



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

September 15, 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
September 15, 2004
Instructional Laboratory Building
Room: ILB 100**

PART I. WORK SESSION AND DINNER 4:00 PM

- A. Introduction of New Employees**
- B. Introduction of Constituency Group Leaders**
- C. Informational Tour: Nursing & Allied Health**

PART II. REGULAR MEETING – Immediately following the Work Session

- A. Approval of September 15, 2004, Agenda**
- B. Approval of:**
 - 1. August 25, 2004, Work Session Minutes
 - 2. August 25, 2004, Regular Session Minutes
- C. President's Report**
- D. Board Member Comments**
- E. Consent Items**
 - 1. Proposed New Hires
- F. Discussion Items**
 - 1. Issue Bin
 - 2. Board Calendar
 - 3. Proposed FY06 Capital Budget
 - 4. Relocation of Irrigation System and Grading at Field #1
 - 5. Change Order #2 – Arts and Humanities Building
- G. Information Items**
 - 1. Agreements Signed by the Board Chair Disclosure
 - 2. Financial Statements
 - 3. Personnel Summaries
 - 4. Report on Board End: Strategic Planning

1-A Introduction of New Employees

For the trustees' information, newly hired employees approved by the board at its August 25, 2004, meeting will be introduced to the trustees by Dr. Duncan and members of the president's team.

I-B Introduction of Constituency Group Leaders

Constituency groups at Howard Community College are represented by the following organizations:

- College Council

President

Sung Lee, director, student computer support

Vice President

Stephanie Lemghari, office associate IV, business and computers/English and world languages

- Faculty Forum

President

Peggy Walton, professor, English/world languages

Vice President

Mike Heffren, associate professor, social sciences

- Student Government Association

President

Alex Nowadazkij, student

Vice President

Moaz Bulbul, student

- Administrators Group

Chair

Michael Heinmuller, director, user and network services

Vice Chair

Missy Matthey, director, development

- Professional/Technical Group

Constituent Group Representatives

Kim McNair, director, welcome and information center and executive associate to the vice president of student services

Nanette Douglas, executive assistant to the vice president of administration and finance

Karlyn Young, assistant director, human resources

- Support Group

Chair

Arnette Haywood, lifelong learning assistant, continuing education

Acting Vice Chair

Donna Kelly, lead materials handling clerk

The leadership of these groups attends meetings of the board of trustees. At the September 15, 2004, board of trustees' work session, the 2004 – 2005 leaders of these constituency groups will be introduced to the trustees.

I-C Informational Tour: Nursing and Allied Health

Department: Health Sciences Division
Nursing, Allied Health, Health, Exercise Science, Human Services

Nursing Program consists of:

Associate Degree: registered nurse

- day and evening/weekend program
- accelerated program
- projected mid-year program

Certificate of Proficiency: licensed practical nurse

- day and evening/weekend program

Staff includes nursing faculty and campus laboratory staff
(faculty information for fall 2004 included)

Profile of students served (student data for fall 2003 included)

A total of 905 students in the college have declared nursing as a major as of spring 2004. Currently, 230 students are enrolled in clinical nursing courses.

Available resources consist of:

Campus skills laboratories (N208, N232, N224)

Computer study laboratory (N228)

Clinical facilities for acute and long-term care and community sites

Core Work Mission:

The mission of the health sciences division is to provide curricula based on community and students' needs. Programs and coursework will develop the students' knowledge, attitudes, and skills required to promote, restore, and maintain optimal health for individuals, families, and communities. Programs and coursework will provide a foundation for initial job entry, continued professional development, and transfer to more advanced degree programs.

Nursing education program outcomes are focused on success in courses, programs, and licensure. Additional benchmarks include critical thinking and program satisfaction.

Benchmarks/Results:

Bold = Benchmark / Red = Results

1. **75 percent success rate** (C or better) in course (charts included)
2. Program completion rates for 2000-2003 have remained stable and are below the benchmark. Nursing faculty outcome assessment projects and the curriculum revision are directed toward increasing course retention and program completion rates.
3. **NCLEX-RN 93 percent** and **NCLEX-PN 89 percent** first time pass rate (charts included)
4. Statistically significant increase in critical thinking skills:
Registered nurse (RN) Cohort I: mean gain score **2.06** with the largest gains demonstrated in the analysis and deduction sub scores, HCC **.42** above norm referenced mean. Practical nurse (PN) Cohort I: no significant change or gain. **Benchmark – national norm.**
RN Cohort II: mean gain score 2.90 with largest gains demonstrated in the inference and induction sub scores, HCC at **norm referenced mean.**
Exam utilized found to lack sufficient sensitivity to measures critical thinking skills related to development of clinical judgment. National League for Nursing Critical Thinking for Nursing Practice-RN to be administered spring 2005.
5. More than **75 percent** of student survey responders agree that their critical thinking skills were developed during the program. Percent agreement: 2003 PN **88 percent**, 2004 RN **96 percent**
6. More than **85 percent** of employer survey respondents agree that HCC graduates are prepared for practice:
1998-2003 PN: **>90 percent** of employers surveyed indicate competence one year post-graduation
1998-2003 RN: **>90 percent** of employers surveyed indicate satisfaction with the nurse one year post-graduation
7. More than **75 percent** of graduating student survey responders indicated satisfaction with their level of learning and preparation for a career in nursing. Percent agreement: 2003 PN **80 percent**, 2004 **92 percent**

Special Recognitions:

Dr. Sharon Pierce, director of nursing, was appointed by Governor Ehrlich to a four-year term as the practical nurse representative to the Maryland Board of Nursing.

The Howard Community College nursing program has achieved a very high level of first-time pass rates on the national licensure examinations for RN and LPN and has been consistently above the state and national average for the past few years. For the 2003 academic year, the practical nurse graduates achieved a 100 percent first-time pass rate for the LPN examination and the associate degree nursing graduates

achieved a 92 percent pass rate on the RN licensure examination. For academic year 2004, the results are currently 91 percent for the associate degree graduates.

The associate degree nursing program recently celebrated 30 years of graduates entering the nursing profession and the practical nurse program completed its 10th year of preparing licensed practical nurses.

The department was the HCC Innovation Fair winner in 2004 for Integrating SimMan into nursing and allied health programs.

Grants directed towards initiatives to increase enrollment in the nursing program have been received from several health care agencies and business enterprises during the past year including American Healthways, Howard County General Hospital, MedStar and Apple Ford.

The nursing program received funds through the Maryland Higher Education Commission for a grant under the Health Personnel Shortage Incentive Grant Program. Each year, the amount received from this grant fluctuates based on the number of graduates from the program. This year, the amount received was over \$8,300.

RENEW Grant Project: Funded continuously since 2001 by a partnership between Housing and Urban Development (HUD) and the Howard County Community Development Block Grant Program, RENEW is a scholarship program that provides low and moderate income individuals with a health care career ladder. Students have the opportunity to advance from a non-health care or basic health care level to entry level of licensed practical nurse or registered nurse. The RENEW project received a regional Award of Merit and a national Award of Excellence from the National Association of Housing and Community Redevelopment. A description of the project was published in the July *Innovation Express*, an online newsletter for the League for Innovations for Community Colleges organization.

Accreditations:

Both the RN and LPN programs have been accredited by:
The National League for Nursing Accreditation Commission and approved by the Maryland Board of Nursing

Future Plans and Goals:

In response to the nursing shortage, HCC, in partnership with Howard County General Hospital (HCGH), St. Agnes Healthcare, and Maryland General Hospital, has developed and implemented an exciting initiative designed to increase nursing student enrollment. In addition to the traditional fall class of 126 students, 16 students have been admitted to a 12-month accelerated associate degree nursing (ADN) option. Admission to the accelerated program option is competitive.

Successful applicants have completed all pre-requisite and support courses with a 3.0 grade point average (GPA) or higher. These students also have a GPA of 3.25 or higher in the four required science courses. In addition, there are plans to expand traditional admissions by admitting twice a year beginning spring 2006.

Due to changes in the health care arena and changing student demographics, the nursing faculty identified a need to revise the current curriculum. This decision was supported by student dissatisfaction with the audiotape theory presentation format, difficulty in securing adequate specialty clinical experiences, and faculty curriculum assessment projects. The revision was also designed to aid in the achievement of a program retention benchmark of 70 percent and a course retention benchmark of 75 percent.

For both the revised curriculum and the accelerated option, the number of total credits, general education credits, theoretical framework, program outcomes, and overall content remain the same as the current program of study. Admission requirements for the traditional ADN and PN programs remain the same. The revised curriculum, accelerated program of study, and mid-year admission options have been approved by the Maryland Board of Nursing (MBON). In addition, they have also been approved by the HCC Curriculum and Instruction Committee (CIC), consistent with HCC institutional governance.

As a result of the curriculum revision, faculty-to-student direct contact for theory presentation will be increased. Faculty will be able to engage in more active, experiential instructional modalities and strategies designed to enhance critical thinking. There is increased time for presentation of foundational content and clinical experiences will occur in contiguity with theory presentation. The seven-week course format combined with mid-year admissions, will support retention and promote program completion.

Technology and simulated activities continue to be expanded in the nursing program. All courses are managed through the WebCT platform and critical thinking study questions are available online to enhance student learning. The transition course for LPN's to enter the RN associate degree program has recently been developed and delivered online. A high tech mannequin, SimMan was purchased last year for skills training and evaluation with simulations to enhance critical thinking and competence.

The educational effectiveness of the revised curriculum and the new program options will be evaluated utilizing the same methodologies employed in the current traditional option.

1. Student academic achievement
 - a. Graduation rates;
 - b. NCLEX pass rates for first time candidates;

- c. Learning progress after the first year of course work as measured by a norm referenced exam; and
- d. Learning progress in the program completion courses as measured by the RN Diagnostic Readiness Test, and the Sandra Smith NCLEX-PN Assessment Test.

2. Student program satisfaction rate

- a. Student retention rate after each semester and for the full program of study;
- b. Job placement rates; and
- c. Student follow-up surveys to evaluate learning experiences.

In conclusion, the HCC Nursing Education Program is instituting changes in:

1. A revised curriculum;
2. Enhancement of technology and simulation;
3. An accelerated ADN program option; and
4. Mid-year admissions.

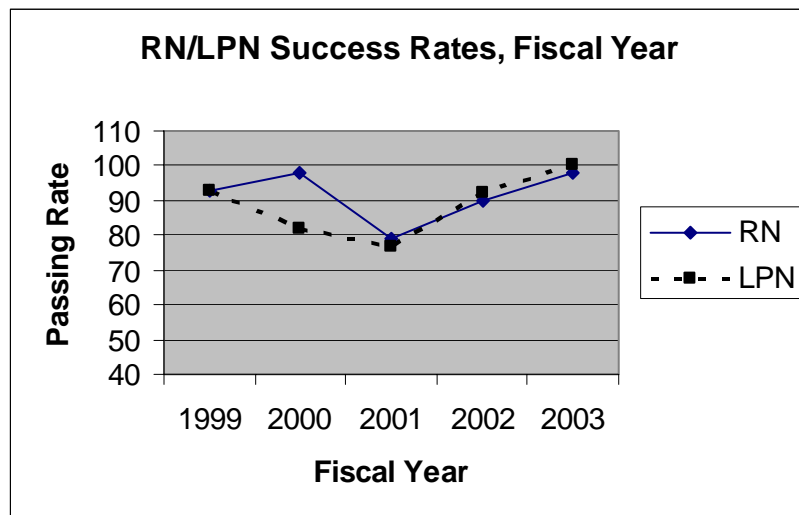
The nursing program with the support of excellent faculty, staff and administration plans to continue to deliver an outstanding program of study. Howard Community College is setting a standard with innovative practices to address the nursing shortage while maintaining high standards for education outcomes.

**Course Success Rates Percentiles, Associate Degree Students
Benchmark = 75%**

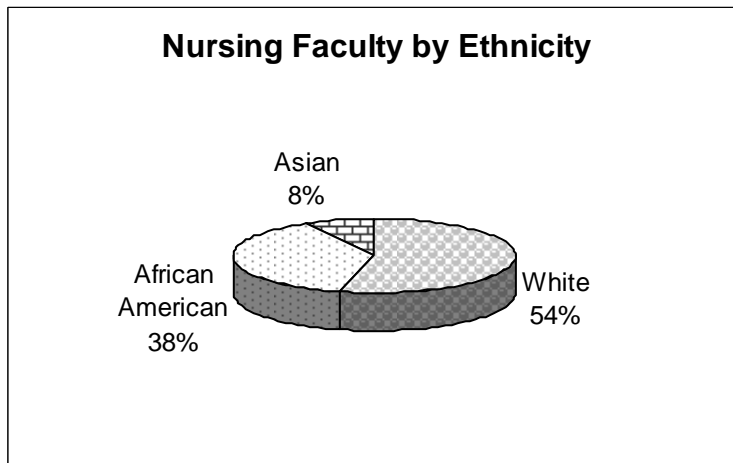
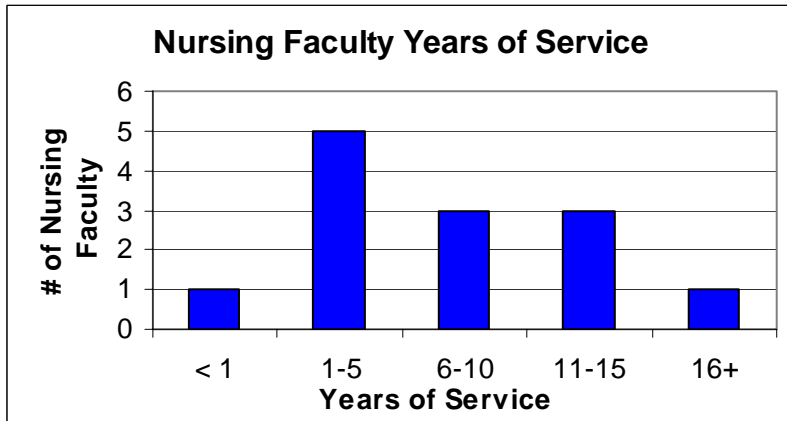
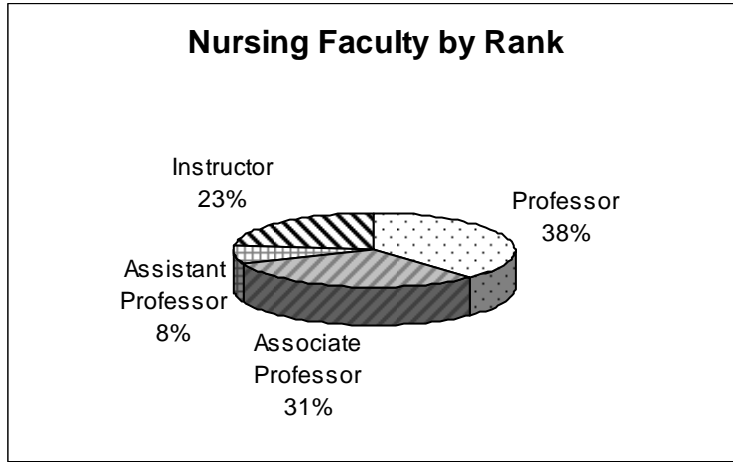
Academic Year	NURS 101	NURS 102	NURS 201	NURS 202
2000 - 2001	85%	60%	44%	87%
2001 - 2002	81%	78%	68%	93%
2002 - 2003	70%	73%	72%	93%
2003 - 2004	82%	77%	70%	98%

**Course Success Rates Percentiles, Practical Certificate Students
Benchmark = 75%**

Academic Year	NURS 101	NURS 102	NURS 104
2000 - 2001	63%	70%	71%
2001 - 2002	53%	66%	54%
2002 - 2003	66%	64%	81%
2003-2004	89%	69%	78%



Faculty Information, Fall 2004



Student Data Report, Fall 2003

		Registered Nurse (RN)	Licensed Practical Nurse (LPN)
Total Number Enrolled		140	34
Schedule Option	Day	84	17
	Evening/Weekend	56	17
Credit Enrollment	Full-time	17	7
	Part-time	123	27
Age	25 & under	34	5
	26 – 30	37	9
	31 – 40	48	13
	41-50	17	10
	51 & over	4	0
Gender	Male	16	7
	Female	124	27
Racial Background	American Indian/ Alaskan Native	2	0
	Asian or Pacific	9	0
	Black, Non-Hispanic	51	22
	Hispanic	4	0
	White, other than Hispanic	72	12
	Other	1	0
Marital Status	Single	65	12
	Married	59	16
	Separated	2	2
	Divorced	13	4
	Widow(er)	1	0
English Primary Language	Yes	121	26
	No	19	8

II-A Approval of September 15, 2004, Agenda

**Board of Trustees
September 15, 2004
Instructional Laboratory Building
Room: ILB 100**

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

A. Approval of September 15, 2004, Agenda

B. Approval of:

1. August 25, 2004, Work Session Minutes
2. August 25, 2004, Regular Session Minutes

C. President's Report

D. Board Member Comments

E. Consent Items

1. Proposed New Hires

F. Discussion Items

1. Issue Bin
2. Board Calendar
3. Proposed FY06 Capital Budget
4. Relocation of Irrigation System and Grading at Field #1
5. Change Order #2 – Arts and Humanities Building

G. Information Items

1. Agreements Signed by the Board Chair Disclosure
2. Financial Statements
3. Personnel Summaries
4. Report on Board End: Strategic Planning

II-B Approval of Minutes

- August 25, 2004, Work Session Minutes
- August 25, 2004, Regular Session Minutes

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
WORK SESSION MINUTES
August 25, 2004**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, August 25, 2004, in the multipurpose room of the instructional laboratory building (ILB100) at Howard Community College, Columbia, Maryland. Roberta E. Dillow, chair, brought the work session to order at 6:04 p.m. Other board members present included: trustees Roger N. Caplan, Patrick L. Huddie, Katherine K. Rensin, and Mary Beth Tung. Mary Ellen Duncan, secretary-treasurer, was also present. Vice chair Louis G. Hutt, Jr. and T. James Truby, trustee, were absent.

A. Introduction of Employees

Kate Hetherington, vice president of student services, introduced Martha Zilvetty, teacher, Children's Learning Center.

Lynn Coleman, vice president of administration and finance, introduced Wendi Hairfield, accounting clerk/cashier, finance office.

Mary Ellen Duncan, president, introduced visiting faculty member from China, Qing Qing Li who will be teaching at HCC for the FY05 academic year.

B. Introduction of Men's Track Team and Coaches

Diane Schumacher, director of athletics, introduced coaches of the year, Steve Musselman and Erick Henlon (in absentia), selected by the National Junior College Athletic Association. Team members introduced themselves, mentioned the high school from which they graduated and their future plans.

C. Review of Public Accountability

Zoe Irvin, executive director of planning, research and organizational development, gave an overview of the internal process for report development and verification, and recognized the many individuals that annually contribute to these mandatory reports.

The work session adjourned at 6:39 p.m.

The above constitutes the official minutes of the August 25, 2004, work session of the Howard Community College Board of Trustees as approved on September 15, 2004, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
REGULAR SESSION MINUTES
August 25, 2004**

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, August 25, 2004, in the multipurpose room of the instructional laboratory building (ILB100) at Howard Community College, Columbia, Maryland. Roberta E. Dillow, chair, brought the work session to order at 6:40 p.m. Other board members present included: Louis G. Hutt, Jr., vice chair, and trustees Roger N. Caplan, Patrick L. Huddie, Katherine K. Rensin, and Mary Beth Tung. Mary Ellen Duncan, secretary-treasurer, was also present. T. James Truby was absent.

A. Approval of August 25, 2004, Agenda

Consent item 2c was removed from consent items to be voted on separately. Discussion item G6 was added to the consent items.

A recommendation to approve the August 25, 2004, agenda as amended was moved by Trustee Caplan, seconded by Trustee Huddie, and unanimously approved.

B. Approval of Minutes

A recommendation to approve the May 26, 2004, work session minutes, the May 26, 2004, regular session minutes, the May 26, 2004, closed session minutes, the June 11, 2004, retreat minutes, and the July 30, 2004, closed session minutes was moved by Trustee Caplan, seconded by Trustee Rensin, and unanimously approved.

C. President's Report

Kate Hetherington, vice president of student services, gave an enrollment update. Headcount is up to 6,022, an increase of 6 percent and FTEs are up by 8 percent over the same time last year.

Dr. Mary Ellen Duncan, president, highlighted items in the board members' take home packets. Erin Marek, executive associate to the president, reviewed the agenda for the Association of Community Colleges Trustees (ACCT) convention in New Orleans in October and asked the trustees to inform her of their attendance plans. Trustees were asked to make their own flight arrangements and submit their receipts for reimbursement.

Dr. Duncan asked trustees to purchase Grand Prix car raffle tickets from her. She mentioned that she had met with Chris Foster from the Department of Business and Economic Development and Kaye Hill from the National Security Agency about the Belmont and Maple Lawn projects.

D. Report of Audit and Finance Committee

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

E. Board Member Comments

- Chair Dillow attended the nursing pinning ceremony and the Project Access event and commended everyone involved in these special student events. She also attended the ACCT summer conference in Baltimore where the Sarbanes-Oxley Act on community colleges was discussed; Lynn Coleman, vice president of administration and finance, will be presenting an update on HCC's implementation of ACCT's recommendation at the November Audit and Finance committee meeting. The state's community colleges are moving to the next phase of using the CCBenefits data as a planning tool. Chair Dillow encouraged trustees to attend college events. She thanked Dr. Duncan, Lynn Coleman and Trustee Tung for their work in getting the necessary permits for the arts and humanities building. Kate Hetherington was commended on recent significant gifts from donors to the capital campaign.
- Vice-chair Hutt commended chair Dillow on getting the board off to a good start for FY05.
- Trustee Huddle announced that Dr. Clay Whitlow has accepted the position of executive director of the Maryland Association of Community Colleges (MACC) effective October 1, 2004. He also talked about the MACC executive committee's consideration of creating opportunities for community college employees to take on interim president positions at other colleges to gain experience and prepare them to take on presidencies in the future.
- Trustee Tung commended the staff's work with the Department of General Services and the information technology staff for fixing her email problem.
- Trustee Caplan commended Dr. Duncan and her team for taking on the Belmont project and working diligently over the summer on it.
- Trustee Rensin echoed trustee Caplan's comments regarding Belmont.

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**
 5. **Microsoft Educational Enterprise Consortium Licensing**

A recommendation to approve the consent items, with the exception of item 2c, was moved by Trustee Huddie, seconded by Trustee Caplan, and unanimously approved.

A recommendation to approve the ratification and confirmation of exterior lighting replacement construction contract, was moved by Trustee Caplan, seconded by Trustee Huddie, and approved by all voting members. Chair Dillow abstained.

G. Discussion Items

1. Issue Bin

The issue bin items were reviewed. Trustee Tung will attend the information technology advisory board meetings. The Maple Lawn proposal should be ready by January. A staggered schedule to set up board members for access to the board portal will be implemented. Vice chair Hutt will meet with Dr. Duncan and Erin Marek to work on expanding board orientation. Trustee Rensin will work with Chair Dillow on determining a 2004 recipient for the trustee award.

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

2. Board Calendar

Changes to the board calendar include the September 15 board work session starting at 4:00 p.m. and meeting with students and the Prince George's Community College board followed by the regular board meeting at the Laurel College Center on November 17.

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

3. Maryland Higher Education Commission (MHEC) Low Productivity Report

Ron Roberson, vice president of academic affairs, reported briefly that MHEC has made some modifications to its low productivity programs policy in response to the concerns of college administrators and trustees.

A recommendation for the board of trustees to 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, was moved by Trustee Huddie, seconded by Trustee Hutt, and unanimously approved.

4. Forward Funding of the Arts and Humanities Building

A recommendation to ratify and confirm a maximum amount of \$500,000 for site construction to Riparius Construction, Inc. from the FY04 capital budget, was moved by Trustee Caplan, seconded by Trustee Huddie, and unanimously approved.

5. Emergency Procurement for the Nursing Re-flooring Project

A recommendation to ratify and confirm an amount of \$4,900 to B. W. Hovermill from systemic renovation funds, was moved by Trustee Hutt seconded by Trustee Caplan, and unanimously approved.

H. 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 June 2004

Lynn Coleman reviewed the preliminary board financial statements prior to the final audit.

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

3. Personnel Summary for May – July 2004

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

4. Fiscal Year 2004 Strategic Plan Evaluation and Core Work Highlights

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

5. Revised Fiscal Year 2005 Integrated Strategic Plan and Budget

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

Adjournment

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

The meeting adjourned at 7:40 p.m.

The above constitutes the official minutes of the August 25, 2004, meeting of the Howard Community College Board of Trustees as approved on September 15, 2004, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

II-C President's Report

Diversity Offerings

There are many exciting diversity programs scheduled for the fall including but not limited to:

- Community Book Program featuring Anne Fadiman, author of *The Spirit Catches You and You Fall Down*, Thursday, September 23, 2004 in ILB-100 at 12:30 p.m. and 6:30 p.m.
- Latino Speaker Eileen Torres will share her knowledge of the history of salsa and demonstrate basic dance steps, Tuesday, October 26, 2004 in the Burrill Galleria from 12:30 p.m. - 2:00 p.m.
- Islamic Cultural Presentation with Mr. Mahmoud Hady, Tuesday, November 16, 2004 from 12:30 p.m. - 2:00 p.m. in ILB-100.

A full listing of upcoming 2004/2005 diversity events can be viewed at <http://www.howardcc.edu/diversity/default.htm> or on HCC's Diversity web calendar.

Parking for Fall Semester

As you know, parking will be a challenge for the fall semester. Based on the fall schedule, staff may park in Lot E and Lot G as well as the gravel lot in the back of Plant Operations. (The spaces currently designated for staff in the Hickory Ridge lot H will now be for students).

Because parking will become tighter due to preparations for the Columbia Classic Grand Prix during the period September 7 through September 17, non-faculty staff will be invited to park at The Mall in Columbia and a special shuttle will transport individuals to campus during that period. This step is necessary, as we will be allowing students to park in some spaces in lot G during this period.

Seventy to eighty volunteers will park at The Mall in Columbia. A shuttle will be operating from 7:00 -10:00am (last pickup at the Mall will be at 9:30am) and the shuttle will operate from 4:00 – 7:00pm in the evening (last pickup will be at 6:30 from HCC).

Back to School Dance

On August 28, HCC celebrated the beginning of a new academic year by having its first ever back to school dance. It was a great success with approximately eighty people in attendance. One of the evening's special highlights was watching Cheryl Berman and her husband cut a mean polka! Proceeds (\$2,300) will benefit international efforts at HCC.

New Student Orientation

During orientation, HCC welcomed 681 new students, with 304 attending the evening session and 377 attending the daytime session. New interactive workshops

implemented included Course Work and the Research Library; Help Me Login to my HCC Accounts and The Hmong: Past, Present and Future.

News from Development

The development office has been in full swing preparing for the major donor party on September 10th and the 2005 Columbia Classic Grand Prix on September 11th. Further details will be provided on these events at the September 15th board meeting. Hopefully each of you will be present at these events so you will be able to judge their success for yourselves!

Several important grants are underway as well. Peggy Mohler, director of grants, is currently working with staff from academic affairs to develop a proposal to the Maryland Association of Community Colleges (MACC) to secure funds for a second SimMan, a human patient simulator, for the nursing program as well as developing a proposal for online curricular enhancements in nursing and allied health programs. The SimMan grant will be for approximately \$34,000. The grant for online curricular enhancements will be for anywhere between \$10,000 and \$20,000.

Additionally, the development office is currently conducting interviews for two new staff members, including an associate director of development, foundation associate, and part-time alumni coordinator. We are very excited about the evolution of the office and the improvements that these changes and new staff members will enable.

News from Legislative Relations on Homeland Security

On August 30, Dave Buonora, Bob Young (the Dean of Workforce Development at Frederick Community College), and I met with State Homeland Security Director Dennis Schrader, Maryland Emergency Management Director John Droneburg, and three people from the Governor's Office on Service and Volunteerism to continue our discussions about how Maryland's community colleges could provide training throughout the state on citizen's preparedness related to homeland security. Dennis Schrader initiated these conversations earlier in the year because he is focusing on making sure that Marylanders know how to prepare themselves prior to a homeland security event and how they should respond should an event take place.

A group of Maryland community college continuing education deans wrote an initial training proposal that was submitted to Directors Schrader and Droneburg in July. After further discussion on August 30, the state has asked us to develop a memorandum of understanding for \$100,000 where the colleges would create a training template on citizen's preparedness training that could be implemented by each locality in Maryland as the local officials see best suits the needs of their citizens. This proposal, based on what was already submitted, will be completed within the next two weeks.

The process of navigating the bureaucracy that surrounds homeland security efforts has been a challenge. The support of Dennis Schrader has been key in keeping the community colleges involved in the process. He believes that the community

colleges must be involved in any strategy that involves training adults in areas related to homeland security. He has been articulating this philosophy with his colleagues across state agencies and for this we are most appreciative.

News from Planning, Research, and Organizational Development

Recent activities include working on the mandated reports to external agencies (Jean Frank) and several ad hoc data requests (e.g. on-line student survey), with the planning council to select objectives for the FY06 Strategic Plan, with the organizational development team (Jackie Jenkins, Cindy Durham-HR) to create more training modules and spread that training for the core competencies to the part-time employees, with the enrollment management team (Barbara Livieratos) to compare enrollment trends by discipline, with the Baldrige team to continue the development of the HCC application, with the development education team and Rick Pollard-IT to design the access database for the spring pilot study, and with the president's team to discuss potential speakers for the January convocation. The office provides support for the Belmont project team and is working with Tom Glaser, Randy Bengfort, and Ron Roberson to investigate program options for the Maple Lawn project. With Dr. Kathy Doherty, learning outcomes assessment coordinator, completed web displays for the newly improved program evaluation system and launched the fall assessment projects. Additionally, with Johns Hopkins University as the lead institution, completed work on a grant proposal to the National Science Foundation Teacher Professional Continuum program.

News from Public Relations and Marketing

HCC to be featured in **Construction News**

The trade publication **Construction News** will feature HCC in October in both its Baltimore and Washington editions. A special supplement containing a significant article and photos will describe the exciting transformation of HCC's campus through recent and upcoming construction projects. The publication is circulated to thousands of construction industry readers in the two markets and **Construction News** will provide extra copies that can be distributed to business and community leaders.

New brochure presents complete HCC lecture series

HCC long has offered numerous events which the public is invited to attend. This fall, for the first time, the events are being packaged together and presented as a comprehensive lecture series. A single brochure lists more than two dozen speakers, seminars, films, exhibits and performances for fall 2004. The events range from author Anne Fadiman and Legg Mason Chairman James Brinkley to Student Life speakers and career exploration seminars. Similar brochures will be produced for each fall and spring semester.

Beginning spring 2005, the Howard Bank will give HCC a gift of \$25,000 a year for three years to sponsor the lecture series. This gift will be paid for personally by several of its directors. The bank will choose the name of the series but will not

choose its content. Speakers and seminars will continue to be generated by various groups in the college.

Fall 2004 Enrollment

Enrollment at HCC is up in terms of both headcount and full-time equivalent enrollments (FTE). Final enrollment numbers are reported to the Maryland Higher Education Commission (MHEC) at the end of the third week of the fall semester (September 17). Data shown is as of September 1, 2004. A slight fluctuation in enrollments may occur between now and September 17 due to students dropping or adding classes, but generally these numbers should be close to those submitted to MHEC. Fall 2004 total credit enrollments at the Laurel College Center for Prince George’s Community College and Howard Community College were 844 compared to 578 for fall 2003, representing a 46 percent increase and the highest enrollment to date.

Term	Headcount	FTEs	Full-time	Part-time
Fall 2004	6,731	1,851.33	2,569	4,162
Fall 2003	6,373	1,738.73	2,387	3,986
% Change	5.6%	6.5%	7.6%	4.4%

Term	Total # of County Grads	Total # of Grads Attending HCC	HCC’s % Share of County Grads
Fall 2004	3206	683	21%
Fall 2003	2983	685	23%

Term	Out of County Grads
Fall 2004	268
Fall 2003	214

Final enrollment data from previous years is indicated below. Data reported for 2004 is data as of September 1, 2004. The following chart shows enrollment trends for the last five years.

Year	FTE	Cumulative Increase	Headcount	Cumulative Increase
2000	1412.43		5,452	
2001	1515.00	7.3%	5,934	8.8%
2002	1627.33	15.2%	6,182	13.4%
2003	1707.63	20.9%	6,435	18%
2004	1851.33	31%	6,731	23%

Additional comparative enrollment data on demographics between the fall 2004 and 2003 semesters is listed below:* (Final data was not available as of submission date)

Demographics Fall 2004 (As of 9/1/04)				Fall 2003	
Status	Full-time	2,569	38%	2,387	37%
	Part-time	4,162	62%	3,986	63%
	Total	6,731		6,373	
Gender	Male	2,697	40%	2,533	40%
	Female	4,032	60%	3,837	60%
	Unknown	2		3	
Ethnic	Asian	665	10%	571	9%
	African American	1,419	21%	1,249	20%
	American Indian	20	<1%	25	<1%
	Hispanic	265	4%	245	4%
	White	3,896	58%	3,808	60%
	Other	466	7%	475	7%
Age	14 - 17	428	6%	413	6%
	18 - 23	3,340	50%	3,170	50%
	24 - 40	1,939	29%	1,819	29%
	41 - 59	714	11%	683	11%
	60 >	308	5%	286	4%
	Unknown	2	0%	2	0%
Credit Hours	1 hr	275	4%	247	4%
	2 - 3 hr	1,061	16%	1,119	18%
	4 - 6 hr	1,336	20%	1,226	19%
	7 - 9 hr	1,090	16%	992	16%
	10 - 11 hr	400	6%	402	6%
	12 -18 hr	2,552	38%	2,372	37%
	>18	17	0%	15	0%
Financial Aid		1,997	30%	1,765	28%
First-time Full-time Freshmen		805	12%	766	12%
First-time Part-time Freshmen		475	7%	475	7%

*Rounding of numbers resulted in total percentage of some categories to be in slight excess of 100 percent.

The following chart lists the programs of study for students enrolled for the fall 2004 semester: *

Program	Students 2004	Percent 2004	Students 2003	Percent 2003
General Studies	1,023	15%	926	15%
Undeclared Major	829	12%	870	14%
Nursing	841	12%	677	11%
Business Administration	483	7%	516	8%
Criminal Justice	164	2%	148	2%
Art	223	3%	217	3%
Engineering	148	2%	139	2%
Computer Science	128	2%	177	3%
Psychology	126	2%	124	2%
Liberal Arts	124	2%	135	2%
Practical Nurse	121	2%	132	2%
Business Management	129	2%	138	2%
General Studies - Business/Technology Emphasis	113	2%	88	1%
Pre-Medicine	105	2%	88	1%
Pre-Pharmacy	94	1%	84	1%
Teacher Education - Elementary Education (AAT)	88	1%	69	1%
Teacher Education - Elementary Education	82	1%	116	2%
Teacher Education - Secondary Education	80	1%	104	2%
Music	77	1%	60	1%
Teacher Education - Early Childhood Education	75	1%	84	1%
General Studies - Science Emphasis	74	1%	45	1%
Preparation for Teacher Certification	66	1%	65	1%
Pre-Allied Health	65	1%	49	1%
English	63	1%	44	1%
Information Systems Management	60	1%	88	1%
Mass Media Design and Production	54	1%	60	1%
Theatre - Performance	52	1%	47	1%
Computer Support Technology	50	1%	69	1%
Social Sciences	44	1%	51	1%
International Business	44	1%	12	0%
Architecture	38	1%	27	0%

Nursing - LPN	37	1%	34	1%
Emergency Medical Services	34	1%	23	0%
Radiologic Technology	33	0%	29	0%
Life Sciences	31	0%	32	1%
Pre-Veterinary Medicine	30	0%	30	0%
Preparation for the CPA Examination	28	0%	20	0%
Pre-Dentistry	28	0%	28	0%
Early Childhood Development	28	0%	38	1%
Mathematics	26	0%	26	0%
Athletic Training	26	0%	19	0%
Human Services	20	0%	3	0%
Network Engineer	19	0%	32	1%
Early Childhood Education	19	0%		0%
Cardiovascular Technology	17	0%	12	0%
Internet Technologies	17	0%	35	1%
Dance Performance	17	0%	4	0%
Laboratory Science (Biotechnology)	16	0%	14	0%
Early Childhood Development	16	0%	12	0%
Cisco Certified Network Assoc. (CCNA)/Professional (CCNP)	16	0%	12	0%
Computer Science - Network Security	16	0%	7	0%
Computer-Aided Design Technology	15	0%	26	0%
PC Maintenance (A+ Certification) with Network Emphasis	15	0%	19	0%
Health Care Management and Administration	15	0%	9	0%
Information Technology	14	0%	10	0%
Health Education	13	0%	13	0%
Physical Sciences	12	0%	8	0%
Environmental Science	12	0%	12	0%
Exercise Science	12	0%	4	0%
Electronics Technology	11	0%	11	0%
Accelerated Cardiovascular Program for Hospital Trainees	11	0%	17	0%
International Studies	11	0%	10	0%
PC Maintenance (A+ Certification) w/ Network Emphasis	11	0%	8	0%

Emergency Medical Services-Paramedic/Firefighter HS Path	11	0%	3	0%
Medical Transcription	10	0%	3	0%
General Studies for Certificate Students	10	0%	7	0%
Health & Fitness Education	9	0%	9	0%
Microsoft Certified Systems Engineer (MCSE)	9	0%	20	0%
Biomedical Engineering Technology	8	0%	11	0%
Telecommunications Technology	8	0%	12	0%
Office Assistant	8	0%	11	0%
Theatre - Technical	8	0%	9	0%
Emergency Medical Technician - Paramedic	8	0%	2	0%
Health Care for the Professional	8	0%	11	0%
Information Technology/Internet Technologies	8	0%	6	0%
Early Childhood/Elementary Education	7	0%	17	0%
Anthropology	7	0%	4	0%
Physical Therapist Assistant	7	0%	6	0%
Journalism	7	0%		0%
Office Management/Supervision	6	0%	10	0%
Office Assistant	6	0%	16	0%
American Studies	5	0%	4	0%
Horticulture	5	0%	6	0%
Accounting	4	0%	5	0%
Financial Planning	4	0%	1	0%
Computer-Aided Design Technology	4	0%	6	0%
Pre-Nuclear Medicine Technology	4	0%	4	0%
Pre-Optometry	3	0%	5	0%
Global Economics	3	0%		0%
Interdisciplinary Studies	3	0%	2	0%
Music Therapy	3	0%	5	0%
Hospitality Management	3	0%		0%
Wireless Communications Technology	3	0%		0%
Mental Health	3	0%		0%

Chemical Dependency	3	0%	3	0%
Web Developer	3	0%	2	0%
Legal Office Assistant	4	0%	9	0%
Biomedical Engineering Technology	2	0%	2	0%
Photography	2	0%	3	0%
Chemical Dependency Counseling	2	0%	6	0%
Adv. Cardiovascular Imaging and Interventional Therapies	2	0%	2	0%
E-Commerce/E-Business	2	0%	4	0%
Photonics Technology	2	0%	1	0%
Biomedical Engineer Field Technician	2	0%	1	0%
Webmaster	2	0%	1	0%
Network Security Administration	2	0%		0%
Network Security Administration	2	0%		0%
Personal Training	2	0%		0%
Housing Management	1	0%		0%
Business Management	1	0%	1	0%
Plant Science	1	0%		0%
Medical Office Assistant	1	0%	3	0%
Telecommunications Technology	1	0%	2	0%
Business Management - Financial Planning	1	0%	5	0%
Science Emphasis	1	0%	1	0%
Biomedical Engineering Technology	1	0%	2	0%
Business Management - Retail Management	1	0%	4	0%
Medical Office Assistant	1	0%	2	0%
Theater	1	0%	1	0%
Electronics Technology	1	0%	2	0%
Data Processing	1	0%		0%
Microcomputer Applications	1	0%		0%
Computer Technology	1	0%	2	0%
Non-Degree Seeking Students	1	0%	2	0%
Information Systems Microcomputer	1	0%	1	0%
Secretarial/Word Processing	1	0%		0%

Cardiac Monitoring and Analysis	1	0%	3	0%
Paralegal Studies (AACC Program)	1	0%		0%
Developmental Disabilities	1	0%		0%
Internet Professional	1	0%		0%
Office Technology	1	0%	2	0%
Graphic Design	1	0%		0%
Television Production	1	0%		0%
Gaming & Simulation Design	1	0%		0%
No program indicated or one person in a program	193		105	
	6732		6373	

The following chart shows the countries that students have listed on their admissions application as their place of birth. As with overall enrollment, this category of students grew as well. Last year, the college enrolled 750 students from 89 countries outside the United States.

Country	Country Code	# of Students
Afghanistan	AF	3
Albania	AL	1
Algeria	AG	1
Antigua and Barbuda	AC	1
Argentina	AR	5
Armenia	AM	1
Australia	AS	2
Bahamas	BF	0
Bangladesh	BG	2
Barbados	BB	1
Belarus	BO	2
Bolivia	BL	2
Bosnia	BK	3
Brazil	BR	15
Bulgaria	BU	5
Burma	BM	11
Cambodia	CB	1
Cameroon	CM	38
Canada	CA	6
Chile	CI	2
China	CH	26
Colombia	CO	6
Congo	CF	4
Costa Rica	CS	1
Cyprus	CY	1
Czech Republic	EZ	3
Denmark	DA	3
Dominican Republic	DR	2
Ecuador	EC	1
Egypt	EG	4
El Salvador	ES	11
Ethiopia	ET	21
France	FR	8
Gambia, The	GA	1
Gabon	GO	1
Germany	GM	7
Ghana	GH	40
Grenada	GJ	2
Guatemala	GT	2
Guinea	GV	0
Guyana	GY	3
Haiti	HA	25
Honduras	HO	3
Hong Kong		1
Hungary	HU	0
India	IN	97
Indonesia	ID	0
Iran	IR	48
Iraq	IZ	5
Israel	IS	2
Italy	IT	2
Jamaica	JM	19
Japan	JA	3

Country	Country Code	# of Students
Kenya	KE	8
Korea, South	KS	107
Kyrgyzstan	KG	1
Latvia	LG	0
Lebanon	LE	0
Liberia	LI	32
Lithuania	LH	3
Mexico	MX	6
Moldova	MA	1
Mongolia	MG	1
Morocco	MO	1
Namibia	WA	2
Nepal	NP	3
Netherlands	NL	1
Nicaragua	NU	1
Nigeria	NI	57
Pakistan	PK	35
Panama	PM	3
Peru	PE	14
Philippines	RP	11
Poland	PL	6
Portugal	PO	2
Romania	RO	1
Russia	RS	12
Senegal	SG	1
Serbia and Montenegro	YI	0
Seychelles	SH	1
Sierra Leone	SL	16
Slovakia	LO	1
South Africa	SF	3
Spain	SP	2
Sri Lanka	CE	0
Sudan	SU	7
Sweden	SW	2
Switzerland	SZ	1
Syria	SY	1
Taiwan		6
Tanzania	TZ	2
Thailand	TH	6
Togo	TO	2
Trinidad and Tobago	TD	9
Turkey	TU	3
Uganda	UG	0
Ukraine	UP	5
United Kingdom	UK	17
Uzbekistan	UZ	1
Venezuela	VE	3
Vietnam	VM	6
West Africa		4
West Indies		3
Zambia	ZA	0
Zimbabwe	ZI	1
Unknown		10

Total Number of International Students: **875**
Number of Countries Represented: **95**

*Data not final. Numbers as of 9/2/2004

Capital Projects Update

Arts and Humanities Instructional Building

Riparius Construction, Inc. has begun the construction of the Arts and Humanities building based on the allowance granted by the Board of Public Works (BPW). The project is included as an agenda item on the next BPW meeting scheduled for September 8, 2004, where it will be formally approved at that time. The administration will be in attendance at this September BPW meeting.

College staff met with the contractor and architect to finalize add alternates to the project. These alternates will be included in the project if contingency funds become available due to savings in construction.

Electric Service Cable Replacement / High Voltage Upgrade

Following the installation by Pipes and Wires, feeders three and four were energized and put into service. Currently, the athletic and fitness center, Hickory Ridge building and thermal storage are tied to the new system. The children's learning center has been added to the campus electrical system as well, and the remainder of the campus is scheduled for tie-in by the end of September.

Athletic Fields Renovations

Phase two of this project is currently being completed by Chesapeake. They have completed the installation on three fields and are finishing with the fine grading of all the common areas which will then be seeded and mulched.

Phase three includes the installation of the synthetic track and associated high jump, shot put, and long jump areas. Some issues over the location of the irrigation system have developed and college staff will meet with engineers from Patton Harris Rust & Associates, Clark Company, and Chesapeake to resolve these issues.

Student Services Building

The college submitted the schematic design documents to DGS on June 14, 2004, and is waiting for review comments from the state. Once comments are received from the state, the college will provide those comments to the architects so that they are incorporated into the next phase, which is the design development documents. As design progresses, individual departments continue to meet with the architects and construction manager to resolve issues and address concerns.

Exterior Lighting Replacement

The college received confirmation from the state that the BPW approved the request for funds for this project on August 11, 2004. A notice to proceed was issued to the contractor and the college is waiting to receive the proposed construction schedule and timeline.

Flooring Upgrades

Replacement of the floor surfaces in the Nursing (N) and Science and Technology (ST) buildings began on July 19, 2004, on the first floor ST corridor and has proceeded to the second floor ST and N buildings. B.W. Hovermill plans to complete the project by mid-September 2004.

Renovation of Nursing Room

Renovation to room 208 of the N building was recently approved for conversion of the room to a laboratory setting for the nursing program for instructional purposes. Every effort was made to address the necessary modifications prior to the start of classes. This project remained on scheduled and was completed prior to the start of the fall semester.

II-D Board Member Comments

E-1 Proposed New Hires

Background: The following is a summary of the proposed new hires for Howard Community College. Each employee's salary is determined by objective analysis of the job skills of the position and by placement in the appropriate salary range, as approved by the board.

Purpose: To approve new hires.

Timeline: New hires from the period of August 4, 2004, through August 30, 2004.

Recommendation

It is requested that the board of trustees approve:

Item: List of new hires.

Source of funds: The position and/or the funds are in the FY05 budget as approved by the board at its April 21, 2004, meeting.

Compliance: This request is in compliance with college procedure, Selection of Faculty and Staff – 63.02.03, and within the presidential boundaries related to compensation, fiscal conditions, and other appropriate limitations.

Howard Community College
PROPOSED NEW HIRES

For September 15, 2004 Board Meeting

BUDGETED HIRES (Position Control Positions)¹

August 2004

Title	Department	Position Control Status	Grade	Range for Grade ³	Compensation ²	Name	Effective Date
Gift Processor (18.75 hrs)	Development	Existing Position/Department Reorganization	9	\$33,092 - \$52,947	\$33,092	Chao, Shirley	08/02/04
Set-up/Materials Handling Clerk	Plant Operations	New Position ⁵	4	\$23,135 - \$37,020	\$23,338	Brown, Eldridge ⁴	08/09/04
Carpenter/Renovations Foreman	Plant Operations	Existing Position Replacement	10	\$36,008 - \$57,612	\$40,168	Jenkins, Richard ⁴	08/09/04
LAC Math Specialist (29 hrs)	Learning Assistance Center/Math	Existing Position Replacement	11	\$39,181 - \$62,689	\$25,544	Carstens, Steven	08/16/04
Instructor, Hospitality Management	Business & Computers	Existing Position Replacement	Instructor	\$35,121 - \$50,926	\$35,871	Higgs, Winnie	08/19/04
Office Associate III	Math/Distance Learning Division	Existing Position Replacement	5	\$23,607 - \$37,771	\$24,782	Van Meter, Rebecca	08/23/04
Teacher III (10 Month)	Children's Learning Center	Existing Position Replacement	9	\$33,092 - \$52,947	\$27,902	Thompson, Allison	08/30/04

September 2004

Title	Department	Position Control Status	Grade	Range for Grade ³	Compensation ²	Name	Effective Date
Senior Computer/Network Technician	Student Computer Support	Existing Position Replacement	9	\$36,244 - \$57,990	\$38,230	Ho, Justin ⁴	09/01/04
ELI Lead Instructor	Continuing Education & Workforce Development	New Temporary with Benefits Position	11	\$39,181 - \$62,689	\$39,181	Jones, Tamara	09/01/04
Admissions & Advising Information Specialist (Outreach & Enrollment) (25 hrs)	Admissions & Advising	Existing Position Replacement	7	\$27,950 - \$44,720	\$30,412	O'Connell, Leslie	09/01/04
Personal Counselor (20 hrs)	Academic Support, Counseling & Career Services	Existing Position Replacement	13	\$46,389 - \$74,222	\$25,996	Buskey, Wendy	09/07/04
Human Resources Generalist (18.75 hrs)	Human Resources	Existing Position Replacement	11	\$39,181 - \$62,689	\$20,575	Crisco, Dayna	09/07/04
Continuing Education Assistant	Continuing Education & Workforce Development	Existing Position Replacement	5	\$23,607 - \$37,771	\$23,607	Cipolari, Carla	09/08/04

¹ Position Control position hires are those employees hired who are budgeted employees of the core workforce.

² Annual salary is shown for exempt employees; estimated annual compensation is shown for non-exempt employees since official compensation is an hourly amount (not shown); the employee's salary may reflect part-time or ten-month employment.

³ Ranges shown are taken from the published salary schedules which include only 12-month salaries for full-time staff. Faculty ranges may be 10 or 12-month as applicable.

⁴ Current employee of the core workforce who successfully competed for a vacant position within the college.

⁵ This position is newly created from a reallocation of positions in the FY04 budget.

F-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	A proposal developed for spring 2005.
2/25/04	Board Portal	Katherine Rensin Patrick Huddie Roberta Dillow Mary Tung		Central location for all board materials, press releases, etc., which can be accessed securely from an offsite location. Trustees are being given access on a staggered schedule. Once all board members have had a chance to see and use the portal, a brief work session will be held to discuss questions and ways of using the portal to streamline communication.
6/11/04	Board Orientation	Louis Hutt	TBD	Expand board orientation.
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 Huddle	TBD	Determine necessary frequency of board meetings.
8/17/04	Trustees' Award for Outstanding Service to HCC	Roberta Dillow Katherine Rensin	September 2004	Subcommittee to determine 2004 award recipient.
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.

F2 – Fiscal Year 2005 Board Calendar

DATE	EVENT	TENTATIVE AGENDA ITEMS
September 28, 2004 Tuesday 11:30 am – 2:00 pm	Success Fundamentals <i>ILB 100</i>	<ul style="list-style-type: none"> • <u>Please RSVP by September 14</u> • "Leadership & Ethics in Corporate America" • Hosted by: Howard County EDA, Leadership Howard County, Howard Community College, Legg Mason, and Leadership U
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, 2004 Wednesday 7 pm	Can Film Festival <i>Smith Theatre</i>	<ul style="list-style-type: none"> • Trustees Invited • The Flute Player (Cambodia)
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 13, 2004 Wednesday 7 pm	Can Film Festival <i>Smith Theatre</i>	<ul style="list-style-type: none"> • Trustees Invited • Forbidden Marriages in the Holy Land (Middle East)
October 17, 2004 Sunday 4 pm	Music/Piano Fundraiser <i>ILB 100</i>	<ul style="list-style-type: none"> • Trustees Invited
October 21, 2004 Thursday 7 pm	Can Film Festival <i>Smith Theatre</i>	<ul style="list-style-type: none"> • Trustees Invited • The Language You Cry In (Africa)
October 21, 2004 Thursday 6 – 9 p.m.	Acknowledgement of Chamber Excellence (ACE) Awards <i>Turf Valley</i>	<ul style="list-style-type: none"> • <u>Please RSVP by October 7</u>
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 • Approval of FY06 Capital Budget • FY06 Legislative Agenda • FY04 Audit Report and Response • Report on Board End: Student and Stakeholder Focus
October 28, 2004 Thursday 5 pm	Alumni at the Theatre <i>Smith Theatre</i>	<ul style="list-style-type: none"> • Trustees Invited • "Becoming Adele"

DATE	EVENT	TENTATIVE AGENDA ITEMS
October 28, 2004 Thursday 7 pm	Can Film Festival <i>Smith Theatre</i>	<ul style="list-style-type: none"> Trustees Invited Dinner for Two
November TBD	Accelerated Nursing Program Thank You <i>TBD</i>	<ul style="list-style-type: none"> Trustees Invited
November 1, 2004 Monday 4 pm	VPA Building Donor Appreciation <i>TBD</i>	<ul style="list-style-type: none"> Trustees Invited
November 10, 2004 Wednesday 11:30 a.m.	Chamber Membership Lunch <i>TBD</i>	<ul style="list-style-type: none"> <u>Please RSVP by October 27</u>
November 12, 2004 Friday 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"> 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 3, 2004 Friday 6 – 9 p.m.	CRD Benefactor Award <i>Washington DC</i>	<ul style="list-style-type: none"> <u>Please RSVP by November 19</u> Pete and Beth Horowitz being honored
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
December 13, 2004 Monday 6 – 9 p.m.	Chamber Annual Holiday Party Celebration <i>Elkridge Furnace Inn</i>	<ul style="list-style-type: none"> <u>Please RSVP by November 29</u>
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

DATE	EVENT	TENTATIVE AGENDA ITEMS
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 TBD	Women Legislators of Maryland Reception <i>TBD</i>	<ul style="list-style-type: none"> • Trustees Invited
January 9, 2004 Sunday TBD	Martin Luther King Breakfast <i>Martin's West</i>	<ul style="list-style-type: none"> • <u>Please RSVP by December 23</u>
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 13, 2005 Thursday 11:30 a.m.	State of the County Luncheon <i>Turf Valley</i>	<ul style="list-style-type: none"> • <u>Please RSVP by December 23</u>
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)
January 28, 2005 Friday Time: TBD	Bravo Business <i>Savage Mills</i>	<ul style="list-style-type: none"> • <u>Please RSVP by January 14</u>
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	<ul style="list-style-type: none"> • Introduction of New Employees • Informational Tour: Science Department

DATE	EVENT	TENTATIVE AGENDA ITEMS
	Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> Honorary Degree Recipients Report on Board End: Faculty and Staff Focus
February 24, 2005 Thursday 5 – 7 p.m.	Howard County Chamber's Joint Mixer with the Baltimore Washington Chamber of Commerce <i>Hilton Columbia</i>	<ul style="list-style-type: none"> <u>Please RSVP by February 10</u>
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 11:30 a.m.	Howard County Chamber Membership Luncheon <i>Sheraton Columbia</i>	<ul style="list-style-type: none"> <u>Please RSVP by February 23</u>
March 10, 2005 Thursday 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 – December 31, 2004) 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	<ul style="list-style-type: none"> Introduction of New Employees Service Learning
	Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> Auditor Contract Report on Board End: Educational and Support Process Management
March 26 – April 1, 2005 Saturday - Friday	HCC Spring Break	
April 16, 2005 Saturday 6 p.m.	Hope Gala <i>TBD</i>	<ul style="list-style-type: none"> <u>Please RSVP by April 1</u> Honoring Tina Broccolino
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 23, 2005 Saturday 6 – 10 p.m.	Celebration of the Arts in Howard County <i>Jim Rouse Theatre</i>	<ul style="list-style-type: none"> <u>Please RSVP by April 8</u>

DATE	EVENT	TENTATIVE AGENDA ITEMS
April 27, 2005 Wednesday 6 pm	Work Session	<ul style="list-style-type: none"> • Introduction of New Employees • Informational Tour: Math Department
	Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> • FY06 Operating Budget Approval (if necessary) • FY06 Faculty Promotions • Candidates for Commencement • Human Resources Snapshot • 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 12, 2005 Thursday 5:30 – 8:30 p.m.	Columbia Foundation Spring Party <i>Spear Center, Rouse Company(?)</i>	<ul style="list-style-type: none"> • <u>Please RSVP by April 28</u>
May 18, 2005 Wednesday 11:30 a.m.	Membership Luncheon <i>The Great Room at Historic Savage Mill</i>	<ul style="list-style-type: none"> • <u>Please RSVP by May 4</u>
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
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

DATE	EVENT	TENTATIVE AGENDA ITEMS
		<ul style="list-style-type: none"> 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 <i>TBD</i>	LPN Graduation <i>TBD</i>	<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 Schoenbrodt Boardroom (A225). Additional Audit and Finance and Legislative Committee meetings may be necessary during the course of the year.

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

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

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

F-3 Proposed Fiscal Year 2006 Capital Budget

Background: Appendix A is a preliminary draft of Howard Community College's proposed FY06 capital budget, which will be considered by the Audit and Finance Committee at its September 15, 2004, meeting immediately prior to the regular board meeting. This draft is provided for the trustees' review and comment. The final proposed budget will be presented to the board of trustees for approval as a consent item at its October 27, 2004, meeting. The final document will then be submitted to the County Executive.

Purpose: To present the proposed FY06 budget.

Timeline: July 1, 2005 – June 30, 2006

Recommendation:

It is requested that the board of trustees review and comment on the attached document. Recommended changes will be made to the attached document and returned to the board of trustees for approval at the October 27, 2004, meeting.

Source of funds: FY06 Capital Budget

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

F-4 Relocation of Irrigation System and Grading at Field #1

Background: Prior to construction of the track, it was noted that changes in the layouts of Athletic Field #1 were needed to relocate the irrigation system. Chesapeake Contracting Group, Inc. has submitted a change order proposal to do the additional work for \$148,860.00. As these changes were not budgeted, a meeting is being planned during the week of September 7th with Chesapeake Contracting Group; Clark (the athletic track contractor); Patton, Harris Rust Associates (architect); and the administration to discuss the changes and reworking of the fields.

Based on this meeting, the administration will submit the options available to the board prior to the September 15, 2004, meeting with a more complete explanation.

Purpose: To seek authorization for the relocation of the irrigation system.

Location: Athletic Fields #1

Specifications: Provide irrigation work including the relocation of the existing main lines and control boxes outside the new track.

Bids: N/A – Change order to the current contracts with Chesapeake Contracting Group and/or the Clark Companies contract.

Recommendation

A recommendation will be submitted to the board prior to the September 15, 2004, meeting.

F-5 Change Order #2 Arts & Humanities Building Architectural Redesign Due to Elimination of Wire Grid

Background: During value engineering for the arts and humanities building, it was suggested that replacing the wire grid in the new Outback Theatre with a pipe grid would result in overall estimated savings in excess of \$100,000.00. The required architectural services by Design Collective would result in a change order not to exceed \$14,000.00.

Purpose: To receive authorization by the board of trustees to proceed with change order #2.

Location: Arts and humanities building

Timeline: Design to occur fall 2004

Specifications: Architectural services for replacement of wire grid with pipe grid.

Recommendation

It is recommended that the board of trustees approve:

Amount: Not to exceed \$14,000.00

Vendor: Design Collective

Source of funds: FY05 capital budget unallocated funds in systems renovations.

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

G-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: August 14, 2004, through September 2, 2004.

Disclosure

There were no items for the board chair to approve during this time period.

G-2 Financial Statements

Background: Typically, the trustees receive financial statements that were closed out the preceding month as a routine information item at each board meeting. In the case of the July statements, the college normally does not prepare July financial statements due to the extended process of closing out the books for the year end in time for the auditors. Since it normally takes two weeks to close out the books, the August statements would not be available in advance of the September board meeting. In order for the trustees to have the monthly statements with sufficient time to review them, the August statements will be submitted with the October board materials. The distribution of financial statements for FY05 will be as follows:

Purpose: Disclosure to the board of trustees.

Timeline:

Statement for the Month of:	Month of Distribution
July	October*
August	October
September	November
October	January**
November	January
December	February
January	March
February	April
March	May
April	August***
May	August***
June	August

*Incorporated with August statement

**Incorporated with November statement

***Incorporated with June statement

Recommendation

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

G-3 Personnel Summary for August 2004

Background: The following document contains personnel summaries.

Purpose: Disclosure to the board

Timeline: August 2004

Recommendation

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

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

August 1, 2004 – August 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

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

SPECIAL ASSIGNMENTS

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
Acting Director of Student Life	Student Life	Existing Position Replacement	14	\$50,477 - \$80,763	\$50,477	Hess, Lisa	08/02/04

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
Chief Plumber	Plant Operations	Exempt to Non-Exempt ²	10	\$36,008 - \$57,612	\$48,017	Neser, Thomas	08/23/04

TRANSFERS

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

SEPARATIONS

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
Foundation Associate	Development	N/A	N/A	N/A	N/A	Wolod, Samantha	08/24/04

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).

² Change in status due to new FLSA regulations effective August 23, 2004.

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

August 1, 2004 – August 31, 2004

Section II - Leaves

Sabbatical Leave

Name	Position	Beginning Date of Leave	Ending Date of Leave
Gan, Yifei	Professor, Art	07/01/04	12/31/04
English, M. Patricia	Professor, Cardiovascular Technology	07/01/04	12/31/04

Leave Without Pay

Name	Position	Beginning Date of Leave	Ending Date of Leave
Parker, Purnell	Housekeeper	07/16/04	08/08/04

Military Leave

Name	Position	Beginning Date of Leave	Ending Date of Leave
None			

Professional Leave

Name	Position	Beginning Date of Leave	Ending Date of Leave
None			

G-4 Report on Board End: Strategic Planning

Background: This report addresses the board core end, *Strategic Planning*. The format for the end and the measures it contains were approved last year (September 24, 2003). Any updates are indicated in [blue](#).

Key terms used in the Baldrige process and the national scoring guidelines are available at the end of this report. At its May 22, 2002, meeting, the board approved all the current benchmarks for the latest Maryland Higher Education Commission (MHEC) indicators. MHEC asks the board to examine those usually every five years.

Once viewed by the board, this report will be posted on the college's website so that members of the college community can become familiar with the measures that are part of the board core end (Key Performance Indicator) system. The website address is:

<http://www.howardcc.edu/hcc/plan&eval/BoardEnds/boardends.htm>

The administration and relevant staff review the details of all the reports that contribute to these measures. Plans for improvement are developed and included in appropriate core work and/or strategic planning for the next integrated strategic planning and budget development cycles.

Purpose: Report on the progress of the institution.

Timeline: Annual

Recommendation

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

Board Core End Report - Strategic Planning

Baldrige Category #2

This category addresses strategic and action planning, deployment of plans and how accomplishments are measured and sustained. There are currently two Educational Excellence Criteria for this Baldrige category (*a national panel examines the criteria after each competition and some moderate addition/deletions can occur*).

Criteria 2.1 Strategy Development

How does your organization set strategic directions and develop strategic objectives?

Every five years HCC hosts the Commission on the Future to gauge the need to revise the Strategic Initiatives: Learning Community, Access, Economic and Workforce Development, Partnerships, Organizational Excellence, and Growth. A subset of the full commission, the board of visitors, meets annually in the intervening years to review progress and offer additional insights.

Annually, the planning council (all constituencies and teams represented) reviews additional environmental scanning data (internal and external) and suggests strategic goals (some short term, some long term). After further review by the president's team, the board, at its May meeting, approves the strategic goals.

The college community next proposes strategic objectives to correspond to the approved goals. As the budget is formulated, certain objectives will be approved. The majority of those goals will be accomplished.

The chart on the following page depicts this cycle and displays that the college may be tracking progress across as many as four years simultaneously.

**Integrated Strategic Plan and Operating Budget Activities
(July 1, 2004 - June 30, 2005)**

This plan combines the strategic plan with the operating plan and budget. Each January, the board approves this plan and budget, which is submitted to the county government for approval. The planning council develops the strategic plan and the functional units create the operating plan. They are integrated by the president's team and reviewed again by the planning council before submission to the board of trustees. *All other plans are aligned with and contribute to this integrated strategic plan and budget.*

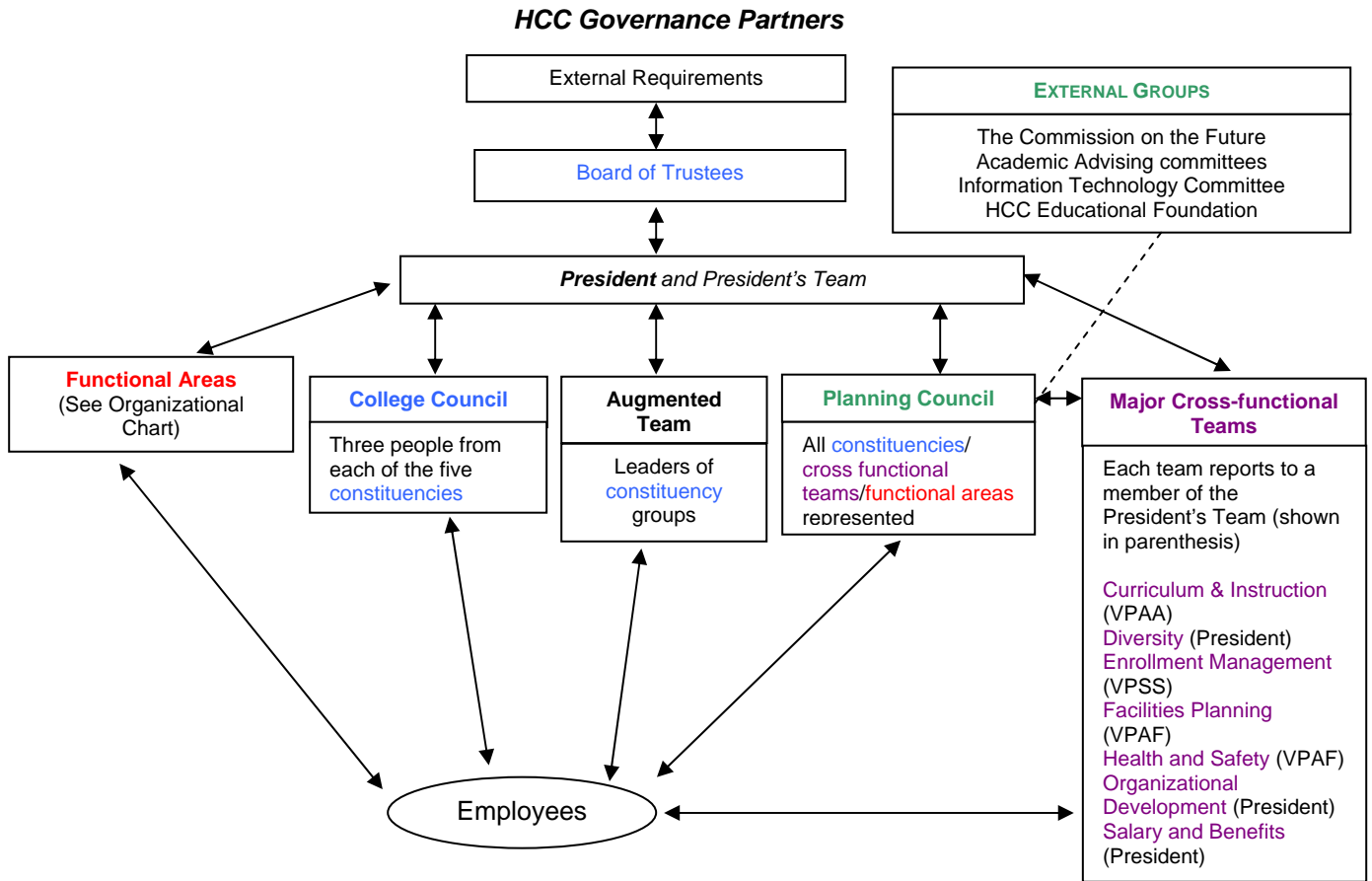
On August 25, 2004, the board of trustees received an evaluation of the FY04 Integrated Strategic Plan and Budget and adjustments to the FY05 Integrated Strategic Plan and Budget.

	FY06 Plan	FY07 Plan
Over the summer...	The college community submits objectives to accomplish the previously board approved FY05 goals of the strategic plan through their president's team liaison.	
September	Planning Council reviews/ assigns priorities to those objectives. President's team receives recommendation and posts decision to S:\PROD.	
September/ October	College considers core work needs. Functional areas develop operating plans. Budget requests are submitted for the operating budget, which includes both core work and strategic needs.	(COF) Board of Visitors meet.
November	Audit and Finance Committee gives proposed budget guidelines. President's team reviews operating budget requests for both core work and strategic needs.	
December	Planning Council previews the budget proposal (referencing the operating and strategic plans).	
January	Governor submits state budget funding to the legislature. Board approves Preliminary FY06 Integrated Strategic Plan and Operating Budget to go forward to the County Executive.	
February/March		Planning Council considers college strategic needs for FY07 Plan. Team Leaders invited to present.
April	State legislature finalizes funding to community colleges. County Executive gives his/her proposal for the college's operating and capital budget to the County Council. Board approves final changes in the budget to comply with state and county funding.	Planning Council reviews goals for FY07 strategic plan.
May	County Council approves final budgets for operating and capital requests.	Board approves goals for the FY07 strategic plan.

Criteria 2.2 - Strategy Deployment

How does your organization convert your strategic objectives into action plans to accomplish the objectives? How do you assess progress relative to these plans?

As the college budget is finalized, the relevant core work unit or cross-functional teams are notified of the approval. All are connected to the president's team via a liaison, for example, the enrollment management team - Kate Hetherington, vice president of student services, mathematics division - Ron Roberson, vice president of academic affairs, etc.








The leader of the core work unit or team is accountable for the progress on that objective and reports to his/her supervisor and/or the president's team liaison quarterly.


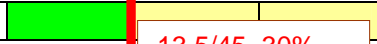
Annually, the board receives a report on the full set of strategic objectives. FY04 core work highlights and strategic accomplishments were presented at the August 25, 2004, board meeting.

External Measures

The college has prepared and submitted applications to various Baldrige-based quality awards competitions. More details on the scoring system can be found at the end of this report.

Maryland State Quality Award		CQIN Pacesetter	
	Range of total applicant scores		HCC's Score - 2002
	2002 - Score interval in which HCC was rated		Specific score is issued
	2003 - Score interval in which HCC was rated		

		Scoring Ranges					
		0-9	10-29	30-49	50-69	70-89	90-100
Baldrige Criteria 1000 points	Overall Score						
		<div style="border: 1px solid black; padding: 2px; display: inline-block;">229/1000=22.9%</div>					

			0-9	10-29	30-49	50-69	70-89	90-100
2:	Strategic Planning (85 points)	2.1 40 points						
			<div style="border: 1px solid black; padding: 2px; display: inline-block;">12/40=30%</div>					
		2.2 45 points						
			<div style="border: 1px solid black; padding: 2px; display: inline-block;">13.5/45=30%</div>					

Action:




The college receives a detailed feedback report delineating strengths and weaknesses in each category. A team reviews those reports, collects information on the process improvements that occur in the intervening months, and submits a new application.

On August 29, 2003, the college submitted another application to the Maryland State Quality Award **and received its feedback report in March 2004**. The college **is developing** its application for the Baldrige Award (due May **2005**).

Benchmark:

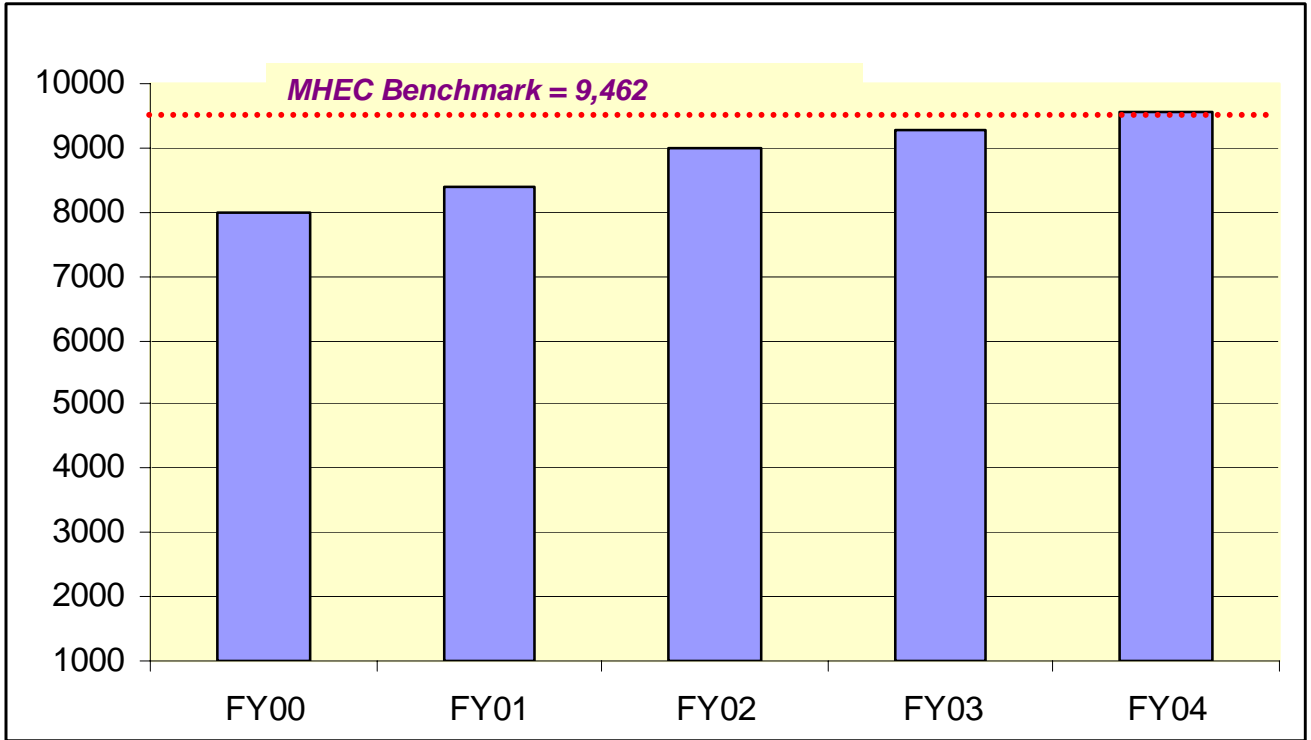
Presently institutions receiving an overall score of 450 or more receive at least site visits. Therefore, the administration recommends a category benchmark aligned with that goal: **The college will receive a rating for category #2 of 45 percent.**

Next are three measures **mandated by the Maryland Higher Education Commission (MHEC)**. Although MHEC only requires these annually, they were selected by president's team as measures that should be looked at more than once per year (*see the president's report: enrollment*), so they are also part of the Dragon's Vital Signs and are displayed in the new dashboard format. Benchmarks, already set by the board, are indicated on the attached pages.

Credit Headcount	
NonCredit Headcount	
Enrollment by Residence	

UNDUPLICATED HEADCOUNT ENROLLMENT: CREDIT STUDENTS

FY00	FY01	FY02	FY03	FY04	MHEC Benchmark	FY05	<u>Current Benchmark Status</u>
7,992	8,406	9,012	9,262	9,545	9,462	9,462	Exceeded



Description of the Indicator: Credit enrollment is the most basic indicator of how well the college is fulfilling its mission.

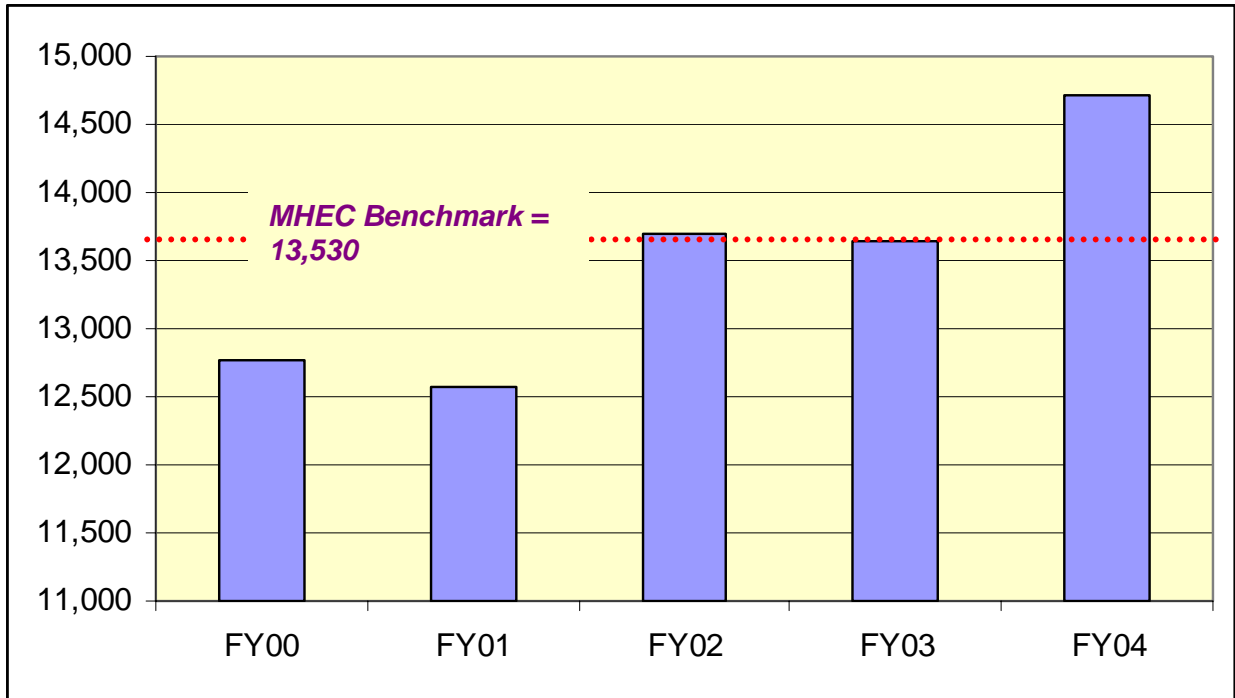
Benchmark: The board has set the MHEC benchmark for HCC's credit enrollment at 9,462 for FY05.

Performance Outcome: The MHEC benchmark for HCC's 2005 enrollment [has now been exceeded](#).

Data Source: Data is from HCC's enrollment files prepared by IT and analyzed by the PROD Office.

UNDUPLICATED HEADCOUNT ENROLLMENT: NONCREDIT STUDENTS

FY00	FY01	FY02	FY03	FY04	MHEC Benchmark FY05	<u>Current Benchmark Status</u>
12,766	12,568	13,690	13,640	14,722	13,530	Exceeded



Description of the Indicator: Noncredit enrollment is an important indicator of how well the college is meeting the diverse needs of the community. Whether enrolled for lifelong learning, to gain or upgrade job-related skills, or for personal enrichment, strong noncredit enrollment signals the alignment of college offerings with community needs.

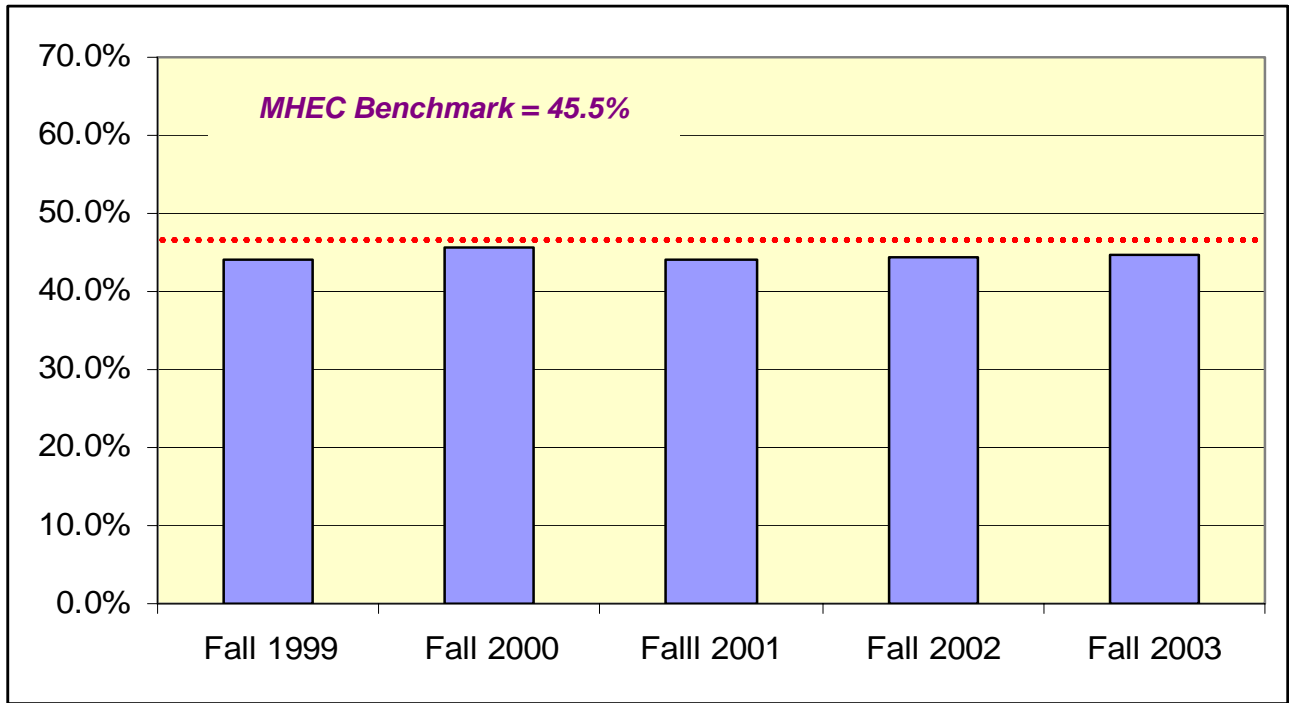
Benchmark: The board has set the MHEC benchmark for HCC's noncredit enrollment at 13,530 for FY05.

Performance Outcome: The MHEC benchmark for HCC's FY05 noncredit enrollment was exceeded in each of the last **three** years.

Data Source: Data is from HCC's enrollment files prepared by IT and analyzed by the PROD Office.

ENROLLMENT BY RESIDENCE
Percent of County Undergraduates Enrolled in Maryland Institutions who attend HCC

Fall 1999	Fall 2000	Fall 2001	Fall 2002	Fall 2003	MHEC Benchmark Fall 2005	Current Benchmark Status
44.2%	45.5%	44.0%	44.3%	44.7%	45.5%	Getting There



Description of the Indicator: Examining the percentage of county undergraduates enrolled in Maryland institutions of higher education who attend HCC is one measure of the college’s accessibility to residents of the service area. Shown is the percentage of these Howard County undergraduates who are attending HCC.

Benchmark: The board has set the MHEC benchmark for Howard County undergraduates enrolled at HCC at 45.5 percent.

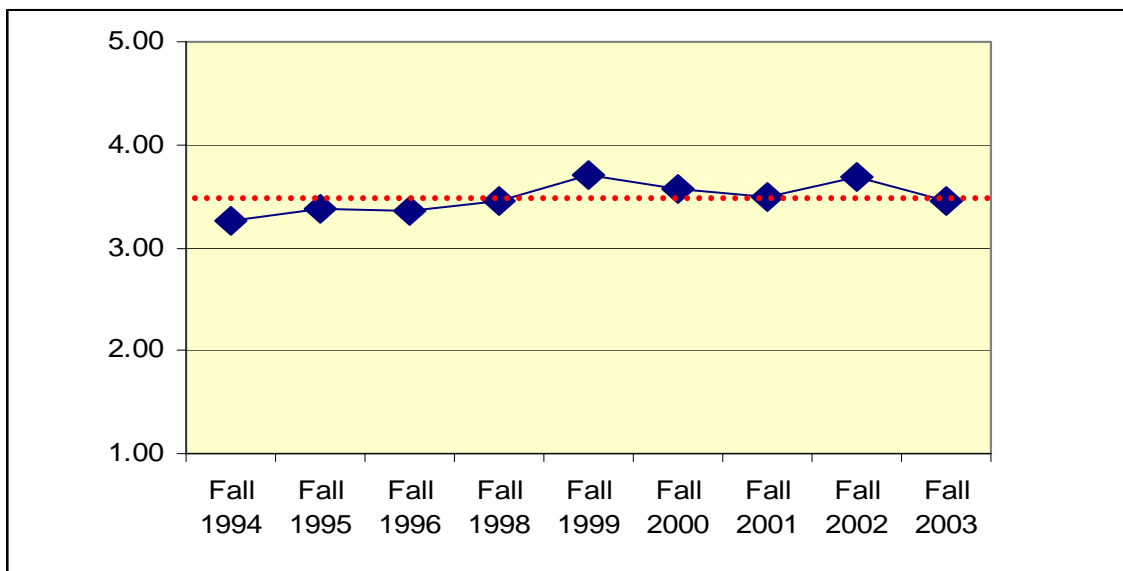
Performance Outcome: Although HCC is located in a county with a large number of four-year and other community colleges campuses nearby, the attendance rates have remained stable over the five-year period. The benchmark has been met for one of the last five years. The other years' percentages have been within 1.5 percent of the benchmark.

Data Source: Maryland Higher Education Commission (MHEC) Enrollment by Place of Residence report published annually in the spring.

Internal Measures

Each fall the college distributes a web-based survey: QUEST (QUality Evaluation of Service Trends). All budgeted employees are asked to rate services and initiatives across the campus on a five point scale (with five being the most positive). The response rate is excellent; for example, in fall of 2003, 65% of the employees participated. All items on the QUEST have a **benchmark of 3.5** (consistent with expected outcomes for organization-wide surveying).

Effective Strategic Planning



Note * There was no QUEST Survey at HCC in 1997. Instead, the PACE Survey (external) was used.

Baldrige Key Terms and Scoring Guidelines

Key Terms:

“Approach” refers to how the college addresses the criteria item requirements - the method(s) used. The factors used to evaluate approaches include:

- the appropriateness of the methods to the requirements
- the effectiveness of use of the methods and the degree to which the approach
 - is repeatable, integrated, and consistently applied
 - embodies evaluation/improvement/learning cycles
 - is based on reliable information and data
- alignment with your organizational needs
- evidence of beneficial innovation and change.

“Deployment” refers to the *extent* to which the college’s approach is applied. The factors used to evaluate deployment include

- use of the approach in addressing criteria item requirements relevant and important to the organization
- use of the approach by all appropriate work units stakeholder requirements and key strategic objectives and
- action plans are particularly important.

The term “stakeholders” refers to all groups that are or might be affected by an organization’s actions and success. Examples of key stakeholders include parents, parent organizations, faculty, staff, boards, alumni, employers, other colleges, funding entities, and local/professional communities. Although students are commonly thought of as stakeholders, for purposes of emphasis and clarity, the criteria refer to students and stakeholders separately.

Scoring Bands:

0%-9%: No systematic approach is evident; information is anecdotal.
No organizational alignment is evident.

10%-29%: The beginning of a systematic approach to the basic requirements of the item is evident.
Major gaps exist in deployment that would inhibit progress in achieving the basic requirements of the item.
Early stages of a transition from reacting to problems to a general improvement orientation are evident.
The approach is aligned with other areas or work units largely through joint problem solving.

- 30%-49%: An effective, systematic approach, responsive to the basic requirements of the Item, is evident.
The approach is deployed, although some areas or work units are in early stages of deployment.
The beginning of a systematic approach to evaluation and improvement of key processes is evident.
The approach is in early stages of alignment with the basic organizational needs identified in respond to other criteria categories.
- 50%-69%: An effective, systematic approach, responsive to the overall requirements of the Item and your key organizational requirements, is evident.
The approach is well deployed, although deployment may vary in some areas or work units.
A fact-based, systematic evaluation and improvement process is in place for improving the efficiency and effectiveness of key processes.
The approach is aligned with your organizational needs identified in the other criteria categories.
- 70%-89%: An effective, systematic approach, responsive to the multiple requirements of the Item and your current and changing educational service needs, is evident.
The approach is well deployed, with no significant gaps.
A fact-based, systematic evaluation and improvement process and organizational learning/sharing are key management tools; there is clear evidence of refinement, innovation, and improved integration as a result of organizational-level analysis and sharing.
The approach is integrated with your organizational needs identified in the other criteria categories.
- 90%-100%: An effective, systematic approach, fully responsive to all the requirements of the Item and all your current and changing educational service needs, is evident.
The approach is fully deployed without significant weaknesses or gaps in any areas or work units.
A very strong, fact-based, systematic evaluation and improvement process and extensive organizational learning/sharing are key management tools; strong refinement, innovation, and integration, backed by excellent organizational-level analysis and sharing, are evident.
The approach is well integrated with your organizational needs identified in the other criteria categories.

Source:

http://www.quality.nist.gov/PDF_files/2004_Education_Criteria.pdf ; html pages 60, 61.