treatment.
- in the value of diversity and encourage its celebration.

Strategic Initiatives with Goals

Learning Community

HCC will be a learning community that provides possibilities for learning that address the current and ongoing needs of a diverse group of students throughout their lives. Our students will be at the center of our thinking and our planning processes, and we will be responsive to their needs and individual learning styles.

Goals:

- A. Improve student academic performance through targeted and coordinated retention efforts and student success systems.
- B. Develop a systematic approach to promote greater awareness among students that they are responsible for their learning.
- C. Challenge our students to achieve global academic excellence. (*Commission on the Future*)

Access

HCC will attract and retain a rich diversity of faculty, staff, and students into its programs and learning community. The college will strive to eliminate physical and conceptual barriers that inhibit learning and we will respond quickly to changes in the educational and workplace environments to address the evolving needs of our community.

Goals:

- A. Build the endowment to provide scholarships for credit and non-credit students.
- B. Attract and retain a ~~rich diversity of students~~ **diverse student population** that at a minimum reflects the county demographics.
- C. Attract and retain a ~~rich diversity of~~ **diverse** highly qualified faculty and staff that at a minimum reflects the county demographics.

Economic and Workforce Development

HCC will take a leading role in workforce training and in supporting economic development efforts within the county.

Goals:

- A. Integrate work experience into academic programs through partnerships with local businesses and government.
- B. Offer seamless solutions to workforce needs via collaboration between credit and non-credit units.
- C. Offer new academic programs (credit and non-credit) as needs emerge.
- D. Provide entrepreneurship skills across the curricula and to our community at large. (*Commission on the Future*)
- E. **Met growing community need for allied health professionals.**

Partnerships

HCC will seek to nurture vibrant community, business, and educational partnerships. It will participate with its many community partners to ensure that it contributes to the learning needs of all citizens. It will seek out opportunities to be involved in the community's life by being a leader in government, business, education, cultural, and service groups, and will cultivate positive relationships with all segments of the community.

Goals:

- A. Cultivate seamless pathways for students from high school through HCC to other community colleges and four-year institutions – at home and abroad. (*Commission on the Future*)
- B. Develop partnerships with upper division institutions and/or other educational providers to offer education offerings in or near Howard County in response to student and regional employer needs. (*Commission on the Future*)
- C. Expand ~~partnerships at the Laurel College Center to~~ **increase access and services for students in the Laurel area.** ~~meet critical workforce needs.~~

Organizational Excellence

HCC will be an agile, purposeful organization that nurtures innovation and inquiry, and evaluates results against valid and ambitious criteria. It will maintain a climate that promotes the success of each employee and will provide a work environment that recruits, develops, and rewards faculty and staff who are committed to excellence. And because it believes strongly in the idea of community, it will build a strong sense of ownership and responsibility among all students, faculty, and staff.

Goals:

- A. Improve the safety and security of the human and physical resources of the college.
- B. Achieve a technologically advanced academic and administrative environment as delineated in the Information Technology Plan.
- C. Improve academic and administrative processes **and results**.
- D. **Benchmark** ~~Achieve recognition for~~ **organizational performance against external criteria to improve college processes and results** ~~excellence at state and national levels.~~
- E. Reward and support faculty and staff who are committed to excellence.
- F. Integrate **outstanding leadership models, such as**, Servant Leadership, into the organizational culture (*Board of Trustees added Goal F to FY06 Goals, January, 2005.*)

Growth

HCC will aggressively seek the resources to accommodate growth in the population of Howard County and growth in the numbers of citizens who will seek new learning opportunities from the college.

Goals:

- A. Increase the number of full-time faculty and staff.
- B. Provide the physical infrastructure as outlined in the master facilities plan.
- C. Increase the number of credit and non-credit students.
- D. Seek new sources of funding for building scholarships, capital projects and college programs.
- E. Increase revenue in continuing education ~~through contract training~~.

H-4 Construction Manager at Risk for the Parking Deck

Background: In January 2005, the college began the design of a parking deck. As the schematic phase of design ends, it is now necessary for the college to hire a construction manager at risk for the project. It is imperative that the college bring the construction manager at risk on board as quickly as possible since the pre-cast concrete has a long lead-time and should be ordered as soon as possible.

The request for proposals for the construction manager at risk was issued this April and four firms submitted proposals:

Atlantic Builders Group, Inc.
Donley's
Riparius Construction, Inc.
Whiting-Turner Contracting Co.

There were initially three phases to the process: technical proposal, oral presentation, and price proposal. The administration opted not to conduct oral presentations. The weighting of the remaining two phases was as follows:

Phase 1 - technical proposal (original RFP submission) - 672.5 points or 75 percent
Phase 2 - price proposal for pre-construction services and construction services –
250.83 points or 25 percent

The total points for all phases were 923.33

During the phase one technical proposal, the college utilized the evaluation system recommended by the University of Maryland and the firms were rated in the following areas:

- 1) Key personnel
- 2) Firm experience and references
- 3) Project specific background
- 4) Profile of proposer
- 5) Economic benefit
- 6) Minority business enterprise (MBE) participation

During phase one each area was given weighted values based on importance resulting in a maximum possible score of 672.5. In order to proceed to phase two of the evaluation process, which was the oral presentation, firms were required to achieve a minimum of 75 percent of the maximum available points.

Of the four companies that submitted a technical proposal one, Atlantic Builders, did not receive the 75 percent technical score as required. Therefore, it did not move to the next phase.

The three firms that successfully completed the first phase of the process were asked to submit price proposals. The final scores for each firm were as follows:

Total Score		
Donley's	Total Points Available	923.330
	Points Received	539
	Score	58.38%

Total Score		
Riparius	Total Points Available	923.330
	Points Received	761.031
	Score	82.42%

Total Score		
Whiting-Turner	Total Points Available	923.330
	Points Received	693.78
	Score	75.14%

Proposals were also given for construction services, but these fees cannot be finalized at this time until final construction documents are done. At that time, the guaranteed maximum price will be received.

Based on the combined technical and preconstruction services price proposal scores, the administration is recommending that Riparius Construction, Inc. be awarded the contract for the construction manager at risk on the parking deck

Purpose: To obtain board approval for the construction manager at risk for the parking deck.

Location: At the south – east end of the campus

Timeline: Pre-construction services ending September 2005
Construction – October 2005 to August 2006 pending weather conditions.

Specifications: To provide pre-construction management services including review of drawings, design recommendations, and costing and to provide the total construction services of the parking deck.

Bids: The following price proposals were submitted on May 13, 2005 for pre-construction services:

Donley's:	\$65,000.00
Riparius Construction, Inc.	\$0.00
Whiting-Turner Contracting Company	\$24,630.00

In addition, the construction management fees proposed by the three firms were as follows:

Donley's:	2.6%
Riparius Construction, Inc.	2.5%
Whiting-Turner Contracting Company	2.8%

Recommendation

The administration requests that the board of trustees approve:

Amount: \$0.00 for pre-construction services and 2.5 percent for the construction management fee.

Vendor: Riparius Construction

Source of funds: FY05 Capital Budget

Compliance: This request is in compliance with college procedure, Purchasing – 62.05.01.

H-5 Track Equipment Bid

Background: Howard Community College (HCC) submitted bids for the purchase of track equipment.

Purpose: To provide track equipment for use by student athletes.

Location: Athletic and fitness center.

Timeline: The track equipment is expected to be delivered to HCC by June 30, 2005.

Specifications: The vendor shall adhere to all terms of the final bid accepted by HCC.

Bids: The following three bids were received:

Company Name	Total Bid
Aluminum Athletic Equipment	\$56,992.00
Gill Athletics	\$49,446.65
MF Athletics	\$54,472.00

Recommendation

The administration requests that the board of trustees approve:

Amount: \$49,446.65

Vendor: Gill Athletics

Source of funds: Funds to cover the cost of the track equipment will come from student consolidated fees.

Compliance: This request is in compliance with college procedure, Bid Solicitations – 62.05.03.

H-6 Draft Agenda – Board Retreat

**BOARD OF TRUSTEES RETREAT AGENDA
JUNE 9, 2005
BELMONT CONFERENCE CENTER – CARRIAGE HOUSE**

Lunch **12:00 – 12:30**

A. Key Measures to Improve **12:30 - 1:30**

1. Measures that need improvement
2. Vital Signs Process
3. Baldrige Application

B. Case Studies/What if this happened at HCC? **1:30 – 3:00**

1. 2 versus 4-year institutions
2. Artistic and Academic Freedom
3. International Relations and Exchange Programs

BREAK **3:00 – 3:15**

C. Belmont **3:15 – 4:00**

D. Next Steps **4:00 – 4:30**

1. Servant Leadership
2. CCID Trips / Conference

E. Evaluations **4:30 – 5:30**

1. Board Self-Evaluation
2. President's Evaluation and Contract Addendum

Wine and Cheese **5:30 – 6:30**

Background materials will be mailed to the Board on June 3, 2005. Time at the retreat will be spent on discussion, not review of the materials.

H-7 Agreement with Howard County and Howard Community College for the Horowitz Visual and Performing Arts Center

Background: In order to obtain county support for the Horowitz Visual and Performing Arts Center, the college agreed to pay the local share of the design funds and 25 percent of the construction costs for the project. The county agreed to pay 25 percent of the construction funds and to sell the bonds for the college's share of the project. This agreement was done with the understanding that it would be paid back by donations raised by the Howard Community College Educational Foundation, Inc, in their capital campaign and also through an additional tuition assessment from students. The attached document represents the agreement with the county and the college to pay back these funds. The college will not start repaying these funds until the bonds are sold, which will begin approximately six months after the building is completed.

Purpose: To fund the college's portion of the debt service on the Horowitz Visual and Performing Arts Center.

Timeline: Payments to start approximately six months after the bond sale (estimated to be February 2007)

Recommendation

The administration requests that the board of trustees approve the following document.

Amount: The college will be obligated to pay \$6,764,871 of which \$2,607,871 has already been raised and \$4,157,000 is a loan to the college.

Vendor: Howard County Government

Source of funds: Donations to the Howard Community College Educational Foundation and student tuition allocation

Compliance: This request is in compliance with college procedure, Purchasing – 62.05.01

AGREEMENT

This Agreement is made this _____ day of _____, 2005 by and between Howard Community College (the "College") and Howard County, Maryland (the "County"), a body corporate and politic and a subdivision of the State of Maryland.

RECITALS

1. The College has completed the design of a new Arts and Humanities building (Instructional Building #2) previously authorized to Capital Project M0529 which adds instructional space to accommodate the growth in the humanities enrollment and provides specialized facilities needed for the visual, media and performing arts and is ready to begin construction. The total anticipated cost is \$24,531,000.

2. The College has received a grant from the State in the amount of \$11,319,129 requiring a local match. The College's share of the match is \$6,764,871 and the County's share is \$6,447,000.

3. The College is funding \$2,607,871 of the share of the local match from community donations and fees.

4. In order to begin construction as soon as possible, the College has requested and the County has agreed to provide, a loan of \$4,157,000, to advance a portion of the College's local match share.

5. The County has included, in the Fiscal Year 2005 budget, \$10,604,000 in bond funding for Capital Project M0529, \$6,447,000 being the County's share of the local match and \$4,157,000 to be advanced to the College and repaid pursuant to this Agreement.

TERMS AND CONDITIONS

In consideration of the premises, and the mutual promises and covenants contained in this Agreement, and other valuable consideration, the sufficiency of which is acknowledged, the College and the County agree to the terms and conditions which follow:

1. The College will use the available community donations as the funding source for construction before requesting the County to disburse from the bond funds.

2. The County will advance to the College up to \$4,157,000 as needed and in accordance with the established procedures of the Department of Finance, to be used to supplement the community donations currently collected to pay for construction of Instructional Building #2.

3. The College agrees to pay to the County the full amount of bond funds advanced to make up the College's share of the local match, with interest, as provided in this paragraph.

- a. The principal amount to be repaid will be determined when the construction is complete.
- b. The interest rate payable on the principal will be the interest rate to the County when bonds to fund the long term debt of the project are sold.
- c. After the sale of the applicable bonds, the County will provide the College with a debt service schedule that lists the amounts of principal and interest attributable to the bond funds advanced payable by the County to bond holders.
- d. The College is obligated to make each payment of principal and interest on or before the dates in the schedule.

4. The College will actively continue the community donation campaign for the Arts and Humanities Building and dedicate the moneys received for repayment to the County, until the full amount of bond funds advanced, with interest has been repaid.

5. Each year, the College will include in its proposed budget an expenditure for the required debt service supported with revenues from the community donation campaign (or other revenues not provided by the County).

6. The College acknowledges that the local match provided by the County and the funds advanced to make up the College's share of the local match are both financed by the sale of tax exempt general obligation bonds of the County and covenants that it will at all times while there are bonds outstanding on the project use the building only for such purposes that are permissible under applicable IRS regulation.

7. This Agreement constitutes the entire agreement between the parties and supercedes all prior oral and written representations, agreements, and negotiations with respect to the funding of Capital Project M0529.

8. This Agreement shall be governed and construed according to the laws of the State of Maryland.

IN WITNESS WHEREOF, the Parties hereto execute this Agreement, the day and year first above written.

ATTEST:

HOWARD COMMUNITY COLLEGE

By: _____
Dr. Mary Ellen Duncan, President

ATTEST:

HOWARD COUNTY, MARYLAND

Raquel Sanudo
Chief Administrative Officer

James N. Robey
County Executive

APPROVED FOR LEGAL SUFFICIENCY:
this ____ day of _____, 2005

APPROVED FOR SUFFICIENCY OF
OF FUNDS

Barbara M. Cook
County Solicitor

Sharon F. Greisz, Director
Department of Finance

H-8 Election of Officers for Fiscal Year 2006

Background

The bylaws of the Howard Community College Board of Trustees state "the chair and vice-chair of the board shall be elected annually from among the trustees at the last regular meeting of the academic year." In compliance with the bylaws, the board will conduct its election process at the May 25, 2005, meeting.

Recommendation

The administration requests that the board of trustees elect its chair and vice chair for fiscal year 2006.

Compliance: This recommendation is in compliance with the Howard Community College board of trustees' bylaws, Article IV, Officers of the Board of Trustees.

I-1 Agreements Signed by the Board Chair Disclosure

Background: The agreements included in this disclosure are representative of the following categories:

1. Non-purchasing - As resolved by the board of trustees at its December 16, 1998, meeting, the administration discloses any non-purchasing agreements that have been signed by the board chair to the full board on a monthly basis. All other non-purchasing agreements will be disclosed to the board on a semi-annual basis.

2. Pass-Through Contracts - At its September 19, 2001, meeting, the board of trustees approved a revision to the college's administrative purchasing procedure that would permit approval of "pass-through" contracts greater than \$25,000 by the board chair. "Pass-through" contract approvals made by the board chairman are disclosed to the full board on a monthly basis at its public meetings.

Purpose: This disclosure lists those purchasing and non-purchasing agreements that have been signed by the board chair.

Timeline: April 16, 2005 – May 13, 2005.

Disclosure

Agreement Name	Agreement Type	Owner	Sent to Attorney	BOT Signature
Life Skills Employment and Education Program (LEEP)	Non-Purchasing	Becky Lessey	No	4/26/05

I-2 Financial Statements for March 2005

Background: The following documents contain monthly financial statements. New notes within these statements are highlighted in red print for ease of identification and trustee review.

Purpose: Disclosure to the board of trustees.

Timeline: July 2004 – March 2005

Recommendation

This item is for information only and requires no board action. Lynn Coleman, vice president of administration and finance, will briefly review this information with the board.

HOWARD COMMUNITY COLLEGE
CURRENT INCOME & EXPENSE SUMMARY - FUND 10

	YTD Expended & Encumbered** 3/31/2005	YTD Budget 3/31/2005	YTD Budget Variance 3/31/2005	3/31/2005 Percent Variance From Budget	Total Budget FY2005
OPERATING BUDGET REVENUE					
TUITION					
Summer II & III	\$415,488	\$410,000	\$5,488	1 1.34%	\$410,000
Fall	5,965,027	5,552,100	412,927	2 7.44%	5,552,100
Intersession	286,142	254,300	31,842	3 12.52%	254,300
Spring	5,424,307	5,057,500	366,807	4 7.25%	5,057,500
Summer I & Extended	2,376	0	2,376	5 na	586,300
Fees	1,804,842	2,128,289	(323,447)	6 -15.20%	2,091,700
TOTAL TUITION AND FEES	\$13,898,183	\$13,402,189	\$495,993	3.70%	\$13,951,900
GOVERNMENTAL AND OTHER					
Howard County	\$11,929,441	11,929,441	\$0	7 0.00%	\$15,905,918
State of Maryland	5,106,231	5,106,231	0	8 0.00%	6,808,304
Other Income	204,558	183,488	21,070	9 11.48%	244,651
Unrestricted appropriations	0	0	0	10 0.00%	114,337
Continuing Education Support	0	0	0	10 0.00%	326,716
TOTAL GOV'T AND OTHER	\$17,240,230	\$17,219,160	\$21,070	0.12%	\$23,399,926
TOTAL OPERATING REVENUE	\$31,138,413	\$30,621,350	\$517,063	1.69%	\$37,351,826
OPERATING BUDGET EXPENSES					
Instruction	\$14,962,540	\$14,999,351	36,810	0.25%	\$17,260,466
Public Service	52,347	56,801	4,454	7.84%	79,394
Academic Support	2,600,820	2,637,628	36,809	1.40%	2,961,857
Student Services	3,270,349	3,280,351	10,001	0.30%	4,005,531
Institutional Support	5,867,292	6,087,084	219,792	11 3.61%	7,546,894
Plant	3,493,114	3,624,413	131,299	12 3.62%	4,494,084
Scholarship/Waivers	873,669	873,760	91	13 0.01%	1,003,600
TOTAL OPERATING EXPENSES	\$31,120,133	\$31,559,388	\$439,256	1.39%	\$37,351,826

n/c = not comparable

**Please note that encumbrances include unpaid contracted salaries for the entire year and unpaid purchase orders.

FUND 10 - OPERATING BUDGET
HIGHLIGHTS AND CURRENT DEVELOPMENTS

For ease of reading, new items appear in red.

March, 2005

Tuition and Fees

- 1) Summer II & III tuition revenue is ahead of budget by 1.34%, or \$5,488. Overall, a 4% FTE enrollment increase was budgeted, but FTE enrollment and headcount both increased by 9%. Credit enrollment growth in the continuing education division (see continuing education statements) is higher than in fund 10, causing revenues to be only slightly over budget. In-county tuition increased from \$90 per credit hour to \$100 per credit hour, or 11%. Out-of-county and out-of-state tuition increased by \$5 each to \$183 and \$228, respectively. \$1 of this tuition increase or 1% goes directly to the plant fund to pay for a portion of the new arts and humanities building. The total contribution to the plant fund for the building is now \$3 per credit hour. Last year \$2 per credit hour was allocated to this fund.
- 2) Fall revenues are currently ahead of budget by **7.44%, or \$412,927**. A 4% FTE enrollment increase was budgeted, however, FTE enrollment growth was at 6.5% and headcount was up by 5.6% over last fall. Growing enrollments in manpower shortage programs such as Nursing are causing out-of-county revenues to grow faster than anticipated. In-county tuition increased from \$90 per credit hour to \$100 per credit hour, or 11. \$1 of this tuition increase goes directly to the plant fund to pay for a portion of the new arts and humanities building. The total contribution to the plant fund for the building is now \$3 per credit hour. Last year \$2 per credit hour was allocated to this fund.
- 3) Intersession revenue is ahead of budget by 12.52% or \$31,842. While only a 4% FTE increase was budgeted, actual enrollment growth for intersession was 9% and headcount rose 10% over last year. Higher than anticipated out-of-county and out-of-state enrollments also occurred and contributed to the increase in revenue. See note 1 for changes in tuition rates.
- 4) Spring revenues are ahead of budget by **7.25% or \$366,807**. While only a 4% FTE increase was budgeted, actual enrollment growth for spring was 7% and headcount increased 6% over last spring. See note 1 for changes in tuition rates.
- 5) These figures represent adjustments for prior year semesters **as well some advance registrations for summer** made this year.
- 6) Fee revenues are under budget by **15.20%, or \$323,447**. The fee budget is developed to allow for unanticipated revenue growth. Actual fall and spring tuition revenues in excess of budget will support this shortfall in fees. If overall enrollments had declined causing an overall revenue decline, expenses in the division would also decline, allowing for the associated budgets to be reduced, covering the deficit.

FUND 10 - OPERATING BUDGET
HIGHLIGHTS AND CURRENT DEVELOPMENTS

Tuition and Fees (con't)

- A breakdown of operating account fees is as follows: **Course fees \$1,186,319 or 66%; consolidated fees \$513,607 or 28%; other student fees \$104,916 or 6%.**

Governmental Revenue and Other Revenue

- 7) Howard County's contribution to the FY2005 operating budget increased by 7% over the prior year and has no variance to the budget.
- 8) The State's appropriation to the FY2005 operating budget declined .8% from the FY2004 approved appropriation and has no variance to the budget.
- 9) Other income is ahead of budget by **11.48%, or \$21,070**. Investment income represents **69% or \$140,753** of other income. Interest rates are slowly rising; and interest revenue is currently ahead of budget.
- 10) \$114,337 of unrestricted appropriations from the continuing education fund will be taken at the end of the fiscal year along with continuing education's annual support contribution.

Expenses

- It should be noted that encumbrances for annual salaries and open purchase orders are included in the expended to date figures.
- Salaries increased by an average of 4.2% over FY2004.
- 11) The institutional support function is currently under budget by **3.61% or \$219,792**. This is due to vacant positions in information technology and savings from positions that turned over this year.
- 12) The plant operations function is currently under budget by **\$131,299 or 3.62%**. Savings in staffing and benefits costs in housekeeping have created this variance. Many positions are currently staffed with hourly workers who do not receive health benefits. Renovation expenses are also low; however, projects are scheduled for spring and summer.
- 13) The scholarship function is now shown within budget. After reviewing the total aid disbursed for fall and spring, the financial aid staff has determined that total HCC scholarships will be within budget for the year.

HCC - CONTINUING EDUCATION AND GENERAL FUND 11
CURRENT INCOME AND EXPENSE SUMMARY

	YTD Expended & Encumbered** 3/31/2005	YTD Budget 3/31/2005	YTD Budget Variance 3/31/2005	3/31/2005 Percent Variance From Budget		Total Budget FY2005
FUND 11 REVENUES						
TUITION						
Credit Fall/Summer II & III	\$137,802	\$90,400	\$47,402	52.44%	1	\$90,400
Credit Intersession	49,368	32,000	17,368	54.28%	2	32,000
Credit Spring/Summer I & Extended	107,359	66,632	40,727	61.12%	3	90,800
Non-Credit/Continuing Ed	2,001,224	1,692,775	308,449	18.22%	4	2,090,900
Fees	651,381	540,279	111,102	20.56%	5	640,800
TOTAL TUITION AND FEES	\$2,947,135	\$2,422,087	\$525,048	21.68%		\$2,944,900
GOVERNMENTAL AND OTHER						
State of Maryland	\$943,551	\$943,551	\$0	0.00%	6	\$1,258,072
Service Revenues	\$149,727	\$237,728	(\$88,001)	-37.02%	7	\$316,970
Other Income	\$30,773	\$23,831	\$6,943	29.13%	8	31,774
Transfer to Operating Fund	0	0	0	0.00%	9	(326,716)
TOTAL GOV'T. AND OTHER	\$1,124,051	1,205,109	(\$81,058)	-6.73%		\$1,280,100
TOTAL FUND 11 REVENUES	\$4,071,186	\$3,627,196	\$443,990	12.24%		\$4,225,000
EXPENDITURES						
Instruction	\$3,730,460	\$3,733,120	\$2,660	0.07%	10	\$3,988,000
Academic Support	0	0	0	0.00%		0
Plant	0	0	0	0.00%		0
Institutional Support	0	0	0	0.00%		0
Scholarship	212,069	212,339	270	0.13%		237,000
TOTAL OPERATING EXPENSES	\$3,942,529	\$3,945,459	\$2,930	0.07%		\$4,225,000

n/c = not comparable

**Please note that encumbrances include unpaid contracted salaries for the entire year and unpaid purchase orders.

FUND 11 (Continuing Education & General)
HIGHLIGHTS AND CURRENT DEVELOPMENTS

For ease of reading, new information is in red.

March 2005

Tuition and Fees

- 1) Credit fall/summer II & III tuition revenues are ahead of budget by 52.44% or \$47,402. While total credit enrollments are up for the summer sessions by 9% and fall was up as of the end of August by 7%, this division is experiencing a higher increase in enrollment. Courses converted from telecourses to tele-web are gaining in popularity and causing this large enrollment growth. Tele-web courses use an on-line feature along with the pre-recorded lectures.
- 2) Intersession revenues are ahead of budget by 54.28% or \$17,368. While total credit enrollment for intersession is up by 9%, telecourse enrollments were higher than anticipated for this session in this division.
- 3) Spring/Summer I & Extended revenues are ahead of budget by 61.12% or \$40,727. While total credit enrollment for spring is up by 7%, telecourse revenues are double what were anticipated for out-of-county students.
- 4) Non-credit tuition revenues are ahead of budget by 18.22% or \$308,449. Growing enrollment in adult basic education courses continue to exceed expectations. This is primarily in the English Language Institute offerings. Open enrollment and allied health courses for the fall term were also ahead of budget.
- 5) Fees are ahead of budget by 20.56% or \$111,102. This is due to fees earned in excess of budget for adult basic education courses, open enrollment and allied health courses.

Governmental Revenue

- 6) The state contribution for continuing education decreased .8% from the FY2004 appropriation, and has no variance to budget. Funding for FY2005 is based on an FTE formula related to enrollments from FY2003, however, it was necessary to pass along the state cut received by the college to this fund in proportion to the operating fund cut.

Service and Other Income

- 7) Service revenues relate to administrative overhead charged to contracts. These revenues will increase as winter/spring contract billings occur, however, service revenues will be under budget for the year due to the decline in the total number of contracts. Currently they are 37.02%, or \$88,001, under budget.
- 8) Other income results from miscellaneous items such as small administrative services and rentals, which are a small part of the continuing education budget. To date, other income is ahead of budget by 29.13% or \$6,943.
- 9) Continuing education's contribution to the operating fund will occur at year-end.

FUND 11 (Continuing Education & General)
HIGHLIGHTS AND CURRENT DEVELOPMENTS (con't)

Expenses

It should be noted that encumbrances for annual salaries and open purchase orders are included in the expended to date figures.

Salaries increased by an average of 4.2% for FY2005.

9) Instructional expenses are currently under budget for the year, showing a small variance of .07%, or \$2,660 below budget.

**Howard Community College
3/2005
Cost Center Variances**

Cost Center	FY2005 Actual to date	Total	Total	Dollar	Projected	Explanation of Variance Greater Than \$10,000
		Original Budget (Note 1) A	Projected Expenditures B	Variance From Original B-A	Percentage Variance from Original FY2004	
Instruction						
11200 Honors	3,819	4,461	9,624	5,163	116%	
11300 Mathematics	1,199,496	1,333,621	1,333,621	-	0%	
11310 Health	207,145	221,878	221,878	-	0%	
11400 Social sciences	1,300,943	1,365,727	1,375,045	9,318	1%	
11410 Eng/world languages	1,983,851	1,932,709	2,000,726	68,017	4%	Funding for visiting faculty
11450 Arts & humanities	1,516,093	1,520,525	1,520,525	-	0%	
11480 Rouse scholars	92,926	71,904	96,307	24,403	34%	Funding for temporary faculty
11600 Distance learning	235,149	287,923	290,565	2,642	1%	
12100 Nursing	1,110,965	1,156,038	1,156,038	-	0%	
12120 Emergency medical technology	100,561	111,221	111,221	-	0%	
12150 Cardiovascular program	130,865	134,606	142,066	7,460	6%	
12200 Business & computers	1,146,838	1,204,202	1,218,177	13,975	1%	Transfer from program development for entrepreneurial dev.
12201 Certification programs	118,075	170,454	170,454	-	0%	
12250 Science & technology programs	1,780,766	1,811,875	1,854,465	42,590	2%	Additional funds for adjuncts
12280 Cooperative education	5,625	12,848	12,848	-	0%	
13550 Instructional international program	6,860	10,000	11,365	1,365	14%	
44010 User computer services	270,047	298,292	295,635	(2,657)	-1%	
44020 Student computer services	745,382	849,087	851,744	2,657	0%	
44030 Student labs	193,995	256,468	257,968	1,500	1%	
46100 1st floor support	110,417	122,014	122,514	500	0%	
46200 2nd floor support	114,110	121,928	125,658	3,730	3%	
46300 Hickory ridge	63,601	78,203	81,903	3,700	5%	
46400 Evening services	13,203	14,249	14,249	-	0%	
46700 ILB support	105,793	111,024	111,024	-	0%	
48000 Outcomes assessment	95,649	139,030	139,030	-	0%	
48500 Instructional direction	65,435	243,162	230,509	(12,653)	-5%	Partially funded temporary position
48501 Learning communities	191,601	228,368	271,001	42,633	19%	Funding for temporary position
48502 Program development	37,071	100,479	83,639	(16,840)	-17%	Transfer to business for entrepreneurial program development.
51100 Webmaster	66,093	66,441	66,441	-	0%	
52102 Pool guards	41,773	59,000	59,000	-	0%	
53200 Learning assistance center	401,418	428,605	428,605	-	0%	
99970 Benefits/chargebacks	1,506,976	2,097,644	2,097,644	-	0%	
99970 Fees offset	-	323,447	323,447	-	0%	
99980 Division support	-	240,161	42,658	(197,503)	-82%	Funded faculty positions and adjunct costs
99990 Furniture/equipment	-	132,872	132,872	-	0%	
Total instruction	14,962,540	17,260,466	17,260,466	-	0%	

Cost Center	FY2005 Actual to date	Total Original Budget (Note 1)	Total Projected Expenditures	Dollar Variance From Original	Projected Percentage Variance from Original FY2004	Explanation of Variance Greater Than \$10,000
		A	B	B-A		
Public Service						
33250 Cable studio	47,226	59,487	59,487	-	0%	
99970 Benefits/chargebacks	5,121	16,847	16,847	-	0%	
99990 Furniture/equipment	-	3,060	3,060	-	0%	
Total public service	52,347	79,394	79,394	-	0%	
Academic Support						
33400 Cultural theater	161,271	163,117	163,117	-	0%	
33500 Student alumni productions	86,630	88,876	88,876	-	0%	
41001 Library services	644,852	678,052	674,870	(3,182)	0%	
41002 Teaching & Learning center	109,352	110,730	113,912	3,182	3%	
43100 Education technology	233,499	258,863	258,863	-	0%	
43200 Video services	39,833	66,982	66,982	-	0%	
46000 VP of academic affairs	251,124	266,984	266,984	-	0%	
47000 Faculty development	56,644	108,534	108,534	-	0%	
48100 Interactive classroom	19,666	25,730	25,730	-	0%	
65001 Academic promotions	69,004	105,016	105,016	-	0%	
99970 Benefits/chargebacks	928,946	1,049,362	1,049,362	-	0%	
99990 Furniture/equipment	-	39,611	39,611	-	0%	
Total academic support	2,600,820	2,961,857	2,961,857	-	0%	

Cost Center	FY2005 Actual to date	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2004	Explanation of Variance Greater Than \$10,000
Student Services						
46500 Advising, academic	338,528	335,803	360,803	25,000	7%	Admissions covered advising hourly costs
46600 Welcome center & telephone adv.	114,861	129,279	129,279	-	0%	
51000 VP of student services	210,303	227,010	227,010	-	0%	
51200 Student ambassador program	3,091	6,200	6,200	-	0%	
52000 Student activities	762	2,595	2,595	-	0%	
52100 PE facility	250,778	257,706	257,706	-	0%	
53000 Career services	366,842	394,533	394,533	-	0%	
53100 Test center	124,078	153,339	153,339	-	0%	
53500 Retention	63,933	73,181	73,181	-	0%	
53555 Career links	7,869	25,000	25,000	-	0%	
54000 Financial Aid	398,429	506,469	506,469	-	0%	
55000 Admissions	424,031	491,491	465,382	(26,109)	-5%	To cover advising hourly costs
55001 Workgroup	278,575	291,501	292,610	1,109	0%	
56000 Records	292,482	325,494	325,494	-	0%	
65002 Student services promotions	24,700	31,392	31,392	-	0%	
99970 Benefits/chargebacks	368,142	655,933	655,933	-	0%	
99980 Part time coverage	3,000	18,114	18,114	-	0%	
99990 Furniture/equipment	(55)	80,491	80,491	-	0%	
Total student services	3,270,349	4,005,531	4,005,531	-	0%	

Cost Center	FY2005 Actual to date	Total Original Budget (Note 1)	Total Projected Expenditures	Dollar Variance From Original	Projected Percentage Variance from Original FY2004	Explanation of Variance Greater Than \$10,000
		A	B	B-A		
Institutional Support						
61000	President	508,779	547,372	545,872	(1,500)	0%
61100	Board of trustees	77,604	93,961	92,161	(1,800)	-2%
61200	Research, planning and org. dev.	306,262	364,251	364,251	-	0%
61900	Senior administration	5,128	13,603	13,603	-	0%
62000	VP of administration & finance	258,108	258,779	262,279	3,500	1%
62100	Finance office	869,694	958,722	958,722	-	0%
63101	Human resources	432,169	459,107	461,198	2,091	0%
63102	Recruitment	41,171	51,517	51,517	-	0%
63103	Unemployment	31,900	50,000	50,000	-	0%
63150	Diversity programs	13,430	18,000	18,000	-	0%
63200	Reprographics	143,427	144,130	144,130	-	0%
63400	Security	564,750	637,778	637,778	-	0%
63500	Telecommunications	168,677	238,536	238,536	-	0%
63600	Risk Management	78,064	231,911	228,411	(3,500)	-2%
63700	General administration	237,138	503,548	503,548	-	0%
63800	Commencement/Award programs	32,550	25,085	25,085	-	0%
64000	Administrative information systems	921,340	1,135,397	1,135,397	-	0%
64001	Enterprise network	347,287	435,514	435,514	-	0%
64100	Information technology adm.	212,615	260,352	260,352	-	0%
65000	Public relations & marketing	433,115	462,188	462,188	-	0%
65050	Legislative	21,162	23,775	29,075	5,300	22%
65100	Development & Alumni relations	357,891	424,159	424,159	-	0%
65900	Fundraising	10,090	30,000	30,000	-	0%
99970	Benefits/chargebacks	(205,060)	179,142	175,051	(4,091)	-2%
99990	Furniture/equipment	-	67	67	-	0%
Total institutional support		5,867,292	7,546,894	7,546,894	-	0%

Cost Center	FY2005 Actual to date	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2004	Explanation of Variance Greater Than \$10,000
Plant						
71000 Plant administration	9,985	77,149	77,149	-	0%	
71100 General services	1,244,093	1,521,456	1,521,766	310	0%	
71150 Recycling	21,914	25,000	23,000	(2,000)	-8%	
71500 Safety	34,447	34,952	34,642	(310)	-1%	
72000 Engineering	799,993	781,864	851,206	69,342	9%	Transfer from preventive maint. to repair cooling system & equip. repairs:from renovations for supplies.
72500 Preventive maintenance	87,395	130,582	104,483	(26,099)	-20%	Transfer to engineering for cooling system & equipment repairs
73000 Housekeeping	693,896	893,814	884,189	(9,625)	-1%	
75000 Grounds	215,702	250,204	250,504	300	0%	
76000 Renovations	59,755	174,514	142,596	(31,918)	-18%	Transfer to engineering for supplies and maintenance.
99970 Benefits/chargebacks	325,934	595,376	595,376	-	0%	
99990 Furniture/equipment	-	9,173	9,173	-	0%	
Total plant	3,493,114	4,494,084	4,494,084	(0)	0%	
Scholarships						
81000 Scholarships	575,098	592,100	592,100	-	0%	
82000 Waivers	298,571	411,500	411,500	-	0%	
Total scholarships	873,669	1,003,600	1,003,600	-	0%	
Grand totals	31,120,133	37,351,826	37,351,826	(0)	0%	

Note 1:
When the budget was originally developed, all salaries were budgeted to increase at the rate of 4.2%.
As final salaries increases may have fluctuated based on performance levels and the relation of the individual's
FY05 salary to the mid-point of the salary scale, the original budget figures were adjusted to reflect
the actual starting salaries for the cost center.

**Howard Community College
3/2005
Cost Center Variances**

Cost Center		FY2005 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Instruction					
11200	Honors	3,652	9,624	38%	1
11300	Mathematics	871,591	1,333,621	65%	
11310	Health	137,530	221,878	62%	
11400	Social sciences	929,022	1,375,045	68%	
11410	Eng/world languages	1,459,671	2,000,726	73%	
11450	Arts & humanities	1,088,976	1,520,525	72%	
11480	Rouse scholars	68,289	96,307	71%	
11600	Distance learning	183,956	290,565	63%	
12100	Nursing	788,822	1,156,038	68%	
12120	Emergency medical technology	74,971	111,221	67%	
12150	Cardiovascular program	101,077	142,066	71%	
12200	Business & computers	852,974	1,218,177	70%	
12201	Certification programs	95,525	170,454	56%	
12250	Science & technology programs	1,289,443	1,854,465	70%	
12280	Cooperative education	5,625	12,848	44%	2
13550	Instructional international program	6,692	11,365	59%	
44010	User computer services	206,232	295,635	70%	
44020	Student computer services	580,349	851,744	68%	
44030	Student labs	163,211	257,968	63%	
46100	1st floor support	85,201	122,514	70%	
46200	2nd floor support	88,218	125,658	70%	
46300	Hickory ridge	50,023	81,903	61%	
46400	Evening services	9,973	14,249	70%	
46700	ILB support	81,105	111,024	73%	
48000	Outcomes assessment	79,885	139,030	57%	
48500	Instructional direction	52,137	230,509	23%	3
48501	Learning communities	146,441	271,001	54%	
48502	Program development	34,055	83,639	41%	4
51100	Webmaster	49,438	66,441	74%	
52102	Pool guards	41,773	59,000	71%	
53200	Learning assistance	316,292	428,605	74%	
99970	Benefits/chargebacks	1,482,123	2,097,644	71%	
99970	Fees offset		323,447	0%	5
99980	Division support	-	42,658	0%	6
99990	Furniture/equipment	-	132,872	0%	7
	Total instruction	11,424,273	17,260,466	66%	

Cost Center		FY2005 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
	Public Service				
33250	Cable studio	36,426	59,487	61%	
99970	Benefits/chargebacks	5,121	16,847	30%	8
99990	Furniture/equipment	-	3,060	0%	7
	Total public service	41,547	79,394	52%	
	Academic Support				
33400	Cultural theater	129,794	163,117	80%	
33500	Student alumni productions	73,292	88,876	82%	
41001	Library services	519,237	674,870	77%	
41002	Teaching and learning services	82,627	113,912	73%	
43100	Education technology	182,489	258,863	70%	
43200	Video services	34,283	66,982	51%	
46000	VP of academic affairs	184,801	266,984	69%	
47000	Faculty development	43,849	108,534	40%	9
48100	Interactive classroom	13,564	25,730	53%	
65001	Academic promotions	38,386	105,016	37%	10
99970	Benefits/chargebacks	737,599	1,049,362	70%	
99990	Furniture/equipment	-	39,611	0%	7
	Total academic support	2,039,922	2,961,857	69%	

Cost Center		FY2005 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Student Services					
46500	Advising, academic	260,887	360,803	72%	
46600	Welcome center & telephone advisin	94,692	129,279	73%	
51000	VP of student services	160,083	227,010	71%	
51200	Student ambassador program	3,091	6,200	50%	11
52000	Student activities	600	2,595	23%	12
52100	PE facility	191,136	257,706	74%	
53000	Career services	287,427	394,533	73%	
53100	Test center	109,363	153,339	71%	
53500	Retention	50,772	73,181	69%	
53550	Career links	7,869	25,000	31%	13
54000	Financial Aid	317,008	506,469	63%	
55000	Admissions	335,310	465,382	72%	
55001	Workgroup	226,179	292,610	77%	
56000	Records	232,668	325,494	71%	
65002	Student services promotions	20,800	31,392	66%	
99970	Benefits/chargebacks	364,817	655,933	56%	
99980	Part time coverage	3,000	18,114	17%	14
99990	Furniture/equipment	(55)	80,491	0%	7
	Total student services	2,665,648	4,005,531	67%	

Cost Center		FY2005 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Institutional Support					
61000	President	395,306	545,872	72%	
61100	Board of trustees	59,107	92,161	64%	
61200	Research, planning, and org. dev.	215,094	364,251	59%	
61900	Senior administration	4,291	13,603	32%	15
62000	VP of administration & finance	195,818	262,279	75%	
62100	Finance office	669,310	958,722	70%	
63101	Human resources	325,149	461,198	71%	
63102	Recruitment	24,368	51,517	47%	
63103	Unemployment	14,152	50,000	28%	16
63150	Diversity programs	12,997	18,000	72%	
63200	Reprographics	75,803	144,130	53%	
63400	Security	406,932	637,778	64%	
63500	Telecommunications	124,988	238,536	52%	
63600	Risk Management	62,918	228,411	28%	17
63700	General administration	236,038	503,548	47%	18
63800	Commencement & Awards	1,634	25,085	7%	19
64000	Administrative information systems	752,398	1,135,397	66%	
64001	Enterprise network	261,506	435,514	60%	
64100	Information technology adm.	156,666	260,352	60%	
65000	Public relations	348,122	462,188	75%	
65050	Legislative	15,635	29,075	54%	
65100	Development & Alumni	269,060	424,159	63%	
65900	Fundraising	10,090	30,000	34%	20
99970	Benefits/chargebacks	(16,758)	175,051	-10%	21
99990	Furniture/equipment	-	67	0%	7
	Total institutional support	4,620,623	7,546,894	61%	

Cost Center		FY2005 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Plant					
71000	Plant administration & insurance	9,985	77,149	13%	22
71100	General services	876,745	1,521,766	58%	
71150	Recycling	11,568	23,000	50%	
71500	Safety	26,103	34,642	75%	
72000	Engineering	615,689	851,206	72%	
72500	Preventive maintenance	55,081	104,483	53%	
73000	Housekeeping	570,314	884,189	65%	
75000	Grounds	154,636	250,504	62%	
76000	Renovations	31,007	142,596	22%	23
99970	Benefits/chargebacks	325,934	595,376	55%	
99990	Furniture/equipment	-	9,173	0%	7
	Total plant	2,677,062	4,494,084	60%	
Scholarships					
81000	Scholarships	575,098	592,100	97%	24
82000	Waivers	298,571	411,500	73%	25
	Total scholarships	873,669	1,003,600	87%	
	Grand totals	24,342,744	37,351,826	65%	

Notes: We have only noted variance greater than 90%, or less than 50% at this time. Annual expenses paid early caused higher than expected variances in some cost centers. Also, in some cost centers expenses are low until the start of the term.

- 1 Funding for spring and summer was added to this budget and will be spent on those sessions.
- 2 Activities for these programs occur later in the semester or at the end of the major terms.
- 3,4,6,9,14 These programs which support instruction and student services, will expend funds as needed during the year.
- 5 Funds have been designated from the institutional allocation to cover the fee shortfall.
- 7 Furniture and equipment budgets are typically spent later in the year.
- 8 Benefits and chargebacks in this function are running under budget and may produce some savings.
- 10,19,20,22,23 These programs will expend funds later in the year.
- 11,12,13,15 These cost centers have relatively small budgets. Spending occurs for supplies and services as needed.
- 16 Expenditures occur quarterly and are on average less than anticipated.
- 17 Timing of payments is causing this variance.
- 18 Bad debt expense is budgeted in this cost center and will not be charged until year end, causing this temporary variance.
- 21 This account contains a chargeback for IT wages and benefits to academic support.
- 24 Spending in scholarships were higher than anticipated in the fall and spring, but currently expected to come within budget.
- 25 Waivers are given at the beginning of the term. These expenses include all terms for FY05 except Summer.

I-3 Use of Adjunct Faculty

Background: At the March 10, 2005, meeting of the audit and finance committee, the board reviewed an adjunct faculty rate survey including data from colleges and universities across the State of Maryland. At that meeting, the committee requested information on the training received by adjunct faculty at Howard Community College and the use of adjunct faculty in various academic departments around the college.

Howard Community College uses adjunct faculty to supplement its full-time teaching staff. Though MHEC benchmark for ratio of full-time to part-time faculty is 50/50, the state funding over the past five years of rapid growth has not been there to support this ratio. Our current full-time/part-time ratio is 40/60. For a five percent increase in enrollment, the college has to hire eight new faculty simply not to lose ground and at least to have some positive movement forward.

In some of our academic areas, the use of a large number of adjuncts is a plus rather than a minus. Being in Howard County gives us access to a large pool of highly educated professionals in information technology and in the visual and performing arts. In information technology, where the needed skills are in rapid evolution, the pool of skilled adjuncts make it easier for the division to stay current. In the visual and performing arts, it is advantageous to have the students exposed to an array of different outlooks and approaches rather than taking all of their courses with the same instructors. The fulltime/part-time ratios reflect this higher proportion of adjuncts in IT and the arts. Also, newer disciplines that have not reached the threshold where they can support a full-time faculty person (more than 5 sections per semester) will have more adjuncts.

Academic Affairs anticipated the impact of this higher number of adjuncts and determined that an enhanced program of professional development for adjuncts would be essential. Therefore in 1999, we established our current Adjunct Advancement Program. That program establishes three pay tiers for adjuncts: adjunct faculty, senior adjunct faculty, and master adjunct faculty. Advancement through the tiers is based upon documented teaching excellence and completion of required professional development.

At the same time, the college organized an adjunct advisory committee to advise us regarding issues that impact adjunct. In response to recommendations from that committee, the college has provided a series of enhancements that were requested including a multi-year initiative to increase adjunct pay, equal parking opportunity, adjunct office spaces, conferences opportunities, picture ID's for adjuncts, and outstanding adjunct recognition.

Recommendation

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

Credit Adjunct Advancement Program

Howard Community College's Adjunct Advancement Program recognizes and promotes teaching excellence and a continued dedication to professional development.

There are currently three adjunct instructor levels:

Adjunct Instructor	\$625/credit
Senior Adjunct Instructor	\$675/credit
Master Adjunct Instructor	\$725/credit

When hired, new instructors are appointed at the Adjunct Instructor level.

Adjunct instructors pursuing an advanced level are responsible for completing an [Advancement Petition form](#) and documenting their professional developmental activities. This documentation, along with the examples of positive evaluations, should be submitted to your division chair when you wish to advance. Questions about the appropriateness of any activity should be directed to your division chair.

In response to a request for consideration of advanced level, the division chair or his or her designee will meet with the faculty to review the submitted materials and to arrange one or more teaching observations if needed. The purpose of the teaching observation is to verify mastery of the required knowledge and skills for the advanced level if these have not been previously demonstrated. The faculty member may need to or choose to demonstrate these in more than a single observation.

The review will not proceed to the teaching observation phase if the petition or documentation is incomplete. In cases where the teaching observations are inconclusive, the chair may suggest additional training and/or additional observations.

After successful completion of the applicable requirements and acquisition of desired competencies, the division chair will recommend the faculty person for advancement in level.

The division chair may and should decline the petition if there is not compelling evidence that demonstrates teaching excellence and significant training and experience in the required competencies.

Advancement to the Senior Adjunct Instructor level and subsequently to the Master Instructor Level, will be based upon four basic requirements:

- Employment at HCC equivalent to at least eighteen credit hours of teaching over a minimum of three years.
- Positive evaluations by students, peer evaluators, and supervisors (as appropriate).
- Completion of an approved fifteen-hour program of professional development.
- Demonstration of proficiency with required competencies and topic areas

The required additional fifteen hours of professional development for each advancement may include in-house workshops or faculty development classes, graduate coursework, external professional development and other professional activity *directly* related to faculty responsibilities.

- HCC Faculty Development Courses - At least five hours for each level.
- External Professional Development with a Pedagogical Focus. *May include professional conferences or courses offered by other institutions.*
- Other Professional Activity - No more than five hours for each level. *May include conference presentations, performances, creative projects or other activity (curriculum development, outcomes assessment, etc.) related to teaching discipline.*

Area/Discipline - Color Coded	FALL FT	FALL PT	SPRING FT	SPRING PT	TOTAL FT	TOTAL PT	TOTAL FT + PT	%FT	%PT
ARTT	594	1567	737	1215	1331	2782	4113	32%	68%
DANC	0	214	0	228	0	442	442	0%	100%
FILM	0	285	0	234	0	519	519	0%	100%
FINE	261	477	246	402	507	879	1386	37%	63%
MASS	45	282	153	216	198	498	696	28%	72%
MUSC	263	707	264	828	527	1535	2062	26%	74%
PHIL	156	370	153	397	309	767	1076	29%	71%
SPCH	96	840	30	861	126	1701	1827	7%	93%
THET	15	678	3	517	18	1195	1213	1%	99%
WMST	54	48	51	63	105	111	216	49%	51%
Division SubTotal	1484	5468	1637	4961	3121	10429	13550	23%	77%
ACCT	372	833	345	871	717	1704	2421	30%	70%
BMGT	458	1069	567	828	1025	1897	2922	35%	65%
CMSY	988	1648	921	1008	1909	2656	4565	42%	58%
COOP	3	14	0	24	3	38	41	7%	93%
ENTR	0	0	42	48	42	48	90	47%	53%
FNPL	0	160	0	126	0	286	286	0%	100%
HMGY	51	71	77	39	128	110	238	54%	46%
MSFT	0	63	0	39	0	102	102	0%	100%
OFFI	168	0	104	0	272	0	272	100%	0%
RETL			0	4	0	4	4	0%	100%
Division SubTotal	2040	3858	2056	2987	4096	6845	10941	37%	63%
AMSL	0	201	0	136	0	337	337	0%	100%
ARAB	0	173	0	181	0	354	354	0%	100%
CHNS	0	84	0	44	0	128	128	0%	100%
ENGL	2433	3866	2850	2617	5283	6483	11766	45%	55%
DEV ENGL	1155	2325	932	1116	2087	3441	5528	38%	62%
FREN	0	164	0	108	0	272	272	0%	100%
GERM	0	82	0	40	0	122	122	0%	100%
ITAL	0	121	0	100	0	221	221	0%	100%
KORE	0	24	0	32	0	56	56	0%	100%
RUSS	0	40	0	20	0	60	60	0%	100%
SPAN	349	541	240	420	589	961	1550	38%	62%
Division SubTotal	3937	7621	4022	4814	7959	12435	20394	39%	61%
Sub Total	7461	16947	7715	12762	15176	29709	44885	34%	66%

Area/Discipline - Color Coded	FALL FT	FALL PT	SPRING FT	SPRING PT	TOTAL FT	TOTAL PT	TOTAL FT + PT	%FT	%PT
CARD	0	142	156	84	156	226	382	41%	59%
EMSP	142	47	154	120	296	167	463	64%	36%
EXSC	0	44	0	128	0	172	172	0%	100%
HEAL	0	137	0	68	0	205	205	0%	100%
HEED	516	982	497	1054	1013	2036	3049	33%	67%
HUMS	0	111	0	36	0	147	147	0%	100%
LFIT	48	142	23	206	71	348	419	17%	83%
NURS	1333	668	1205	396	2538	1064	3602	70%	30%
Division SubTotal	2039	2273	2035	2092	4074	4365	8439	48%	52%
MATH	2192	1598	1589	1961	3781	3559	7340	52%	48%
DEV MATH	1955	3045	1708	2053	3663	5098	8761	42%	58%
Division SubTotal	4147	4643	3297	4014	7444	8657	16101	46%	54%
ANTH	0	129	0	48	0	177	177	0%	100%
CRIM	204	444	246	282	450	726	1176	38%	62%
ECON	603	318	681	267	1284	585	1869	69%	31%
EDUC	366	1112	196	1322	562	2434	2996	19%	81%
GEOG	0	108	0	159	0	267	267	0%	100%
HIST	747	1236	900	951	1647	2187	3834	43%	57%
HMDV	396	434	250	571	646	1005	1651	39%	61%
POLI	126	105	159	105	285	210	495	58%	42%
PSYC	582	729	453	834	1035	1563	2598	40%	60%
SOCI	564	867	978	288	1542	1155	2697	57%	43%
Division SubTotal	3588	5482	3863	4827	7451	10309	17760	42%	58%
ASTR	0	54	0	194	0	248	248	0%	100%
BIOL	2505	3128	2219	3557	4724	6685	11409	41%	59%
BMET	0	15	0	42	0	57	57	0%	100%
CADD	108	0	204	21	312	21	333	94%	6%
CHEM	744	928	857	978	1601	1906	3507	46%	54%
CMSY	132	78	99	90	231	168	399	58%	42%
CSCO	93	33	117	51	210	84	294	71%	29%
ELEC	0	116	0	48	0	164	164	0%	100%
ENES	159	24	123	33	282	57	339	83%	17%
GEOI	95	102	154	0	249	102	351	71%	29%
HORT	0	40	0	0	0	40	40	0%	100%
METO	0	138	0	54	0	192	192	0%	100%
PHOT	0	0	0	12	0	12	12	0%	100%
PHYS	429	188	390	238	819	426	1245	66%	34%
TELE	0	0	0	0	0	0	0	0%	0%
WCOM	0	0	0	6	0	6	6	0%	100%
Division SubTotal	4265	4844	4163	5324	8428	10168	18596	45%	55%
TOTAL (Including Dev.)	21500	34189	21073	29019	42573	63208	105781	40%	60%

I-4 Anticipated Summer Approvals

Background: The table below contains items the administration anticipates the board chair will be asked to approve over the summer.

Purpose: Disclosure to the board

Timeline: May 26 – August 23, 2005

Summer List of Potential Board Approval Items

Item Description	New/Renewal
ADA Repairs	New
Carpeting replacements (possibly with tile)	New
Ceiling Replacements	New
Changes to Laurel College Center Lease	New
Data Projectors	New
Furniture Bid	New
Generator	New
MHEC – HCC’s 2005 Performance Accountability Report	New
Painting	New
Price Proposals for CM @ Risk for Student Services Building	New
Request to use auditors for unrelated business income tax	New
RFP for Web Re-development	New
Sidewalk/Roads/Parking Lot Patching	New
Student Housing Developer	New
Three Vehicles (van, truck, car)	New

Recommendation

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

I-5 Sodexho Management Agreement

Background: Food service, which includes retail sales in the Galley, catering, and the Starbucks Espresso Cart, is provided by Sodexho, Incorporated and Affiliates (Sodexho) through a Management Agreement signed May 24, 2000. Through the terms of the Management Agreement, Sodexho operates the food service under a management fee arrangement. The college pays three percent of gross sales in a general support services allowance, a management fee of \$20,000, and expenses in excess of sales. The administration has arranged for funds from the Coca-Cola commission and bookstore profits to cover the costs of operating food service under the management agreement.

While annual Galley sales continue to increase, Sodexho staff salaries and benefits, and other expenses, also continue to increase.

Galley Annual Sales:

FY03: \$343,004.00

FY04: \$381,004.00

FY05: \$466,170.75 (through April)

The cost of operating food service under the management agreement has averaged approximately \$36,000 annually over the Coca-Cola commission, and is covered by bookstore profits. In addition, the bookstore covers the costs of equipment repair and replacement, renovations, furniture replacements, kitchen and catering small wares, contracted facility services, linen cleaning, printing, and association membership dues. To help reduce the cost of operating food service, Galley prices have been increased.

To increase customer satisfaction and patronage, renovations were made to the Galley that enhanced the popular soup and salad bar and improved traffic flow. Gourmet sandwiches, frozen yogurt, "grab and go" station, and the Starbucks Espresso Cart were also added. Customer counts increased eight percent for FY04, and the expectation is an increase of fifteen percent to twenty percent for FY05. Customer satisfaction is evaluated through the Quest and YESS surveys, which reflect improved ratings over the last few years. Auxiliary services received the service excellence award from students last year. The majority of comment cards and suggestion box entries reflect positive and complimentary statements.

Purpose: To give a summary of the management agreement with Sodexho and an overview of the costs associated with food service.

Recommendation

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

I-6 Personnel Summary for April 2005

Background: The following document contains personnel summaries.

Purpose: Disclosure to the board

Timeline: April 2005

Recommendation

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

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

April 1, 2005 – April 30, 2005

Section I – Change in Status

DIVISION CHAIR APPOINTMENTS (4-YEAR TERM) - - See College Procedure 63.02.01

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
None							

RECLASSIFICATIONS

Old Title	New Title	Department	Old Grade	New Grade	Range for Grade	Compensation ¹	Name	Effective Date
None								

SPECIAL ASSIGNMENTS

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
Admissions Counselor (Allied Health)	Admissions and Advising	Temporary Assignment with Benefits	11	\$39,181 - \$62,689	\$40,187	Leishure, Sam	4/16/05

PROMOTIONS

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
None							

CHANGE IN TITLE ONLY

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
None							

CHANGE IN POSITION STATUS ONLY

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
None							

TRANSFERS

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
None							

SEPARATIONS

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
Teacher III	Children's Learning Center	N/A	N/A	N/A	N/A	Allen, Christine	4/06/05
Programmer/Analyst	Administrative Information Systems	N/A	N/A	N/A	N/A	Lane, Eric	4/08/05
Assistant Director of Records and Registration	Records and Registration	N/A	N/A	N/A	N/A	Polcari, JoAnn	4/13/05
ESL Program Assistant	Continuing Education Office	N/A	N/A	N/A	N/A	Taylor, Heather	4/28/05

¹ Annual Salary is shown for exempt employees; estimated annual compensation is shown for non-exempt employees since official compensations are an hourly amount (not shown).

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

April 1, 2005 – April 30, 2005

Section II - Leaves

SABBATICAL LEAVE

Name	Position	Beginning Date of Leave	Ending Date of Leave
Bulleri, Andrew	Professor, Mathematics	1/01/05	6/30/05
Armitage, Margaret	Professor, Psychology	1/01/05	6/30/05
Hart, Tara	Associate Professor, English & Div Chair, English & World Languages	1/01/05	6/30/05

LEAVE WITHOUT PAY

Name	Position	Beginning Date of Leave	Ending Date of Leave
Shipman, Robin	Teacher II	4/19/05	6/17/05
Neser, Thomas	Chief Plumber	4/24/05	4/30/05

MILITARY LEAVE

Name	Position	Beginning Date of Leave	Ending Date of Leave
None			

PROFESSIONAL LEAVE

Name	Position	Beginning Date of Leave	Ending Date of Leave
None			

Resolution for Board of Trustees to Meet in Closed Session on May 25, 2005

WHEREAS, The board of trustees of Howard Community College is authorized by Section 10-508 of the State Government Article of the Annotated Code of Maryland to conduct certain portions of its meetings in closed session.

NOW, THEREFORE, BE IT RESOLVED, that the board of trustees of Howard Community College hereby conduct its meeting in closed session beginning on May 25, 2005, at the conclusion of the regular meeting in the instructional laboratory building's Kittleman Room (ILB-100) "to discuss any other personnel matter that affects 1 or more specific individuals" as permitted under Section 10-508 (a1ii) and that such meeting shall continue in closed session until the completion of business.

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

April 1, 2005 – April 30, 2005

Section III – Confidential

ADMINISTRATIVE LEAVE

Name	Position	Beginning Date of Leave	Ending Date of Leave
None			

LONG-TERM DISABILITY LEAVE

Name	Position	Beginning Date of Leave	Ending Date of Leave
None			

SHORT-TERM DISABILITY LEAVE

Name	Position	Beginning Date of Leave	Ending Date of Leave
Neser, Thomas	Chief Plumber	4/07/05	4/23/05
Hosein, Latifah	Cashier	4/14/05	7/13/05

FAMILY & MEDICAL LEAVE ACT (FMLA) LEAVE

Name	Position	Beginning Date of Leave	Ending Date of Leave
Bilello, Michele	Coordinator, Administration and Finance	3/18/05	Undetermined
Cullison, Margaret	Assistant Director of Development	3/14/05	Undetermined
Evangelista, Crisanto*	Customer Accounts Analyst	6/28/04	Undetermined
Evans, Karen	Instructional Technologist/Graphics Designer	3/14/05	Undetermined
Juba, Cheryl-Ann*	Network Engineer	1/14/02	Undetermined
Kardos, Quent*	Director, Educational Technology	2/01/05	Undetermined
Kelly, Bernard	Grounds Supervisor	4/20/05	Undetermined
Mikowicz, Paula	Associate Professor, Mathematics	4/14/05	Undetermined
Neser, Thomas	Chief Plumber	1/24/05	Undetermined
Suh, Jae*	Computer/Network Support Technician	1/03/05	Undetermined

*Intermittent