



HOWARD
COMMUNITY COLLEGE

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

August 25, 2004

Ground Rules

1. Don't need consensus on every issue
2. Each board member has the opportunity to speak uninterrupted
3. Board members come prepared – board chair needs to understand what is required and set time and material appropriately
4. Board chair acts as caretaker for the board – acts as filter, evaluates agenda for time well spent, coach to president
5. Board chair speaks for the board to the media

**Board of Trustees
August 25, 2004
Instructional Laboratory Building
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. Introduction of Men's Track Team and Coaches**
- C. Review of Public Accountability**

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

A. Approval of August 25, 2004, Agenda

B. Approval of:

- 1. May 26, 2004, Work Session Minutes
- 2. May 26, 2004, Regular Session Minutes
- 3. May 26, 2004, Closed Session Minutes
- 4. June 11, 2004, Retreat Minutes
- 5. July 30, 2004, Closed Session Minutes

C. President's Report

D. Report of the Audit and Finance Committee

E. Board Member Comments

F. Consent Items

- 1. Proposed New Hires
- 2. Ratification of Summer Approval Items
 - a. Ratify and Confirm Copier Equipment Contract
 - b. Ratify and Confirm Landscaping Management & Athletic Fields Management Service Contract
 - c. Ratify and Confirm Exterior Lighting Replacement Construction Contract
 - d. Ratify and Confirm Change Order #1 Arts & Humanities Building Engineering Services for Single Air Handling Unit
 - e. Ratify and Confirm Construction Manager at Risk for the Student Services Building
 - f. Ratify and Confirm Installation of Fiber and Copper Cabling
 - g. Ratify and Confirm Temporary Parking at the Grand Prix Field
 - h. Ratify and Confirm Campus Signage
 - i. Ratify and Confirm Summer II and III Graduates
 - j. Ratify and Confirm Services for Third-Party Systems to Support the College's Enterprise System (Colleague)
 - k. Ratify and Confirm Partnership with MedStar for Athletic Trainer
 - l. Ratify and Confirm Performance Accountability Report
- 3. Grants and Scholarships
- 4. Paper Procurement for Print Shop

G. Discussion Items

- 1. Issue Bin
- 2. Board Calendar
- 3. Maryland Higher Education Commission Low Productivity Report

4. Forward Funding of the Arts and Humanities Building
5. Emergency Procurement for the Nursing Building Re-flooring Project

H. Information Items

1. Agreements Signed by the Board Chair Disclosure
2. Financial Statements
3. Personnel Summaries
4. FY04 Strategic Plan Evaluation and Core Work Highlights
5. Revised FY05 Integrated Strategic Plan and Budget

1-A Introduction of New Employees

For the trustees' information, newly hired employees approved by the board at its May 26, 2004, meeting will be introduced to the trustees by Dr. Duncan and members of the president's team.

I-B – Recognition of Howard Community College’s Men’s Track Team and Coaches

Group being Introduced:

The Howard Community College (HCC) 2003-2004 men’s track team, Diane Schumacher, director of athletics, coach Errick Henlon, and coach Steve Musselman.

Background:

In May 2004, the HCC men’s track team finished fourth at the National Junior College Athletic Association’s (NJCAA) national track meet held in Delhi, New York. This finish was the highest in the college’s history. A total of ten track team members attended the meet, seven of which were freshmen. For their efforts, coaches Errick Henlon and Steve Musselman were named national coaches of the year for the NJCAA.

The team will attend the August 25, 2004, meeting of the board so that the trustees may have the opportunity to acknowledge in person the team’s and the coaches’ success.

I-C – Review of Public Accountability

Background: The board of trustees requested that the administration provide an overview of the various data reports required during a typical fiscal year by the external stakeholders that support the college operation.

The FY05 Schedule of Reports, annotated with an explanation of each report, is attached for review. The report names are color-coded to identify the agency requesting the report.

- Red:** Reports mandated by the Maryland Higher Education Commission.
- Blue:** Other state agency.
- Green:** Federal government requirement.
- Purple:** Other national/regional report.
- Orange:** Howard County government.
- Black:** HCC Board of Trustees (Planning and Performance Calendar - Bylaws, page 19) or preparation for external reports.

Report due dates, the person(s) from the president's team responsible for this report, the primary manager(s), and an estimated production time are indicated for each report. Note - this estimate does not include the work required to originally set up the data files. As part of the take home packet, there is the Enrollment Information System (EIS) Description to illustrate the definition details that are entailed in just one of the state reports.

After submittal, the summary tables (to avoid posting individually identifiable information) from these reports are added to the planning, research and organizational development website: <http://www.howardcc.edu/hcc/plan&eval/index.htm>

The Howard Community College reports become part of larger reports at the federal and state level. Many can be observed at:
<http://www.mhec.state.md.us/publications/research/index.asp>

At the work session, Zoe Irvin, executive director for planning, research and organizational development, will answer any questions, briefly present the internal process for report development and verification, and introduce the many individuals that annually contribute to these mandatory reports.

Fiscal Year 2005 Schedule of Reports

July					
Report Title	Agency	Agency Date Due	Staff Responsible	Primary Report Manager(s)	Estimated Production Time (hrs)
Annual Operating Budget (CC-5)	MHEC Monica Randall	7/1	Lynn Coleman, Vice President of Administration & Finance (VPAF)	Janet Cullison Director of Finance	12
<i>Annual budget report to MHEC containing FY04 summary statements of revenues, current general operating funds, educational and general expenditures, cost per full-time equivalent (FTE), enrollment projections, and tuition and fees.</i>					
Institutional Performance Accountability Report	MHEC Michael Keller	7/1	Zoe Irvin, Executive Director, Planning, Research and Organizational Development (EDPROD)	Lynn Coleman Jean Frank Senior Research Analyst, PROD Ron Roberson Vice President of Academic Affairs (VPAA)	125
<i>As part of the mandated accountability process for Maryland public colleges, and based on MHEC guidelines, this annual report includes performance indicators, an assessment of the college's progress in achieving the benchmarks for these indicators, and an analysis of the significant academic, demographic and financial trends that have affected progress. Also included are funding issues and initiatives for the next fiscal year. This report is forwarded to the Governor and the General Assembly as required by law. Board chair approves end of each June; full report disclosed to board in August.</i>					
Student Right-to-Know Disclosure	PROD Financial Aid Office HCC Online	7/1	EDPROD	Jean Frank	2
<i>In compliance with federal Student Right-To-Know legislation, graduation and transfer rates of undergraduate students must be disclosed to prospective and current students. The complete report is available online and in the Planning, Research and Organizational Development (PROD) and Financial Aid Services offices. Rates are also published in the student handbook.</i>					
Summer 2 2004, Summer 3 2004, Enrollment Data File (Miniprofile)	PROD	7/13, 7/18	Tom Glaser Vice President of Information Technology (VPIT)	Linda Wu Director of Administrative Information Systems	2
<i>A text file containing demographic and academic data for credit students for each term. The data from this file is used for numerous reports and data requests.</i>					

Fiscal Year 2005 Schedule of Reports

Summer 2 2004, Summer 3 2004, Section Availability (XSAR) Report	PROD	7/13, 7/18	VPIT	Linda Wu	1
<i>A text file summarizing the seat availability of every course by section, location, and start time. Used for institutional planning and reporting.</i>					
Summer 2 2004, Summer 3 2004, State Hours Report	HCC Report	7/13, 7/18	Kate Hetherington Vice President of Student Services (VPSS)	Judi Bulliner Director of Records and Registration	3
<i>A summary of official eligible- and ineligible-for-funding credit enrollment for each term. Used to prepare the MHEC CC-2 report. See August.</i>					
Private Donor Incentive Program (PDIP) and Innovative Partnerships for Technology (IPT) Draft Reports for Reimbursements	MHEC Monica Randall	7/15	VPAF VPSS	Martha Sunderland Associate Director of Finance Marge Cullison Development Data Supervisor	20
<i>The Innovative Partnerships for Technology Program (IPT) report lists eligible donations made to the college for technology during specific award periods for which the State of Maryland will match. The report also lists technology expenditures showing how these funds are being spent. In addition, there is an audit report showing all eligible donations and state-matching funds since the program began in FY99 and a statement from HCC's independent auditors. The Private Donation Incentive Program (PDIP) report summarizes eligible donations and state matching funds placed in endowments accounts. The PDIP/IPT reports are due in draft form on July 15th of each year with a final report due October 29th.</i>					
Summer 2 2004, Summer 3 2004, Process XSAR and produce Section Availability Printout	HCC Report	7/27, 7/31	EDPROD	Jean Frank	4
<i>A final report summarizing the seat availability of every course by section, location, and start time. Used for institutional planning and reporting.</i>					

Fiscal Year 2005 Schedule of Reports

Summer 2 2004, Summer 3 2004, FTE Enrollment Comparisons (including CE Credit Breakdown)	HCC Report	7/27, 7/31	EDPROD	Jean Frank	4
<i>A table that summarizes and compares two fiscal years of division credit and continuing education credit and non-credit full-time equivalent (FTE) enrollment by term. Used for institutional planning and reporting.</i>					
Annual Program Report for FY04	Division of Career Technical and Adult Learning (DCTAL)	7/30	VPSS	Janice Marks Director of Academic Support/Career Services	60
<i>A description of activities, objectives, and milestones accomplished at the college during the Perkins Program Improvement Grant period. Summarizes services and activities offered to improve performance on measures such as academic attainment, completion, and retention. Administered by DCTAL, a division within the Maryland State Department of Education.</i>					

August					
Report Title	Agency	Agency Date Due	Staff Responsible	Primary Report Manager(s)	Estimated Production Time (hrs)
Enrollment Report for Credit Courses FY Ending June 30 (CC-2)	MHEC Judy Hendrickson	8/2	VPSS	Judi Bulliner Jean Frank	12
<i>An annual summary of credit full-time equivalent (FTE) enrollment by term prepared in accordance with code of Maryland regulations. Used by MHEC to calculate the FTE's eligible for state funding for all of the community colleges. Data are used for the MHEC Annual Financial Report, federal reports, and a number of other grants and surveys.</i>					

Fiscal Year 2005 Schedule of Reports

Enrollment Report for (Equated Credit) Continuing Education Courses for FY Ending June 30, Electronic Data File (CC-3)	MHEC Judy Hendrickson	8/2	VPAA	JoAnn Hawkins Associate Vice President, Division of Continuing Education and Workforce Development Judy Thomas Continuing Education Operations Analyst Linda Wu	178
<i>An annual summary of non-credit full-time equivalent (FTE) enrollment in continuing education courses, submitted to MHEC for the calculation of state reimbursement for courses that have been approved for funding.</i>					
Degrees & Formal Awards, Electronic File	MHEC Charles Benil	8/2	VPIT VPSS	Linda Wu Judi Bulliner Jean Frank	10
<i>An electronic unit record data file submitted at the end of the fiscal year that contains demographic and academic data on graduates. Part of MHEC's interlinked database used to produce success rates and data for federal reports.</i>					
Student Outcomes and Achievement Report	MHEC Michael Keller	8/2	VPAA EDPROD	Zoe Irvin Kathy Doherty Coordinator, Learning Outcomes Assessment	50
<i>Prepared and submitted every three years, based on MHEC guidelines and tied to Middle States Association (MSA) accreditation requirements, a report on the progress made in improving student learning, instructional effectiveness, and curricula.</i>					
August Board Report	Board of Trustees	8/12	President's Team	Zoe Irvin	35
<i>FY05 Plan Adjustments, FY04 Plan Evaluation. This year - Work session- Public Accountability.</i>					
List A Verification Report for Approved Occupational Programs	DCTAL	8/16	VPSS	Janice Marks	9
<i>College verification of the list of its career and technology education programs approved by the Maryland State Department of Education, Division of Career Technology and Adult Learning (DCTAL).</i>					

Fiscal Year 2005 Schedule of Reports

Student/Faculty Ratio	VP of Academic Affairs Dir. of Finance for CC-4	8/31	EXPROD	Dan Friedman Division Chair Science/ Technology Jean Frank	10
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A calculation of total adjusted student credit hours divided by total adjusted course credit hours for reporting on the annual CC-4 report to MHEC. See October.

September					
Report Title	Agency	Agency Date Due	Staff Responsible	Primary Report Manager(s)	Estimated Production Time (hrs)
High School Graduate System, <i>Electronic File</i>	MHEC Charles Benil	9/1	VPIT VPSS	Linda Wu Barbara Greenfeld Director of Admissions & Advising	10
<i>An annual performance summary of the first year of enrollment of recent high school graduates attending HCC. Provides support for longitudinal studies through cohort based tracking, such as retention and graduation rates. It also provides comprehensive information on the progress of high school graduates in their first year of college and complete information for the feedback to secondary education officials (SOAR).</i>					
WIA Program Performance, <i>Electronic File</i>	MHEC Judy Hendrickson	9/1	VPAA	Ron Roberson JoAnn Hawkins Linda Wu	25
<i>An annual performance summary of the Workforce Investment Act (WIA) programs, providing support for longitudinal studies through cohort based tracking, such as enrollment and completion rates. It also provides complete information for the WIA Program Performance Standards completion rate, as well as employment analysis and feedback information to HCC on the student employment rates of WIA programs.</i>					
September Board Report	Board of Trustees	9/2	President's Team	Zoe Irvin	15
<i>Core End: Strategic Planning.</i>					
September Board Report	Board of Trustees	9/2	President's Team	Lynn Coleman Shelly Bilello Coordinator for AF	120
<i>Capital Budget Plan.</i>					

Fiscal Year 2005 Schedule of Reports

Continuing Education Course Evaluation Report	HCC Report	9/15	VPAA VPIT	JoAnn Hawkins Jean Frank Judy Thomas Linda Wu	110
<i>An analysis of the evaluations of all non-credit continuing education courses for board end reporting.</i>					
MHEC Low Productivity Report	MHEC	9/16	VPAA	Ron Roberson & Division Chairs (see last page)	15
<i>The college must respond to the commission regarding the viability of any programs placed on the MHEC low productivity list.</i>					
IPEDS Fall Collection (OPENS) Institutional Characteristics and Completions FY03 Fall 2004 Enrollment	IPEDS Web Site via Institutional Keyholder		EDPROD	Jean Frank Barbara Greenfeld Stephanie Johnson Director of Financial Aid Services	75
<i>The completion of the fall Integrated Post Secondary Education Data System (IPEDS) survey in a timely and accurate manner is mandatory for institutions that participate or are applicants for participation in any Federal financial assistance program authorized by Title IV of the Higher Education Act of 1965, as amended. The fall collection includes the Institutional Characteristics and Completions reports.</i>					
Fall 2004 Miniprofile File	PROD	9/24	VPIT	Linda Wu	2
<i>A text file containing demographic and academic data for credit students for each term. The data from this file is used for numerous reports and data requests.</i>					
Fall 2004 Section Availability (XSAR) Report	PROD	9/24	VPIT	Linda Wu	1
<i>A text file summarizing the seat availability of every course by section, location, and start time. Used for institutional planning and reporting.</i>					
Fall 2004 State Hours Report	HCC Report	9/24	VPSS	Judi Bulliner	3
<i>A summary of official eligible- and ineligible-for-funding credit enrollment for each term. Used to prepare the MHEC CC-2 report.</i>					
Annual Financial Report FY04 (AFR-04100-20-07/91)	DCTAL	9/30	VPSS VPAF	Janice Marks Martha Sunderland	8
<i>Accounting of expenditures by line item for the fiscal year for student support services.</i>					

Fiscal Year 2005 Schedule of Reports

Equipment Inventory Report FY04 (213-15-2/91)	DCTAL	9/30	VPSS	Janice Marks	2
<i>A listing of equipment purchased and its location for the fiscal year.</i>					
Fall 2004 Process XSAR and produce Section Availability Printout	HCC Report	9/30	EDPROD	Jean Frank	2
<i>A final report summarizing the seat availability of every course by section, location, and start time. Used for institutional planning and reporting.</i>					
Fall 2004 FTE Enrollment Comparisons (including CE Credit Breakdown)	HCC Report	9/30	EDPROD	Jean Frank	2
<i>A table summarizing and comparing two fiscal years of division credit and continuing education credit and non-credit full-time equivalent (FTE) enrollment by term. Used for institutional planning and reporting.</i>					

October					
Report Title	Agency	Agency Date Due	Staff Responsible	Primary Report Manager(s)	Estimated Production Time (hrs)
Fiscal Operations Report and Application to Participate	Department of Education (DOE)	10/1	VPSS	Stephanie Johnson Janet Cullison	24
<i>An annual application for the next year's funding and a detailed report of how the college has spent federal allocations, along with information on eligible aid applicants.</i>					
Audit Report Addressed to Board of Trustees and College Financial Statements	MHEC Monica Randall Also sent to County	10/1	VPAF	Janet Cullison Martha Sunderland	160
<i>For each completed fiscal year, a report of the auditors and audited financial statements, which include statement of net assets, statement of revenue, expenses and changes in net assets, and statement of cash flow.</i>					

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Enrollment by Discipline Spreadsheet	HCC Report	10/1	EDPROD	Zoe Irvin Betsy See Research Analyst, PROD	21
<i>A summary of credit hours and FTE enrollment by discipline and term for a fiscal year. Used for program planning and review.</i>					
ESOL-FTEs (English for Speakers of Other Languages)	MHEC Monica Randall	10/1	VPAF VPAA	Nannette Douglas Executive Assistant to VPAF Tara Hart Div. Chair, English/World Languages Division Patty Keeton Executive Director, Workforce Development	25
<i>A summary of credit and non-credit ESOL full-time equivalent (FTEs) enrollments by course. New this year is the requirement to report the percentage of students who successfully complete a credit or non-credit ESOL course.</i>					
Annual Financial Report (CC-4)	MHEC Monica Randall	10/1	VPAF	Janet Cullison Martha Sunderland	16
<i>Annual summary of revenue, enrollment and tuition, cost per FTE, restricted federal grant programs, state aid, and student/faculty ratio.</i>					
Employer Satisfaction w/CC Contract Training (Indicator #19)	MHEC Performance Accountability Report	10/8	VPAA	JoAnn Hawkins Jean Frank	12
<i>Results from a Continuing Education satisfaction survey to address MHEC Performance Accountability Indicator #19, employer satisfaction with community college contract training, which shows the percentage of employers who rated their satisfaction with contract training as very satisfied or satisfied.</i>					
Fall 2004 Publish Miniprofile	HCC Report	10/8	EDPROD	Jean Frank Betsy See	10
<i>A reference card showing a snapshot of credit enrollment at the official freeze date of each major semester and provides the college community with demographic and academic information about credit students.</i>					
October Board Report	Board of Trustees	10/14	President's Team	Zoe Irvin Kathy Doherty	115
<i>Core End: Student and Stakeholder Focus. This includes measure from the IDEA survey- credit student satisfaction – administered every fall and spring with the help of the teaching learning division office staff.</i>					

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Total Unduplicated Non-Credit Headcount Enrollment (CC-6)	MHEC Charles Benil	10/15	VPIT EDPROD	Linda Wu Jean Frank	11
<i>Provides annual unduplicated non-credit headcount enrollments in continuing education courses eligible for state funding by age group and gender.</i>					
Opening Fall Enrollment (S-7)	MHEC Charles Benil	10/15	VPIT VPSS	Linda Wu Judi Bulliner	7
<i>Provides a preliminary opening fall enrollment summary of credit enrollment by gender and full-time/part-time status.</i>					
Distance Education Survey (DE)	MHEC David Sumler	10/15	VPAA	Virginia Kirk Director of Distance Education	5
<i>A biennial report detailing the college's credit and non-credit courses and programs delivered off-campus via audio, video, and/or computer technologies.</i>					
Campus Crime and Security Survey	IPEDS	10/15	VPAF EDPROD	Lynn Coleman Betsy See	40
<i>In compliance with the Student Right-to-Know and Campus Security Act of 1990, statistics related to crimes committed on campus must be disclosed to students and staff along with campus safety policies and procedures. This table summarizes criminal offences, arrests, and occurrences of hate crimes on campus during the year.</i>					
PDIP and IPT Final Report	MHEC Monica Randall	10/29	VPAF	Martha Sunderland Marge Cullison	20
<i>The Innovative Partnerships for Technology Program (IPT) report lists eligible donations made to the college for technology during specific award periods for which the State of Maryland will match. The report also lists technology expenditures showing how these funds are being spent. In addition, there is an audit report showing all eligible donations and state-matching funds since the program began in FY99 and a statement from HCC's independent auditors. The Private Donation Incentive Program (PDIP) report summarizes eligible donations and state matching funds placed in endowments accounts.</i>					

Fiscal Year 2005 Schedule of Reports

November					
Report Title	Agency	Agency Date Due	Staff Responsible	Primary Report Manager(s)	Estimated Production Time (hrs)
MACC Databook College Provided Data	MACC Barbara Ash	Nov.	EDPROD	Jean Frank	75
<i>Annual updates of the college's enrollment, graduation, revenue and expenditure, and personnel data for tables in the statewide community college databook.</i>					
Credit Hours of Enrollment (S-6)	MHEC Charles Benil	11/1	VPSS VPIT EDPROD	Linda Wu Judi Bulliner Jean Frank	28
<i>Provides credit hours of enrollment and eligible non-credit continuing education enrollment data by location and time of day. Used by MHEC for statewide enrollment projections and facilities analyses.</i>					
County Capital Budget Request (Computerized Direct Transfer of Info)	James Robey, County Executive Ray Wacks, Budget Director Tom Hare, Budget Administrator	11/1	President VPAF	Shelly Bilello	47
<i>After board approval, this request is transmitted to the county for consideration.</i>					
November Board Report	Board of Trustees	11/4	President's Team	Zoe Irvin	15
<i>Core End: Information and Analysis.</i>					
Financial Aid Information System - Electronic File	MHEC Charles Benil	11/15	VPIT VPSS	Linda Wu Stephanie Johnson	72
<i>This year, a new student unit record based financial aid information system detailing the undergraduate grants, loans, scholarships, work-study aid awarded.</i>					

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Enrollment Report for Programs Approved for Statewide Funding (CC-2A)	MHEC Monica Randall	11/15	VPSS VPIT	Judi Bulliner Linda Wu	15
<i>A certification of Maryland students eligible for student aid based on their enrollment in the college's statewide programs of Biomedical Engineering and Cardiovascular Technology.</i>					
Enrollment Information System - Electronic File (EIS)	MHEC Charles Benil	11/15	EDPROD VPIT	Linda Wu Jean Frank	35
<i>A snapshot of credit enrollment at the official freeze date of each fall semester. It is used to provide data for federal reports, to calculate transfer and graduation rates, and to provide information to assess the current academic year.</i>					
Enrollment Report for Health Manpower Funding (CC-2D)	MHEC Monica Randall	11/15	VPSS VPIT	Linda Wu Judi Bulliner	25
<i>A certification of Maryland students eligible for student aid based on their enrollment in designated Health Manpower Shortage programs at the college.</i>					
Employee Data System (EDS) Electronic File	MHEC Charles Benil	11/15	VPIT VPAF EDPROD	Todd Allen Director of Human Resources Linda Wu Karlyn Young Assistant Director of Human Resources Portia Logan Compensation & HR Technology Manager Jean Frank	95
<i>A snapshot of full- and part-time faculty and staff at the October 30 pay of each fall semester. It is used to provide data for federal reports and information to assess the current academic year.</i>					

Fiscal Year 2005 Schedule of Reports

Student Support Services Year End Report	DOE	11/30	VPSS	Janice Marks	80
<i>A description of activities, objectives, and milestones accomplished at the college during the Perkins Program Improvement Grant period. Summarizes services and activities offered to improve performance on measures such as academic attainment, completion, and retention.</i>					

December					
Report Title	Agency	Agency Date Due	Staff Responsible	Primary Report Manager(s)	Estimated Production Time (hrs)
American Association of University Professors (AAUP) Faculty Survey	AAUP	Dec.-TBA	VPAF	Anna Kovac Payroll Supervisor	2
<i>Survey of faculty salary schedule.</i>					
December Board Report	Board of Trustees	9/4	President's Team	Mary Ellen Duncan	15
<i>President's mid-year report.</i>					
Management Letter & College Response to Management Letter	MHEC Monica Randall (If no material weaknesses this report does not go to MHEC)	12/1	VPAF	Janet Cullison	13
<i>A letter from the college's audit firm addressing to management any items of concern discovered during the annual audit. Typically, recommendations of needed changes to internal controls or procedures are made. The letter includes the college's response to the issues brought forward during the audit, outlining what changes, if any, were made, as well as changes that will take place in response to the recommendations made.</i>					
College Board Survey	College Board	12/15	EDPROD	Susan Hellenbrand Office Associate, PROD Jean Frank	15
<i>An update of college program, enrollment, degree, and faculty information collected by the College Board for publishing in its online directory.</i>					

Fiscal Year 2005 Schedule of Reports

QU ality E valuation of S ervice Trends (QUEST) Survey	HCC Report	12/20	EDPROD	Barbara Livieratos Assistant Director, PROD	75
<i>An annual survey that provides employees the opportunity to give their assessment of college services, campus climate, job satisfaction, and college leadership. The results are used to recognize units that provide high quality service, to set goals for the coming year, to allocate resources, and to focus on improvement activities.</i>					
IPEDS Winter Collection (OPENS) Employees by Assigned Position, etc.	IPEDS Web Site via Institutional Keyholder		EDPROD VPAF	Jean Frank Todd Allen Karlyn Young Anna Kovac	10
<i>The completion of the winter IPEDS survey in a timely and accurate manner is mandatory for institutions that participate or are applicants for participation in any Federal financial assistance program authorized by Title IV of the Higher Education Act of 1965, as amended. The winter collection includes the Employees by Assigned Position, Salaries, and Enrollment surveys.</i>					
Board Budget Work Session	Board of Trustees	12/22	President's Team	Lynn Coleman Janet Cullison Martha Sunderland Zoe Irvin Planning Council (see list on last page)	200
<i>FY06 Plan with objectives and draft budget.</i>					

January					
Report Title	Agency	Agency Date Due	Staff Responsible	Primary Report Manager(s)	Estimated Production Time (hrs)
January Board Report	Board of Trustees	1/13	President's Team	Lynn Coleman Janet Cullison Martha Sunderland	80
<i>FY06 Plan with proposed budget.</i>					
Winter 2005 Miniprofile File	PROD	1/14	VPIT	Linda Wu	2
<i>A text file containing demographic and academic data for credit students for each term. The data from this file is used for numerous reports and data requests.</i>					

Fiscal Year 2005 Schedule of Reports

Winter 2005 Section Availability (XSAR) Report	PROD	1/14	VPIT	Linda Wu	1
<i>A text file summarizing the seat availability of every course by section, location, and start time. Used for institutional planning and reporting.</i>					
Winter 2005 State Hours Report	HCC Report	1/14	VPSS	Judi Bulliner	3
<i>A summary of "official" eligible- and ineligible-for-funding credit enrollment for each term. Used to prepare the MHEC CC-2 report.</i>					
Mid Year Grantee Progress Reports (All Grants)	DCTAL	1/14	VPSS	Janice Marks	38
<i>A mid-year description of progress on meeting goals and objectives of the grant.</i>					
Winter 2005 Process XSAR and produce Section Availability Printout	HCC Report	1/28	EDPROD	Jean Frank	2
<i>A final report summarizing the seat availability of every course by section, location, and start time. Used for institutional planning and reporting.</i>					
Winter 2005 FTE Enrollment Comparisons (including CE Credit Breakdown)	HCC Report	1/28	EDPROD	Jean Frank	2
<i>A table summarizing and comparing two fiscal years of division credit and continuing education credit and non-credit full-time equivalent (FTE) enrollment by term. Used for institutional planning and reporting.</i>					
Community College Graduate College- Provided Data	PROD	1/31	EDPROD VPIT	Linda Wu Jean Frank	4
<i>A text file of descriptive information about individuals who earned an associate degree or certificate at HCC in FY04.</i>					

Fiscal Year 2005 Schedule of Reports

Continuing Education Course Biennial Review	MHEC Judy Hendrickson	1/31	VPAA	JoAnn Hawkins Judy Thomas	8
<i>An annual update of the continuing education course inventory, deleting inactive courses that are not generating enrollments, courses no longer offered by the college, and courses that do not meet current funding criteria.</i>					

February					
Report Title	Agency	Agency Date Due	Staff Responsible	Primary Report Manager(s)	Estimated Production Time (hrs)
PELL Grant Recipients for FY04	DCTAL	2/1	VPSS	Linda Wu Janice Marks	15
<i>The number by program major of audited, non-duplicated, list A students who receive Pell grants.</i>					
Middle States Annual Institutional Profile	Middle States via web	TBA	EDPROD	Jean Frank	25
<i>Per Middle States Association requirements, an annual update of the college's key contacts, institutional information, enrollment and graduation data, instructional personnel, distance learning, financial information, specialized accreditation, and additional locations and other instructional sites.</i>					
February Board Report	Board of Trustees	2/10	President's Team	Zoe Irvin Lynn Coleman Todd Allen	150
<i>Core End: Faculty and Staff Focus.</i>					
Spring 2005 Miniprofile File	PROD	2/25	VPIT	Linda Wu	2
<i>A text file containing demographic and academic data for credit students for each term. The data from this file is used for numerous reports and data requests.</i>					
Spring 2005 Section Availability (XSAR) Report	PROD	2/25	VPIT	Linda Wu	1
<i>A text file summarizing the seat availability of every course by section, location, and start time. Used for institutional planning and reporting.</i>					

Fiscal Year 2005 Schedule of Reports

Spring 2005 State Hours Report	HCC Report	2/25	VPSS	Judi Bulliner	3
<i>A summary of "official" eligible- and ineligible-for-funding credit enrollment for each term. Used to prepare the MHEC CC-2 report.</i>					
Spring 2005 Process XSAR and produce Section Availability Report	HCC Report	2/28	EDPROD	Jean Frank	2
<i>A final report summarizing the seat availability of every course by section, location, and start time. Used for institutional planning and reporting.</i>					
360 Degree Feedback Electronic Survey	HCC Report	2/28	EDPROD	Zoe Irvin Barbara Livieratos	60
<i>Annual campus survey to collect feedback from direct reports and co-workers of upper management to comprehensively evaluate employee performance.</i>					
Spring 2005 FTE Enrollment Comparisons (including CE Credit Breakdown)	HCC Report	2/28	EDPROD	Jean Frank	2
<i>A table summarizing and comparing two fiscal years of division credit and continuing education credit and non-credit full-time equivalent (FTE) enrollment by term. Used for institutional planning and reporting.</i>					

March					
Report Title	Agency	Agency Date Due	Staff Responsible	Primary Report Manager(s)	Estimated Production Time (hrs)
Annual Survey of Government Employment (US Census Bureau)	US Bureau of Census	TBA	VPAF	Anna Kovac	2
<i>Annual update of the gross payroll of the college's full- and part-time employees.</i>					

Fiscal Year 2005 Schedule of Reports

State Board of Nursing (2 Reports Due)	MD Board of Nursing Donna Dorsey	3/1	VPAA	Emily Slunt Division Chair, Health Sciences Sharon Pierce Director of Nursing	6
<i>In compliance with Maryland code, an update of program changes, assessment of outcomes, program operations, new faculty and student demographic information for the nursing AA and certificate programs.</i>					
Spring 2005 Publish Miniprofile	HCC Report	3/4	EDPROD	Jean Frank Betsy See	10
<i>A reference card showing a snapshot of credit enrollment at the official freeze date of each major semester and provides the college community with demographic and academic information about credit students.</i>					
March Board Report	Board of Trustees	3/10	President's Team	Zoe Irvin Ron Roberson Kathy Doherty	40
<i>Core End: Educational and Support Process Management.</i>					
Enrollment Report for Programs Approved for Statewide Funding (CC-2A)	MHEC Monica Randall	3/15	VPSS	Judi Bulliner Linda Wu	13
<i>A certification of Maryland students eligible for student aid based on their enrollment in the college's statewide programs of Biomedical Engineering and Cardiovascular Technology.</i>					
Enrollment Report for Health Manpower Shortage Funding (CC-2D)	MHEC Monica Randall	3/15	VPSS	Judi Bulliner	25
<i>A certification of Maryland students eligible for student aid based on their enrollment in designated Health Manpower Shortage programs at the college.</i>					
Summer 2004 CC-3 - Electronic File (CC-3)	PROD	3/18	VPIT	Linda Wu	8
<i>Courses and student text files of summer non-credit enrollment for PROD review in preparation for the annual CC-3 and S-6 reports (see August and November reports).</i>					

Fiscal Year 2005 Schedule of Reports

IPEDS Spring Collection (OPENS) Enrollment (if not provided in fall) Finance Student Financial Aid Info, GRS	IPEDS Web Site via Institutional Keyholder		EDPROD VPAF VPSS	Jean Frank Janet Cullison Stephanie Johnson Linda Wu Judi Bulliner	40
<p><i>The completion of the spring IPEDS survey in a timely and accurate manner is mandatory for institutions that participate or are applicants for participation in any Federal financial assistance program authorized by Title IV of the Higher Education Act of 1965, as amended. The spring collection includes the student financial aid, finance, and graduation rates surveys.</i></p>					

April					
Report Title	Agency	Agency Date Due	Staff Responsible	Primary Report Manager(s)	Estimated Production Time (hrs)
Space (Facilities) Inventory Update	MHEC David Beard	4/1	VPAF	Shelly Bilello	44
<p><i>An annual summary of on- and off-campus space by room use category. Used at the state and institutional levels for facilities planning.</i></p>					
Fall 2004 CC-3 - Electronic File (CC-3)	PROD	4/1	VPAF	Linda Wu	8
<p><i>Courses and student text files of fall non-credit enrollment for PROD review in preparation for the annual CC-3 and S-6 reports (see August and November reports).</i></p>					
April Board Report	Board of Trustees	4/14	President's Team	Zoe Irvin	20
<p><i>Core End: Leadership.</i></p>					
YESS Survey to classes	HCC Report	6/30	EDPROD	Barbara Livieratos	100
<p><i>Annual survey that provides students the opportunity to rate their satisfaction with college services, instruction, and other aspects of campus environment and campus life. The results are used to recognize units that provide high quality service, to set goals for the coming year, to allocate resources, and to focus on improvement activities.</i></p>					

Fiscal Year 2005 Schedule of Reports

Postsecondary Student/ Enrollment- Summer 04/Fall 04/Spring 05	DCTAL	4/15	VPIT VPSS	Linda Wu Janice Marks	6
<i>Summer, fall, and spring enrollment and postsecondary support services files containing unit record level data for credit faculty and students.</i>					
Management Letter Status Report (If no material weaknesses this report does not go to MHEC)	MHEC Monica Randall	4/29	VPAF	Lynn Coleman Janet Cullison	2
<i>An update of what the college has done in regard to the recommendations made in the original management letter (see December report).</i>					

May					
Report Title	Agency	Agency Date Due	Staff Responsible	Primary Report Manager(s)	Estimated Production Time (hrs)
Peterson's Survey	Peterson's Research Department	TBA	EDPROD	Jean Frank Susan Hellenbrand	10
<i>An annual profile of the college's general information, enrollment and persistence, admission, academic offerings and policies, student life, expenses, and financial aid for publishing.</i>					
Facilities Programs for New Capital Projects	MHEC Department of General Services (DGS) Department of Budget and Management (DBM)	5/1	VPAF	Shelly Bilello	250
<i>Part I provides the justification and description of the proposed capital project. It provides a detailed description to enable DGS or other agencies to confirm the cost estimate and eligibility of the project. Part II describes the technical aspects of the proposed project and fully explains what is being requested. It provides environmental, spatial, and physical characteristics in detail. It is also used as the instructions to the architect/engineer and provides the necessary information for design services.</i>					

Fiscal Year 2005 Schedule of Reports

Higher Education Center Budget Request for Laurel College Center	MHEC	5/1	VPAF	Lynn Coleman Jean Frank	16
<i>Budget request for state funding for the Laurel College Center.</i>					
May Board Report	Board of Trustees	5/12	President's Team	Zoe Irvin Planning Council	20
<i>Presentation of the Mission, Vision, Values and Beliefs, Strategic Initiatives with Goals for FY0.7</i>					
Amendments Due For Any Grant Changes	DCTAL	5 /16	VPSS	Janice Marks	9
<i>Requests to MSDE for the Perkins Plan to change any budget line item by more than 15 percent or \$1,000, whichever is greater.</i>					

June					
Report Title	Agency	Agency Date Due	Staff Responsible	Primary Report Manager(s)	Estimated Production Time (hrs)
Local Perkins Plan for Program Improvement FY 2006	DCTAL	6/1	VPSS VPAA	Janice Marks Dan Friedman Emily Slunt	40
<i>The proposed plan to spend Perkins grant funds, including outcome measures, activities and services to improve student performance to meet or exceed state performance standards.</i>					
Student-Right-to-Know Update for Student Handbook, Reminder	HCC Report	6/1	VPSS EDPROD	Lisa Hess Acting Director of Student Life Jean Frank	4
<i>In compliance with federal Student Right-To-Know legislation, graduation and transfer rates of undergraduate students must be disclosed to prospective and current students. The complete report is available online and in the PROD and financial aid offices. Rates are also published in the student handbook.</i>					

Fiscal Year 2005 Schedule of Reports

Minority Achievement Report	MHEC Michael Keller	6/1	VPAA VPAF	Ron Roberson Todd Allen	30
<i>As part of the performance accountability process, this report provides MHEC with a progress report in the college's recruitment, retention and graduation of minority students and the recruitment and retention of minority faculty and executive/managerial staff.</i>					
State Capital Improvement Program (CIP)	MHEC DGS DBM	6/1	VPAF	Shelly Bilello	58
<i>The 5-year CIP is a process in which the State capital budget provides financial assistance for capital improvements. These are on-going state financial assistance programs to subdivision and the private sector for specific capital costs that support a statewide initiative. State assistance is typically provided in a form of matching grants, loans or loan guarantees. In the case of Howard CC, we receive 50% funding through General Obligation Bonds from the state and therefore, must obtain the other 50% match. Participation in the state's capital program requires submission of the 5-yr CIP per State Finance and Procurement Article, Subsections 3-604 and 3-607, Annotated Code of Maryland.</i>					
Summer I 2005, Summer I Extended 2005, Summer 2 2005, Miniprofile File	PROD	6/11, 6/18, 7/3	VPIT	Linda Wu	4
<i>A text file containing demographic and academic data for credit students for each term. The data from this file is used for numerous reports and data requests.</i>					
Summer I 2005, Summer I Extended 2005, Summer 2 2005, Section Availability (XSAR) Report	PROD	6/11, 6/18, 7/3	VPIT	Linda Wu	3
<i>A text file summarizing the seat availability of every course by section, location, and start time. Used for institutional planning and reporting.</i>					
Summer I 2005, Summer I Extended 2005, Summer 2 2005, State Hours Report	HCC Report	6/11, 6/18, 7/3	VPSS	Judi Bulliner	5
<i>A summary of official eligible- and ineligible-for-funding credit enrollment for each term. Used to prepare the MHEC CC-2 report.</i>					

Fiscal Year 2005 Schedule of Reports

Summer I 2005, Summer I Extended 2005, Summer 2 2005, Process XSAR and produce Section Availability Printout	HCC Report	6/18, 6/25, 7/10	EDPROD	Jean Frank	6
<i>A final report summarizing the seat availability of every course by section, location, and start time. Used for institutional planning and reporting.</i>					
Summer I 2005, Summer I Extended 2005, Summer 2 2005, FTE Enrollment Comparisons (including CE Credit Breakdown)	HCC Report	6/18, 6/25, 7/10	EDPROD	Jean Frank	6
<i>A table summarizing and comparing two fiscal years of division credit and continuing education credit and non-credit full-time equivalent (FTE) enrollment by term. Used for institutional planning and reporting.</i>					
YESS Survey to classes	HCC Report	6/30	EDPROD	Barbara Livieratos	100
<i>Annual survey that provides students the opportunity to rate their satisfaction with college services, instruction, and other aspects of campus environment and campus life. The results are used to recognize units that provide high quality service, to set goals for the coming year, to allocate resources, and to focus on improvement activities.</i>					
Spring 2005 CC-3 - Electronic File (CC-3)	PROD	7/6	VPIT	Linda Wu	8
<i>Courses and student text files of winter and spring non-credit enrollment for PROD review in preparation for the annual CC-3 and S-6 reports (see August and November reports).</i>					

Fiscal Year 2005 Schedule of Reports

Ongoing					
Report Title	Agency	Agency Date Due	Staff Responsible	Primary Report Manager(s)	Estimated Production Time (hrs)
Continuing Education Courses for State Funding (CC-10)	MHEC Judy Hendrickson	On-going	VPAA	JoAnn Hawkins Judy Thomas	300
<i>This request for state funding for continuing education courses provides the information necessary for MHEC to determine whether a course is eligible for state funding. Once approved, the course is entered into the MHEC continuing education course inventory, which forms the database for the state aid transmittal process and the state management information system for continuing education.</i>					
College Catalog –when newly issued (4 copies)	MHEC Ted Porter	When newly issued	VPSS	Toni Riley Assistant Director, Records & Registration	1
<i>The submittal of certified copies of the college's catalog.</i>					
Student Success Printouts (Grade Distribution Report)	PROD	On-going end of semester	VPIT	Linda Wu Jean Frank	5
<i>Summarizes the grades earned in every section of courses taught each semester.</i>					
Website Update–Planning Information System	HCC Report	On-going	EDPROD	Jean Frank Betsy See	20
<i>Presents a wide variety of officially reported data and frequently asked data questions in summary format.</i>					

Fiscal Year 2005 Schedule of Reports

Division Chairs

Person	Affiliation
Valerie Lash	Arts and Humanities
Sharon Schmickley	Business and Computers
JoAnn Hawkins	Continuing Education and Workforce Development
Tara Hart	English and World Languages
Emily Slunt	Health Sciences
Bernie Sandruck	Mathematics
Dan Friedman	Science and Technology
Jerry Casway	Social Sciences
Lucy Gardner	Teaching and Learning Services

Planning Council

Todd Allen	VPAF
Randy Bengfort	President, Enrollment Management Team
Michelle Bilello	Facilities Planning
Judy Bulliner	VPSS
Dave Buonora	President
Jerry Casway	VPAA
Lynn Coleman	VPAF
Pam Cornell	VPAA
Valerie Lash	VPAA, Curriculum and Instruction
Janet Cullison	VPAF
Kathy Doherty	President/VPAA
Cindy Durham	Organizational Development Team
Amy Feigelis	Student Government Association
Jean Frank	Core Team
Dan Friedman	Salary and Benefits
Lucy Gardner	VPAA
Tom Glaser	VPIT, Technology Team
Barbara Greenfeld	Enrollment Management
Farida Guzdar	President
Tara Hart	VPAA
JoAnn Hawkins,	VPAA, Salary and Benefits
Arnette Haywood	College Council
Mike Heinmuller	College Council
Kate Hetherington	VPSS
Steve Horvath	VPAA
Zoe Irvin	President , Planning Council Facilitator
Jackie Jenkins	Organizational Development Team
Virginia Kirk	VPAA
Jim Lash	VPAF
Sung Lee	VPIT
Barbara Livieratos	Facilities Planning
Diane Loiselle	VPSS
Erin Marek	President
Janice Marks	VPSS
Missy Matthey	Administrators
Rebecca Mihelcic	VPAA
Warren Morris	VPAF, Safety Team
Mary Newberger	Professional Technical
Patrick Oguinn	Diversity Team
Stephanie Johnson	VPSS
Kim Pins	VPSS
Rick Pollard	VPSS
Ron Roberson	VPAA
Bernie Sandruck	VPAA
Sharon Schmickley	VPAA
Diane Schumacher	Administrators
Betsy See	PROD
Emily Slunt	VPAA
Phil Vilardo	Faculty Forum
Arla Webb	VPSS
Marie Westhaver	VPAA
Linda Wu	AIS

II-A Approval of August 25, 2004, Agenda

Board of Trustees
August 25, 2004
Instructional Laboratory Building
Multipurpose Room: ILB 100

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

A. Approval of August 25, 2004, Agenda

B. Approval of:

1. May 26, 2004, Work Session Minutes
2. May 26, 2004, Regular Session Minutes
3. May 26, 2004, Closed Session Minutes
4. June 11, 2004, Retreat Minutes
5. July 30, 2004, Closed Session Minutes

C. President's Report

D. Report of the Audit and Finance Committee

E. Board Member Comments

F. Consent Items

1. Proposed New Hires
2. Ratification of Summer Approval Items
 - a. Ratify and Confirm Copier Equipment Contract
 - b. Ratify and Confirm Landscaping Management & Athletic Fields Management Service Contract
 - c. Ratify and Confirm Exterior Lighting Replacement Construction Contract
 - d. Ratify and Confirm Change Order #1 Arts & Humanities Building Engineering Services for Single Air Handling Unit
 - e. Ratify and Confirm Construction Manager at Risk for the Student Services Building
 - f. Ratify and Confirm Installation of Fiber and Copper Cabling
 - g. Ratify and Confirm Temporary Parking at the Grand Prix Field
 - h. Ratify and Confirm Campus Signage
 - i. Ratify and Confirm Summer II and III Graduates
 - j. Ratify and Confirm Services for Third-Party Systems to Support the College's Enterprise System (Colleague)
 - k. Ratify and Confirm Partnership with MedStar for Athletic Trainer
 - l. Ratify and Confirm Performance Accountability Report
3. Grants and Scholarships
4. Paper Procurement for Print Shop

G. Discussion Items

1. Issue Bin
2. Board Calendar
3. Maryland Higher Education Commission Low Productivity Report
4. Forward Funding of the Arts and Humanities Building
5. Emergency Procurement for the Nursing Building Re-flooring Project

H. Information Items

1. Agreements Signed by the Board Chair Disclosure
2. Financial Statements
3. Personnel Summaries
4. FY04 Strategic Plan Evaluation and Core Work Highlights
5. Revised FY05 Integrated Strategic Plan and Budget

II-B Approval of Minutes

- May 26, 2004, Work Session Minutes
- May 26, 2004, Regular Session Minutes
- May 26, 2004, Closed Session Minutes
- June 11, 2004, Retreat Minutes
- July 30, 2004, Closed Session Minutes

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
WORK SESSION MINUTES
May 26, 2004**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, May 26, 2004, in the Schoenbrodt Boardroom (A225) at Howard Community College, Columbia, Maryland. Roger N. Caplan, chair, brought the work session to order at 6:06 p.m. Other board members present included: Roberta E. Dillow, vice chair, and trustees 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.

A. Introduction of Employees

Erin Marek, executive associate to the president, introduced Jodi Allaire, executive information specialist, and gave an overview of Jodi's vital role in preparing board materials and managing the board's web site.

B. Recognition of Margaret Kahlor

Valerie Lash, professor, theatre & division chair, arts & humanities, introduced Margaret Kahlor, director of media arts. Ms. Kahlor was recognized for her many achievements, especially the biography video for Senator James Clark, Jr. Chairman Caplan presented her with an "HCC Emmy."

C. Design Collective – Student Services and Arts and Humanities Buildings

Ed Kohls and Scott Vieth from Design Collective reviewed the final design of the arts and humanities building and the current draft design of the student services building.

The work session adjourned at 6:45 p.m.

The above constitutes the official minutes of the May 26, 2004, work session of the Howard Community College Board of Trustees as approved on August 25, 2004, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
REGULAR SESSION MINUTES
May 26, 2004**

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, May 26, 2004, in the Schoenbrodt Boardroom (A225) at Howard Community College, Columbia, Maryland. Roger N. Caplan, chair, brought the regular session to order at 7:02 p.m. Other board members present included: Roberta E. Dillow, vice chair, and trustees 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.

A. Approval of May 26, 2004, Agenda

A recommendation to approve the May 26, 2004, agenda was moved by Trustee Truby, seconded by Trustee Huddie, and unanimously approved.

B. Approval of Minutes

A recommendation to approve the April 21, 2004, work session minutes was moved by Trustee Dillow, seconded by Trustee Hutt, and unanimously approved.

A recommendation to approve the April 21, 2004, regular session minutes was moved by Trustee Rensin, seconded by Trustee Truby, and unanimously approved.

A recommendation to approve the April 21, 2004, closed session minutes was moved by Trustee Rensin, seconded by Trustee Dillow, and unanimously approved.

C. President's Report

Dr. Duncan read a farewell poem for Chairman Caplan. Zoe Irvin, executive director of planning, research and organizational development, gave an overview of the innovation fair to be held at convocation on May 27, 2004.

Dr. Duncan informed the board of a Vision Howard County (VHC) community meeting to be held on June 17, 2004, at the Banneker Room in the George Howard Building in the county office complex in Ellicott City. VHC is seeking the community's input to identify a significant community project in the area of education, aging, or substance abuse.

Dr. Duncan reviewed the board's take-home packet and drew the board's attention to the publication, *Servant Leadership*, which will be discussed at the board retreat. She also reminded the board of the groundbreaking for the arts and humanities building on June 8 at 11:30 a.m.

D. Board Member Comments

- Chairman Caplan commended the HCC staff on the 2004 commencement ceremony, especially the awarding of honorary degrees to Senator James Clark, Jr., Mr. Jon Files, and Mrs. Patty Rouse. He also commented on the success of the student awards banquet, as well as the article, *Do we only sing when times are good* written by Ron Roberson, vice president of academic affairs. He commended Dr. Duncan and her staff for their efforts in raising funds for new buildings at the college.
- Trustee Dillow commented on the success of commencement and the nursing pinning ceremony.
- Trustee Huddie thanked Chairman Caplan for his leadership over the last three years. He mentioned that he is on the state planning committee and will be working on affordability for all students to attend college.
- Trustee Tung commented on the success of the nursing pinning ceremony and commencement. She thanked Chairman Caplan for making her feel welcome as a new board member this year. She thanked Trustee Huddie for his work on the state planning committee to remove funding barriers at the state level.
- Trustee Rensin also thanked Trustee Huddie and Chairman Caplan. She commented on the success of commencement and how impressed she was by the number of honors students and the dedication and commitment of faculty.
- Trustee Hutt commended Chairman Caplan on making him feel welcome as a new board member. He commented that Howard Community College is a wonderful institution, committed to excellence. He commended Lynn Coleman, vice president of administration and finance, and her staff on their responsiveness to an issue he had raised on providing opportunities to minority businesses for contractual work at the college.
- Trustee Truby commended Chairman Caplan on emphasizing that the board serves the college.
- Guy Bunyard, outgoing faculty forum president, read a letter of appreciation to the board on behalf of the faculty.

E. Consent Items

A. Consent Items

1. Capital Budget Items
 - a. Athletic Fields Change Order – Ratify and Confirm
 - b. Floor Replacement Project
 - c. ~~Exterior Lighting Replacement Project~~

2. Service Contracts
 - a. Network Maintenance Contract
 - b. FY05 Credit and Non-Credit Schedule of Classes Printing
 - c. FY05 Non-Credit Schedule of Classes Printing
 - d. Elevator Maintenance Service Contract
3. Renewals
 - a. Sodexho Contract
 - b. Datatel Contract
 - c. Maryland Educational Enterprise Consortium (MEEC)
 - d. Security Services Contract
 - e. Office Supplies Contract
 - f. Waste Management Service Agreement
 - g. Baltimore Gas and Electric Delivery Service
 - h. Washington Gas and Energy Services
4. Other
 - a. Proposed New Hires
 - b. New FY2005 Academic Programs
 - c. Summer I Graduates
 - d. Authorization for Board Chair to Approve on Behalf of Board Until Next Regular Meeting

A recommendation to approve the consent items with item 1c removed (due to a potential conflict of interest), was moved by Trustee Truby, seconded by Trustee Tung, and unanimously approved.

A recommendation to approve consent item 1c, Exterior Lighting Replacement Project, was moved by Trustee Huddie, seconded by Trustee Truby, and approved by all board members except Vice Chair Dillow who abstained.

F. Discussion Items

1. Issue Bin

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

2. Board Calendar

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

3. Guaranteed Maximum Price – Arts and Humanities Building

A recommendation to ratify and confirm the guaranteed maximum price for the arts and humanities building approved at the audit and finance committee meeting on May 19, 2004, was moved by Trustee Huddie, seconded by Trustee Dillow, and unanimously approved.

4. FY06 Vision, Mission, Values & Beliefs and Strategic Initiatives and Goals

Zoe Irvin gave a brief overview. It was suggested that the words “right” and “responsibility” be interchanged under Values & Beliefs to read,

“We value Students and we believe that it is the responsibility and the right of students to take...” and similarly,

“We value Our Employees and we believe that it is the responsibility and the right of all employees...”

The administration was asked to come back with a suggestion to include something on student competencies rather than qualifications under the strategic initiative on learning community.

A recommendation to reaffirm the continuing elements of the Strategic Plan (Mission, Vision, Values & Beliefs, Strategic Initiatives, previously affirmed at the May, 2003, board meeting) and approve the new goals with the aforementioned revision, was moved by Trustee Huddie, seconded by Trustee Hutt, and unanimously approved.

5. Revisions to Board of Trustees Bylaws and Policy – Board Core Ends

A recommendation to approve the revisions to the Board of Trustees’ Bylaws – Article VII (Planning and Performance Calendar) and new Policy – Section: Ends, was moved by Trustee Hutt, seconded by Trustee Dillow, and unanimously approved.

6. Election of FY05 Board Officers

Chairman Caplan nominated Vice Chair Dillow for the position of board chair and Trustee Hutt for the position of board vice chair for FY05.

A recommendation to elect Vice Chair Dillow for the position of board chair, and Trustee Hutt for the position of board vice chair for FY05, was moved by Trustee Rensin, seconded by Trustee Huddie, and unanimously approved.

Both nominees accepted their election and thanked the board for their support.

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 April 2004

Lynn Coleman gave an overview and pointed out items of note.

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

3. Personnel Summaries

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

4. Anticipated Summer Approvals

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

H. Closed Session

Chairman Caplan read a resolution to enter into closed session.

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

The meeting adjourned at 8:05 p.m.

The above constitutes the official minutes of the May 26, 2004, meeting of the Howard Community College Board of Trustees as approved on August 25, 2004, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

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

May 26, 2004
Howard Community College
Schoenbrodt Boardroom

Present: Roger N. Caplan, chair, Roberta E. Dillow, vice chair, and trustees Louis G. Hutt, Jr., Katherine K. Rensin, T. James Truby, and Mary Beth Tung. Mary Ellen Duncan, secretary-treasurer, and Erin Marek, executive associate to the president, were also present.

At approximately 8:10 p.m Chairman Caplan 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 21, 2004, at the conclusion of the regular public meeting in the Schoenbrodt Boardroom pursuant to State Government Article, Section 10-508 “to discuss investment of public funds.”

The resolution was approved unanimously by the trustees. The trustees entered into closed session at approximately 8:07 p.m.

During the closed session, the trustees discussed the investment of public funds. The closed session was adjourned at approximately 9:00 p.m.

The above constitutes the official minutes of the May 26, 2004, closed meeting of the Howard Community College Board of Trustees as approved on August 25, 2004, and are a true and correct copy of the same.

Mary Ellen Duncan, Secretary/Treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
RETREAT NOTES**

June 11, 2004

The board of trustees of Howard Community College (HCC) held its annual trustees' retreat on Friday, June 11, 2004, at the Belmont Conference Center, Elkridge, Maryland. Board members present included: Roger N. Caplan, chair; Roberta E. Dillow, vice chair; and trustees Patrick L. Huddie, Louis G. Hutt, Jr., Katherine K. Rensin, T. James Truby, and Mary B. Tung. Mary Ellen Duncan, secretary-treasurer, and Erin Marek, executive associate to the president, were also present.

Introduction

Chair Caplan called the annual retreat of the board of trustees to order at 10:15 a.m. He introduced Jim Boyd of the Greenleaf Center for Servant Leadership and thanked him for attending the retreat.

Guest Speaker: Jim Boyd, Greenleaf Center for Servant Leadership

Dr. Boyd emphasized the important role of the board to the college and community. He explained that he would be working with the board during the first half of the day, drawing not only on his own experience, but also on the principles advocated by the Greenleaf Center for Servant Leadership. He gave a brief overview of the history of the center and its principle belief that successful leaders believe their primary mission is to serve their followers.

Dr. Boyd expanded on this idea by claiming that leaders have two types of power – that which comes from their position and that which is personal. Leaders must have BOTH types of power. A leader cannot be given enough position power to succeed in a democratic society if they do not have the personal power to go along with it.

Dr. Boyd and the trustees discussed the characteristics that earn an individual personal power. Additionally, they discussed the idea that effective leaders are both enduring AND successful and how both these goals could be achieved. Behaviors that can prevent leaders from achieving these goals were also discussed.

Dr. Boyd outlined the behaviors of those who perceive themselves as leaders first versus those who perceive themselves as servants first. Trustees discussed these characteristics among themselves and how they are evident throughout the HCC community.

Several specific elements of servant leadership were examined by the group, including: the leader as visionary, the leader as trust builder, and the leader as communicator. Vision was viewed as a combination of need, passion, and

opportunity. Additionally, the need for the vision to encompass the past, present, and the future was discussed. The need for succession planning for college employees was particularly discussed. Trust building was discussed in relation to personal and position power. Finally, communication, its importance and the different elements of communication, including verbal and non-verbal, were discussed by the group.

At 1:30, Dr. Boyd concluded the discussion and departed the retreat.

From 1:30 – 3:00 p.m., the trustees discussed their self-evaluation and completed the president's FY04 evaluation.

At 3 p.m., the trustees were joined by staff, including Mary Ellen Duncan, president; Randy Bengfort, director of marketing and public relations; Lynn Coleman, vice president for administration and finance; Thomas Glaser, vice president of information technology; Kathleen Hetherington, vice president of student services; Zoe Irvin, executive director of planning, research and organizational development; Erin Marek, executive associate to the president; and Ronald Roberson, vice president of academic affairs. Mike Davis, partner, Davis, Agnor, Rapaport, and Skalny, was also present.

Ongoing Projects

Belmont Conference Center

Dr. Duncan introduced Mike Davis who gave an overview of the contract between the Howard Community College Educational Foundation (HCCEF) and the American Chemical Society for a sixty day study period to examine the viability of purchasing Belmont Conference Center – both the land and the business. Various issues were examined such as programs that could be run at the facility and the need to continue offering the same conferencing services that have always been part of Belmont's operation.

After the discussion of the potential purchase of Belmont Conference Center by the HCCEF, Mr. Davis left the retreat.

Maple Lawn

Dr. Duncan gave a brief overview of ongoing discussions with Stewart Greenebaum concerning his future development, Maple Lawn. Potential exists for a partnership between Greenebaum and the college for a future site in the development. However, this project appears to be several years in the future and no current action needs to be discussed.

Campus Master Plan

Lynn Coleman outlined the ten-year campus master plan. Trustees discussed the future growth of campus facilities with particular emphasis on the future site of a

parking garage.

Student Housing

Kate Hetherington briefly explained the student housing study that was completed in spring 2004 by Andersen Strickler. She emphasized that the contractor was asked to determine whether or not student housing is fiscally viable at HCC and examine both the positive and negative aspects of such an undertaking, including the impact on the surrounding community.

After discussing the study and the related issues, the trustees decided that although the student housing project should not take top priority (particularly over the Belmont project), college staff should continue to consider the idea and further explore liability issues and locations on campus for student housing.

Financial Projections

Lynn Coleman presented financial projections for the next several years, showing the impact of the opening of the arts and humanities and student services buildings on the college's operating budget. Currently, the county and state financial projections for the next few years are looking positive. However, there are several budget scenarios at the state level that could negatively impact the college if implemented.

Tour of Belmont Conference Center

Trustees and staff were given a tour of the Belmont manor house.

The meeting adjourned at 6:30 p.m.

The above constitutes the official minutes of the June 11, 2004, retreat of the Howard Community College Board of Trustees as approved on August 25, 2004, and are a true and correct copy of same.

Mary Ellen Duncan, Secretary/Treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
CLOSED SESSION MINUTES
July 30, 2004 - 9 a.m.
Schoenbrodt Boardroom (A225)**

Present: Roberta E. Dillow, chair, 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, and Erin Marek, executive associate to the president, were also present.

At approximately 9 a.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 July 30, 2004, at 9 a.m. in the Schoenbrodt Boardroom pursuant to State Government Article, Section 10-508 (a3) "to consider the acquisition of real property for a public purpose and matters directly related thereto."

The resolution was approved unanimously by the trustees. The trustees entered into closed session at approximately 9:05 a.m.

During the closed session, the trustees discussed the acquisition of real property.

Trustee Huddie made a motion for the board to commit to the foundation to manage the Belmont facility for educational purposes. The motion was seconded by Trustee Hutt and was unanimously approved.

Trustee Huddie made a motion for the board to authorize college administration to enter into an interim contract with ACS to manage the Belmont facilities with good stewardship of college resources including but not limited to the recovery of capital outlays. The motion was seconded by Trustee Caplan and unanimously approved.

The board expressed their support for the Foundation purchase of the Belmont property.

The closed session was adjourned at approximately 10:50 a.m.

The above constitutes the official minutes of the July 30, 2004, closed meeting of the Howard Community College Board of Trustees as approved on August 25, 2004, and are a true and correct copy of the same.

Mary Ellen Duncan, Secretary/Treasurer

II-C President's Report

Same Sex Domestic Partners Health and Dental Insurance Benefits

Consistent with board of trustee policy, Howard Community College began offering health and dental insurance benefits to same sex domestic partners on July 1, 2004. This action was the result of Howard County government changing the shared consortium contract for health and dental benefits coupled with the college's prior commitment to its employees to offer this benefit if the county approved the change. Specific criteria had to be met in order to be eligible and only one employee took advantage of this benefit this year. The college received numerous compliments from employees for its prompt response to adding this benefit.

New HCC Intranet for Employees

The campus has launched a new intranet for employees which was developed and implemented by a campus work group. The new intranet provides a great variety of employee related information about college services, schedules, cost centers, forms and department activities. It also provides employees access to internal campus documents and forms from any place with Internet access. A technology feature of the intranet is the implementation of Microsoft's Sharepoint server application that allows the staff to develop, share, and edit documents in work groups.

Fall 2004 Enrollment

Enrollment is up in both headcount and full-time equivalencies (FTE) for the fall 2004 semester as noted in the chart below. This data represents enrollment as of August 8, 2004. Weekend classes begin August 28th with the majority of students starting classes the week of August 30th. Fall enrollments over the summer have been consistently up compared to the same points in time last year.

	Fall Prior Year Comparison		
	2004		2003
	8/8/04	Increase	8/4/03
Headcount	4828	12%	4329
FTE	1424.00	12%	1266.53

Updated enrollment information will be available at the August board meeting. Additional comparative enrollment data on demographics and programs of study will be available at the September board meeting.

MHEC Faculty Advisory Council

I am pleased to announce that Bernie Sandruck, professor, mathematics and division chair, mathematics, has been re-appointed to her second three-year term to serve on the Maryland Higher Education Commission's Faculty Advisory Council. She is serving in her third year as vice-chair of this group.

Pete and Beth Horowitz Named Region III 2004 Benefactor

This year, Region III of the Council for Resource Development (CRD) selected Pete and Beth Horowitz for their 2004 Benefactor. Pete and Beth spoke at the Region III conference in Rocky Gap and will be further honored at CRD's Benefactor Awards Banquet in December.

Merriweather Citizen Advisory Panel

In June, County Executive Robey named fifteen individuals to sit on the Merriweather Citizen Advisory Panel to examine the feasibility of the county purchasing the property and to discuss possible uses for the venue. HCC's Valerie Lash, chair of the arts and humanities division, is sitting on this committee.

EMS Reaccredited

The Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions conducted a successful site visit to HCC on June 3rd and 4th. The committee commended the college on its institutional support; outstanding financial and facilities commitment; supportive communities of interest; intimate instructional environment with small class size; strong involved medical director with a direct relationship to Howard County Fire and Rescue; outstanding student services; excellent track record in objective evaluations of graduates on national exams; and a dedicated program director, faculty, and administration.

HCC Emmy

The National Television Academy of Arts and Sciences, National Capitol/Chesapeake Bay Chapter held the 46th annual Emmy Awards on June 12th in Washington, D.C. HCC-TV, Howard Community College was the only college station to be nominated. Producer/Director Carl Merritt brought home HCC-TV's first Emmy! Out of 16 entries in the station image promotions category, Carl was among 4 nominees (WBAL Baltimore, WJLA Washington, WBDC Washington) for the "HCC-TV Image Campaign". Please stop by the HCC-TV trophy window to view the Emmy!

Cardiovascular Technology Program

The cardiovascular technology accreditation review team has described HCC's program as one of the finest in the country. Only three out of about 26 programs were recommended for 10-year accreditation and HCC's was one of them. At the exit conference, the team had nothing but glowing compliments for the program. With successful visits for nursing and emergency medical services/paramedic already completed, this visit is the third accreditation in the health sciences division this college year.

HCC's RENEW Program Receives Accolades

The League for Innovation in the Community College published an article about the RENEW program in July Innovation Express. Genie Wessel, project coordinator for RENEW spearheaded the initiative for publication. The article, "RENEW: A Nursing Career Ladder for Paraprofessional to Professional" is focused on outcomes associated with the program funded by a partnership between Housing and Urban Development and the Howard County Community Development Block Grant Program. The League for Innovation acknowledges Howard Community College for taking a bi-level approach to the issue of career ladders to help students succeed as well as helping to ease the nursing shortage.

The online article can be accessed at:

<http://www.league.org/leaguetc/express/inn0407.html>

Additionally, I am pleased to inform you that RENEW has won the National NAHRO (National Association of Housing and Redevelopment Officials) Award of Excellence. Earlier this summer, the college was informed that RENEW had won an Award of Merit. There were 314 Awards of Merit nationwide.

HCC is now one of 23 national winners of the Award of Excellence! An award presentation will take place during the August 23rd Convocation Breakfast.

Maryland Executive Council for Educational Opportunity

Joan King, assistant director/counselor, student support services, was elected to serve on the Maryland Executive Council for Educational Opportunity Executive Board (the statewide TRIO professional association) as the Student Support Services (SSS) Program Representative. She will represent the 14 SSS programs in the State of Maryland.

Sharon Pierce Appointed to Maryland Board of Nursing

Sharon Pierce, director of HCC's nursing program, has been appointed to the Maryland Board of Nursing to serve in the capacity of Nurse Educator, PN Program. The appointment was made by Governor Ehrlich and is for a four-year term effective July 1, 2004.

Hosts Needed for Chinese Exchange Faculty

Exchange faculty member, Li Qing Qing, will be teaching at HCC during the coming academic year. She will add some new and interesting classes to HCC's curricula, including: Chinese Brush Painting, Art and Culture of China, and a 200-level Chinese language course.

We are still looking for individuals or families who would be interested in hosting her for weekends or shorter periods of time, for instance the Labor Day Weekend (September 4-6). If you are interested, please contact Erin Marek.

Community College Leadership Fellows Program

Todd Allen, director of human resources, and Janet Cullison, director of finance, have been admitted to this year's class of the Community College Leadership Fellows Program of Morgan State University.

International Exchange Programs

HCC currently has exchange programs with institutions in two countries, Mexico and Denmark. The relationships with The Student Exchange Agreement between the two institutions established a one-to-one reciprocal partnership for student exchanges.

This year, our partnership with the Universidad Internacional location brought two students who received tuition waivers from the college to HCC. Five students visited HCC from Denmark. The five Danish students were enrolled in the credit information technology and mass media design programs.

New Program of Events for Staff and Faculty Development Provides One Easy-to-Follow Reference for a Semester's Worth of Development

All of the fall 2004 events related to Staff Development, Faculty Development, Diversity, and Wellness activities can now be viewed in one convenient publication. The *Program of Events for Staff and Faculty Development* can be accessed online on the HCC Web site at <http://www.howardcc.edu/orgdev/fall2004PDevents.pdf>

Included in the Program are:

- Orientation and required training timelines
- Overviews of professional development pathways at HCC
- Listings of fall staff development workshops (open to all employees)
- Listings of fall faculty development workshops (open to all employees)
- Listings of diversity and wellness activities
- Descriptions of core competencies and organizational development at HCC
- Information on HCC's *Book Connection* project
- Easy-to-follow directions for registering for staff and faculty development through HCC Express

Information related to mission and membership of the organizational development cross-functional team and the diversity committee is provided to educate faculty and staff and to encourage communication with constituency representatives.

Capital Projects Update

Athletic Fields Renovations

Phase two of this project included the renovation of four athletic fields, removal of the old track, site grading and utility extension. Chesapeake was awarded the phase two contract and is completing the final components for this phase. Three fields have been completed with sod. They are currently fine grading all the common areas, which will then be seeded and mulched.

Phase three includes the installation of a 400 meter track with high jump, shot put, and long jump areas; installation of fencing; and additional field grading. Burton F. Clark Company was awarded the phase three contract. Due to errors in the drawings, some modifications will need to occur in order for the track to be installed. A meeting was held with the engineering firm Patton Harris Rust & Associates, and the two contractors, Chesapeake and Clark, to discuss the changes. We are expecting a revised plan within the next two weeks. After the college finds out the cost of the change, it will be necessary to have discussions with Patton Harris Rust & Associates on how this will be funded since the cause of the problem was an error in the drawings they supplied.

The fencing component of phase three is being installed by Long Fence who is planning to begin installation at the end of August 2004.

Arts and Humanities Instructional Building

Additional requests for information from the state have delayed this project in going to the Board of Public Works for approval. The initial request for Board of Public Works approval was sent to the Maryland Department of General Services (DGS) in May and the 95 percent construction documents were submitted to the DGS in June.

After the item was not placed on the Board of Public Works agenda for its August 11, 2004 session, a meeting was held with DGS to determine a breakdown in the process. DGS plans to put this item on the September 8th Board of Public Works agenda now. However, a request is being made by Boyd Rutherford, the secretary of DGS, to the governor to allow us to forward fund the project and begin in August. We hope to have this issue resolved shortly.

The college continues to take steps to reduce construction costs through value engineering and works closely with the construction manager, architect, and state officials to keep everyone informed on the progress of the project. A list of add alternates was prepared so that as project savings are realized, the college can implement the items prioritized on the list.

Electric Service Cable Replacement / High Voltage Upgrade

Pipes and Wires recently completed the installation of feeders three and four. On July 17, 2004, the new feeders were energized and put into service. Currently, the Athletic & Fitness Center, Hickory Ridge Building and Thermal Storage are tied to the new system. The Children's Learning Center is scheduled for connection to the system at the beginning of August. The remaining buildings on campus will be changed over by the end of September 2004.

Student Services Building

The college recently completed the selection process for the construction manager (CM) at risk and Riparius Construction, Inc. was recommended as the contractor for

the project. This was approved by the Board chair over the summer and will go to the full board for ratification and confirmation at the August meeting.

The CM acts in a professional management advisory capacity prior to construction by providing services including scheduling, budgeting and constructability advice during the project design phase.

The college submitted the schematic design documents to DGS in June and is still waiting for review comments from the state. Individual department and group meetings continue as Design Collective (DCI) completes the schematic phase and proceeds with the design development phase of the project.

Exterior Lighting Replacement

The college recently awarded the contract for this project to Pipes and Wires Services, Inc. A request for state participation was submitted to DGS on June 21 for presentation and approval at the Board of Public Works meeting on July 21. Due to a schedule change, the college's item did not make the agenda for that meeting and was rescheduled for presentation at the Board of Public Works meeting on August 11, where it was approved. The contractor has now received their notice to proceed.

Fire Alarm Upgrades

Upgrades to the fire alarm system in the Administration and Science and Technology buildings are underway. Siemens has submitted drawings to the county for approval. Once the drawings are approved, work will commence.

Flooring Upgrades

Replacement of the floor surfaces in the Nursing and Science and Technology buildings was recently bid and B.W. Hovermill was identified as the responsible low bidder. The flooring work began on July 19 on the first floor of the ST Building corridor and will proceed to the second floor ST and N Buildings. The replacement is expected to be completed by the end of August 2004.

Renovation of Nursing Room

Room 208 of the Nursing Building is to be converted to a laboratory setting for the nursing program for instructional purposes. Modifications will consist of new flooring, cabinets, and counters; relocating of the projection system; and repainting of the walls. The renovations are expected to be completed by the start of classes.

II-D Report of the Audit and Finance Committee

- May 19, 2004, Meeting Minutes

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

Meeting Minutes
May 19, 2004 – 12:00 p.m.

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

Staff: Lynn Coleman, vice president of administration and finance; Janet Cullison, director of finance; and Erin Marek, executive associate to the president.

Guests: Keith Novak, Clifton Gunderson LLP

Topic	Outcome
1. Meeting with College Auditors	New accounting standards will require auditors to meet with some employees to discuss matters of internal controls. Both the college audit and the foundation audit will be completed by Clifton Gunderson LLP.
2. Quarterly Sole Source Vendors Report	The committee reviewed the sole source report for the period of January 1 – March 31, 2004. This item was for information only and no committee action was required.
3. Modification of Signature Limits for Cost Center Managers	Trustee Hutt moved to approve this item. Trustee Truby seconded it. The item was unanimously approved.
4. Minority Contracting	The college was commended for its efforts in this area. Suggestions were made to further improve the process. This item was for information only and no committee action was required.
5. Arts and Humanities Building Guaranteed Maximum Price	In March 2004, the board of trustees empowered the audit and finance committee to approve the guaranteed maximum price (GMP) for the arts and humanities building. Trustee Truby made a motion to approve the recommendation for the GMP. It was seconded by Trustee Hutt. The recommendation was unanimously approved. It will be taken to the full board on May 26th to be ratified and confirmed.
6. Other	The year-end purchase list was reviewed as will as the list of summer approvals. The meeting of the audit and finance committee concluded at approximately 1:20 p.m.

II-E Board Member Comments

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

G-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.

Date Originated	Issues	Board Contact	Completed By	Expected Outcome
2/12/04	Potential Partnership with Greenebaum and Rose Associates at Maple Lawn	Roger Caplan Roberta Dillow	Ongoing	Prepare proposal for board to be discussed at the retreat.
2/25/04	Board Portal	Katherine Rensin Patrick Huddie	June 2004	Central location for all board materials, press releases, etc., which can be accessed securely from an offsite location.
6/11/04	Board Orientation	Louis Hutt	TBD	Expand board orientation.
6/11/04	Increased board input into meeting agenda	Roberta Dillow	Ongoing	Agenda will be emailed to board chair on a monthly basis.
6/11/04	Open Meetings Law	Roberta Dillow	TBD	Review open meetings requirements.
7/30/04	Belmont Inn and Conference Center	Roger Caplan	Ongoing	Updates on management of Belmont Conference Center by HCC.
8/6/04	Governance - Bylaws and Board Policy	Louis Hutt	TBD	Review of both documents with revisions made if necessary.
8/6/04	Servant leadership	Roberta Dillow	TBD	Possible workshops with Greenleaf Center facilitator
8/6/04	Entrepreneurial Center	Louis Hutt	Ongoing	Updates on progress.
8/6/04	IT Advisory Board	Mary Beth Tung	Ongoing	Updates on progress.
8/6/04	Capital Campaign	Roberta Dillow	Ongoing	Updates on progress.
8/6/04	Foundation	Katherine Rensin	Ongoing	Updates on progress.

8/6/04	Capital Projects -Parking -Student Housing -Other projects as they arise	James Truby	Ongoing	Updates on progress.
8/6/04	Meeting Frequency	Patrick Huddie	TBD	Determine necessary frequency of board meetings.
8/17/04	Trustees' Award for Outstanding Service to HCC	Roberta Dillow	September 2004	Determine 2004 award recipient. Board to collect nominations.
8/17/04	Funding of Entrepreneurial Project – US Dept. of Labor	Katherine Rensin	Ongoing	8/16 called to say project is still being considered.

Recommendation

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

G2 – Fiscal Year 2005 Board Calendar

DATE	EVENT	TENTATIVE AGENDA ITEMS
August 23, 2004 Monday 8:30 am	Pre-Convocation Breakfast <i>Burrill Galleria</i>	<ul style="list-style-type: none"> • Trustees Invited • Recognition of New Employees
August 23, 2004 Monday 9:30 am	Fall Convocation <i>Smith Theatre</i>	<ul style="list-style-type: none"> • Trustees Invited • Welcome from Board Chair (10 am) • Introduction of goals and objectives for the year • Includes a cultural event
August 25, 2004 Wednesday 6 pm	Work Session	<ul style="list-style-type: none"> • Introduction of New Employees • Review of Public Accountability
	Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> • Ratify and Confirm Bids from Summer • FY04 Plan Evaluation • FY05 Integrated Strategic Plan Revisions • Trustees' Award for Outstanding Service
September 8, 2004 Wednesday 6 – 8 pm	Rouse Scholars Presidential Reception <i>ILB 100</i>	<ul style="list-style-type: none"> • Welcome from Board Chairman (approx. 6:30 pm) • Trustees and spouses/guests invited • Dinner served
September 9, 2004 Thursday 8:30-10 am	Legislative Committee Meeting <i>Schoenbrodt Boardroom</i>	<ul style="list-style-type: none"> • FY06 Legislative Agenda • Review of MACC CEO Retreat
September 9, 2004 Thursday 5:30-8:30	Ho Co EDA Annual Meeting <i>Ten Oaks Ballroom</i>	<ul style="list-style-type: none"> • Trustees Invited
September 10, 2004 Friday 6 pm	Donor Appreciation Dinner <i>Ruygrok Residence</i>	<ul style="list-style-type: none"> • Major donors will be invited (\$5,000 and above); Board members invited to attend; Donor list provided • Remarks by Board Chairman • Trustees & spouses/guests invited
September 11, 2004 Saturday 10 am – 4 pm	Columbia Classic Grand Prix <i>HCC Grounds</i>	<ul style="list-style-type: none"> • Trustees and Spouses/Guests Invited • Major Community and Fundraising Event
September 15, 2004 Wednesday 4 pm	Audit and Finance Committee <i>Schoenbrodt Boardroom</i>	<ul style="list-style-type: none"> • Interim Meeting with the Auditors • Discussion of Proposed FY2006 Capital Budget (operating budget scenarios) • FY04 Cumulative Purchases Greater than \$25,000 Report • FY04 Compensation Report • Semi-Annual Non-Purchasing Agreement Disclosure
September 15, 2004 Wednesday 6 pm	Work Session	<ul style="list-style-type: none"> • Introduction of New Employees • Informational Tour: Nursing & Allied Health • Introduction of Constituency Group Leaders

DATE	EVENT	TENTATIVE AGENDA ITEMS
	Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> Proposed FY06 Capital Budget Proposed FY06 Legislative Agenda Report on Board End: Strategic Planning
September 28, 2004 Tuesday 11:30 am – 2:00 pm	Success Fundamentals <i>ILB 100</i>	<ul style="list-style-type: none"> “Leadership & Ethics in Corporate America” Hosted by: Howard County EDA, Leadership Howard County, Howard Community College, Legg Mason, and Leadership U RSVP Needed
October 2, 2004 Saturday 7-11 pm	Success in Style’s Autumn Gala <i>ILB</i>	<ul style="list-style-type: none"> Trustees Invited
October 6-9, 2004 Wednesday - Saturday	Association of Community College Trustees Annual Convention <i>New Orleans Hilton, LA</i>	<ul style="list-style-type: none"> Trustees Invited Annual Association of Community College Trustees conference Theme: Fueling Small Business and the Spirit of Entrepreneurship Bobbie Dillow and Roger Caplan to present
October 27, 2004 Wednesday 6 pm	Work Session Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> Introduction of New Employees Meeting with Auditors Annual Foundation Report FY04 Audit Report and Response Approval of FY06 Capital Budget Report on Board End: Student and Stakeholder Focus Approval of FY06 Legislative Agenda
November 10, 2004 Wednesday 12 noon	Audit and Finance Committee <i>Schoenbrodt Boardroom</i>	<ul style="list-style-type: none"> Quarterly Sole Source Report (July 1, 2004 – September 30, 2004) Parameters of FY06 Operating Budget Salary & Benefits Recommendations Review of Salary Scales Tuition & Fees Comparison of Sarbanes-Oxley recommendation and HCC practices
November 11, 2004 Thursday 12:30 – 1:30 pm	Student / Donor Luncheon <i>ILB 100</i>	<ul style="list-style-type: none"> Trustees Invited
November 17, 2004 Wednesday 6 pm	Work Session Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> Introduction of New Employees Informational Tour: Laurel College Center Recommendations on Sabbatical/Administrative Leave Report on Board End: Information and Analysis
December 2, 2004 Thursday 8:30-10 am	Legislative Committee Meeting <i>Schoenbrodt Boardroom</i>	<ul style="list-style-type: none"> Planning for Legislative Breakfast Review of HCC Legislative Agenda National Legislative Summit Student Advocacy Day
December 7, 2004 Tuesday 7:30 – 9:30 am	Annual Legislative Breakfast <i>ILB 100</i>	<ul style="list-style-type: none"> Legislators Invited County Council and Executive Invited Students Invited

DATE	EVENT	TENTATIVE AGENDA ITEMS
December 15, 2004 Wednesday 6 pm	Executive Work Session <i>Schoenbrodt Boardroom</i>	<ul style="list-style-type: none"> • Consent Items Only • FY05 Presidential Mid-Year Evaluation
December 15, 2004 Wednesday 7:30 pm	Board of Trustees Holiday Dinner	<ul style="list-style-type: none"> • <i>Location TBD</i>
December 24, 2004 – January 2, 2005 Friday - Sunday	HCC Winter Break	
January 12, 2005 Wednesday 6 pm	Work Session <i>Schoenbrodt Boardroom</i>	<ul style="list-style-type: none"> • Review of FY06 Integrated Strategic Plan and Operating Budget • Informational Tour: Information Technology
January 24, 2005 Monday <i>TBD</i>	Trustee Workshop	<ul style="list-style-type: none"> • Workshop • MACC Legislative Reception
January 26, 2005 Wednesday 6 pm	Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> • Approval of FY06 Integrated Strategic Plan and Operating Budget
January 27, 2005 Thursday 8:30 am	New Employee Recognition Breakfast <i>TBD</i>	<ul style="list-style-type: none"> • Trustees Invited • New employees recognized
January 27, 2005 Thursday 9:30 am	Winter Convocation <i>TBD</i>	<ul style="list-style-type: none"> • Trustees Invited • Welcome from Board Chair (10 am)
February 3, 2005 Thursday 8:30-10 am	Legislative Committee Meeting <i>Schoenbrodt Boardroom</i>	<ul style="list-style-type: none"> • Progress of Annapolis Session Advocacy Day • Student Advocacy Day • County Budget Process • Legislative Summit
February 8, 2005 Tuesday 9 am – 1:30 pm	Community College Student Advocacy Day <i>Annapolis, MD</i>	<ul style="list-style-type: none"> • FYI for Trustees
February 14-16, 2005 Monday – Wednesday	ACCT Legislative Summit <i>J.W. Marriott Hotel Washington, DC</i>	<ul style="list-style-type: none"> • Meetings Arranged with Board Members and Maryland Delegation in DC
February 23, 2005 Wednesday 6 pm	Work Session ----- Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> • Introduction of New Employees • Informational Tour: Science Department • Report on Board End: Faculty and Staff Focus • Honorary Degree Recipients
March 7, 2005 Monday 5 – 8:30 pm	Hunan Manor Fundraiser	<ul style="list-style-type: none"> • Trustees Invited • Board Chair Remarks • Fundraiser for the college
March 9, 2005 Wednesday 12 noon	Audit and Finance Committee <i>Schoenbrodt Boardroom</i>	<ul style="list-style-type: none"> • Auditor Contract • Semi-Annual Cumulative Purchases Greater Than \$25,000 Report • Semi-Annual Non-Purchasing Agreement Disclosure • Quarterly Sole Source Report (October 1, 2004 –

DATE	EVENT	TENTATIVE AGENDA ITEMS
		December 31, 2004) <ul style="list-style-type: none"> Semi-Annual Compensation and Earnings Report, including Temp (July 1, 2004 – December 31, 2004)
March 15, 2005 Tuesday 12:30 pm & 6 pm	Dean's Reception <i>Smith Theatre / Burrill Galleria</i>	<ul style="list-style-type: none"> Trustees Invited Recognition for Dean's List and Distinguished Students
March 23, 2005 Wednesday 6 pm	Work Session ----- Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> Introduction of New Employees Service Learning Auditor Contract Report on Board End: Educational and Support Process Management
March 26 – April 1, 2005 Saturday - Friday	HCC Spring Break	
April 21, 2005 Thursday 8:30 – 10 am	Legislative Committee Meeting <i>Schoenbrodt Boardroom</i>	<ul style="list-style-type: none"> Annapolis Session Wrap Up
April 27, 2005 Wednesday 6 pm	Work Session ----- Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> Introduction of New Employees Informational Tour: Math Department FY06 Operating Budget Approval (if necessary) FY06 Faculty Promotions Human Resources Snapshot Candidates for Commencement Report on Board End: Leadership
May 5, 2005 Thursday 6 pm	Cinco de Mayo Fiesta Dinner <i>Dr. Duncan's Residence</i>	<ul style="list-style-type: none"> Trustees Invited (opportunity for trustees to thank all of our community supporters) Educational Foundation Board Invited Campaign Council Board Invited Grand Prix Board Invited Information Technology Advisory Board Invited Commission on the Future Commissioners Invited
May 6, 2005 Friday 6:30 - 9 pm	Student Awards Banquet <i>Sheraton Columbia</i>	<ul style="list-style-type: none"> Welcome from Board Chairman Trustees invited and participate in presenting awards
May 11, 2005 Wednesday 12 noon	Audit and Finance Committee <i>Schoenbrodt Boardroom</i>	<ul style="list-style-type: none"> Quarterly Sole Source Report (January 1, 2005 – March 30, 2005) Meeting with Auditors (FY05 Report) Probable Bids for Summer
May 20, 2005 Friday 12 noon	Nursing Recognition Ceremony <i>Merriweather Post Pavilion</i>	<ul style="list-style-type: none"> Trustees Invited
May 20, 2005 Friday 2:30 pm	Reception for Platform Party <i>Merriweather Post Pavilion</i>	<ul style="list-style-type: none"> Trustees Invited

DATE	EVENT	TENTATIVE AGENDA ITEMS
May 20, 2005 Friday 4 pm	Commencement <i>Merriweather Post Pavilion</i>	<ul style="list-style-type: none"> Trustees Invited Board Members Confer Degrees
May 25, 2005 Wednesday 6 pm	Work Session	<ul style="list-style-type: none"> Introduction of New Employees Informational Tour: Project Access
	Regular Meeting	<ul style="list-style-type: none"> FY07 Vision, Mission, Values and Beliefs and Strategic Initiatives and Goals Election of FY06 Board Officers Authorization for Board Chair to Approve on Behalf of Board until next Regular Meeting
	Closed Session <i>ILB 100</i>	<ul style="list-style-type: none"> Review President's Contract
May 26, 2005 Thursday 12 noon	Annual Retiree and New Employee Recognition Lunch <i>TBD</i>	<ul style="list-style-type: none"> Trustees Invited Reception to Honor College Faculty and Staff who Retired During FY05
May 26, 2005 Thursday 1:30 pm	Convocation <i>TBD</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.
May 26, 2005 Thursday 3:30 pm	Employee Appreciation Activity <i>TBD</i>	<ul style="list-style-type: none"> Trustees Invited Annual activity to thank employees for core & strategic work efforts and volunteerism
June 10, 2005 Friday	Board Retreat	<ul style="list-style-type: none"> Location & Agenda – TBD
July 27, 2005 Wednesday TBD	LPN Graduation TBD	<ul style="list-style-type: none"> Trustees Invited

Notes:

All work sessions and regular meetings will be held in the Instructional Laboratory Building (ILB-100) at 6 p.m. unless otherwise noted. All Audit & Finance Committee and Legislative Committee meetings will be held in the Board of Trustees Conference Room (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.

G-3 Maryland Higher Education Commission (MHEC) Low Productivity Report

Background: In response to concerns expressed by college administrators and trustees, this year the Maryland Higher Education Commission (MHEC) has made some modifications to its Low Productivity Programs policy. Beginning this year, the process includes developing a pre-list of low productivity programs. Programs on the pre-list are excluded from the official low productivity program report if: 1) the programs are determined to be unique, 2) meet non-duplicative workforce shortage areas, or 3) have strong three-year student enrollments. Howard Community College (HCC) had four programs excluded from the low productivity list because of strong three-year enrollments: office technology, computer-aided design technology, electronics technology, and early childhood development.

The only HCC program remaining on the low productivity list this year is biomedical engineering technology (BMET)—which was also on the list for May 2002. In June 2002 in a response to MHEC, the board of trustees expressed support for the program and requested that the program be exempted from deletion because of its centrality to the HCC mission as a comprehensive community college:

“Like the Photonics program, which will have low enrollments until the industry recovers from the economic downturn, we consider the Biomedical Engineering Technology Program to be of strategic importance to Howard County. Currently the number of students graduating in this area is small, but interest in the program has been consistent. Three students graduated with degrees in Biomedical Engineering Technology in May of 2002.* In addition, the program provides a service to workers from the industry who take individual courses to update their skills. Most importantly, it is not clear at this point what impact new Health Insurance Portability and Accountability Act regulations will have on the Biomedical Engineering Technology field and whether a new type of technician may evolve out of the HIPAA implementation process. We should be cautious about deleting programs that have the potential of being invigorated by technological advances, important regulatory changes, or new businesses situating themselves in Howard County.”

*(There were eleven majors and two A.A.S. degree graduates in BMET in May of 2003 and fifteen majors and two A.A.S. degree graduates in May of 2004.)

In addition, to the observations made in response to MHEC in the June 2002 report, BMET has been identified as one of the major areas to be impacted in the recovery and evolution of the information technology industry. Offering the program entails

little in additional overhead to the college since all but three of its course requirements are shared with multiple allied health or technology majors. Those three BMET courses are taught by adjunct instructors from industry as needed.

Purpose: The Low Productivity Program Report was initiated by the Maryland Higher Education Commission to require the board of trustees to review programs that do not graduate at least five associate degree students in the most recently appointed year or a total of fifteen students in the last three years.

To respond to MHEC's low-productivity report and gain approval to exempt the BMET program from deletion.

Timeline: Response is due to MHEC on September 16, 2004

Recommendation

It is requested that the board of trustees re-confirm its intent, expressed in the June 2002 report to MHEC, that the biomedical engineering technology program be exempted from deletion because of its centrality to the HCC mission as a comprehensive community college.

G-4 Forward Funding of the Arts and Humanities Building

Background: Previously, it was anticipated that the construction for the arts and humanities building would start after the approval by the Board of Public Works on August 11, 2004. Since the college's project was not on that agenda for approval, the college president met with the staff at the Department of General Services and learned that this item will be placed on the September 8, 2004, Board of Public Works agenda for approval. The president also met with Secretary Rutherford to discuss the issue of possibly starting the project early. It was requested that the college forward fund the project until it was approved in September. By forward funding the project, Howard Community College would be responsible for any costs involved prior to approval by the Board of Public Works on September 8, 2004. If the project is not approved by the Board of Public Works on September 8, 2004, any work done would be the college's total responsibility and the administration would not be able to seek any compensation from the state.

The college also requested that any state budgeted funds that would be saved in this project remain in the project to allow funding of any add alternates that the college has currently not been able to cover. Based on discussions with Riparius, these costs could be as high as \$500,000. The board chair was contacted and approved the start of the project. Approval of this discussion item will ratify and confirm this action.

Purpose: To obtain approval to forward fund the arts and humanities building construction.

Location: The building will be located on at the east end of the campus quad and will connect to the Smith theatre building.

Timeline: The earliest the construction would begin would be on Wednesday, August 18, 2004.

Specifications: The arts and humanities building will be a 78,090 square foot instructional building on campus that will house visual and performing arts classes.

Recommendation

It is requested that the board of trustees ratify and confirm:

Amount: A maximum amount of \$500,000 for site construction

Vendor: Riparius Construction, Inc.

Source of funds: FY04 Capital Budget

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

G-5 Emergency Procurement for the Nursing Re-flooring Project

Background: On May 26, 2004, the board of trustees authorized the college to award the contract to B. W. Hovermill for re-flooring the Nursing building second floor hallway and the ST building wings, which contain the faculty offices. The contract was for \$25,929. The tile replacement for the ST wings is almost completed, and the Nursing building re-flooring is about to start. However, during the removal process of the old existing carpet from the Nursing building it was discovered that the carpet had been glued on top of vinyl tile, which would need to be removed before the new FritzTile could be installed. The administration proceeded with an emergency procurement not to exceed \$4,900.00 and authorized the removal and disposal of the vinyl tile, so that the re-flooring project could be completed by the start of the fall semester.

Purpose: To present the administrations' authorization for an emergency procurement.

Location: Nursing building, 2nd floor hallway

Timeline: To be completed by August 30, 2004

Specifications: Removal and disposal of vinyl tile

Recommendation

It is requested that the board of trustees ratify and confirm:

Amount: \$4,900.00

Vendor: B.W. Hovermill

Source of funds: Systemic Renovations

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

Approval: Signed by Roberta Dillow, Chair, August 18, 2004

H-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 chairman 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 chairman. "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: May 15, 2004, through August 13, 2004.

Disclosure

Agreement Name	Agreement Type	Owner	Sent to Attorney	BOT Signature
Howard County Detention Center - LEEP	Non-purchasing	Noreen Golden	No	06/03/04
LAMP – 21 st Century	Non-purchasing	Noreen Golden	No	06/03/04
Even Start Grant	Non-purchasing	Noreen Golden	No	06/07/04
ETC – Youth Services	Non-purchasing	Noreen Golden	No	06/17/04
NSF extension	Non-purchasing	Zoe Irvin	No	08/06/04

H-2 Financial Statements for June 2004

Background: The following documents contain the preliminary board financial statements for the period ended June 30, 2004. These are preliminary statements prior to the final audit.

Since these are statements for the end of the year they will show any fund balance carryovers and/or transfers.

During the year, the college cost centers held funds from furniture and equipment, professional development, and travel as well as positions to fund the state and county cuts. As all of these funds were not needed for cuts, money that was left at year end was carried over or used to cover several areas as follows:

Hickory Ridge cabling	\$100,000
Plant storage building	23,000
Athletic Fields	25,000
CLC lot painting	2,550
Security system server	10,300
PE score board	5,478
Furniture and equipment	26,375
Student housing survey	31,678
Trademark	1,500

The Laurel College Center (LCC) statements are also included as part of this package and funds of \$281,174 had been held at the end of FY03 to cover anticipated shortfalls in FY04. Howard Community College's share of the loss for FY04 at LCC was \$160,835. At year end, \$130,000 was transferred to this cost center to cover the loss for this year leaving a fund balance of \$250,339.

The other transfers that occur as part of the year-end close out process are detailed in the notes, but highlights of these include the following:

Student Government Support	\$100,000
Arts and Humanities building	537,720
Capital building fund	531,000
Food service support	3,920
Theatre support	55,893
Mediation Center	40,000
Nursing program	200,000

Child care support	68,000
International students	23,000
Wellness Program support	20,000
Tutoring support	30,000
Project Access support	61,027
Career Links support	50,000
Institutional Research Projects	54,504
History project	50,000
Diversity program	10,000
Professional development	25,000

In addition, to the above transfers, Continuing Education contributes funds to the Fund 10 operating budget for overhead. The amount contributed in FY04 was \$370,831. These funds are used to balance the operating budget in FY04. As noted in the statements, continuing education increased its fund balance by \$95,064 for a total fund balance of \$1,454,169.

Other activities that occurred in FY04 are detailed in the attached notes. As the statements are cumulative, some of these issues have been previously reported to the board in prior 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 1, 2003 through June 2004

Recommendation

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

HOWARD COMMUNITY COLLEGE
CURRENT INCOME & EXPENSE SUMMARY - FUND 10

	Actuals 6/30/2004	Total Budget 6/30/2004	Budget Variance 6/30/2004	6/30/2004 Percent Variance From Budget		Prior Year Actuals 6/30/2003
OPERATING BUDGET REVENUE						
TUITION						
Summer II & III (July/August 2003)	\$356,219	\$320,060	\$36,159	11.30%	1	\$353,090
Fall	5,229,506	4,882,000	347,506	7.12%	2	4,785,215
Intersession	241,129	230,880	10,249	4.44%	3	226,211
Spring	4,662,325	4,538,920	123,405	2.72%	4	4,439,618
Summer I (June 2004)	508,252	460,000	48,252	10.49%	5	461,683
Fees	1,659,616	2,046,889	(387,273)	-18.92%	6	1,536,196
TOTAL TUITION AND FEES	\$12,657,047	\$12,478,749	\$178,298	1.43%		\$11,802,013
GOVERNMENTAL AND OTHER						
Howard County	\$14,480,107	14,865,344	(385,237)	-2.59%	7	\$13,819,423
State of Maryland	6,350,888	6,865,132	(514,244)	-7.49%	8	6,910,938
Other Income	286,304	244,368	41,936	17.16%	9	259,338
Unrestricted Fund Balance	814,537	200,000	614,537	307.27%	10	0
Continuing Education Support	370,831	370,831	0	0.00%	11	412,923
TOTAL GOVT AND OTHER	\$22,302,667	\$22,545,675	(\$243,008)	-1.08%		\$21,402,622
TOTAL OPERATING REVENUE	\$34,959,714	\$35,024,424	(\$64,710)	-0.18%		\$33,204,635
OPERATING BUDGET EXPENSES						
Instruction	\$16,756,602	\$16,144,825	(\$611,777)	-3.79%	12	\$14,641,653
Public Service	65,643	76,137	10,494	13.78%	13	63,860
Academic Support	2,718,347	2,888,200	169,853	5.88%	14	2,619,020
Student Services	3,876,437	3,829,348	(47,089)	-1.23%	15	3,643,450
Institutional Support	6,769,148	7,304,903	535,755	7.33%	16	6,974,839
Plant	4,027,267	4,007,410	(19,857)	-0.50%	17	3,743,389
Scholarship/Waivers	746,270	773,601	27,331	3.53%	18	703,887
TOTAL OPERATING EXPENSES	\$34,959,714	\$35,024,424	\$64,710	0.18%		\$32,390,098
n/c = not comparable	\$0					\$ 814,537 Increase in FB

FUND 10 - OPERATING BUDGET
HIGHLIGHTS AND CURRENT DEVELOPMENTS

Please note, for ease of reading all new information appears in red.

June 2004

Tuition and Fees

- 1) Summer II and III tuition revenue **which occurred in July and August of 2003** is ahead of budget by 11.3%, or \$36,159. An 8% FTE enrollment increase was budgeted, but FTE enrollment and headcount both increased by 9%. In-county tuition increased from \$86 per credit hour to \$90 per credit hour, or 5%. \$2 of this tuition goes directly to the plant fund to pay for a portion of the new arts and humanities building.
- 2) Fall revenues are ahead of budget by 7.12%, or \$347,506. Final fall revenues include statewide programs and manpower shortage differentials. An 8% FTE enrollment increase was budgeted, however, FTE enrollment increased by 5% and headcount was up by 4%. In-county tuition increased from \$86 per credit hour to \$90 per credit hour, or 5%. \$2 of this tuition goes directly to the plant fund to pay for a portion of the new arts and humanities building. The positive variance over budget is due to a reallocation of revenues between the operating and continuing education funds due to reduction in telecourse enrollments and the increase in on-line enrollments. (See continuing education statement.) Also, higher than anticipated out-of-county and out-of-state enrollments occurred for fall.
- 3) Intersession revenue is ahead of budget by 4.44%, or \$10,249. Enrollment is slightly ahead of the anticipated 8%, which at the census date was 8.4%. Headcount was up over last year by 5%. This enrollment increase resulted primarily from adding a week to the schedule, offering a four-week session rather than just three weeks. More courses were offered under this expanded schedule.
- 4) Spring revenues are ahead of budget by 2.72%, or \$123,405. Spring enrollment figures are up over last year by 3.12% and headcount is up 3.3%. While this enrollment figure does not meet the anticipated budget projection, higher than anticipated out-of-county and out-of-state enrollments had a positive effect on total revenues for spring.
- 5) **Summer I sessions revenues are ahead of budget by 10.49% or \$48,252. FTE for both sessions were up over last year, .17% for summer I and 17.88% for summer I extended. Head count was down 1.49% for summer I and up 15.26% for summer I extended. Only an 8% enrollment increase was projected.**

FUND 10 - OPERATING BUDGET
HIGHLIGHTS AND CURRENT DEVELOPMENTS

Tuition and Fees (con't)

- 6) Fee revenues are under budget by 18.92%, or \$387,273. This negative budget variance is largely due to low enrollment in high fee based courses in both computer technology and certification programs. Also, fee budgets are generally high, allowing for unexpected growth in programs. At year end, \$100,000 of fee revenues was transferred to the student agency fund for use by student activities and athletic programs. Only fees collected can be spent. A breakdown of operating fees is as follows: Course fees \$1,215,252 or 73%; consolidated fees \$358,404 or 22%; other student fees \$85,960 or 5%.
- Laurel College tuition and fees are not reflected in the operating fund and are being reported on a supplemental report.

Governmental Revenue and Other Revenue

- 7) Howard County's contribution to the FY04 operating budget increased by 7.57% over the prior year, however, mid year the college was notified that \$445,960 of County funding will be required to be returned to the County by year-end. This was due to the County budget shortfall. Budget reductions in travel/professional development and equipment were been reserved to cover this reduction in funding; along with funds remaining from the state cut hold back. (See #8 below.) Later, the college was notified that the County would fund another 2% merit originally held by the County during the year, but for May and June only. The total of \$60,723 was be used to fund an early merit award for employees starting in May rather than July. This reduced the County cut to \$385,237. The \$385,237 was returned to the county in June 2004.
- 8) In August 2003, the College received notice that state total aid would decrease \$514,245. This cut was on top of the earlier reduction the College received. This state reduction was spread over the year, causing the 7.49% negative variance to budget. At the end of FY03, the College held \$814,537 to fund the state reduction of aid. Of this amount, \$200,000 was to cover the reductions the administration knew about when the budget was finalized in April and \$614,537 was held as a contingency. Of the \$814,537, the college used \$714,245 to cover this state shortfall. The remaining \$100,292 was used to cover the county cut.

FUND 10 - OPERATING BUDGET
HIGHLIGHTS AND CURRENT DEVELOPMENTS

Governmental Revenue and Other Revenue (con't)

- 9) Other income is ahead of budget by 17.16%, or \$41,936. Investment income represents \$106,593 or 38% of other income. While the College reduced the budget for investment income, interest rates remain lower than anticipated. Service revenues for administration of contracts and small miscellaneous revenue make up 40% of other income, and a one-time repayment from the Love of Wisdom represents the other 22%.
- 10) \$814,537 was carried forward from FY03 to offset the State cuts made to the FY04 operating budget. These funds were taken in proportion to the state cuts and offset the negative variance in the state appropriation line. \$100,292 of this carry forward funded a portion of the County cuts as stated in #8 above.
- 11) The continuing education funding was taken in full at the end of the fiscal year.

Expenses

- Salaries increased by an average of 3% over FY03. An additional retro merit adjustment of 4.2% for May and June was given to employees at year end due to the additional change in the county reductions. (See note #7)
- 12) The instruction function closed over budget by 3.79% or \$611,777 as planned at year end. This overage occurs based on pre-determined transfers that are made during the year end close out process. Spending authority for this overage is budgeted in the college's special funds which totaled \$1,000,000 for instructional operating expenses. Planned year end transfers to other funds included support for theater programs \$50,000, wellness program \$10,000, Laurel College Center \$130,000, international students \$23,000, and the Children's Learning Center \$10,000; in addition to forward funding of the new accelerated nursing program \$200,000, the Mediation Center \$40,000, the athletic fields \$25,000, and the arts and humanities building construction \$537,720.
- 13) The public service function closed under budget by 13.78% or \$10,494 due to savings in benefit costs.
- 14) The academic support function closed under budget by 5.88%, or \$169,853. Savings in this function from travel and development were used to cover the reduction in county funding. (See note #7.)

FUND 10 - OPERATING BUDGET
HIGHLIGHTS AND CURRENT DEVELOPMENTS

Expenses (con't)

- 15) The student services function closed over budget by 1.23% or \$47,089 as planned at year end. This overage occurs based on pre-determined transfers that are made during the year end close out process. Spending authority for this overage is budgeted in the college's special funds which totaled \$50,000. Planned year end transfers to other funds included the mandatory match of work study \$49,221, the Children's Learning Center \$58,000, and support of the expenses related to the investigation of student housing \$31,678. Transfer for forwarding funding included \$30,000 for tutoring, \$50,000 for the career links program, and \$61,027 for project access.
- 16) The institutional function closed under budget by 7.33%, or \$535,755. Budgets reserved in this function, and others, covered the reduction in county funding. (See note #7.) Planned year end transfers in this function included carry forward funds for institutional research projects \$54,504, the HCC history project \$50,000, professional development \$15,000, development staffing \$10,000, diversity \$10,000 and the hickory ridge cabling project \$100,000. In addition \$34,234 of year end funds for purchases that were not completed by June 30, were carried forward to be funded in FY05.
- 17) The plant function closed over budget by .5% or \$19,857 as planned. This overage occurs based on pre-determined transfers that are made during the year end close out process. \$50,000 in spending authority was budgeted in the special funds. Forward funding transferred to other funds at year end included funds for capital projects of \$500,000, construction of a plant storage building \$23,000, and campus signage \$31,000.
- 18) Waivers and scholarships closed under budget by 3.53% or \$27,331. International students received waivers of \$24,308 in FY04 that were expensed to this function.

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

	Actuals 6/30/2004	Total Budget 6/30/2004	Budget Variance 6/30/2004	6/30/2004 Percent Variance From Budget		Prior Year Actuals 6/30/2003
FUND 11 REVENUES						
TUITION						
Credit Fall/Summer II & III	\$72,532	136,455	(\$63,923)	-46.85%	1	\$113,777
Credit Intersession	44,322	42,500	1,822	4.29%	2	41,001
Credit Spring/Summer I	148,653	119,875	28,778	24.01%	3	108,757
Non-Credit/Continuing Ed Fees	2,137,733 685,775	2,158,043 677,600	(20,310) 8,175	-0.94% 1.21%	4 5	1,939,023 613,971
TOTAL TUITION AND FEES	<u>\$3,089,015</u>	<u>\$3,134,473</u>	<u>(\$45,458)</u>	<u>-1.45%</u>		<u>\$2,816,529</u>
GOVERNMENTAL AND OTHER						
State of Maryland	\$1,268,573	\$1,268,574	(\$1)	0.00%	6	\$1,222,552
Service Revenues	\$277,255	\$266,000	\$11,255	4.23%	7	459,753
Other Income	\$45,091	\$31,800	\$13,291	41.79%	8	33,352
Transfer to Operating Fund	(370,831)	(370,831)	0	0.00%	9	(412,923)
TOTAL GOV'T. AND OTHER	<u>\$1,220,087</u>	<u>\$1,195,543</u>	<u>\$24,544</u>	<u>2.05%</u>		<u>\$1,302,734</u>
TOTAL FUND 11 REVENUES	<u>\$4,309,102</u>	<u>\$4,330,016</u>	<u>(\$20,914)</u>	<u>-0.48%</u>		<u>\$4,119,263</u>
EXPENDITURES						
Instruction	\$3,970,692	\$4,113,016	\$142,324	3.46%	10	\$3,732,682
Academic Support	0	0	0	0.00%		0
Plant	0	0	0	0.00%		0
Institutional Support	0	0	0	0.00%		0
Scholarship	243,346	217,000	(26,346)	-12.14%	11	216,305
TOTAL OPERATING EXPENSES	<u>\$4,214,038</u>	<u>\$4,330,016</u>	<u>\$115,978</u>	<u>2.68%</u>		<u>\$3,948,987</u>
	\$95,064					\$170,276
n/c = not comparable	Increase in FB					Increase in FB

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

Please note, for ease of reading all new information appears in red.

June 2004

Tuition and Fees

- 1) Credit fall/summer II and III tuition revenues were under budget by 46.85% or \$63,923. While total credit enrollments were up for fall and summer II and III, this division is experiencing a severe decline in credit enrollment in the telecourse division. It is believed these students are migrating to other alternative non-traditional courses, such as teleweb and on-line instruction.
- 2) Intersession tuition revenues were slightly above budget by 4.29% or \$1,822. Telecourse revenues were slightly above expectations for this term.
- 3) **Spring and summer tuition revenues were ahead of budget by 24.01% or \$28,778. Telecourse revenues were ahead of budget in both spring and summer sessions.**
- 4) Non-credit tuition revenues were under budget by .94% or \$20,310. While growing enrollment in kids-on-campus and adult basic education courses exceeded expectations, the lack of new business training contracts caused the overall decline.
- 5) **Fees were over budget by 1.21% or \$8,175. The increase followed additional enrollments in spring and summer telecourses noted above.**

Governmental Revenue

- 6) The state contribution for continuing education increased 3.77% over FY03, and has no variance from budget. Funding for FY04 is based on an FTE formula related to enrollments from FY02. The college took the full state reduction from the fund 10 budget.

Service and Other Income

- 7) Service revenues relate to administrative overhead charged to contracts. **Revenues were slightly over budget 4.23% or \$11,255.**
- 8) Other income results from miscellaneous items such as small administrative services and rentals, which are a small part of the continuing education budget. Other income was ahead of budget by **41.79% or \$13,291.**
- 9) Continuing education's contribution to the operating fund occurred in full at year-end. **Net profits including this contribution of \$370,831, totaled \$579,347. After the \$370,831 transfer to the operating fund, \$113,452 of expenses were designated as fund balance or year end purchases, so funds carried forward netted to \$95,064.**

FUND 11 (Continuing Education & General)
HIGHLIGHTS AND CURRENT DEVELOPMENTS (CON'T)

Expenses

Salaries increased by an average of 3% for FY04.

10) Instructional expenses closed below budget, \$142,324 or 3.46%. Expenses were monitored to cover revenue shortfalls in certain divisions.

11) Scholarship expenses were over budget by \$26,346 or 12.14%. This variance is caused by waivers for the adult basic education and kids on campus programs, which are offset by the growth in revenue from those programs. (See note #4.) Additional spending authority for continuing education of \$100,000 was budgeted in our special funds to cover this overage.

Howard Community College
6/2004
Cost Center Variances

Cost Center	FY2004	Total	Total	Dollar	Projected	Explanation of Variance Greater Than \$10,000
	Actuals	Original Budget (Note 1)	Projected Expenditures	Variance From Original	Percentage Variance from Original FY2004	
		A	B	B-A		
Instruction						
11200 Summer honors	10,387	4,511	10,388	5,877		130% Additional costs funded by VPAA because FY04 cuts were too high.
11300 Mathematics	1,158,389	1,159,940	1,242,157	82,217		7% Additional PT faculty funds allocated.
11310 Health	206,547	177,697	208,382	30,685		17% Additional PT faculty funds.
11400 Social sciences	1,324,585	1,260,357	1,324,585	64,228		5% To fund the assistant director position in Rouse scholars program, and PT faculty funds.
11410 Eng/world languages	1,875,318	1,685,459	1,875,319	189,860		11% Net of funds reallocated to reserve for county cut, additional PT faculty funds & addt'l fee money.
11450 Arts & humanities	1,491,767	1,303,068	1,495,750	192,682		15% Net of funds reallocated to reserve for county cut, and additional PT faculty funds & addt'l fee money.
11480 Rouse scholars	88,077	46,342	88,990	42,648		92% Funds from social sciences and program development to fund the new position & addt'l PT faculty.
11600 Distance learning	238,384	206,211	264,941	58,730		28% Additional PT faculty funds.
12100 Nursing	1,087,868	992,443	1,087,869	95,426		10% Needed to fund additional faculty member hired, plus additional PT faculty funds.
12120 Emergency medical technology	101,378	100,650	102,898	2,248		2%
12150 Cardiovascular program	119,379	130,099	127,848	(2,251)		-2%
12200 Business & computers	1,151,304	1,155,742	1,163,853	8,111		1%
12201 Certification programs	149,870	199,352	153,928	(45,424)		-23% Reduction of fee budget; fees not collected cannot be spent.
12250 Science & technology programs	1,778,925	1,691,006	1,785,898	94,892		6% Funds reallocated to reserve for county cut; net of decreased fees and increased PT faculty funds.
12280 Cooperative education	12,029	12,848	12,575	(273)		-2%
13550 Instructional international program	7,918	10,000	8,638	(1,362)		-14%
44010 User computer services	270,156	284,955	276,464	(8,491)		-3%
44020 Student computer services	764,830	810,326	798,229	(12,097)		-1% Funds reallocated to reserve for county cut.
44030 Student labs	193,454	208,344	208,321	(23)		0%
46100 1st floor support	107,010	117,606	117,317	(289)		0%
46200 2nd floor support	128,630	124,348	128,630	4,282		3%
46300 Hickory ridge	73,584	75,875	75,749	(126)		0%
46400 Evening services	13,923	13,668	13,923	255		2%
46700 ILB support	100,479	103,344	103,344	-		0%
48000 Outcomes assessment	136,907	136,140	136,908	768		1%
48500 Instructional direction	75,218	213,404	118,094	(95,310)		-45% Funds reallocated to reserve for county cut, and funding of PT faculty.
48501 Learning communities	169,117	169,473	170,650	1,177		1%
48502 Program development	60,739	100,479	75,930	(24,549)		-24% Funds to fund new position in Rouse scholars program
51100 Webmaster	64,103	64,482	64,103	(379)		-1%
52102 Pool guards	65,970	59,000	65,971	6,971		12%
53200 Learning assistance center	438,881	387,739	438,882	51,143		13% Funds reallocated to cover anticipated spending.
99970 Benefits/chargebacks	1,936,840	1,990,468	1,936,840	(53,628)		-3% Fund additional faculty position
99980 Division support	-	683,651	-	(683,651)		-100% Funds reallocated to fund PT faculty needs above.
99990 Furniture/equipment/Ins. Fees	1,354,636	465,798	461,452	(4,346)		-1%
				-		
Total instruction	16,756,602	16,144,825	16,144,825	-		0%

Cost Center	FY2004 Actuals	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	58,115	58,605	58,605	-	0%	
99970 Benefits/chargebacks	7,527	14,472	14,472	-	0%	
99990 Furniture/equipment	-	3,060	3,060	-	0%	
Total public service	65,643	76,137	76,137	-	0%	
Academic Support						
33400 Cultural theater	168,162	163,878	168,162	4,284	3%	
33500 Student alumni productions	81,135	81,051	81,135	84	0%	
41001 Library services	632,493	656,584	658,154	1,570	0%	
41002 Teaching & Learning center	106,574	107,651	106,574	(1,077)	-1%	
43100 Education technology	242,609	238,318	245,851	7,533	3%	
43200 Video services	62,254	61,475	62,254	779	1%	
44001 Academic computing admin.	761,325	761,325	761,325	-	0%	
46000 VP of academic affairs	236,376	260,706	261,336	630	0%	
47000 Faculty development	80,617	108,634	90,540	(18,094)	-17%	Funds reallocated to reserve for county cut.
48100 Interactive classroom	21,371	32,254	22,951	(9,303)	-29%	
65001 Academic promotions	105,552	105,016	105,552	536	1%	
99970 Benefits/chargebacks	199,385	271,697	270,257	(1,440)	-1%	
99990 Furniture/equipment	20,496	39,611	54,109	14,498	37%	Funds reallocated to fund county cut.
Total academic support	2,718,347	2,888,200	2,888,200	-	0%	

Cost Center	FY2004 Actuals	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	
Student Services						
46500 Advising, academic	344,310	325,974	344,311	18,337	6%	Reallocate hourly from admissions to advising
46600 Welcome center & telephone adv.	127,776	125,762	127,776	2,014	2%	
51000 VP of student services	200,207	213,539	205,859	(7,680)	-4%	
51200 Student ambassador program	6,150	6,000	6,245	245	4%	
52000 Student activities	3,347	3,625	3,400	(225)	-6%	
52100 PE facility	245,955	244,036	248,080	4,044	2%	
53000 Career services	373,413	377,270	376,184	(1,086)	0%	
53100 Test center	143,371	147,624	147,222	(402)	0%	
53500 Retention	64,725	70,062	67,562	(2,500)	-4%	
53555 Career links	25,532	25,000	25,533	533	2%	
54000 Financial Aid	471,495	496,727	494,782	(1,945)	0%	
55000 Admissions	425,846	464,714	447,338	(17,376)	-4%	Reallocate hourly from admissions to advising
55001 Workgroup	268,710	271,487	270,296	(1,191)	0%	
56000 Records	318,633	316,172	318,634	2,462	1%	
65002 Student services promotions	30,148	31,392	31,392	-	0%	
99970 Benefits/chargebacks	503,348	611,359	609,629	(1,730)	0%	
99980 Part time coverage	4,000	18,114	14,016	(4,098)	-23%	
99990 Furniture/equipment	319,471	80,491	91,089	10,598	13%	Funds reallocated to fund county cut.
Total student services	3,876,437	3,829,348	3,829,348	-	0%	

Cost Center	FY2004 Actuals	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	467,948	541,160	515,369	(25,791)		-5% Funds reallocated to reserve for county cut.
61100 Board of trustees	55,525	113,096	94,480	(18,617)		-16% Funds reallocated to development.
61200 Research, planning and org. dev.	338,902	346,786	340,637	(6,149)	-2%	
61900 Senior administration	8,463	13,603	13,603	-	0%	
62000 VP of administration & finance	242,828	246,441	245,673	(768)	0%	
62100 Finance office	862,041	932,686	932,023	(663)	0%	
63101 Human resources	402,300	445,044	439,365	(5,679)	-1%	
63102 Recruitment	50,013	51,517	50,637	(880)	-2%	
63103 Unemployment	23,314	34,000	34,000	-	0%	
63150 Diversity programs	16,835	18,000	18,177	177	1%	
63200 Reprographics	121,188	144,130	142,597	(1,533)	-1%	
63400 Security	544,703	598,916	598,177	(739)	0%	
63500 Telecommunications	161,750	222,937	222,866	(71)	0%	
63600 Risk Management	254,583	274,343	273,620	(723)	0%	
63700 General administration	343,645	503,548	503,548	-	0%	
63800 Commencement/Award programs	32,857	25,285	32,857	7,572	30%	
64000 Administrative information systems	388,048	444,655	391,523	(53,132)		-12% Funds reallocated to reserve for county cut.
64001 Enterprise network	286,226	289,678	286,226	(3,452)	-1%	
64100 Information technology adm.	243,314	256,337	251,362	(4,975)	-2%	
65000 Public relations & marketing	423,429	428,401	429,545	1,144	0%	
65050 Legislative	19,833	23,324	21,051	(2,273)	-10%	
65100 Development & Alumni relations	435,089	434,666	442,981	8,315		2% Funds reallocated from board netted with cuts to reserve.
65900 Fundraising	2,530	-	6,000	6,000	NA	New cost center established for fund raising.
99970 Benefits/chargebacks	736,367	888,283	878,726	(9,558)	-1%	
99990 Furniture/equipment	307,417	28,067	139,861	111,794		398% Funds reallocated to fund county cut.
Total institutional support	6,769,148	7,304,903	7,304,903	-	0%	

Cost Center	FY2004 Actuals	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		
Plant						
71000 Plant administration	28,977	82,149	72,289	(9,860)	-12%	
71100 General services	1,210,843	1,155,693	1,363,551	207,858		18% Funds reallocated to cover utility increase.
71150 Recycling	11,302	15,000	29,500	14,500		97% Funds reallocated to cover recycling costs.
71500 Safety	32,688	28,681	33,691	5,010	17%	
72000 Engineering	664,528	714,792	691,955	(22,837)		-3% Funds reallocated to cover utility increase.
72500 Preventive maintenance	79,051	112,606	89,543	(23,063)		-20% Funds reallocated to cover utility increase.
73000 Housekeeping	768,333	861,149	831,235	(29,914)		-3% Funds reallocated to cover utility increase.
75000 Grounds	184,313	247,947	189,778	(58,169)		-23% Funds reallocated to cover utility increase and engineering.
76000 Renovations	67,375	174,514	73,461	(101,053)		-58% Funds reallocated to cover utility increase, recycling and cut.
99970 Benefits/chargebacks	384,618	605,706	605,696	(10)	0%	
99990 Furniture/equipment	595,239	9,173	26,710	17,537		191% Funds reallocated to fund county cut.
Total plant	4,027,267	4,007,410	4,007,410	-	0%	
Scholarships						
81000 Scholarships	464,907	492,101	492,101	-	0%	
82000 Waivers	281,363	281,500	281,500	-	0%	
Total scholarships	746,270	773,601	773,601	-	0%	
Grand totals	34,959,714	35,024,424	35,024,424	-	0%	

Note 1:
When the budget was originally developed, all salaries were budgeted to increase at the rate of 3.00%.
As final salary increases may have fluctuated based on performance levels and the relation of the individual's
FY04 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
6/2004
Percentage Spending to Date**

Cost Center		FY2004 Actual	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Instruction					
11200	Honors	10,387	10,388	100%	
11300	Mathematics	1,158,389	1,242,157	93%	
11310	Health	206,547	208,382	99%	
11400	Social sciences	1,324,585	1,324,585	100%	
11410	Eng/world languages	1,875,318	1,875,319	100%	
11450	Arts & humanities	1,491,767	1,495,750	100%	
11480	Rouse scholars	88,077	88,990	99%	
11600	Distance learning	238,384	264,941	90%	
12100	Nursing	1,087,868	1,087,869	100%	
12120	Emergency medical technology	101,378	102,898	99%	
12150	Cardiovascular program	119,379	127,848	93%	
12200	Business & computers	1,151,304	1,163,853	99%	
12201	Certification programs	149,870	153,928	97%	
12250	Science & technology programs	1,778,925	1,785,898	100%	
12280	Cooperative education	12,029	12,575	96%	
13550	Instructional international program	7,918	8,638	92%	
44010	User computer services	270,156	276,464	98%	
44020	Student computer services	764,830	798,229	96%	
44030	Student labs	193,454	208,321	93%	
46100	1st floor support	107,010	117,317	91%	
46200	2nd floor support	128,630	128,630	100%	
46300	Hickory ridge	73,584	75,749	97%	
46400	Evening services	13,923	13,923	100%	
46700	ILB support	100,479	103,344	97%	
48000	Outcomes assessment	136,907	136,908	100%	
48500	Instructional direction	75,218	118,094	64%	1
48501	Learning communities	169,117	170,650	99%	
48502	Program development	60,739	75,930	80%	
51100	Webmaster	64,103	64,103	100%	
52102	Pool guards	65,970	65,971	100%	
53200	Learning assistance	438,881	438,882	100%	
99970	Benefits/chargebacks	1,936,840	1,936,840	100%	
99980	Division support	-	-	0%	
99990	Furniture/equipment/instr. Fees	1,354,636	461,452	294%	2
	Instruction fees	-	-	0%	
	Total instruction	16,756,602	16,144,825	104%	

Cost Center		FY2004 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Public Service					
33250	Cable studio	58,115	58,605	99%	
99970	Benefits/chargebacks	7,527	14,472	52%	3
99990	Furniture/equipment	-	3,060	0%	4
	Total public service	65,643	76,137	86%	
Academic Support					
33400	Cultural theater	168,162	168,162	100%	
33500	Student alumni productions	81,135	81,135	100%	
41001	Library services	632,493	658,154	96%	
41002	Teaching and learning services	106,574	106,574	100%	
43100	Education technology	242,609	245,851	99%	
43200	Video services	62,254	62,254	100%	
44001	Academic computing admin.	761,325	761,325	100%	
46000	VP of academic affairs	236,376	261,336	90%	
47000	Faculty development	80,617	90,540	89%	
48100	Interactive classroom	21,371	22,951	93%	
65001	Academic promotions	105,552	105,552	100%	
99970	Benefits/chargebacks	199,385	270,257	74%	5
99990	Furniture/equipment	20,496	54,109	38%	6
	Total academic support	2,718,347	2,888,200	94%	

Cost Center		FY2004 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Student Services					
46500	Advising, academic	344,310	344,311	100%	
46600	Welcome center & telephone advisin	127,776	127,776	100%	
51000	VP of student services	200,207	205,859	97%	
51200	Student ambassador program	6,150	6,245	98%	
52000	Student activities	3,347	3,400	98%	
52100	PE facility	245,955	248,080	99%	
53000	Career services	373,413	376,184	99%	
53100	Test center	143,371	147,222	97%	
53500	Retention	64,725	67,562	96%	
53550	Career links	25,532	25,533	100%	
54000	Financial Aid	471,495	494,782	95%	
55000	Admissions	425,846	447,338	95%	
55001	Workgroup	268,710	270,296	99%	
56000	Records	318,633	318,634	100%	
65002	Student services promotions	30,148	31,392	96%	
99970	Benefits/chargebacks	503,348	609,629	83%	
99980	Part time coverage	4,000	14,016	29%	7
99990	Furniture/equipment	319,471	91,089	351%	8
	Total student services	3,876,437	3,829,348	101%	

Cost Center		FY2004 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Institutional Support					
61000	President	467,948	515,369	91%	
61100	Board of trustees	55,525	94,480	59%	9
61200	Research, planning, and org. dev.	338,902	340,637	99%	
61900	Senior administration	8,463	13,603	62%	10
62000	VP of administration & finance	242,828	245,673	99%	
62100	Finance office	862,041	932,023	92%	
63101	Human resources	402,300	439,365	92%	
63102	Recruitment	50,013	50,637	99%	
63103	Unemployment	23,314	34,000	69%	11
63150	Diversity programs	16,835	18,177	93%	
63200	Reprographics	121,188	142,597	85%	
63400	Security	544,703	598,177	91%	
63500	Telecommunications	161,750	222,866	73%	12
63600	Risk Management	254,583	273,620	93%	
63700	General administration	343,645	503,548	68%	13
63800	Commencement & Awards	32,857	32,857	100%	
64000	Administrative information systems	388,048	391,523	99%	
64001	Enterprise network	286,226	286,226	100%	
64100	Information technology adm.	243,314	251,362	97%	
65000	Public relations	423,429	429,545	99%	
65050	Legislative	19,833	21,051	94%	
65900	Fundraising	2,530	6,000	42%	14
65100	Development & Alumni	435,089	442,981	98%	
99970	Benefits/chargebacks	736,367	878,726	84%	15
99990	Furniture/equipment	307,417	139,861	220%	16
	Total institutional support	6,769,148	7,304,903	93%	

Cost Center		FY2004 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Plant					
71000	Plant administration & insurance	28,977	72,289	40%	17
71100	General services	1,210,843	1,363,551	89%	
71150	Recycling	11,302	29,500	38%	18
71500	Safety	32,688	33,691	97%	
72000	Engineering	664,528	691,955	96%	
72500	Preventive maintenance	79,051	89,543	88%	
73000	Housekeeping	768,333	831,235	92%	
75000	Grounds	184,313	189,778	97%	
76000	Renovations	67,375	73,461	92%	
99970	Benefits/chargebacks	384,618	605,696	64%	19
99990	Furniture/equipment	595,239	26,710	2229%	20
	Total plant	4,027,267	4,007,410	100%	
Scholarships					
81000	Scholarships	464,907	492,101	94%	
82000	Waivers	281,363	281,500	100%	
	Total scholarships	746,270	773,601	96%	
	Grand totals	34,959,714	35,024,424	100%	

Notes: Only variances greater than 100% or less than 85% are noted.

- 1 Savings occurred in this cost center.
- 2,8,16,20 Year end planned spending occurred in this cost center.
- 3,19 Savings were anticipated in benefits for this function throughout the year.
- 4 No expenditures were made from this function at year end.
- 5,15 Savings in benefits and chargebacks were realized at year end.
- 6 Year end expenditures were lower than budget in this function.
- 7 Savings in part-time coverage were realized.
- 9 Legal costs were under budget and spending was monitored to assist with the county cut.
- 10 This is a small budget and savings were realized.
- 11 Expenditures are low due to a prior period credit from an FY03 accrual.
- 12 Savings in equipment maintenance has occurred in this area.
- 13 Bad debts were lower than budgeted for the year.
- 14 Fund raising expenses were lower than anticipated for the year.
- 17 Savings were realized from our property insurance premium covered through Howard County's self insurance.
- 18 Recycling costs were est.'d to be higher than what was needed.

**HOWARD COMMUNITY COLLEGE AT
LAUREL COLLEGE CENTER**

Object	Description	Actual HCC at 6/30/2004	Annual HCC Budget	HCC Variance Over (Under) Annual Budget
Revenue				
Fall 2003				
	Tuition Revenue	70,681	150,000	(79,319)
	Non Credit	35,918	25,500	10,418
Spring 2004				
	Tuition Revenue	40,102	125,000	(84,898)
	Non Credit	64,921	25,200	39,721
Summer 2003/04				
	Tuition Revenue	72,109	160,000	(87,891)
	Non Credit	9,759	20,600	(10,841)
Other Revenue				
	Misc. Revenue	106	0	106
State Funding				
		60,116	60,116	0
	Unrestricted appropriation	0	238,339	(238,339)
Total Revenue		353,711	804,755	(451,044)

Object	Description	Actual HCC at 6/30/2004	Annual HCC Budget	HCC Variance Over (Under) Annual Budget
Expenditures				
5102	Salaries - Cr. PT Faculty	0	0	0
5103	Salaries - Cr. PT Faculty - All terms	99,102	250,000	(150,898)
5104	Salaries - Cr. PT Faculty	0	0	0
5105	Salaries - Cr. PT Faculty	0	0	0
5107	Non Credit PT Faculty	57,621	40,000	17,621
6000	Contracted Services	975	0	975
6021	Capital Lease	0	0	0
6100	Instructional Supplies	10,981	45,200	(34,219)
6160	Microcomputer Supplies	0	5,000	(5,000)
				0
	Direct Instructional Expenditures	168,679	340,200	(171,521)
Other Expenditures				
5002	PT Administrator	0	0	0
5301	FT Classified Staff	0	0	0
5302	PT Classified Staff	0	0	0
5303	PT Classified Staff On-Call	21,901	30,000	(8,099)
5304	Overtime	0	0	0
5812	PT Benefits (7.65%)	13,739	28,320	(14,581)
5800	Benefits (25%)	0	0	0
6000	Contracted Services	3,878	0	3,878
6025	Advertising	34,132	37,090	(2,958)
6028	Custodial Contract	0	0	0
6050	Off-Campus Rentals	309,326	342,645	(33,319)
6140	Custodial Supplies	0	0	0
6200	Telephone	18,225	12,000	6,225
6220	Postage	0	2,500	(2,500)
6310	Travel	0	2,000	(2,000)
6510	Electricity	0	0	0
7160	Equipment	649	10,000	(9,351)
Total Indirect Expenditures		401,850	464,555	(62,705)
Total Expenditures		570,529	804,755	(234,226)
Operating Income (Loss)		(216,818)	0	(216,818)

COMBINED LAUREL COLLEGE CENTER

Object	Description	*Actual TOTAL at 6/30/2004	Annual TOTAL Budget	TOTAL Variance Over (Under) Annual Budget
Revenue				
Fall 2002				
	Tuition Revenue	185,430	280,000	(94,570)
	Non Credit	84,447	105,500	(21,053)
Spring 2003				
	Tuition Revenue	164,789	255,000	(90,211)
	Non Credit	161,697	115,200	46,497
Summer 2002/03				
	Tuition Revenue	214,134	240,000	(25,866)
	Non Credit	108,691	95,600	13,091
Other Revenue				
	Chamber of Commerce and other	11,563	10,000	1,563
	State Funding	201,573	189,656	(129,540)
	Unrestricted Appropriation	0	238,339	(96,882)
Total Revenue		1,132,323	1,529,295	(396,972)

Object	Description	*Actual TOTAL at 6/30/2004	Annual TOTAL Budget	TOTAL Variance Over (Under) Annual Budget
Expenditures				
5102	Salaries - Cr. PT Faculty - SII	13,560	8,500	5,060
5103	Salaries - Cr. PT Faculty - Fal	127,115	285,000	(157,885)
5104	Salaries - Cr. PT Faculty - Spr	29,599	35,000	(5,401)
5105	Salaries - Cr. PT Faculty - SI	14,115	8,500	5,615
5107	Non Credit PT Faculty	129,564	115,000	14,564
6000	Contracted Services	9,244	30,870	(21,626)
6021	Capital Leases	7,135	0	7,135
6100	Instructional Supplies	46,314	45,200	1,114
6160	Microcomputer Supplies	0	6,000	(6,000)
				-
Direct Instructional Expenditures		376,646	534,070	(157,424)
Other Expenditures				
5002	PT Administrator	36,073	35,000	1,073
5301	FT Classified Staff	120,774	119,911	863
5302	PT Classified Staff	27,614	30,200	(2,586)
5303	PT Classified Staff On-Call	51,416	63,460	(12,044)
5304	Overtime	2,363	2,000	363
5812	PT Benefits	32,897	35,741	(2,844)
5800	Benefits	30,194	35,189	(4,996)
6000	Contracted Services	3,878	0	3,878
6025	Advertising	34,132	37,090	(2,958)
6028	Custodial Contract	40,573	40,600	(27)
6050	Off-Campus Rentals	635,405	691,291	(55,886)
6140	Custodial Supplies	0	0	-
6200	Telephone	20,341	12,000	8,341
6220	Postage	0	2,500	(2,500)
6310	Travel	0	2,000	(2,000)
6510	Electricity	41,039	40,000	1,039
7160	Equipment	649	10,000	(9,351)
Total Indirect Expenditures		1,077,347	1,156,982	(79,635)
Total Expenditures		1,453,993	1,691,052	(237,059)
*Operating Income (Loss)		(321,670)	(161,757)	(159,913)

*Revenues and expenses at LCC are shared 50/50 between HCC and PCC.
Hence, net profits or (net loss) are also shared in that same ratio.*

H-3 Personnel Summary for May – July 2004

Background: The following document contains personnel summaries.

Purpose: Disclosure to the board

Timeline: May – July 2004

Recommendation

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

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

May 1, 2004 – July 31, 2004

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

(These were approved in the FY 05 budget.)

Old Title	New Title	Department	Old Grade	New Grade	Range for Grade	Compensation ¹	Name	Effective Date
Educational Technology/Computer Technician	Educational Technology/Senior Computer Technician	Teaching & Learning Services	8	10	\$36,008 - \$57,612	\$40,734	Bohandy, Scott	07/01/04
Evening Cashier (18.75 hrs)	Lead Evening Cashier (18.75 hrs)	Finance	5	7	\$27,950 - \$44,720	\$16,139	Brown, Celeste	07/01/04
Assistant Director of Admissions (Allied Health)	Associate Director of Admissions (Allied Health)	Admissions & Advising	13	14	\$50,477 - \$80,763	\$58,952	Brown, Jane	07/01/04
Accounting Clerk/Cashier	Accounting Clerk/Cashier	Finance	5	6	\$25,686 - \$41,099	\$26,876	Clark, Regina	07/01/04
Testing Specialist	Testing Specialist	Test Center	9	10	\$36,008 - \$57,612	\$44,315	Coffey, Frederica	07/01/04
Development Information Specialist	Assistant Director of Development	Development	9	11	\$39,181 - \$62,689	\$42,345	Cullison, Margaret	07/01/04
Executive Assistant to the President	Executive Assistant to the President	President's Office	12	13	\$46,389 - \$74,222	\$55,638	Guzdar, Farida	07/01/04
Accounting Clerk/Cashier (18.75 hrs)	Accounting Clerk/Cashier (18.75 hrs)	Finance	5	6	\$25,686 - \$41,099	\$12,841	Hairfield, Wendi	07/01/04
Lifelong Learning Specialist (20 hrs)	Lifelong Learning Specialist (25 hrs)	Continuing Education & Workforce Development	10	11	\$39,181 - \$62,689	\$27,350	Insley, Florence	07/01/04
Producer/Director of Student Alumni Arts	Coordinator of Student-Alumni Arts & Production Office	Arts & Humanities	10	13	\$46,389 - \$74,222	\$48,876	Kramer, Susan	07/01/04
Purchasing Clerk	Purchasing Coordinator	Finance	5	7	\$27,950 - \$44,720	\$32,709	Kshirsagar, Jyotsna	07/01/04
Office Supervisor	Office Supervisor II	Admissions & Advising	9	10	\$36,008 - \$57,612	\$39,405	Lloyd, Donna	07/01/04
Nursing & Health Laboratory Manager (10 Month)	Nursing & Health Laboratory Manager (10 Month)	Health Sciences	12	13	\$46,389 - \$74,222	\$46,885	Nitz, Cheryl	07/01/04
Office Associate IV	Office Associate V	Arts & Humanities and Science & Technology Division	6	7	\$27,950 - \$44,720	\$34,725	O'Dell, Janet	07/01/04
Program Assistant (18.75 hrs)	Program Assistant (18.75 hrs)	Continuing Education & Workforce Development	6	7	\$27,950 - \$44,720	\$17,940	Pavlovsky, Connie	07/01/04
Director, Children's Learning Center	Director, Children's Learning Center	Children's Learning Center	13	15	\$54,924 - \$87,879	\$61,911	Pins, Kimberly	07/01/04
Assistant Manager, Nursing & Health Laboratories (10 Month)	Assistant Manager, Nursing & Health Laboratories (10 Month)	Health Sciences	10	11	\$39,181 - \$62,689	\$25,668	Quarles, Rita	07/01/04
Office Associate III	Counseling & Career Services Information Specialist	Academic Support, Counseling & Career Services	5	7	\$27,950 - \$44,720	\$33,159	Rosado, Irma	07/01/04
Programmer	Programmer/Analyst	Administrative Information Systems	9	11	\$39,181 - \$62,689	\$46,822	Sharma, Anjna	07/01/04
Transcript Evaluator (25 hrs)	Transcript Evaluation & Degree Audit Coordinator (25 hrs)	Admissions & Advising	9	11	\$39,181 - \$62,689	\$28,425	Small, Jane	07/01/04
Lab Technical Support Coordinator	Instructional Technologist	English/World Languages	10	12	\$42,633 - \$68,212	\$45,243	Stott, Roger	07/01/04

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

May 1, 2004 – July 31, 2004

Section I – Change in Status

Old Title	New Title	Department	Old Grade	New Grade	Range for Grade	Compensation ¹	Name	Effective Date
Continuing Education Operations Analyst	Continuing Education Operations Analyst	Continuing Education & Workforce Development	12	13	\$46,389 - \$74,222	\$55,499	Thomas, Judy	07/01/04
Office Associate II	Office Associate III	Human Resources	4	5	\$23,607 - \$37,771	\$25,388	Yates, Virginia	07/01/04
Accounting Clerk	Accounts Payable Clerk	Finance	5	6	\$25,686 - \$41,099		Vacant Position	07/01/04

SPECIAL ASSIGNMENTS

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

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
Business Training Contracts Specialist	Continuing Education & Workforce Development	Change from PT Temporary with Benefits to FT Temporary with Benefits	12	\$42,633 - \$68,212	\$52,148	Bouman, Sharon	07/01/04
Purchasing/Office Associate V	Plant Operations	Change from 28 hours per week to 22.5 hours per week	7	\$27,950 - \$44,720	\$18,922	Reno, Gail	07/01/04
Professor, Biology	Science & Technology	Phased Retirement	Professor	\$50,464 - \$78,779	\$30,016	Jost, Mary Alice	08/09/04
Professor, Business & Coordinator of International Education	Business & Computers	Phased Retirement	Professor	\$50,464 - \$78,779	\$35,444	Mihelcic, Rebecca	08/09/04

TRANSFERS

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
Interim Instructor, Biology	Science & Technology	New FT Temporary with Benefits position	Instructor	\$35,121 - \$50,926	\$43,149	Repka, Ann	08/09/04

SEPARATIONS

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
Interim Coordinator, Alumni/Special Events	Development	N/A	N/A	N/A	N/A	Glaser, Marie	05/28/04
Teacher I	Children's Learning Center	N/A	N/A	N/A	N/A	Kingsley, Kathryn	05/28/04
Continuing Education Assistant	Continuing Education & Workforce Development	N/A	N/A	N/A	N/A	Hanna, Virginia	06/04/04
Instructor, ESL	English/World Languages	N/A	N/A	N/A	N/A	Becker, C. Preston	06/11/04
Assistant Professor, Hospitality Management	Business & Computers	N/A	N/A	N/A	N/A	Cappiello, Michael	06/11/04
Associate Professor, Computer Systems	Business & Computers	N/A	N/A	N/A	N/A	Harley, M. Patricia*	06/11/04
Instructor, Teacher Education	Social Sciences	N/A	N/A	N/A	N/A	Olsen, Pamela	06/11/04
Associate Professor, Nursing	Health Sciences	N/A	N/A	N/A	N/A	Ostendorf, Wendy	06/15/04

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

May 1, 2004 – July 31, 2004

Section I – Change in Status

SEPARATIONS

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
Teacher II	Children's Learning Center	N/A	N/A	N/A	N/A	Colina, M. Alexandra	06/30/04
Office Supervisor	Arts & Humanities and Science & Technology Division	N/A	N/A	N/A	N/A	Dunn, Bonnie*	06/30/04
Coordinator of Security	Security	N/A	N/A	N/A	N/A	Morris, Warren	06/30/04
Workforce Development Case Manager	Continuing Education	N/A	N/A	N/A	N/A	Rather, Dawnia	06/30/04
Learning Assistance Center Math Specialist (29 hrs)	Academic Support, Counseling & Career Services	N/A	N/A	N/A	N/A	Shenk, Virginia*	06/30/04
Reference Assistant (18.75 hrs)	Teaching & Learning Services	N/A	N/A	N/A	N/A	West, Mary	06/30/04
Executive Assistant to the VPAA	Academic Affairs	N/A	N/A	N/A	N/A	Brunton, Bernice	07/02/04
Assistant Professor, Nursing	Health Sciences	N/A	N/A	N/A	N/A	Ebert, Karen	07/08/04
Senior Computer/Network Support Technician	Student Computer Support	N/A	N/A	N/A	N/A	Middleton, Jason	07/16/04
Assistant Director of Records & Registration	Records & Registration	N/A	N/A	N/A	N/A	Cosgrove, Patricia	07/30/04
Personal Counselor (20 hrs)	Academic Support, Counseling & Career Services	N/A	N/A	N/A	N/A	Daisley, Winifred	07/30/04
Office Associate V	Planning, Research & Organizational Development	N/A	N/A	N/A	N/A	Rupprecht, Laurel	07/30/04
Director, Student Life	Student Life	N/A	N/A	N/A	N/A	Saunders, Robin	07/30/04

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).

* Retiree

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

May 1, 2004 – July 31, 2004

Section II - Leaves

Sabbatical Leave

Name	Position	Beginning Date of Leave	Ending Date of Leave
English, M. Patricia	Professor, Cardiovascular Technology	07/01/04	12/31/04
Finley, Patrick	Associate Professor, Health & Life Fitness	01/31/04	6/30/04
Horvath, Steve	Associate Professor, English/Executive Associate to the Vice President of Academic Affairs	01/31/04	6/30/04
Vilardo, Philip	Associate Professor, Sociology	01/31/04	6/30/04
Wiley, Linda	Associate Professor, English	01/31/04	6/30/04

Leave Without Pay

Name	Position	Beginning Date of Leave	Ending Date of Leave
Colina, M. Alexandra	Teacher II	05/17/04	06/18/04
Dubose, Dorothy	Housekeeper	05/27/04	05/31/04
McDonald, Deborah ¹	Office Associate III	01/02/03	06/18/04
Parker, Purnell	Housekeeper	07/16/04	Undetermined
Schmidt, Malena	Office Supervisor	06/01/04	06/04/04

Military Leave

Name	Position	Beginning Date of Leave	Ending Date of Leave
Henry, Ronald	Housekeeping Supervisor	06/14/04	06/25/04

Professional Leave

Name	Position	Beginning Date of Leave	Ending Date of Leave
None			

¹ 7.5 hours a week leave without pay – extended from original end date of 06/23/03

H-4 Fiscal Year 2004 Strategic Plan Evaluation and Core Work Highlights

Background: Howard Community College's FY04 Strategic Plan involves the core work of all units and cross-functional teams as well as the strategic initiatives supported through the capital and operating budget requests and the pursuit of gifts and grants. The president and the vice presidents monitor the achievement of the core work and those strategic objectives that require the support of personnel in their respective areas.

It has been another successful year. The staff is pleased to display the highlights of each functional area's core work efforts and report that 31 strategic objectives were completed and six are in progress. One objective was not accomplished because funds were not available. There were a total of 38 objectives.

The administration presents the following report on the accomplishments of the college.

Purpose: Report on the progress of the institution.

Timeline: Annual

Recommendation

This is an information item that requires no board action.

FY2004 Core Work Highlights

Academic Affairs

- Created programs and/or implement strategies that provide incoming freshmen with an orientation to college and survival skills for their first year;
- Matched the institutional retention rate for non-minority students in Silas Craft Collegians 1, 2, and 3;
- Developed pathways that allow non-credit students to transition into credit programs;
- Developed a new simulation and game design AA degree articulated with University of Baltimore;
- Established articulation agreements with baccalaureate degree granting institution to offer programs at the Laurel College Center;
- Successfully completed the reaccreditation process for nursing and cardiovascular technology programs;
- Completed initial accreditation process for EMS/paramedic program;
- Responded to the program recommendations of the Commission on the Future;
- Developed a short- and long-range plan to address the shortage of nurses and the increased interest in admission to the nursing program;
- Developed additional study abroad program for students;
- Established regular meetings with directors and coordinators and develop chair/director/coordinator handbook;
- Developed division-level strategic multi-year plans for outcomes assessment;
- Implemented the remaining elements of Project Handshake;
- Implemented strategies to increase enrollment and retention in the nursing, cardiovascular and EMT programs by five percent;
- Made progress on initiative to improve the accuracy of the book ordering process to an error rate of five percent or less;
- Made progress on initiative to improve the IDEA survey return rate to 90 percent;
- Assessed the adequacy of the facilities currently provided by Howard County Fire and Rescue for the EMS program;
- Developed a process for verifying and updating the adjunct pay levels each year;
- Provided at least three professional development modules for adjuncts in an asynchronous distance learning format;
- Created a cardiovascular technology lab;
- Projected the costs for replacing the satellite dish at Hickory Ridge;
- Increased library budget for new books and digital media to address needs of new and existing programs;
- Assured that 100 percent of faculty who teach online participate in online professional development activities;
- Collaborated with HCPSS on curriculum design and assessment for college-prep mathematics courses;
- Negotiated articulation agreements that provide significant benefits for our students;
- Implemented the top two priority items from the Continuous Quality Improvement Network-American Productivity and Quality Center (CQIN-APQC) developmental education study.

Administration and Finance

- Developed and submitted FY05 capital and operating budgets;
- Developed plan to address state and county budget cuts received mid-year;
- Implemented FACTS (payment plan) interface with Colleague to increase efficiencies of monthly process. Served over 1,000 students per semester with this payment plan;
- Implemented major IRS changes to 1098T tax forms for students;
- Implemented e-commerce (on-line payments) for students;
- Implemented instant enrollment for continuing education and workforce development which included on-line payments for students;
- Developed procedures for gift certificates;
- Implemented new audit contract and worked with auditors on their first time through college procedures and controls;
- Revised procedures for card-key access and established new procedures for part-time faculty to obtain access cards, ID's and parking passes;
- Bid banking services with the county; finalization of this bid will continue through the summer;
- Helped write and participated in community college statewide credit card bid;
- Participated in countywide summit of operations; established the sub-committee for county purchasing;
- Implemented payroll laser checks;
- Revised bid templates and procedures;
- Improved customer service in all areas; human resources received the top QUEST rating in the college;
- Implemented the total compensation statement in the fall of 2003;
- Revised and improved retiree health benefits plan;
- Implemented new vendor for the employee assistance program;
- Conducted 189 professional development training sessions and developed five new on-line courses for staff;
- Developed specialized training for supervisors – especially the newly-appointed supervisors in housekeeping;
- Implemented Colleague tracking of employee professional development;
- Developed the first support group professional administrative day;
- Developed the human resources workforce snapshot which included statistics for community college degrees;
- Enhanced the EXCEL (leadership development) training program;
- Implemented new security contract and worked with new security firm (Allied) and new director to acclimate them to the HCC college environment;
- Prepared the college's federal crime statistics report;
- Developed and presented special safety training sessions;
- Developed Incident command structure as recommended by the TTX training session;
- Established web-based emergency operations training;
- Developed new on-line security report which will feed into our crime statistics report;
- Implemented college defibrillator program;

- Provided the Red Cross shelter training for college employees;
- Executed galley renovations;
- Re-floored galleria and galley replaced loading dock ;
- Renovated office of records and registration;
- Renovated student support services office;
- Renovated area to establish area for cardio lab;
- Established electrical substation maintenance program;
- Established Infrared scanning of campus electrical system;
- Re-constructed pond pedestrian bridge;
- Established Americans with Disabilities Act (ADA) end safety work order process;
- Enhancement of benchmarks for administration and finance area;
- Worked with consultant on market study for student housing;
- Secured SECU credit card machine and negotiated contract for annual rent;
- Served on Eastern Association of Community and University Business Officers (EACUBO) board of directors and as EACUBO two-year college chair holding monthly meetings and establishing goals. Sessions planned and speakers obtained for the EACUBO annual conference session in Philadelphia;
- Served on National Association of College and University Business Officers (NACUBO) community college advisory council and helped to plan annual meeting for July 2003 and the upcoming meeting for July 2004;
- Presented workshop at the MACC trustee session on construction managers at risk;
- Chaired United Way campaign;
- Served on the Howard County's spending affordability committee;
- Served on the Community Emergency Response Network (CERN) committee and represented the college on the shelter committee. Worked to get college the contract for training for CERN.

Information Technology

- Implemented instant web enrollment and payment options for continuing education offerings through HCC express. HCC is the first community college in Maryland to provide this type of web enrollment;
- Provided programming for the issuance of a continuing education transcript. Students can now obtain an official continuing education transcript.
- Completed a project that enables continuing education to generate brochures from Colleague;
- Worked with payroll and human resources to implement the new laser payroll check process and compensation report;
- Assisted human resources with providing professional development registration and transcript through HCC express. Developed a new student orientation report that allows student life to obtain statistical data for reporting purposes;
- Completed a document imaging project that allows the financial aid and registration offices to electronically store and link documents to student data in Colleague. This provides quicker access to documents and reduces paper storage;
- Worked with the registration office to provide electronic transcripts to transfer institutions which replaces processing and sending paper documents;

- Revised Colleague security process to ensure users have the appropriate access to the administrative database system;
- Began implementation of a new web-based events and class scheduling management solution that provides a single scheduling tool for the entire campus and a global view of all scheduled activities;
- Began deployment of a new campus intranet for employees use;
- Upgraded and configured Hickory Ridge second floor closets with Cisco 4000 high-density switches, increasing reliability to classrooms;
- Provided students with web-based e-mail accounts; enabling better internal communication to the student population;
- Added features such as logging capabilities into the open computer labs that made checking identification obsolete;
- Installed a fire suppression system in the network room to protect this area from fire and accidental release of water through the sprinkler system;
- Successfully repelled daily attacks on the network by viruses, worms, hackers, and crackers, which minimized disruption of campus technology services and maintained the integrity of the network and data;
- Completed upgrades to network security firewalls that allowed us to combine the management of both the edge and Administrative Information Systems firewalls;
- Completed the installation of a public wireless network in the Starbucks, multipurpose room, ILB 100 and Galley areas for student and staff;
- Completing the XP rollout to all staff; this includes technology and software upgrades as well as training;
- Rolled out Windows XP in all academic classrooms;
- Completed the specification, imaging and installation of 160 new computer workstations for the math labs in the Hickory Ridge building;
- Installed a new computer open lab in the athletic and fitness center for athletes;
- Completed a web project that allows faculty to view the technology resources and floor plans of all computer labs on campus;
- Designed and implemented student's web storage to allow efficient storage and retrieval of students' work and projects;
- Revised Web CT backup procedures to enable course backup for up to one year;
- Completed installation of L180 open lab computers;
- Improved call management software to enable technicians to receive call via email providing faster response time;
- Upgraded the library multimedia workstations for faster research;
- Established benchmarks and improvements for service response and procedures for classroom needs;
- Improved the prototype and computer imaging procedures for academic computer labs;
- Completed a campus audit and implementation of a common copier service contract for all offices;
- Upgraded the campus high-volume copiers to digital units, which enable network capabilities for print jobs and management;
- Developed procedures for data entry of calls into the help desk software management system;

- Established classroom call measures to improve response time to faculty calls for classroom services requirements;
- Provided open computer access in the college student lab to 46,283 (duplicated head count) student users;
- Provided assistance and resolution for 16,251 help desk calls from staff and students.

President's Area

- Hosted summer conference for the Community Colleges for International Development in Baltimore;
- Established paradigm database, a single source for all president's area contacts;
- Established web portal for board members to provide electronic access to documents such as board materials, press releases, and board calendar;
- Dedicated building to Senator James Clark, Jr. His papers were secured for the library archives and contact was renewed with many of HCC's original trustees and founders;
- Secured funding from Learn and Serve America to create an office of service learning at HCC;
- Secured funds for an event promoting volunteer leadership;
- Secured some funds to expand the nursing program at HCC. The search for additional funds continues;
- Secured 7 percent funding increase in the county budget;
- Secured capital funding from the state for all capital projects requested;
- Initiated business breakfast series on campus (conducted with the office of counseling and career services);
- Worked with press to promote coverage of HCC by Baltimore Sun and Washington Post. There were more articles on HCC than any other Maryland community college;
- Created and implemented "Get Ahead in Life" branding campaign for Laurel College Center;
- Created and implemented branding campaign and TV ad for all Maryland community colleges with slogan "Where you need us, when you need us;"
- Received \$4,691,367 in grants, an increase of 6 percent over FY03, (FY04 competitive grants = \$1,456,765 and noncompetitive grants = \$3,234,602);
- Raised \$720,370 in new dollars through April 2004 compared to \$615,314 through April 2003;
- Added 10 new distinguished alumni for a total of 49;
- Netted \$140,000 for scholarships from the Grand Prix;
- Netted \$26,000 for the Silas Craft Collegians from the Hunan Manor event;
- Secured \$45,000 in pledges from alumni for named opportunities in the new building;
- Raised \$1,738,343 in total gifts and pledges for capital campaign
- Secured gifts from 100 percent of the board of trustees, 90 percent of the foundation board of directors, and 39 percent of employees for the capital campaign in FY04;
- Completed 70 mandated reports to external stakeholders and 46 internal reports (YESS, QUEST, Miniprofile, 360 reviews);

- Revised the board of trustees' core ends to align with Baldrige;
- Provided assistance to vice presidents and core work units to improve performance measures and set benchmarks as HCC launched the new vital signs;
- Facilitated the application process for the state quality award (bronze award) and initiated work on the Baldrige application;
- Assisted in 46 learning outcomes assessment projects;
- Initiated college response for the new Middle States Association Accreditations requirement;
- Received/managed four National Science Foundation grants, wrote six new grant proposals.

Student Services

- Organized Brown vs. Board of Education activities/events;
- Developed first-time programs – Holocaust Museum, Blacks in Wax, Passover Seder, Mardi Gras Celebration, Spring Fling Luau;
- Hosted 3rd Annual Financial Aid Spotlight event;
- Developed new partnerships with Maryland Science Center and Associated Community Services;
- Took the lead in Student Advocacy Day, for the third year, involving over 20 students from the college and over 400 from all of the Maryland community colleges;
- Chaired the policy and coordinating committee at the Laurel College Center. As chair, coordinated the application for the Laurel College Center to be a regional higher education center. Combined enrollments from Prince George's Community College and HCC have resulted in increasing numbers at the center.
- Facilitated the effort to increase enrollment in FTEs for every semester, except Summer 3 (decrease of 1 FTE). Fall FTE enrollments have increased by 20.9 percent since fall, 2000.
- Attained approval by the Horizon Foundation for the wellness center proposal for \$30,000 in 2002 and submitted the final plan in February, 2004. Submitted a second grant application for the implementation of the wellness center. This application was accepted (only 21 of 70 were accepted by the Horizon Foundation) and later funded at \$100,000 for a two-year period.
- Worked with a team of faculty and staff throughout the academic year to create a multicultural plan in response to the Commission on the Future's recommendations;
- Oversaw the college's capital campaign starting in the spring of 2004;
- Served on the college's Baldrige team and served on a Middle States evaluation team for Hudson Valley Community College in Troy, New York;
- Led the effort to have an HCC community book project. Faculty and staff have embraced this project and taken an interdisciplinary approach to incorporating portions of the book into their instruction starting the fall of 2004. Numerous cultural activities will be promoted throughout the year, with a kick-off at the May convocation. Team has designed outcomes assessments to measure the impact of the project.
- Worked with the Maryland community colleges to establish statewide measures in student services. We are the only state community colleges in the U.S. to be working on a project focused on student services outcomes assessments.

- Started on the design phase of the new student services building;
- Took the lead on having a market analysis conducted for student housing at the college;
- Computerized a number of routine manual functions throughout student services. This included putting forms on the web for easy access for faculty and staff. Staff promoted use of the web and saw results. For example, online textbook sales increased by 56 percent for the spring term.
- Enhanced the galley serving area by improving display of hot entrees, added a dessert/dairy/beverage case, and soup and salad bar;
- Created new ways of connecting to the community, including a middle school web site, HCC's Kid Connection, for which HCC has a corporate sponsor. Staff also developed a children's branch of the HCC library at the Children's Learning Center.
- Reached out to non-traditional students with an evening transfer fair. Also, worked with traditional-aged students on the Firefighter/Paramedic high school for Howard County.
- Moved offices from paper to optical scanning. Two offices (records and registration and financial aid services) are now scanning student records.
- Worked on new ways to generate revenues and FTEs. This includes Project Access FTEs for the summer program, camps and leagues in athletics, additional testing in the test center and increased rates for the Children's Learning Center.
- Expanded the use of the campus information system (monitors) by 50 percent among faculty, staff and students for promotion of HCC events and services;
- Documented success rates for courses in which the First-Year Experience (FYE) was infused into the teaching of writing and reading. Success rates for writing were 82 percent vs. 78 percent and for reading 61 percent vs. 48 percent when compared to courses not using FYE activities. Retention rates were 61 percent vs. 48 percent.
- Increased success rates for men's basketball (GPA increased from 1.72 to 2.08 for men entering the spring term). Athletic teams had unprecedented success rates in their respective sports, including men's and women's soccer, women's basketball, and men's cross country.

FY2004 Strategic Objective Accomplishments

I. 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.

Goal	Area	Objective	Results
A. Improve student academic performance through targeted retention efforts and student success systems.	VPAA VPSS	1. Work with First-Year Initiative team to develop an assessment plan to measure the impact of this program on student academic performance during and beyond the first year experience.	Accomplished.
	VPAA VPSS	2. Select and develop strategies and programs to meet the needs of our least well-prepared students, e.g., third time repeaters of developmental education courses and athletes.	Accomplished.
	VPSS	3. Develop two personal counseling internships for graduate students and expand services to students.	Accomplished.
B. Develop technological solutions designed to improve student learning.	VPAA VPIT VPSS	1. Continue implementation process for degree audit.	In progress. (Completed review of existing degree programs and updated course files in Colleague system.)
	VPIT	2. As listed in the strategic plan for technology, complete the objectives identified in theme one to support instruction in the classroom. a. Ensure that classroom support is consistently and efficiently available in the form of computer support, A-V support, and multi-media design support. b. Create a plan for the collaborative efficient and accurate preparation of classroom/labs to meet the specific needs and use for students each semester.	Accomplished. Accomplished.

II. Access

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

Goal	Area	Objective	Results
A. Build an endowment to provide scholarships for students.	VPAA	1. Apply for another two-four years of the NSF-CSEMS scholarship grant (\$85,000 per year).	Accomplished. (Original grant extended since funds not exhausted.)
	President	2. Increase level of funding for endowment by 15 percent.	Accomplished.
B. Attract and retain a rich diversity of faculty, staff and students.	President VPAF	1. Increase diversity of HCC faculty to attain a minority ratio of 23 percent by FY05.	In progress. (Full-time faculty now at 19 percent, part-time at 24 percent.)
	President VPAF	2. Explore rewards for staff exemplary performance (team participation, QUEST/YESS ratings/improvements), make recommendations and implement two from that list.	Accomplished.
C. Increase market share of credit and non-credit students.	President	1. Analyze recent trends in higher education options available to Howard County residents, discerning what institutions are targeting Howard County, what their impact may be on HCC, and make recommendations on how HCC should enhance its market share.	Accomplished.

III. Economic and Workforce Development

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

Goal	Area	Objective	Results
A. Through partnerships with local businesses, integrate work experience into academic programs.	VPAA	1. Develop and pilot new initiatives to increase student participation in internships and service learning by 15 percent.	Accomplished.
	VPSS	2. Examine the feasibility of establishing a Student Wellness Center and make a recommendation.	Accomplished.
B. Collaborate between credit and non-credit units to offer seamless solutions to workforce needs.	VPAA	1. Develop mechanisms to facilitate the movement of students from non-credit programs into related credit programs.	Accomplished.
C. Offer new academic programs (credit and non-credit) as needs emerge.	VPAA	1. Develop new programs in entrepreneurship, journalism, fraud examination and professional coaching.	Accomplished.

IV. Partnerships

HCC will seek to nurture vibrant community, business, and educational partnerships. It will participate with its many community partners to ensure that it contribute 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.

Goal	Area	Objective	Results
A. Open pathways for student learning in global affairs, universities, high schools, government, and business.	VPAA VPSS	1. Plan a 2(HS) +2 (HCC) +2 (Transfer college) with Dickinson (ELI and credit) and Korean or Japanese high schools.	Plan accomplished. (Implementation on hold.)
	VPSS	2. Expand Rouse-Dickinson travel model with one other college.	Accomplished.
	VPAA	3. Establish student exchanges with partner institutions in Denmark.	Accomplished.
B. Develop partnerships with upper division institutions based on student and employer needs of the region.	VPAA VPSS	1. Expand articulation agreements with one upper division institution.	Accomplished.

V. Organizational Excellence

HCC will be an agile, purposeful organization that nurtures innovation and inquiry, and evaluate 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 faculty and staff, including full-time and part-time students, faculty and staff.

Goal	Area	Objective	Results
A. Improve safety and security of the human and physical resources of the college.	VPAF	1. Develop strategies to improve overall campus safety, e.g., shelter-in-place plan, training to use new defibrillators.	Accomplished.
B. Achieve a technologically advanced academic and administrative environment as delineated in the Information Technology Plan.	VPAF VPIT	1. Implement 2 recommendations from the Project Handshake for the Finance Office. Initiate process improvement projects defined in the FY 03's second phase of Project Handshake with the finance office.	Accomplished.
	VPAF	2. Implement on-line purchasing college wide.	Accomplished.
	VPAF	3. Investigate other on-line budget development options.	Accomplished. (Decided to stay with current system.)
	VPIT VPSS	4. Evaluate the development of a single student portal for access to web services.	Accomplished.
C. Continuously improve academic and administrative processes.	President	1. Prepare the HCC Application for the Malcolm Baldrige Educational Excellence Award.	In progress. (Eighteen month project.)
	President	2. Implement any time sensitive opportunities for improvement from the Commission on the Future work or mini-Baldrige feedback reports. Pursue Entrepreneurial and Multicultural recommendations: (1) develop action plans and (2) research resource opportunities.	Accomplished.
	VPs	3. Improve 2 administrative processes in each functional area to enhance services to internal and/or external customers.	Accomplished.
	VPAF Pres.	4. Expand and improve the professional development program; ensure 100 percent of FY03 faculty and staff have met Phase 1 and 25 percent Phase 2 of the core competencies.	Accomplished.

VI. 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.

	Goal	Area	Objective	Results
A.	Increase the number of full-time faculty and staff.	VPAA VPAF	1. Hire five additional full-time faculty to help move the college toward the 50/50 FT/PT teaching ratio.	Accomplished.
		VPAF	2. Define a plan for additional staff based on a 1000 student enrollment increase over five years.	In progress. (A two year project; Phase 1 completed.)
B.	Provide the physical infrastructure as outlined in the master facilities plan.	VPSS	1. If funding becomes available, conduct a feasibility study for student housing.	Accomplished.
		VPAA VPAF	2. Complete the renovations to the vacated areas following the move to the new Instructional Laboratory Building.	Accomplished.
		VPAF VPSS	3. Complete Phase 3 of the athletic fields enhancements that includes continued field development and installation of a track, with high jump, long jump, and shot put areas.	In progress. (Completion delayed due to wet weather.)
		VPAF	4. Begin the design and construction of the exterior lighting replacement project.	In progress. (Design completed, contractor hired, construction in FY05.)
		VPAA VPAF	5. Begin the construction of the Arts & Humanities Instructional Building.	Not accomplished. (Construction to begin in FY05.)
		VPAF VPSS	6. Begin the design for the new Student Services Building.	Accomplished.
		VPAA VPAF	7. Complete the following facilities program and educational specifications to be submitted to the state in preparation for the next capital budget: · Library Building · Campus Parking	Accomplished.* (*Funds not allocated for parking project.)
C.	Plan for expanded offerings at the Laurel College Center.	President	1. Explore funding and partnership possibilities for a regional higher education center.	Accomplished.

H-5 Revised Fiscal Year 2005 Integrated Strategic Plan and Budget

Background: The board approved Howard Community College's FY05 Integrated Strategic Plan and Budget proposal during its January 28, 2004, meeting. Intermediate cuts, prompted by mid-cycle state cuts, were displayed in January (and are indicated in yellow on this document). This spring, since the county was unable to approve the college's total budget request and the state has not restored the Cade formula, the administration has modified/deleted objectives to adjust to this budget reality. This summer, a new partnership opportunity presented itself which needed to be explored. Edits (if any) are displayed on the document in blue.

Purpose: To inform the board of trustees of the current FY05 strategic plan.

Timeline: FY05 (If there are more adjustments, the administration will present further reports.)

Recommendation

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

FY 2005 Adjusted Strategic Plan and Budget

I. 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.

Goal	Area	Objective	Original New Funds:		Comment	Other
			Unrestricted Budget	Jan-04 Request		
A. Improve student academic performance through targeted retention efforts and student success systems.	VPSS	1. Write a competitive four-year grant application for the Student Support Services program to ensure continued retention services to this targeted population.	\$0	\$0	Note #1, dependent on grant funds	
	VPAA VPSS VPIT	2. Design and implement a longitudinal retention study of one cohort : Freshman Focus participants.	\$0	\$0	Note #1, dependent on Safari-OLAP	
	VPAA VPSS	3. Increase participation in the First-Year Initiative to extend the impact across the curriculum.	\$8,000	\$0	Note #1	
	VPAA VPIT VPSS	4. Implement Phase I of the Case Management System, based on recommendations from developmental education team, defined by researching best practice institutions.	\$25,000	\$0	Note #1 some custom programming needed	
B. Develop technological solutions designed to improve student learning.	VPIT	1. As listed in the strategic plan for technology: a. Develop technology strategy for student access to data storage for their projects, portfolios, labs, and studies. b. Research the needs and means to provide a single authentication process for students to access campus services.	\$85,000	\$0		
			\$45,276	\$0		

Note #1: Existing resources will be used.

B. Continued	VPIT VPSS	2. Find portable technology solutions to be able to send the accessible computer with adaptive technology and/or specialized software as recommended by the DSS staff based on student needs.	\$1,200	\$0	VPIT-Sent to corework	
	VPAA VPSS	3. Explore the feasibility of creating a process to service students interested in nursing to more efficiently manage admissions, advising, and degree audit processes.	\$0	\$0	Note #1	
C. Work to continually challenge our students towards academic excellence.	VPAA	1. Based on local best practice examples, devise and pilot a plan to foster and document students' acceptance of responsibility for their own learning.	\$0	\$0	Note #1	
	VPAA VPSS	2. Develop a retention program specifically for students who are on probation to decrease the number of students moving onward to academic dismissal.	\$37,315	\$0	Will not do.	
D. Develop a strategic plan that defines, coordinates, and supports a comprehensive international program which contributes to international /intercultural education for all college constituencies.	VPAA VPSS	1. Develop an international recruitment plan for credit programs based on recommendations from the multicultural plan and the enrollment management team.	\$0	\$0	Note #1	
TOTAL			\$201,791	\$0		\$0

Note #1: Existing resources will be used.

II. 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.

Goal	Area	Objective	Original New Funds:		Comment	Other
			Unrestricted Budget	Jan-04 Request		
A. Build an endowment to provide scholarships for students.	President	1. Increase total level of funding for endowments by 15% over last year.	\$0	\$0	Educational Foundation	\$9,500
B. Attract and retain a rich diversity of students that is reflective of the community we serve.	President VPAA VPSS	1. Investigate the feasibility of a multicultural center along with an updated diversity plan.	\$0	\$0	Note #1	
	President VPAA VPSS	2. Increase enrollment in the nursing program by offering accelerated and mid-year entrance options and by seeking additional financial support.	\$0	\$0	Note #1 and dependent on grant funding	
C. Attract and retain a rich diversity of highly qualified faculty and staff.	VPAA VPAF	1. Increase diversity of HCC faculty to attain a minority ratio of 23% (MHEC benchmark by FY05)	\$10,000	\$0	Fair fee, travel, advertisement	
Total			\$10,000	\$0		\$9,500

Note #1: Existing resources will be used.

III. Economic and Workforce Development

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

Goal	Area	Objective	Original		Comment	Other
			New Funds: Unrestricted Budget	Jan-04 Request		
A. Integrate work experience into academic programs through partnerships with local businesses and government.	President	1. Implement the alumni and friends database for the purpose of identifying alumni and interested community members who would be willing to be business mentors, career series speakers, provide HCC students with job leads, and those who would sponsor a co-op/internship placement.	\$0	\$0	Note #1	
	President VPAA VPSS	2. Enhance initiatives to increase student participation in internships and service learning by 15%.	\$0	\$0	Endowment /Grant funded	
	President	3. Develop industry partnerships in high-tech programs.	\$0	\$0	Note #1	
B. Offer seamless solutions to workforce needs via collaboration between credit and non-credit units.	VPAA	1. Enhance Project RENEW to facilitate the movement of students from non-credit programs into related credit programs.	\$0	\$0	Grant funded	
C. Offer new academic programs (credit and non-credit) as needs emerge.	VPAA	1. Create and implement new academic programs: Simulation and Game Design, Entrepreneurship, Journalism, Fraud Examiner, Professional Coaching, and Conflict Resolution.	\$0	\$0	Note #1	

Note #1: Existing resources will be used.

D. Provide entrepreneurship skills across the curricula. (<i>Commission on the Future</i>)	VPAA VPIT	1. Seek external funding to: launch a shared website with HCEDA, create and offer a credit general education course with credit and non-credit modules, and create a space (L-sites) for product development, testing.	\$0	\$0	Dependent on external funding	\$125,000
Total			\$0	\$0		\$125,000

Note #1: Existing resources will be used.

IV. 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.

Goal	Area	Objective	Original		Comment	Other
			New Funds: Unrestricted Budget	Jan-04 Request		
A. Cultivate pathways through HCC for student learning in high schools, other community colleges, and four-year institutions, at home and abroad. <i>(Commission on the Future)</i>	President	1. See Learning Community, Goal D, Objective 1 and Partnerships, Goal B, Objective 3. <i>Investigate the viability of providing educational management services at the Belmont Inn and Conference Center.</i>	-	-	Dependent on donor funding	
B. Expand partnerships at the Laurel College Center to meet critical workforce needs. <i>(Commission on the Future)</i>	President	1. Work to secure dedicated federal and/or state funds to support the Laurel College Center.	\$0	\$0	Dependent on State and Federal funding	\$600,000
	VPSS	2. Expand recruitment activities for the Laurel College Center in partnership with PGCC. Expand advising coverage as necessary.	\$0	\$0	Note #1	
	VPAA VPSS	3. Pursue partnerships at LCC with Towson University, University of Phoenix, UMUC and Bowie University to offer programs in teacher education, allied health, criminal justice and applied information technology.	\$0	\$0	Note #1	
Total			\$0	\$0		\$600,000

Note #1: Existing resources will be used.

V. Organizational Excellence

HCC will be an agile, purposeful organization that nurtures innovation and inquiry, and evaluate 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 faculty and staff, including full-time and part-time students, faculty and staff.

Goal	Area	Objective	Original		Comment	Other
			New Funds:			
			Unrestricted Budget	Jan-04 Request	Spring Summer - 04 Adjustments	
A. Improve safety and security of the human and physical resources of the college.	VPAF	1. Implement a long-term campus-wide camera, re-keying and card reader plan.	\$0	\$0	Will not do	Capital Budget \$225,000
	VPAF	2. Enhance fire alarm system so that all buildings are tied into one central system.	\$0	\$0		Capital Budget-crossed off in Jan. \$142,500
	VPAF	3. Develop strategies to improve overall campus safety.			Added: Will work with cross-functional team	Note #1
B. Maintain a technologically advanced academic and administrative environment as delineated in the Information Technology Plan.	VPAF VPIT VPSS	1. Expand the deployment of document imaging technology to one office on campus.	\$17,000	\$0		Depends on IPT funds \$51,000
	VPIT	2. Develop baseline technology skills matrix for students and employees.	\$0	\$0	Project Reduced	Note #1
	VPAF VPIT	3. Complete a network infrastructure assessment of the campus cable plant and technology for multiple phase implementations of improvements.	\$0	\$0	Will not do	Capital Budget \$225,000
C. Continuously improve academic and administrative processes.	VPAF VPIT	1. Develop a plan for on-line time reporting to replace timesheets.	\$0	\$0		Note #1
	VPs	2. Improve two cross functional area administrative processes as identified by the president's team.	\$0	\$0		Note #1

Note #1: Existing resources will be used.

C. Continued.	President VPAF	3. Expand and improve the core competency program to ensure that FY03 budgeted employees have progressed through Phase 3.2 and 50% thru Phase 3.	\$2,500	\$0	Project Reduced		
	VPAF	4. Complete building assessment survey to include all building systems: architectural, structural, mechanical, electrical plus site infrastructure and site development.	\$0	\$0		Capital Budget	\$70,600
	VPAF	5. Develop an infrared testing program for the electrical distribution panels.	\$0	\$0		Capital Budget	\$80,000 \$60,000
	President	6. Determine county wide stakeholder satisfaction with HCC through the use of an external survey agency. (five year cycle).	\$25,000	\$0	Will not do	No Funds	
	VPAA VPIT VPSS	7. Continue the ongoing implementation of Colleague's Degree Audit module and develop maintenance processes for programs already implemented as well as new courses, prerequisites, etc. <ul style="list-style-type: none"> • Complete transfer program files • Investigate e-advicing 	\$0	\$0		Note #1	
	President	8. Brand and market high profile events targeted to external audiences.	\$6,000	\$0			

Note #1: Existing resources will be used.

D. Achieve recognition for excellence at state and national levels.	President	1. Submit an application for the Baldrige Award.	\$35,000	\$1,500	\$1,500	Keep	
E. Reward and support faculty and staff who are committed to excellence.	VPAF	1. Implement two of the recommendations developed in FY04 for exemplary staff performance.	\$0	\$0		Note #1	
	President	2. Feature faculty and staff who have demonstrated innovation and excellence in a series of thematic activities.	\$15,000	\$2,000	\$2,000	Keep	
Total			\$100,500 \$75,500	\$3,500	\$3,500		\$713,100 \$181,600

Note #1: Existing resources will be used.

VI. 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.

Goal	Area	Objective	Original			Comment	Other
			New Funds:	Jan-04	Spring Summer - 04 Adjustments		
			Unrestricted Budget	Request			
A. Increase the number of full-time faculty and staff.	VPAA	1. Hire eight six one additional full-time faculty to help move the college toward the 50/50 FT/PT teaching ratio.	\$405,898	\$324,707	\$0	Using 2 - 50% savings from phased retirement	
	VPAF	2. Define a non-academic staffing plan based on 1000 student enrollment increase over five years (this is a two-year objective started in FY04).	\$0	\$0		Note #1	
	President	3. Work to increase the amount of state aid awarded to HCC through the Cade formula from 22% to 25% by FY06.	\$0	\$0		Note #1	
B. Provide the physical infrastructure as outlined in the master facilities plan.	VPAA VPAF	1. Continue the furnishing and equipping of the arts and humanities building with opening anticipated in FY06.	\$0	\$0	Project Down-sized	Capital Budget	\$2,780,000 \$2,117,000
	VPAF VPSS	2. Complete the design of the student services building.	\$0	\$0	Project Reduced	Capital Budget	\$418,000 \$134,000
	VPAF	3. Begin the design of the renovations to the A Building instructional space and the Smith theatre.	\$0	\$0	Will not do	Capital Budget	\$760,000
	VPAF VPSS	4. Complete phase IV of the athletic fields' enhancements, which includes a baseball field, softball field, dugouts, and the installation of a new nature trail with field building.	\$0	\$0		Capital Budget	\$800,000
	VPAF	5. Update the HVAC system in the Nursing building. * These funds may be transferred to cover the shortage in the Arts and Humanities building budget.	\$0	\$0		Capital Budget.	\$418,900*

Note #1: Existing resources will be used.

	VPAF	6. Complete the systemic renovations to the campus including library deck, pedestrian bridge, restroom upgrades , carpet replacements, and ADA upgrades. campus signage, and interior improvements.	\$0	\$0	Project Reduced	Capital Budget	\$1,504,000 \$440,000
	VPAF	7. Design and begin construction of a parking deck. Review and discuss w/county option for a parking deck.	\$0	\$0	Project Redefined	Capital Budget	\$7,250,000
	President	8. Work to secure HCC's capital request from the state and county government.	\$0	\$0		Note #1	
C. Seek new private sources of funding for building, scholarships, capital projects, and college programs.	President VPSS	1. Increase scholarships by 15%.	\$0	\$0		Educ. Found.	
	President VPSS	2. Raise 3 million for Arts & Humanities	\$0	\$0		Note #1	
	VPSS	3. Establish HCC's Wellness Center.	\$0	\$0		Depends on private funding.	\$64,500
D. Increase HCC's credit enrollment	All	1. Increase enrollment by 4.5%.	\$0	\$0		Note #1	
E. Increase enrollment in continuing education/business training.	VPAA	1. Consistent with the HCC Con Ed sales plan, meet with Howard County business leaders with authority over training and sell HCC customized and non-credit training programs with a five percent annual enrollment increase.	\$0	\$0		Note #1	
Total			\$405,898	\$324,707	\$0		\$13,995,400 0 \$3,974,400

Note #1: Existing resources will be used.