



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

November 17, 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
6. Prior to the board meeting route your questions to the board chair (or the president).

Board of Trustees
November 17, 2004
Laurel College Center

PART I. **WORK SESSION AND DINNER** 4:30 PM (A LIGHT DINNER WILL BE SERVED AT 5:00 PM)

A. Informational Tour: Laurel College Center

PART II. **REGULAR MEETING** – Immediately following the work session and dinner

A. Approval of November 17, 2004, Agenda

B. Approval of:

1. October 27, 2004, Work Session Minutes
2. October 27, 2004, Regular Session Minutes
3. October 27, 2004, Executive Session Minutes
4. November 3, 2004, Closed Session Minutes
5. November 9, 2004, Closed Session Minutes

C. President's Report

D. Board Member Comments

E. Consent Items

1. Proposed New Hires
2. Fiscal Year 2005 Sabbatical Leave Recommendations
3. December 2004 Graduates
4. Verizon Phone Service
5. Northrop Grumman Technology Contract
6. Network Hardware for Belmont Conference Center
7. Legislative Agenda

F. Discussion Items

1. Issue Bin
2. Board Calendar
3. Tuition Waivers
4. Resolution on Howard Community College Educational Foundation, Inc. Purchase of The Belmont Inn and Conference Center

G. Information Items

1. Agreements Signed by the Board Chair Disclosure
2. Financial Statements
3. Personnel Summaries
4. Report on Board End: Student and Stakeholder Focus
5. Report on Board End: Information and Analysis

H. Closed Session

I-A Informational Tour: Laurel College Center

Tour Overview:

In an effort to familiarize Howard Community College (HCC) trustees with the Laurel College Center (LCC) and give them an opportunity to meet Prince George's Community College (PGCC) partners in the endeavor, the November 17, 2004, work session will be held at LCC.

At 4:30 p.m., trustees will be given a tour of the facilities by Nancy Grinberg, director of LCC. At 5:00 p.m., LCC students will discuss their experiences at the center with trustees from both colleges. Dinner and mingling with PGCC trustees and students will follow.

At 6:00 p.m., HCC trustees will convene their regular session meeting.

Background:

Establishing a college site in Laurel is in keeping with the missions of Prince George's Community College (PGCC) and Howard Community College (HCC): to serve the educational needs of students in both counties. In an effort to increase access to academic, continuing education, and workforce development programs and initiatives, the two colleges formed a partnership, the result of which was the establishment of the Laurel College Center in June 2001. The center is in a facility that formerly housed the Computer Learning Center a for-profit organization that closed its doors to the public.

The colleges crafted a statement of the nature and purpose of the site:

The Laurel College Center provides the region with credit and non-credit courses that advance workforce development, provide for personal enrichment, and support the attainment of lower and upper division college degrees.

In this shared vision statement, the Laurel College Center is more than the traditional higher education centers, because partners are not only sharing space, they are sharing integrated and articulated programs.

Senior management teams from both institutions formed to create the Policy and Coordinating Committee, which handles the administrative functions of the Laurel College Center. The committee was charged to initiate a recruitment process to leadership for the site, to develop and offer credit and non-credit courses to meet the

needs of the citizens of Prince George's and Howard Counties, and to develop marketing campaigns to ensure visibility and opportunities for access by the targeted populations. In the fall of 2001, the Laurel College Center began offering credit and non-credit courses. On June 18, 2002, the Middle States Commission on Higher Education accepted the joint request to include the Laurel College Center within the scope of the colleges' accreditation processes.

The Laurel College Center has significantly expanded educational opportunities for the Laurel region. This new partnership provides pathways for citizens with a variety of different needs – from workforce training, allied health certificates or coursework through the associate degree to bachelor degrees and the masters' degree. The center provides an important option for the citizens of the region at a time when the nearest transfer institutions, University of Maryland, College Park and University of Maryland Baltimore County, are becoming increasingly more selective and restrictive in their admissions.

Goals and Outcomes:

The Laurel College Center partnership benefits the Laurel region by the following short-term and long-term goals and resultant outcomes:

Short-term Goals

- Replacing the information technology certification programs that were terminated when Computer Learning Center went out of business – at a reduced rate.
- Responding to the other workforce training needs of the region.
- Providing a host of non-credit personal enrichment offerings.

Long-term Goals

- Providing articulated associate degree programs.
- Providing articulated bachelor degree and ultimately, master degree programs.

PGCC and HCC have established a memorandum of understanding for the center that outlines the responsibilities for both institutions, including the fiscal operation of the center. An amendment in State law allows Laurel College Center students from either county to pay in-county rates regardless of which college offered or taught a course. Additionally, earlier this year, the Maryland Higher Education Center granted regional higher education center status on the Laurel College Center. Currently, a committee made up of representatives from higher education centers from around the state is developing recommendations for State-funding of the centers.

Degrees currently offered at the Laurel College Center include:

- AA in General Studies (HCC and PGCC)

- AA in Business (HCC and PGCC)
- AA in Criminal Justice (HCC and PGCC)
- Bachelors of Elementary and Special Education (Towson University)

Proposed for spring or fall 2005:

- Masters of Mathematics Education (Towson University)*

*Targeted to elementary and middle school math teachers. Towson is ready to go in the spring but it is not yet clear whether the public school systems in Howard County and Prince Georges County will be ready.

Enrollment reports for the Laurel College Center follow.

Laurel College Center Credit Enrollment Report

Comparison: Fall 2003/2004
Official Third Week

Fall '03/Fall '04:

Enrollment:

Institution	Enrollment		% Change
	Fall '03 3 rd wk	Fall '04 3 rd wk	Fall '03-'04
HCC	260	313	+20.4%
PGCC	327	479	+46.5%
Total	587	792	+34.9%

Headcount:

Institution	Headcount		% Change
	Fall '03 3 rd wk	Fall '04 3 rd wk	Fall '03-'04
HCC	186	234	+25.8%
PGCC	227	355	+56.4%
Total	413	589	+42.6%

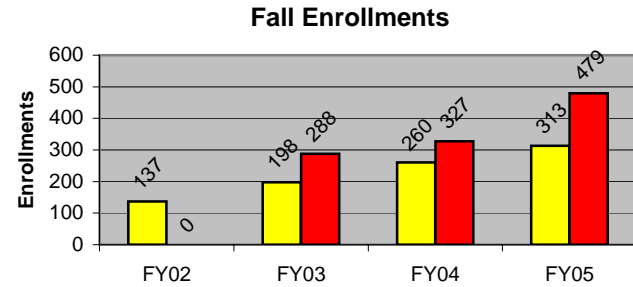
Credit Hrs/FTEs:

Institution	Credit Hours		FTEs		% Change
	Fall '03 3 rd wk	Fall '04 3 rd wk	Fall '03 3 rd wk	Fall '04 3 rd wk	Fall '03-'04
HCC	744.0	964.8	24.8	32.16	+29.7%
PGCC	1053.0	1508.1	35.1	50.27	+43.2%
Total	1797.0	2472.9	59.9	82.43	+37.6%

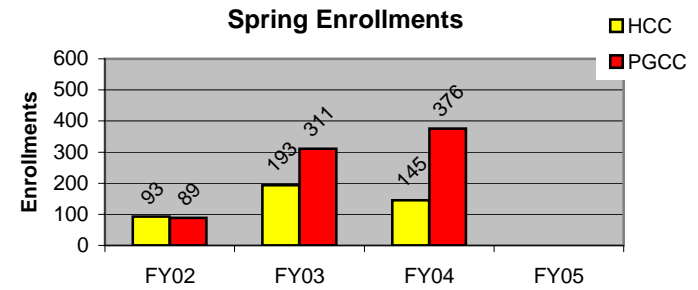
Laurel College Center **Credit Enrollments**

Fall '01 - Fall '04 (YTD)

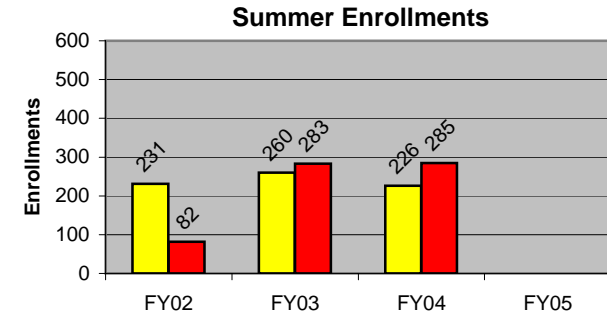
	FY02	FY03	FY04	FY05
	2001	2002	2003	2004
FALL				
HCC	137	198	260	313
PGCC	0	288	327	479
TOTAL	137	486	587	792



	FY02	FY03	FY04	FY05
	2002	2003	2004	2005
SPRING				
HCC	93	193	145	
PGCC	89	311	376	
TOTAL	182	504	521	0



	FY02	FY03	FY04	FY05
	2002	2003	2004	2005
SUMMER				
HCC	231	260	226	
PGCC	82	283	285	
TOTAL	313	543	511	0

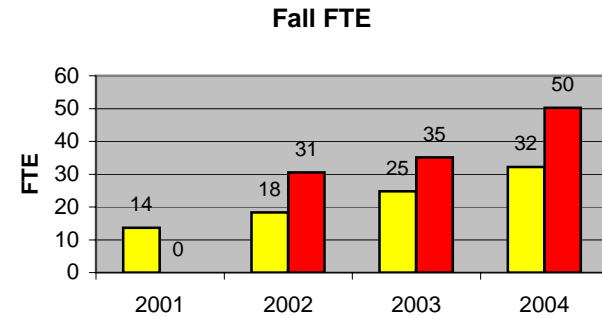


FY Totals	632	1,533	1,619	792
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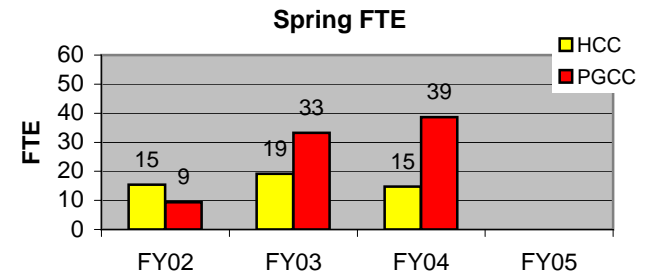
Laurel College Center **Credit FTE**

Fall '01 - Fall '04 (YTD)

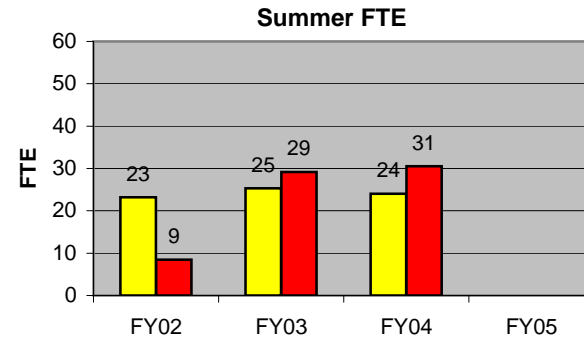
	FY02	FY03	FY04	FY05
FALL	2001	2002	2003	2004
HCC	13.7	18.3	24.8	32.17
PGCC	0	30.5	35.1	50.27
TOTAL	13.7	48.8	59.9	82.44



	FY02	FY03	FY04	FY05
SPRING	2002	2003	2004	2005
HCC	15.4	19.2	14.8	
PGCC	9.4	33.2	38.6	
TOTAL	24.8	52.4	53.4	0



	FY02	FY03	FY04	FY05
SUMMER	2002	2003	2004	2005
HCC	23.2	25.3	24.0	
PGCC	8.5	29.2	30.5	
TOTAL	31.7	54.5	54.5	0



FY Totals 70.2 155.7 167.8 82.44

Laurel College Center *Con. Ed. Enrollments* Fall '01 - Fall '04 (YTD)

FALL	FY02	FY03	FY04	FY05*
9/1-12/31	2001	2002	2003	2004
HCC	110	352	326	370
PGCC	538	855	861	776
TOTAL	648	1,207	1,187	1,146

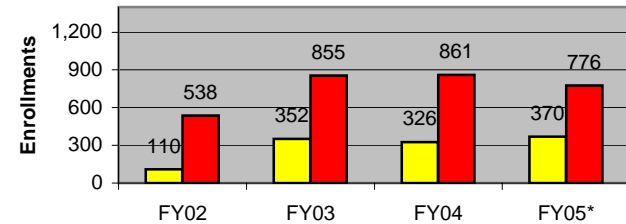
* as of 11/2/2004

SPRING	FY02	FY03	FY04	FY05
1/1-6/30	2002	2003	2004	2005
HCC	418	499	512	
PGCC	1,069	1,058	1,260	
TOTAL	1,487	1,557	1,772	0

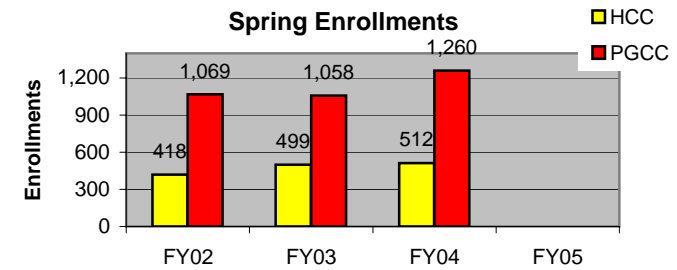
SUMMER	FY02	FY03	FY04	FY05
7/1-8/31	2001	2002	2003	2004
HCC		101	71	91
PGCC		119	145	170
TOTAL	0	220	216	261

FY Totals 2,135 2,984 3,175 1,407

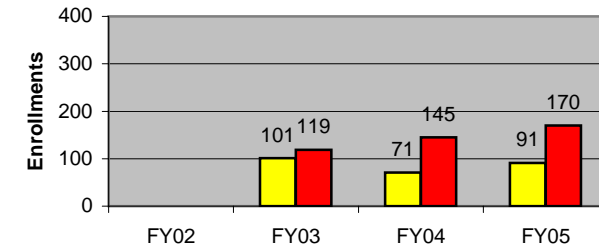
Fall Enrollments



Spring Enrollments



Summer Enrollments



Laurel College Center *Con. Ed. FTE*

Fall '01 - Fall '04 (YTD)

FALL	FY02	FY03	FY04	FY05
9/1-12/31	2001	2002	2003	2004
HCC	3.62	2.59	7.73	10.12
PGCC	22.31	29.96	40.21	30.42
TOTAL	25.93	32.55	47.94	40.54

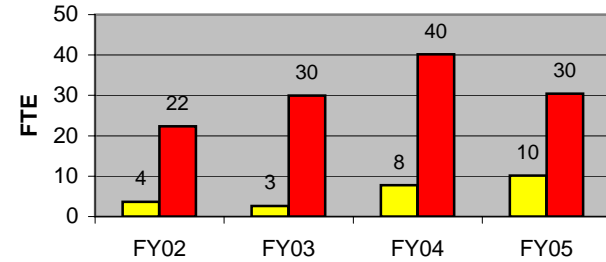
* estimated as of 11/2/04

SPRING	FY02	FY03	FY04	FY05
1/1-6/30	2002	2003	2004	2005
HCC	8.62	10.87	15.42	
PGCC	37.00	46.39	49.59	
TOTAL	45.62	57.26	65.01	0.00

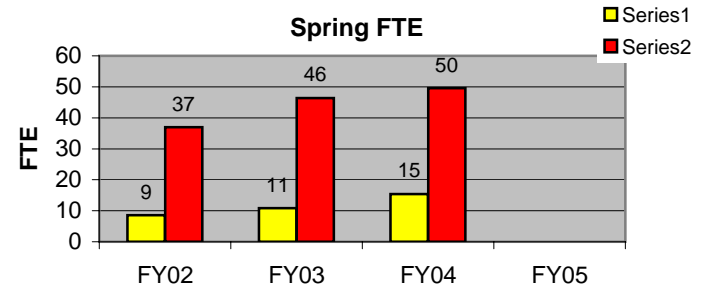
SUMMER	FY02	FY03	FY04	FY05
7/1-8/31	2001	2002	2003	2004
HCC	0	2.59	2.57	4.47
PGCC	0	4.83	8.69	10.51
TOTAL	0	7.42	11.26	14.98

FY Totals 71.55 97.23 124.21 55.52

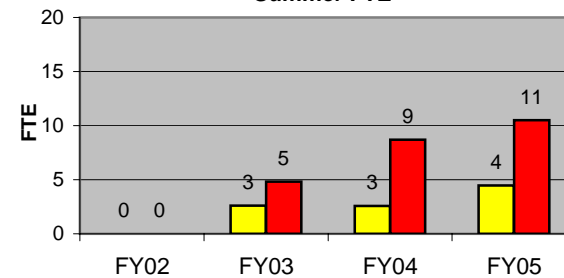
Fall FTE



Spring FTE



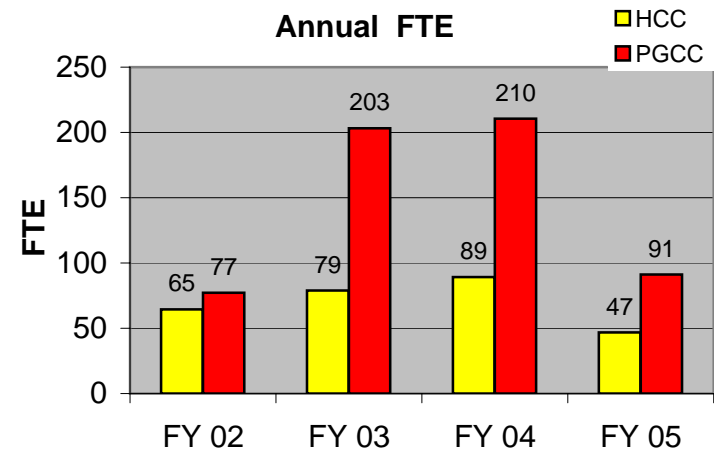
Summer FTE



Laurel College Center Annual FTE

FY 02 - FY 05

Combined Annual Credit and Con Ed FTE				
	FY 02	FY 03	FY 04	FY 05
HCC	64.54	78.85	89.32	46.76
PGCC	<u>77.21</u>	<u>203.28</u>	<u>210.42</u>	<u>91.20</u>
	141.75	282.13	299.74	137.96



II-A Approval of November 17, 2004, Agenda

**Board of Trustees
November 17, 2004
Instructional Laboratory Building
Laurel College Center**

PART II. REGULAR MEETING – 6:00 pm

A. Approval of November 17, 2004, Agenda

B. Approval of:

1. October 27, 2004, Work Session Minutes
2. October 27, 2004, Regular Session Minutes
3. October 27, 2004, Executive Session Minutes
4. November 3, 2004, Closed Session Minutes
5. November 9, 2004, Closed Session Minutes

C. President's Report

D. Board Member Comments

E. Consent Items

1. Proposed New Hires
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3. December 2004 Graduates
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1. Issue Bin
2. Board Calendar
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4. Report on Board End: Student and Stakeholder Focus
5. Report on Board End: Information and Analysis

H. Closed Session

II-B Approval of Minutes

- October 27, 2004, Work Session Minutes
- October 27, 2004, Regular Session Minutes
- October 27, 2004, Closed Session Minutes
- November 3, 2004, Closed Session Minutes
- November 9, 2004, Closed Session Minutes

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
WORK SESSION MINUTES
October 27, 2004**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, October 27, 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 6:00 p.m. Other board members present included Louis G. Hutt, Jr., vice chair, and trustees Roger N. Caplan, Patrick L. Huddie, Katherine K. Rensin, T. James Truby, and Mary Beth Tung. Mary Ellen Duncan, secretary-treasurer, was also present.

A. Introduction of Employees

In the absence of Ron Roberson, vice president of academic affairs, Dan Friedman, division chair science and technology, introduced Tamara Jones, English Language Institute lead instructor.

Kate Hetherington, vice president of student services, introduced Wendy Buskey, personal counselor for the Career Links program, and Robin Becker-Cornblatt, assistant director of admissions (nursing and allied health).

B. Recognition of Human Resources

Lynn Coleman, vice president of administration and finance, introduced Todd Allen, director of human resources, who introduced Harsha Desai, senior programmer/analyst. Both were recognized for an award they received from the College and University Personnel Association (CUPA) for the total compensation statement, that is distributed to all HCC employees.

C. Introduction of Clay Whitlow, Executive Director of MACC

Clay Whitlow, the newly-appointed executive director of the Maryland Association of Community Colleges (MACC), was introduced to the board of trustees. Mr. Whitlow thanked the trustees and the president for their support of MACC.

D. Meeting with Auditors

Lynn Coleman gave an overview of the audit and reported that the issues mentioned in the management letter had been addressed.

E. Residents on Belmont Woods Road

Several neighbors from the community surrounding Belmont were given an opportunity to voice their opinions over the upcoming purchase of Belmont

Conference Center by the college's educational foundation and the possibility of development of some of the parcels of land. Neighbors expressed concern over the possibility of development and requested to have input into college and foundation plans for the property and its use. Dr. Duncan spoke to the group explaining the rationale behind the educational foundation obtaining the property. She told them that the construction of the new access road from Landing Road would be the first priority. Dr. Duncan also let them know that there will be three public meetings scheduled after Thanksgiving with area residents and then an open house in January. Ms. Dillow reminded the group that the college has not purchased the property yet and that no additional information can be offered to them at this time.

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

The above constitutes the official minutes of the October 27, 2004, work session of the Howard Community College Board of Trustees as approved on November 17, 2004, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
REGULAR SESSION MINUTES
October 27, 2004**

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, October 27, 2004, in the multipurpose room of the instructional laboratory building (ILB100) at Howard Community College, Columbia, Maryland. Roberta E. Dillow, chair, brought the regular 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, T. James Truby, and Mary Beth Tung. Mary Ellen Duncan, secretary-treasurer, was also present.

A. Approval of October 27, 2004, Agenda

A recommendation to approve the October 27, 2004, agenda as amended was moved by Trustee Hutt, seconded by Trustee Truby, and unanimously approved.

B. Approval of Minutes

A recommendation to approve the September 9, 2004, closed session minutes, the September 15, 2004, work session and regular session minutes, and the October 20, 2004, closed session minutes, was moved by Trustee Rensin, seconded by Trustee Truby, and unanimously approved.

C. President's Report

Kate Hetherington, vice president of student services, gave an update on the women's soccer team. Dr. Duncan mentioned that the Russian women's delegation would be visiting from October 30 to November 7. Trustee Huddie stated that federal student financial aid was going unused. Students are made aware of available financial aid through a variety of means, including outreach by the financial aid staff.

D. Report of the Audit and Finance Committee

A recommendation to approve the audit and finance committee report was moved by Trustee Caplan, seconded by Trustee Huddie, and unanimously approved.

E. Report of the Legislative Committee

A recommendation to approve the legislative committee report was moved by Trustee Truby, seconded by Trustee Caplan, and unanimously approved.

F. Board Member Comments

- Chair Dillow commended Missy Matthey, director of development, on the

increased proceeds from the Grand Prix and thanked Blase Cook for donating the car he won in the raffle back to the foundation, which contributed to the increased proceeds. Blase Cook will be recognized at the donor lunch and presented with a model car. Chair Dillow thanked Peggy Mohler, director of grants and grants management, for the increase in grants secured by the college. She asked trustees to sign up to attend college events.

- Trustee Caplan thanked Chair Dillow and Dr. Duncan and her staff for taking on Belmont and thinking big on behalf of students.
- Vice-chair Hutt mentioned that he met with Ron Roberson and was impressed by the entrepreneurship and creativity course offered at the college. He said the board should think of ways to provide funding for this program through strategic partnerships.
- Trustee Huddie thanked Dave Buonora, director of legislative relations and business development, Zoe Irvin, executive director of planning, research and organizational development, and Dr. Duncan for their work statewide and Kate Hetherington for initiating student advocacy day. He also mentioned using community college foundation boards for fundraising.
- Trustee Tung mentioned the “big hole out there” and the excitement of the new building. She also mentioned meeting with Patty Keeton, executive director, workforce development, about the entrepreneurial program.
- Trustees Truby and Rensin agreed with earlier comments and commended HCC’s administration on planning for the future. Dr. Duncan thanked Trustee Rensin for chairing the foundation board at its last meeting, while excusing herself from votes on the Belmont project.

G. Consent Items

1. Proposed New Hires
2. FY06 Capital Budget
3. Banking Services Bid
Awarded to: Bank of America
For: approximately \$15,147.15
4. Change Order for Fiber and Telecom Cable Installation to Hickory Ridge Building
Awarded to: FiberPlus
For: \$8,300.00
5. Library Deck Waterproofing
Awarded to: W.K. Contractors
For: \$179,300

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

H. Discussion Items

1. **Issue Bin**

The presentation on the board portal will be given at the trustee workshop. The board will be asked to review the revised bylaws and provide feedback. A workshop with Jim Boyd, Greenleaf Center facilitator, will be held on December 6.

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

2. Board Calendar

The November 11 Commission on the Future event is cancelled.

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

3. FY04 Audit Report and Response to Management Letter

A recommendation to approve the college's response to the management letter was moved by Trustee Caplan, seconded by Trustee Truby, and unanimously approved.

4. FY06 Legislative Agenda

A recommendation to approve the legislative agenda with the understanding that details of some items will be further refined in the coming weeks and presented to the board in November, was moved by Trustee Hutt, seconded by Trustee Caplan, and unanimously approved.

I. 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 August 2004

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

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

3. Personnel Summary for September 2004

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

4. Report on Board End: Student and Stakeholder Focus

Trustee Truby requested that the Student and Stakeholder Focus board end be carried over to next month's agenda to allow more time for review and possible questions.

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

Adjournment

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

The meeting adjourned at 7:30 p.m.

The above constitutes the official minutes of the October 27, 2004, meeting of the Howard Community College Board of Trustees as approved on November 17, 2004, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

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

October 27, 2004
Howard Community College
Instructional Laboratory Building
Room 100

Present: Roberta E. Dillow, chair, Louis G. Hutt, Jr., vice chair, and trustees Patrick L. Huddie, Katherine K. Rensin, T. James Truby, and Mary Beth Tung. Mary Ellen Duncan, secretary-treasurer, Lynn Coleman, vice president of administration and finance, Thomas Glaser, vice president of information technology, Kathleen Hetherington, vice president of student services, Zoe Irvin, executive director of planning, research, and organizational development, David Buonora, director of legislative affairs and business development, and Erin Marek, executive associate to the president were also present.

Trustees discussed possible dates for a closed session meeting to meet with legal counsel. The executive session was adjourned at approximately 7:45 p.m.

The above constitutes the official minutes of the October 27, 2004, executive session meeting of the Howard Community College Board of Trustees as approved on November 17, 2004, and are a true and correct copy of the same.

Mary Ellen Duncan, Secretary/Treasurer

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

November 3, 2004
Howard Community College
Administration Building
Schoenbrodt Boardroom (A225)

Present: Roberta E. Dillow, chair, Louis G. Hutt, Jr., vice chair, and trustees Patrick L. Huddie, Katherine K. Rensin, T. James Truby, and Mary Beth Tung. Mary Ellen Duncan, secretary-treasurer, Lynn Coleman, vice president of administration and finance, Thomas Glaser, vice president of information technology, Kathleen Hetherington, vice president of student services, Ronald Roberson, vice president of academic affairs, Zoe Irvin, executive director of planning, research, and organizational development, Randy Bengfort, director of marketing and public relations, David Buonora, director of legislative affairs and business development, Missy Matthey, director of development, Erin Marek, executive associate to the president, Mike Davis, legal counsel to the Howard Community College Educational Foundation, Inc., were also present.

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Howard Community College hereby conduct its meeting in closed session beginning on October 20, 2004, at 9:15 a.m. pursuant to State Government Article, Section 10-508 (a) "to consult with counsel to obtain legal advice on a legal matter."

The resolution was approved unanimously by the trustees. The trustees entered into closed session at approximately 8:05 a.m.

Trustee Truby departed the meeting at 9:10 a.m. and Trustee Caplan joined it at the same time.

During the closed session, the trustees consulted with legal counsel concerning the timeline necessary to approve the management and lease agreements with the Foundation.

The closed session was adjourned at approximately 10:00 a.m.

The above constitutes the official minutes of the November 3, 2004, closed meeting of the Howard Community College Board of Trustees as approved on November 17, 2004, and are a true and correct copy of the same.

Mary Ellen Duncan, Secretary/Treasurer

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

November 9, 2004
Howard Community College
Schoenbrodt Boardroom (A225)

Present: Roberta E. Dillow, chair, Louis G. Hutt, Jr., vice chair, and trustees Roger Caplan, Katherine K. Rensin, T. James Truby, and Mary Beth Tung. Mary Ellen Duncan, secretary-treasurer, Lynn Coleman, vice president of administration and finance, Thomas Glaser, vice president of information technology, Ronald Roberson, vice president of academic affairs, Zoe Irvin, executive director of planning, research, and organizational development, Erin Marek, executive associate to the president, David Buonora, director of legislative affairs and business development, and Missy Matthey, director of development were also present. Patrick L. Huddie, trustee, was absent.

At approximately 5:00 p.m., Chair Dillow read a resolution to enter into closed session, which was supported unanimously by the board:

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Howard Community College hereby conduct its meeting in closed session beginning on November 9, 2004, at 5:00 p.m. pursuant to State Government Article, Section 10-508 (a) "to consider the acquisition of real property for a public purpose and matters directly related thereto."

The resolution was approved unanimously by the trustees. The trustees entered into closed session at approximately 5:02 p.m.

During the closed session, the trustees discussed the acquisition of real property. The closed session was adjourned at approximately 6:10 p.m.

The above constitutes the official minutes of the November 9, 2004, closed meeting of the Howard Community College Board of Trustees as approved on November 17, 2004, and are a true and correct copy of the same.

Mary Ellen Duncan, Secretary/Treasurer

II-C President's Report

News from Planning, Research, and Organizational Development

Recent activities include:

- Preparing web files and inviting all budgeted college employees to fill out the annual employee satisfaction survey (QUEST);
- Completing mandated reports to external agencies and several new statewide data requests. Examples include:
 - Enrollments-Fine Arts - Maryland Association of Community Colleges (MACC);
 - Enrollments-Allied health programs - MACC. Worked with directors of Admissions, Allied Health, and Nursing to get data;
 - Unmet need - MACC - wait-listed programs, etc. Worked with Admissions, Registrar, Nursing, etc.; and
 - Provided data to MCCRG (Maryland Community College Research Group) for the statewide Distance Learning (DL)/Institutional Research (IR) Workgroup for developing a formula for including distance learning credit hours in FTDE (Fulltime day equivalent) enrollment projections.
- Applying for the \$25,000 TIAA-CREF Hesburgh Award for innovative faculty development project (the Learning Outcomes Assessment (LOA) office partnered with the Art department);
- Working (LOA coordinator) with assessment specialists from 7 other regional colleges and universities (Towson, UMCP, Anne Arundel Community College, Montgomery College, Naval Academy, University of Delaware, Chesapeake Community College) to plan and implement a regional assessment conference scheduled for mid-March;
- Providing demographic and survey data on credit students to take advantage of a quick grant opportunity presented to continuing education and workforce development. Provided updated age-specific census data from Maryland Department of Planning and assisted in determining the market share for Howard County, overall and by age group;

News from Legislative Relations and Business Development

Recent activities include:

- Finished content of legislative agenda.
- Working with HCC graphics department to format and print legislative agenda.
- Attended 2 Howard County Human Resources Society meetings to meet human resources leaders in the county and let them know about the services HCC can provide for their businesses.
- Worked with the Maryland Emergency Management Agency (MEMA), the Director of Homeland Security, the Governor's Office on Service and

Volunteerism and other community colleges to help finalize a memorandum of understanding (MOU) for Maryland community colleges to be involved in preparedness training related to homeland security. The agreement provides that community colleges will receive \$89,500 to develop two video trainings on how to prepare for, and potentially how to respond to, a homeland security event—one targeted at individuals and one targeted at businesses. A request for proposal (RFP) process will be developed so that community colleges can bid to be the producer of these training videos. The MOU states that the community colleges will deliver the video within six months. HCC will be the project managers for the RFP process.

- Met with student leaders to discuss plans for advocacy day.
- Worked with Patrick Huddle and Clay Whitlow on MACC activities related to positioning the community colleges for the upcoming legislative session and statewide discussions of the state plan for higher education.

News from the President's Office

Recent activities include:

- Working with Academy of Educational Development to host Russian visitors.
- Supporting president and board projects, including potential agreements between foundation and college for lease and management of Belmont Conference Center.
- Continuing work with Maryland Center for Quality and Productivity on Maryland Quality Awards.
- Working with development office and allied health division on planning the thank you breakfast to those organizations and individuals who supported the accelerated nursing program.
- Continuing work with the allied health division and Howard County general Hospital to secure funds for the expansion of the nursing program.

News from Development

Recent activities include:

- Total amount of competitive grants awarded to HCC is \$1,175,142 and to the HCCEF \$679,409. Total amount of non-competitive grants awarded to the college is \$2,443,783.
- The following events, which were coordinated by college staff members helped to raise funds for specific projects and endowments, netted:
 - Can Film Festival = \$3,041
 - Accordare Piano Duo = \$1,860
- For the month of September, the Foundation received \$107,502 in new gifts for a total of \$334,403 in fiscal year 2005
- The VPA Building Donor Gathering held on Monday, November 1 was a great success. Approximately 40 donors came on campus to listen to Design Collective architect Suresh Kodollikar and Riparius Construction representatives Mike McCarthy, Ken Kolb and Ed Thompson give an overview of the building. Then we took the donors to the roof of the ILB to get a birds-eye view of what is now the VPA hole.

News from Public Relations - Annual report to be released in November

The theme of the 2004 Annual Report to the Community -- "The Community's College: Learning and 'Real Life' Come Together at HCC" -- highlights the many ways that we interact with the community to provide educational opportunities and meet workforce needs. An example is the new service-learning program, a method of instruction that combines academics with community service. Other examples are efforts to provide critically needed nurses and teachers, mediation services, fine and performing arts, youth programs, international study and classes for entrepreneurs. The publication also includes the HCC Educational Foundation's FY04 donor honor roll and financial report. The report will be mailed to community and business leaders in November.

Rock the Vote Event

Over 200 students, faculty, and staff participated in our Rock the Vote Event on Thursday, October 21, 2004. The winner was Kerry with 62 votes – Bush trailed with 54 votes. In addition to enjoying ice cream, attendees had the opportunity to walk-through our Candidates Fair, which included those waging campaigns for the Presidency, United States Senate, U.S. House of Representatives, and the Howard County Board of Education.

English Language Institute Efforts Receive Recognition

Congratulations to two of our ESL instructors, Tamara Jones and Linda Lark, who will be presenting at the NAFSA: Association of International Educators Regional Conference in Philadelphia in November. They will be sponsored at the regional conference by Maryland TESOL and Howard Community College. They will also be presenting at the TESOL national conference in San Antonio in March! They are going to talk about the student activities and services that the English Language Institute offers to students.

Dragon Lair Sports Update

HCC's Cross Country team captured the team title at the northeast district meet held the weekend of October 30th at Williamson College in Pennsylvania. This win gives the team the Maryland JUCO/Region XX title. This title is the program's 9th. Several HCC students were named to the All Region Team/All MD JUCO 1st and 2nd teams and Coach Steve Musselman was named Region XX/MD JUCO Coach of the Year.

Women's volleyball captured the Region XX Championship and took second in the district. HCC was 3-2 overall in the tournament. For the season the Dragons were 19-10. The team's record was 10-6 against Region XX opponents and 8-4 in the JUCO conference. Several HCC players were named to All-Region and All-Tournament teams.

Women's soccer hosted the district game against Springfield Technical CC on October 30th at Covenant Park. Overall, the Dragon's record was 10-6-1 and the

team placed 4th in the MD-JUCO conference with a 3-2-1 record. Several HCC players were named to All-Region and/or All-Tournament.

Congratulations to these teams and to all the fall programs for a job well done. If you wish to see more stats on these teams and stats on players feel free to go to www.mdjuco.com - the official website for the MD-JUCO.

Capital Projects Update

Arts and Humanities Instructional Building

The construction phase of the Arts and Humanities is underway. Due to the groundwater in the basement excavation, the installation of concrete will start almost three weeks late. Riparius is uncertain if this will impact the erection of steel which is scheduled to begin in February 2005. Therefore, the contractor is in the process of developing a recovery plan.

Riparius continues to award subcontracts bringing bids up-to-date. Specification are being reviewed which currently include the building flooring. In addition to the flooring, the furniture fabrics and styles must be reviewed and coordinated with the floor. The initial meeting with Design Collective regarding furniture took place on October 28th. The next series of furniture meetings will take place the week of December 13th. At that time, Design Collective will meet with individual departments to finalize the approved list.

Progress meetings continue to occur every two weeks with college staff, the contractor, the architect, and other necessary parties. The college maintains a close working relationship with all firms and agencies to resolve issues and continue to move the project forward.

Electric Service Cable Replacement / High Voltage Upgrade

The electric service cable replacement project is 85 percent complete. There remains a few minor controlled outages to be scheduled plus testing and inspection. The project is expected to be completed this December 2004.

Athletic Fields Renovations

Progress to the athletic fields continues on schedule with Clark Companies. The access path has been completed and Clark is in the process of sodding field one. The installation of the perimeter fence is underway and is scheduled for completion by mid-November.

The field area was laser graded to allow for the interior track perimeter and the paving of the track will begin the second week of November. At this point, phase two is complete and phase three is progressing as planned. The college looks forward to its continued working relationship with Clark and is confident that all work will be completed by the start of track season next spring 2005.

Student Services Building

Previously, responses to the Maryland Department of General Services (DGS) comments on the schematic documents were forwarded to the state on September 20th. The next phase is the design development documents. Comments from the schematics were incorporated into the design development documents which were delivered to DGS on Monday, October 25, 2004. Design continues to progress and college staff works closely with the architects, construction manager, and individual departments to resolve issues and address concerns.

Exterior Lighting Replacement

The lighting package continues as work progresses with the future footprint of the student services building. College staff meets with Pipes and Wires regularly and expects the project to be completed next spring 2005.

Fire Alarm Upgrades

Siemens subcontractors are in the process of installing the wiring throughout the buildings. Currently, the project is 60 percent complete. Plant Operations staff works closely with Siemens and their subcontractors as the project progresses.

II-D Board Member Comments

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

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	All		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	Dec 2004	Review of both documents with revisions made if necessary.
8/6/04	Servant leadership	Roberta Dillow	Dec 2004	Workshops with Greenleaf Center facilitator for December 6 and 7.
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	(on hold)	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.

F-2 Board Calendar

DATE	EVENT	TENTATIVE AGENDA ITEMS	Trustees to Attend
November 30, 2004 Tuesday 5:30 pm	Information Session <i>Belmont</i>	<ul style="list-style-type: none"> Belmont Woods Community Meeting 	
December 1, 2004 Wednesday 3:30 pm	Information Session <i>Belmont</i>	<ul style="list-style-type: none"> Preservationists Meeting 	
December 1, 2004 Wednesday 5:30 pm	Information Session <i>Belmont</i>	<ul style="list-style-type: none"> Elkridge Association Community Meeting 	
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 	Committee Members
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 	Dillow
December 6, 2004 Monday 8 am - ?	Jim Boyd <i>TBD</i>	<ul style="list-style-type: none"> Servant Leadership 	All
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 	Dillow Rensin
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> 	Dillow
December 15, 2004 Wednesday 5:30 pm	Executive Work Session <i>Schoenbrodt Boardroom</i>	<ul style="list-style-type: none"> Consent Items Only FY05 Presidential Mid-Year Evaluation 	All
December 15, 2004 Wednesday 7:30 pm	Board of Trustees Holiday Dinner <i>Belmont</i>		
December 24, 2004 – January 2, 2005 Friday - Sunday	HCC Winter Break		
January TBD	Women Legislators of Maryland	<ul style="list-style-type: none"> Trustees Invited 	

DATE	EVENT	TENTATIVE AGENDA ITEMS	Trustees to Attend
	Reception <i>TBD</i>		
January 9, 2005 Sunday TBD	Martin Luther King Breakfast <i>Martin's West</i>	<ul style="list-style-type: none"> • <u>Please RSVP by December 23</u> 	Hutt
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 	All
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 TBD	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 	All
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) 	Hutt Rensin
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 	Committee Members
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 	Rensin
February 23, 2005 Wednesday 6 pm	Work Session	<ul style="list-style-type: none"> • Introduction of New Employees • Informational Tour: Science Department 	All
	Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> • Honorary Degree Recipients • Report on Board End: Faculty and Staff Focus 	

DATE	EVENT	TENTATIVE AGENDA ITEMS	Trustees to Attend
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 	Rensin (2)
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) 	Committee Members
March 15, 2005 Tuesday 12:30 pm & 6 pm	Dean's Reception <i>Smith Theatre / Burrill Galleria</i>	<ul style="list-style-type: none"> • Trustees Invited • Recognition for Dean's List and Distinguished Students 	
March 23, 2005 Wednesday 6 pm	Work Session ----- Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> • Introduction of New Employees • Service Learning • Auditor Contract • Report on Board End: Educational and Support Process Management 	All
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 	Committee Members

DATE	EVENT	TENTATIVE AGENDA ITEMS	Trustees to Attend
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> 	
April 27, 2005 Wednesday 6 pm	Work Session Regular Meeting <i>ILB 100</i>	<ul style="list-style-type: none"> • Introduction of New Employees • Informational Tour: Math Department • FY06 Operating Budget Approval (if necessary) • FY06 Faculty Promotions • Candidates for Commencement • Human Resources Snapshot • Report on Board End: Leadership 	All
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 	Rensin (2)
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 	Committee Members
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</i>	<ul style="list-style-type: none"> • Trustees Invited 	Rensin

DATE	EVENT	TENTATIVE AGENDA ITEMS	Trustees to Attend
	<i>Post Pavilion</i>		
May 20, 2005 Friday 2:30 pm	Reception for Platform Party <i>Merriweather Post Pavilion</i>	<ul style="list-style-type: none"> Trustees Invited 	All
May 20, 2005 Friday 4 pm	Commencement <i>Merriweather Post Pavilion</i>	<ul style="list-style-type: none"> Trustees Invited Board Members Confer Degrees 	All
May 25, 2005 Wednesday 6 pm	Work Session	<ul style="list-style-type: none"> Introduction of New Employees Informational Tour: Project Access 	All
	Regular Meeting	<ul style="list-style-type: none"> FY07 Vision, Mission, Values and Beliefs and Strategic Initiatives and Goals Election of FY06 Board Officers Authorization for Board Chair to Approve on Behalf of Board until next Regular Meeting 	
	Closed Session <i>ILB 100</i>	<ul style="list-style-type: none"> Review President's Contract 	
May 26, 2005 Thursday 12 noon	Annual Retiree and New Employee Recognition Lunch <i>TBD</i>	<ul style="list-style-type: none"> Trustees Invited Reception to Honor College Faculty and Staff who Retired During FY05 	
May 26, 2005 Thursday 1:30 pm	Convocation <i>TBD</i>	<ul style="list-style-type: none"> Trustees Invited Welcome from Board Chair (1:30 pm) Recognition event for retired employees, degree recipients. New employees recognized at lunch. 	
May 26, 2005 Thursday 3:30 pm	Employee Appreciation Activity <i>TBD</i>	<ul style="list-style-type: none"> Trustees Invited Annual activity to thank employees for core & strategic work efforts and volunteerism 	
June 10, 2005 Friday	Board Retreat	<ul style="list-style-type: none"> Location & Agenda – TBD 	All
July 27, 2005 Wednesday TBD	LPN Graduation TBD	<ul style="list-style-type: none"> Trustees Invited 	
September 24, 2005 Saturday 10 am – 4 pm	Columbia Classic Grand Prix <i>HCC Grounds</i>	<ul style="list-style-type: none"> Trustees and Spouses/Guests Invited Major Community and Fundraising Event 	Rensin (2)

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 Tuition Waivers for Contractors

Background: Under the college's current administrative policies and procedures, any full-time position control/budgeted employee is exempt from payment of tuition in accordance with the Annotated Code of Maryland, Title 16, Section 16-205. The college has established criteria which states:

1. In accordance with Maryland law, employees will not be allowed to take courses during regular working hours as defined by their supervisors;
2. Tuition waiver approval must be obtained prior to course registration;
3. Employee registration will be on a space available basis;
4. Tuition only is waived, all other costs incurred will be paid by the employee; and
5. Other fees may be eligible for reimbursement under Procedure 63.07.13 Fee/Fee Reimbursement.

One of the benefits of working at an educational institution is the opportunity to pursue an associate degree or a certificate of proficiency, participate in college activities, and enroll in a variety of credit or credit-free courses and seminars. The administration feels it is extremely important to encourage lifelong learning to all members of the workforce at the college.

Currently, the college has contracted services in the areas of food service and security. Both companies have employees who work here full-time. Many of the individuals on these contracts are making minimum wage.

College administration would like to offer the tuition waiver benefit to contractors who have full-time employees working on campus a minimum of 35 hours per week. This benefit would encourage these individuals to pursue their educational and professional goals and help with retention on our campus.

Although the college would not be able to report these enrollments as FTE, the administration is willing to work with the college's food service and security companies to establish tuition agreements that would assist in reducing the college's lost revenues. In some cases, employees of the contractors may be able to get some reimbursement for tuition and/or fees from the contractors and the college would be able to work out a waiver for tuition to offset the difference.

This benefit would only apply to outsourced contracts in food service and security. Any additional outsourced services would need board approval. This waiver is for tuition only and would not cover the consolidated or course fees.

The college's mission is to create an environment that inspires learning and the lifelong pursuit of personal and professional goals. Extending this opportunity to the full-time contractors on campus is consistent with that mission.

Purpose: To obtain board of trustees approval for waivers of full-time contractors who handle outsourced services on campus.

Specifications: This benefit would apply only to outsourced food service and security services.

Recommendation

It is therefore recommended that tuition waivers be extended to full-time contractors on campus. College staff intends to track these tuition waivers and report the activity to the board of trustees annually.

Source of Funds: This expense would be lost revenue from the few contractors who may take advantage of this program.

Compliance: This request is in compliance with college procedure, Tuition Waiver 63.07.14.

F-4 Resolution on Howard Community College Educational Foundation, Inc. Purchase of The Belmont Inn and Conference Center

WHEREAS, the Howard Community College Educational Foundation, Inc. (HCCEF) is acquiring the Belmont and Dobbin properties (collectively, Belmont Property) and wishes to make them available for the College's use;

WHEREAS, the College is willing to lease and manage the Belmont Property, including the Inn and Conference Center, from HCCEF on certain terms and conditions set forth in a Lease Agreement and Management Agreement;

WHEREAS, the Board of Trustees directs the President of Howard Community College to take all necessary actions to support the HCCEF's acquisition of the Belmont Property in the fulfillment of College's mission to provide educational, cultural, and economic resources to the community of Howard County;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees authorizes the College President and the Board Chair to negotiate any of the remaining details required for the lease and management of the Belmont Property;

AND BE IT FURTHER RESOLVED, that the Board of Trustees approves the lease and management of the Belmont Property and authorize the Chair and Vice-Chair to execute the Lease Agreement, Management Agreement, Assignment of the Lease, and any other documents required for this transaction.

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

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

Timeline: October 15, 2004, through November 5, 2004.

Disclosure

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

G-2 Financial Statements for September 2004

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

Purpose: Disclosure to the board of trustees.

Timeline: September 2004

Recommendation

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

HOWARD COMMUNITY COLLEGE
CURRENT INCOME & EXPENSE SUMMARY - FUND 10

	YTD Expended & Encumbered** 09/30/2004	YTD Budget 09/30/2004	YTD Budget Variance 09/30/2004	09/30/2004 Percent Variance From Budget		Total Budget FY2005	
OPERATING BUDGET REVENUE							
TUITION							
Summer II & III	\$415,391	\$410,000	\$5,391	1	1.31%	1	\$410,000
Fall	6,010,023	5,552,100	457,923	2	8.25%	2	5,552,100
Intersession	776	0	776	3	na		254,300
Spring	(448)	0	(448)	3	na		5,057,500
Summer I & Extended	950	0	950	3	na		586,300
Fees	952,947	1,133,884	(180,938)		-15.96%	4	2,091,700
TOTAL TUITION AND FEES	\$7,379,638	\$7,095,984	\$283,654		4.00%		\$13,951,900
GOVERNMENTAL AND OTHER							
Howard County	\$3,976,482	3,976,482	\$0		0.00%	5	\$15,905,918
State of Maryland	1,702,077	1,702,077	0		0.00%	6	6,808,304
Other Income	58,128	61,163	(3,035)		-4.96%	7	244,651
Unrestricted appropriations	0	0	0		0.00%	8	114,337
Continuing Education Support	0	0	0		0.00%	8	326,716
TOTAL GOV'T AND OTHER	\$5,736,687	\$5,739,722	(\$3,035)		-0.05%		\$23,399,926
TOTAL OPERATING REVENUE	\$13,116,325	\$12,835,706	\$280,619		2.19%		\$37,351,826
OPERATING BUDGET EXPENSES							
Instruction	\$11,239,188	\$11,249,217	10,029		0.09%		\$17,260,466
Public Service	45,905	47,131	1,226		2.60%		79,394
Academic Support	2,214,393	2,285,841	71,448	9	3.13%	9	2,961,857
Student Services	2,652,390	2,653,282	891		0.03%		4,005,531
Institutional Support	4,841,743	5,055,033	213,290	10	4.22%	10	7,546,894
Plant	2,906,315	2,919,442	13,127		0.45%		4,494,084
Scholarship/Waivers	139,265	185,607	46,342	11	24.97%	11	1,003,600
TOTAL OPERATING EXPENSES	\$24,039,200	\$24,395,553	\$356,353		1.46%		\$37,351,826

n/c = not comparable

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

FUND 10 - OPERATING BUDGET
HIGHLIGHTS AND CURRENT DEVELOPMENTS

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

September 2004

Tuition and Fees

- 1) Summer II & III tuition revenue is ahead of budget by 1.31%, or \$5,391. Overall, a 4% FTE enrollment increase was budgeted, but FTE enrollment and headcount both increased by 9%. Credit enrollment growth in the continuing education division (see continuing education statements) is higher than in fund 10, causing revenues to be only slightly over budget. In-county tuition increased from \$90 per credit hour to \$100 per credit hour, or 11%. Out-of-county and out-of-state tuition increased by \$5 each to \$183 and \$228, respectively. \$1 of this tuition increase or 1% goes directly to the plant fund to pay for a portion of the new arts and humanities building. The total contribution to the plant fund for the building is now \$3 per credit hour. Last year \$2 per credit hour was allocated to this fund.
- 2) Fall revenues are currently ahead of budget by 8.25%, or \$457,923. A 4% FTE enrollment increase was budgeted, however, FTE enrollment growth was at 6.5% and headcount was up by 5.6% over last fall. Growing enrollments in manpower shortage programs such as Nursing are causing out-of-county revenues to grow faster than anticipated. In-county tuition increased from \$90 per credit hour to \$100 per credit hour, or 11. \$1 of this tuition increase goes directly to the plant fund to pay for a portion of the new arts and humanities building. The total contribution to the plant fund for the building is now \$3 per credit hour. Last year \$2 per credit hour was allocated to this fund.
- 3) These figures represent adjustments for prior year semesters made this year.
- 4) Fee revenues are under budget by 15.96%, or \$180,938. The fee budget is developed to allow for unanticipated revenue growth. Actual fall tuition revenues in excess of budget will support this shortfall in fees. If overall enrollments declined causing an overall revenue decline, expenses in the division would also decline, allowing for the associated budgets to be reduced, covering the deficit.
- A breakdown of operating account fees is as follows: Course fees \$636,342 or 67%; consolidated fees \$271,315 or 28%; other student fees \$45,290 or 5%.

FUND 10 - OPERATING BUDGET
HIGHLIGHTS AND CURRENT DEVELOPMENTS

Governmental Revenue and Other Revenue

- 5) Howard County's contribution to the FY05 operating budget increased by 7% over the prior year and has no variance to the budget.
- 6) The State's appropriation to the FY05 operating budget declined .8% from the FY2004 approved appropriation and has no variance to the budget.
- 7) Other income is below budget by 4.96%, or \$3,035. Investment income represents \$35,696 or 61% of other income. Interest rates are slowly rising; however, interest revenue is currently under budget by \$1,804. Service revenues for administration of contracts and small misc. revenue make up the other 39% of other income.
- 8) \$114,337 of unrestricted appropriations from the continuing education fund will be taken at the end of the fiscal year along with continuing education's annual support contribution.

Expenses

- It should be noted that encumbrances for annual salaries and open purchase orders are included in the expended to date figures.
- Salaries increased by an average of 4.2% over FY04.
- 9) The academic support function is currently under budget by 3.13% or \$71,448. This is primarily due to some savings from positions that turned over in the library. These funds are anticipated to be spent on library collection needs.
- 10) The institutional support function is currently under budget by 4.22% or \$213,290. This is due to vacant positions in development and information technology. These positions are open due to turnover, and recruitments are in process.
- 11) The scholarship function is currently under budget by 24.97% or \$46,342. Total financial aid for the fall term will be reflected in the October statements since aid was disbursed in October.

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

	YTD Expended & Encumbered** 09/30/2004	YTD Budget 09/30/2004	YTD Budget Variance 09/30/2004	09/30/2004 Percent Variance From Budget		Total Budget FY2005
FUND 11 REVENUES						
TUITION						
Credit Fall/Summer II & III	\$136,962	\$90,400	\$46,562	51.51%	1	\$90,400
Credit Intersession	0	0	0	na		32,000
Credit Spring/Summer I & Extended	468	0	468	na	2	90,800
Non-Credit/Continuing Ed	887,670	762,580	125,090	16.40%	3	2,090,900
Fees	323,496	293,579	29,917	10.19%	4	640,800
TOTAL TUITION AND FEES	\$1,348,596	\$1,146,559	\$202,037	17.62%		\$2,944,900
GOVERNMENTAL AND OTHER						
State of Maryland	\$314,517	\$314,517	\$0	0.00%	5	\$1,258,072
Service Revenues	\$29,909	\$79,243	(\$49,333)	-62.26%	6	\$316,970
Other Income	\$737	\$7,944	(\$7,206)	-90.72%	7	31,774
Transfer to Operating Fund	0	0	0	0.00%	8	(326,716)
TOTAL GOV'T. AND OTHER	\$345,164	401,703	(\$56,539)	-14.07%		\$1,280,100
TOTAL FUND 11 REVENUES	\$1,693,759	\$1,548,262	\$145,497	9.40%		\$4,225,000
EXPENDITURES						
Instruction	\$2,864,787	\$2,873,953	\$9,166	0.32%	9	\$3,988,000
Academic Support	0	0	0	0.00%		0
Plant	0	0	0	0.00%		0
Institutional Support	0	0	0	0.00%		0
Scholarship	41,002	43,038	2,036	4.73%		237,000
TOTAL OPERATING EXPENSES	\$2,905,789	\$2,916,991	\$11,201	0.38%		\$4,225,000

n/c = not comparable

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

11/05/2004

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

September 2004

Tuition and Fees

- 1) Credit fall/summer II & III tuition revenues are ahead of budget by **51.51%** or **\$46,562**. While total credit enrollments are up for the summer sessions by 9% and fall was up as of the end of August by 7%, this division is experiencing a higher increase in enrollment. Courses converted from telecourses to tele-web are gaining in popularity and causing this large enrollment growth. Tele-web courses use an online feature along with the pre-recorded lectures.
- 2) This amount represents adjustments to prior year registrations.
- 3) Non-credit tuition revenues are ahead of budget by **16.4%** or **\$125,090**. Growing enrollment in adult basic education courses continue to exceed expectations.
- 4) Fees are ahead of budget by **10.19%** or **\$29,917**. This situation is due to fees earned in excess of budget for adult basic education courses.

Governmental Revenue

- 5) The state contribution for continuing education decreased .8% from the FY04 appropriation, and has no variance to budget. Funding for FY05 is based on an FTE formula related to enrollments from FY03; however, it was necessary to pass along the state cut received by the college to this fund in proportion to the operating fund cut.

Service and Other Income

- 6) Service revenues relate to administrative overhead charged to contracts. These revenues will increase as summer/fall contract billings occur. Currently they are **62.26%** under budget or **\$49,333**.
- 7) Other income results from miscellaneous items such as small administrative services and rentals, which are a small part of the continuing education budget. To date, other income is under budget by **90.72%** or **\$7,206**.
- 8) Continuing education's contribution to the operating fund will occur at year-end.

Expenses

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

Salaries increased by an average of 4.2% for FY05.

- 9) Instructional expenses are basically on track with budget for the year, showing a small variance of **.32%** below budget.

**Howard Community College
9/2004
Cost Center Variances**

Cost Center	FY2005 Actual to date	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2004	Explanation of Variance Greater Than \$10,000
Instruction						
11200 Honors	200	4,461	4,461	-	0%	
11300 Mathematics	988,140	1,333,621	1,333,621	-	0%	
11310 Health	148,832	221,878	221,878	-	0%	
11400 Social sciences	1,136,329	1,365,727	1,365,727	-	0%	
11410 Eng/world languages	1,639,296	1,932,709	1,952,709	20,000	1%	Funding for visiting faculty
11450 Arts & humanities	1,137,226	1,520,525	1,520,525	-	0%	
11480 Rouse scholars	69,828	71,904	84,557	12,653	18%	Funding for temporary faculty
11600 Distance learning	155,941	287,923	287,923	-	0%	
12100 Nursing	900,487	1,156,038	1,156,038	-	0%	
12120 Emergency medical technology	72,287	111,221	111,221	-	0%	
12150 Cardiovascular program	122,627	134,606	134,606	-	0%	
12200 Business & computers	868,065	1,204,202	1,204,202	-	0%	
12201 Certification programs	98,468	170,454	170,454	-	0%	
12250 Science & technology programs	1,411,299	1,811,875	1,811,875	-	0%	
12280 Cooperative education	1,315	12,848	12,848	-	0%	
13550 Instructional international program	2,951	10,000	11,365	1,365	14%	
44010 User computer services	225,482	298,292	295,635	(2,657)	-1%	
44020 Student computer services	605,530	849,087	851,744	2,657	0%	
44030 Student labs	148,637	256,468	256,468	-	0%	
46100 1st floor support	102,182	122,014	122,014	-	0%	
46200 2nd floor support	102,119	121,928	121,928	-	0%	
46300 Hickory ridge	55,309	78,203	78,203	-	0%	
46400 Evening services	13,103	14,249	14,249	-	0%	
46700 ILB support	99,152	111,024	111,024	-	0%	
48000 Outcomes assessment	56,984	139,030	139,030	-	0%	
48500 Instructional direction	37,110	243,162	230,509	(12,653)	-5%	Partially funded temporary position
48501 Learning communities	182,571	228,368	271,001	42,633	19%	Funding for temporary position
48502 Program development	9,336	100,479	99,114	(1,365)	-1%	
51100 Webmaster	62,851	66,441	66,441	-	0%	
52102 Pool guards	10,552	59,000	59,000	-	0%	
53200 Learning assistance center	297,750	428,605	428,605	-	0%	
99970 Benefits/chargebacks	477,234	2,421,091	2,421,091	-	0%	
99980 Division support	-	240,161	177,528	(62,633)	-26%	Funded faculty positions
99990 Furniture/equipment	-	132,872	132,872	-	0%	
Total instruction	11,239,188	17,260,466	17,260,466	-	0%	

Cost Center	FY2005 Actual to date	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2004	Explanation of Variance Greater Than \$10,000
Public Service						
33250	Cable studio	44,184	59,487	59,487	-	0%
99970	Benefits/chargebacks	1,721	16,847	16,847	-	0%
99990	Furniture/equipment	-	3,060	3,060	-	0%
	Total public service	45,905	79,394	79,394	-	0%
Academic Support						
33400	Cultural theater	134,098	163,117	163,117	-	0%
33500	Student alumni productions	56,925	88,876	88,876	-	0%
41001	Library services	588,685	678,052	678,052	-	0%
41002	Teaching & Learning center	106,747	110,730	110,730	-	0%
43100	Education technology	210,500	258,863	258,863	-	0%
43200	Video services	25,098	66,982	66,982	-	0%
46000	VP of academic affairs	249,234	266,984	266,984	-	0%
47000	Faculty development	9,442	108,534	108,534	-	0%
48100	Interactive classroom	18,359	25,730	25,730	-	0%
65001	Academic promotions	-	105,016	105,016	-	0%
99970	Benefits/chargebacks	815,304	1,049,362	1,049,362	-	0%
99990	Furniture/equipment	-	39,611	39,611	-	0%
	Total academic support	2,214,393	2,961,857	2,961,857	-	0%

Cost Center	FY2005 Actual to date	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2004	Explanation of Variance Greater Than \$10,000
Student Services						
46500	Advising, academic	313,402	335,803	335,803	-	0%
46600	Welcome center & telephone adv.	92,259	129,279	129,279	-	0%
51000	VP of student services	204,496	227,010	227,010	-	0%
51200	Student ambassador program	137	6,200	6,200	-	0%
52000	Student activities	600	2,595	2,595	-	0%
52100	PE facility	238,093	257,706	257,706	-	0%
53000	Career services	331,180	394,533	394,533	-	0%
53100	Test center	107,379	153,339	153,339	-	0%
53500	Retention	53,572	73,181	73,181	-	0%
53555	Career links	3,518	25,000	25,000	-	0%
54000	Financial Aid	300,312	506,469	506,469	-	0%
55000	Admissions	409,985	491,491	493,991	2,500	1%
55001	Workgroup	228,741	291,501	289,001	(2,500)	-1%
56000	Records	223,344	325,494	325,494	-	0%
65002	Student services promotions	12,874	31,392	31,392	-	0%
99970	Benefits/chargebacks	131,553	655,933	655,933	-	0%
99980	Part time coverage	1,000	18,114	18,114	-	0%
99990	Furniture/equipment	(55)	80,491	80,491	-	0%
	Total student services	2,652,390	4,005,531	4,005,531	-	0%

Cost Center	FY2005 Actual to date	Total Original Budget (Note 1)	Total Projected Expenditures	Dollar Variance From Original	Projected Percentage Variance from Original FY2004	Explanation of Variance Greater Than \$10,000
		A	B	B-A		
Institutional Support						
61000	President	479,936	547,372	547,372	-	0%
61100	Board of trustees	47,409	93,961	93,961	-	0%
61200	Research, planning and org. dev.	268,110	364,251	364,251	-	0%
61900	Senior administration	2,946	13,603	13,603	-	0%
62000	VP of administration & finance	250,143	258,779	258,779	-	0%
62100	Finance office	836,777	958,722	958,722	-	0%
63101	Human resources	425,976	459,107	459,107	-	0%
63102	Recruitment	32,371	51,517	51,517	-	0%
63103	Unemployment	31,900	50,000	50,000	-	0%
63150	Diversity programs	4,706	18,000	18,000	-	0%
63200	Reprographics	165,937	144,130	144,130	-	0%
63400	Security	553,285	637,778	637,778	-	0%
63500	Telecommunications	124,062	238,536	238,536	-	0%
63600	Risk Management	34,928	231,911	231,911	-	0%
63700	General administration	143,017	503,548	503,548	-	0%
63800	Commencement/Award programs	32,550	25,085	25,085	-	0%
64000	Administrative information systems	784,385	1,135,397	1,135,397	-	0%
64001	Enterprise network	328,522	435,514	435,514	-	0%
64100	Information technology adm.	207,055	260,352	260,352	-	0%
65000	Public relations & marketing	335,554	462,188	462,188	-	0%
65050	Legislative	18,380	23,775	23,775	-	0%
65100	Development & Alumni relations	308,928	424,159	424,159	-	0%
65900	Fundraising	3,090	30,000	30,000	-	0%
99970	Benefits/chargebacks	(578,225)	179,142	179,142	-	0%
99990	Furniture/equipment	-	67	67	-	0%
	Total institutional support	4,841,743	7,546,894	7,546,894	-	0%

Cost Center	FY2005 Actual to date	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2004	Explanation of Variance Greater Than \$10,000
Plant						
71000	Plant administration	636	77,149	77,149	-	0%
71100	General services	1,230,175	1,521,456	1,521,956	500	0%
71150	Recycling	21,580	25,000	25,000	-	0%
71500	Safety	33,996	34,952	34,952	-	0%
72000	Engineering	666,849	781,864	781,364	(500)	0%
72500	Preventive maintenance	69,248	130,582	130,582	-	0%
73000	Housekeeping	574,171	893,814	893,814	-	0%
75000	Grounds	192,260	250,204	250,204	-	0%
76000	Renovations	34,613	174,514	174,514	-	0%
99970	Benefits/chargebacks	82,788	595,376	595,376	-	0%
99990	Furniture/equipment	-	9,173	9,173	-	0%
	Total plant	2,906,315	4,494,084	4,494,084	(0)	0%
Scholarships						
81000	Scholarships	3,105	592,100	592,100	-	0%
82000	Waivers	136,160	411,500	411,500	-	0%
	Total scholarships	139,265	1,003,600	1,003,600	-	0%
	Grand totals	24,039,200	37,351,826	37,351,826	(0)	0%

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

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**Howard Community College
9/2004
Cost Center Variances**

Cost Center		FY2005 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Instruction					
11200	Honors	200	4,461	4%	1
11300	Mathematics	198,140	1,333,621	15%	
11310	Health	24,583	221,878	11%	
11400	Social sciences	208,442	1,365,727	15%	
11410	Eng/world languages	331,449	1,952,709	17%	
11450	Arts & humanities	229,080	1,520,525	15%	
11480	Rouse scholars	12,080	84,557	14%	
11600	Distance learning	54,010	287,923	19%	
12100	Nursing	180,134	1,156,038	16%	
12120	Emergency medical technology	21,024	111,221	19%	
12150	Cardiovascular program	31,267	134,606	23%	
12200	Business & computers	213,521	1,204,202	18%	
12201	Certification programs	29,303	170,454	17%	
12250	Science & technology programs	297,288	1,811,875	16%	
12280	Cooperative education	1,315	12,848	10%	
13550	Instructional international program	476	11,365	4%	2
44010	User computer services	76,771	295,635	26%	
44020	Student computer services	190,495	851,744	22%	
44030	Student labs	51,236	256,468	20%	
46100	1st floor support	28,083	122,014	23%	
46200	2nd floor support	28,429	121,928	23%	
46300	Hickory ridge	15,146	78,203	19%	
46400	Evening services	3,413	14,249	24%	
46700	ILB support	26,530	111,024	24%	
48000	Outcomes assessment	17,249	139,030	12%	
48500	Instructional direction	18,167	230,509	8%	3
48501	Learning communities	49,473	271,001	18%	
48502	Program development	6,336	99,114	6%	4
51100	Webmaster	15,963	66,441	24%	
52102	Pool guards	10,552	59,000	18%	
53200	Learning assistance	75,901	428,605	18%	
99970	Benefits/chargebacks	402,470	2,421,091	17%	
99980	Division support	-	177,528	0%	5
99990	Furniture/equipment	-	132,872	0%	6
		2,848,524	17,260,466	17%	
	Total instruction				

Cost Center		FY2005 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Public Service					
33250	Cable studio	12,307	59,487	21%	
99970	Benefits/chargebacks	1,721	16,847	10%	
99990	Furniture/equipment	-	3,060	0%	6
	Total public service	14,028	79,394	18%	
Academic Support					
33400	Cultural theater	41,788	163,117	26%	
33500	Student alumni productions	15,233	88,876	17%	
41001	Library services	270,550	678,052	40%	7
41002	Teaching and learning services	26,978	110,730	24%	
43100	Education technology	60,862	258,863	24%	
43200	Video services	10,199	66,982	15%	
46000	VP of academic affairs	65,536	266,984	25%	
47000	Faculty development	9,442	108,534	9%	
48100	Interactive classroom	4,630	25,730	18%	
65001	Academic promotions	-	105,016	0%	8
99970	Benefits/chargebacks	241,335	1,049,362	23%	
99990	Furniture/equipment	-	39,611	0%	6
	Total academic support	746,554	2,961,857	25%	
		126,888			

Cost Center		FY2005 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Student Services					
46500	Advising, academic	83,997	335,803	25%	
46600	Welcome center & telephone advisin	30,415	129,279	24%	
51000	VP of student services	56,071	227,010	25%	
51200	Student ambassador program	137	6,200	2%	9
52000	Student activities	600	2,595	23%	
52100	PE facility	64,913	257,706	25%	
53000	Career services	98,443	394,533	25%	
53100	Test center	35,014	153,339	23%	
53500	Retention	15,525	73,181	21%	
53550	Career links	3,518	25,000	14%	
54000	Financial Aid	104,174	506,469	21%	
55000	Admissions	108,838	493,991	22%	
55001	Workgroup	80,159	289,001	28%	
56000	Records	77,135	325,494	24%	
65002	Student services promotions	-	31,392	0%	10
99970	Benefits/chargebacks	121,578	655,933	19%	
99980	Part time coverage	1,000	18,114	6%	11
99990	Furniture/equipment	(55)	80,491	0%	6
	Total student services	881,461	4,005,531	22%	

Cost Center		FY2005 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Institutional Support					
61000	President	168,642	547,372	31%	12
61100	Board of trustees	13,520	93,961	14%	
61200	Research, planning, and org. dev.	52,033	364,251	14%	
61900	Senior administration	1,102	13,603	8%	13
62000	VP of administration & finance	66,699	258,779	26%	
62100	Finance office	226,075	958,722	24%	
63101	Human resources	104,911	459,107	23%	
63102	Recruitment	1,479	51,517	3%	14
63103	Unemployment	(3,927)	50,000	-8%	15
63150	Diversity programs	3,106	18,000	17%	
63200	Reprographics	16,564	144,130	11%	
63400	Security	111,587	637,778	17%	
63500	Telecommunications	58,896	238,536	25%	
63600	Risk Management	12,009	231,911	5%	16
63700	General administration	116,017	503,548	23%	
63800	Commencement & Awards	1,541	25,085	6%	17
64000	Administrative information systems	337,947	1,135,397	30%	
64001	Enterprise network	85,618	435,514	20%	
64100	Information technology adm.	53,620	260,352	21%	
65000	Public relations	102,600	462,188	22%	
65050	Legislative	5,031	23,775	21%	
65100	Development & Alumni	89,719	424,159	21%	
65900	Fundraising	3,090	30,000	10%	
99970	Benefits/chargebacks	(13,316)	179,142	-7%	18
99990	Furniture/equipment	-	67	0%	6
	Total institutional support	1,614,564	7,546,894	21%	

Cost Center		FY2005 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Plant					
71000	Plant administration & insurance	636	77,149	1%	19
71100	General services	254,757	1,521,956	17%	
71150	Recycling	3,438	25,000	14%	
71500	Safety	10,285	34,952	29%	
72000	Engineering	184,264	781,364	24%	
72500	Preventive maintenance	15,446	130,582	12%	
73000	Housekeeping	186,641	893,814	21%	
75000	Grounds	54,568	250,204	22%	
76000	Renovations	14,293	174,514	8%	20
99970	Benefits/chargebacks	82,788	595,376	14%	
99990	Furniture/equipment	-	9,173	0%	6
	Total plant	807,115	4,494,084	18%	
Scholarships					
81000	Scholarships	3,105	592,100	1%	21
82000	Waivers	136,160	411,500	33%	22
	Total scholarships	139,265	1,003,600	14%	
	Grand totals	7,051,511	37,351,826	19%	

Notes: Only variance greater than 30%, or less than 10% are noted at this time. Annual expenses paid early caused higher than expected variances in some cost centers. Also, in some cost centers expenses are low until the start of the fall term.

1,2 Activities for these programs occur later in the semester during the major terms.

3,4,5,11 These programs, which support instruction and student services, will expend funds as needed during the year.

6 Furniture and equipment budgets are typically spent later in the year.

7 The library pays annual service fees for contracts and online access early in the year for the entire year.

8,10,16,17, 19, 20 These programs will expend funds later in the year.

9,13 These cost centers have relatively small budgets. Spending occurs for supplies and services as needed.

12 Payments for annual dues and subscriptions made early in the year are causing this high variance.

14 With no new positions in FY05, only turnover recruitment expenses have been incurred to date.

15 This credit is from the prior year accrual, expenditures occur quarterly.

18 This credit represents a chargeback of salaries and wages to academic support.

21 Scholarships will be disbursed later in the term.

22 Waivers are granted at the time of registration for the summer and fall terms.

G-3 Personnel Summary for October 2004

Background: The following document contains personnel summaries.

Purpose: Disclosure to the board

Timeline: October 2004

Recommendation

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

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

October 1, 2004 – October 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
None							

PROMOTIONS

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

CHANGE IN TITLE ONLY

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

CHANGE IN POSITION STATUS ONLY

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

TRANSFERS

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

SEPARATIONS

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
Director of Financial Aid	Financial Aid	N/A	N/A	N/A	N/A	Johnson, Stephanie	10/1/04
Admissions & Advising Info Specialist	Admissions and Advising	N/A	N/A	N/A	N/A	O'Connell, Leslie	10/26/04

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).

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

October 1, 2004 – October 31, 2004

Section II - Leaves

Sabbatical Leave

Name	Position	Beginning Date of Leave	Ending Date of Leave
English, M. Patricia	Professor, Cardiovascular Technology	7/1/04	12/31/04
Gan, Yifei	Professor, Art	7/1/04	12/31/04

Leave Without Pay

Name	Position	Beginning Date of Leave	Ending Date of Leave
Breuninger, Simone	Office Associate IV	10/20/04	10/22/04
Hellenbrand, Susan	Office Associate V	9/29/04	10/22/04
O'Connell, Leslie	Admissions & Advising Information Specialist	10/24/04	10/25/04

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 Board Core End – Student and Stakeholder Focus

Background: At the request of the board, this item was carried forward from the October 27, 2004, board of trustees meeting. No additional edits were made. Please refer to last month's board materials for this document.

G-5 Board Core End – Information and Analysis

Background: This report addresses the board core end, Information and Analysis. The format for the end and the measures it contains were approved last year (November 19, 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 trustees 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 – Information and Analysis Baldrige Category #4

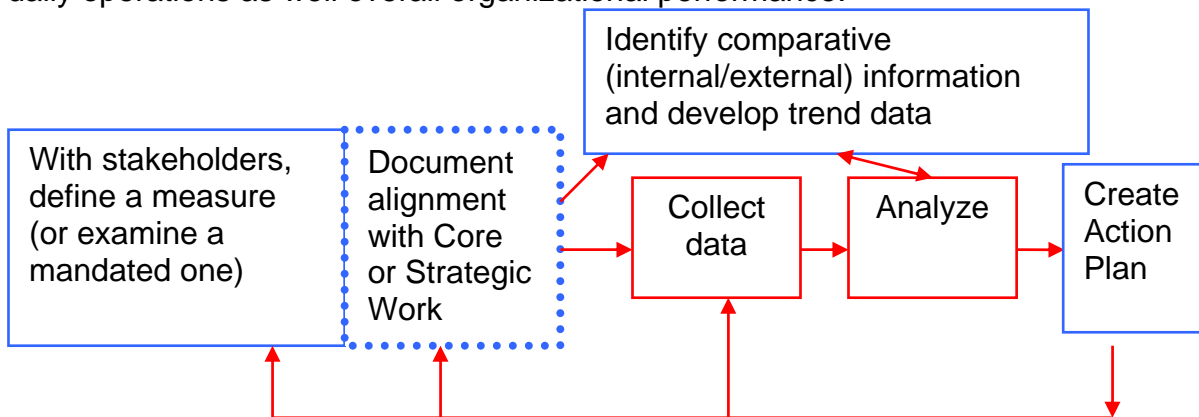
This category examines how the college selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets.

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).

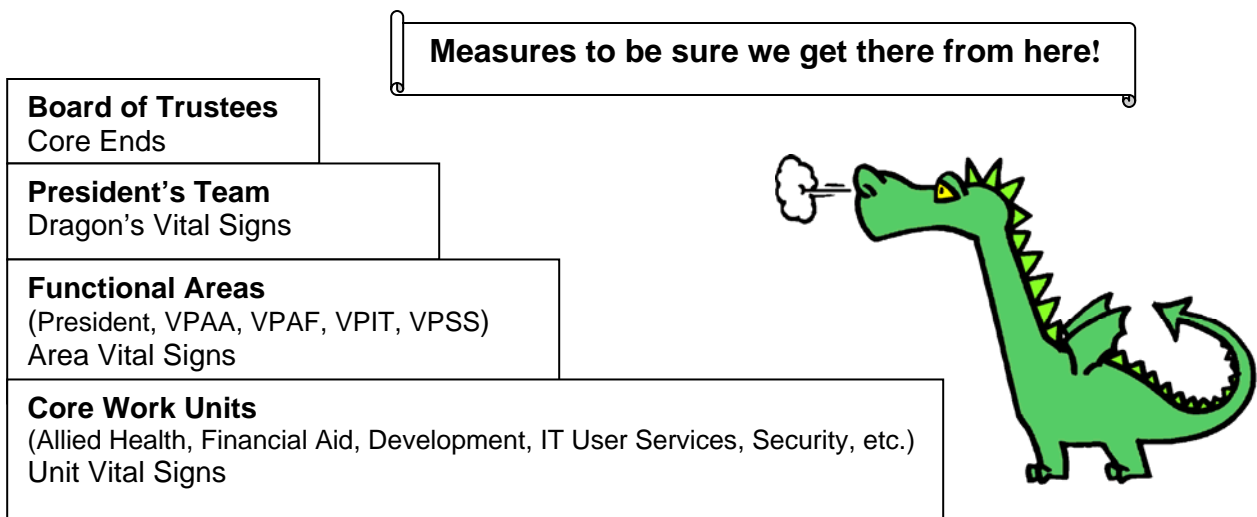
Criteria 4.1 Measurement and Analysis of Organizational Performance

How does your organization measure, align, and improve student and operational performance data and information at all levels and parts of the organization?

Howard Community College (HCC) has a multi-step process to select, align, collect and integrate data and information, including evidence of student learning, to track daily operations as well overall organizational performance.



This process has resulted in a series of performance measures that serve the individual core work units as well as the board of trustee’s organizational level performance indicator system.



These measures are known as the HCC Vital Signs and are widely published. Public reviews of progress are held each month featuring a different unit in addition to the monthly review of the board measures. Each step provides greater detail, direction, and assessment of the college community as well as any comparative regional, state, and national data that is available.

To support daily operations, institutional strategic planning efforts, and compliance with state and federal reporting requirements, the college has an administrative information computing system. The administrative system uses a common database for student records, human resources, financial aid, enrollment management, general ledger, and accounts receivable. The database is the source for mandated and ad hoc reporting for the campus community. The planning, research, and organizational development (PROD) office manages the official use of campus data. In addition, individual departments maintain operational databases and reports containing information on performance and services such as curriculum assessment, library resources, helpdesk services, and plant operations. The college participates in the statewide Maryland Higher Education Commission (MHEC) performance accountability system. The board of trustees uses the MHEC accountability system as an integral part of their core ends. The board regularly reviews the core ends that compare the MHEC benchmarks and statewide performance levels to campus performance. Trend and comparative data derived from reporting requirements and environmental scans are compiled and are available to the entire college community and the public through the campus web, electronic public folders, and published. *After reviewing the Maryland Quality Feedback report, HCC's Baldrige team suggests an enhancement for this chart (see column #1).*

HCC Key Requirements			
<i>How do we know we are living our values?</i>			
Key Requirement	Value	Measurement System	Board Report
	Education		
No Barriers	<ul style="list-style-type: none"> open admission and access for all 	MHEC indicators	Strategic Planning Number of students (credit, non-credit) enrolled Market share of service area of undergraduates Minority student enrollment as percentage of service area population
Quality	<ul style="list-style-type: none"> high-quality instruction in a wide range of educational opportunities for lifelong learning 	MHEC Indicators	Student and Stakeholder Focus Market share of recent public high school graduates in service area Percent of students transferring to Maryland public 4-year institutions Second year retention rate Graduate satisfaction with educational goal achievement Non-returning student satisfaction with educational goal achievement Student satisfaction with quality of transfer preparation Academic performance at institutions of transfer: GPA after first year Employer / organization satisfaction with community college contract training Student satisfaction with job preparation Number of contract training courses offered Number of businesses and organizations served in contract training Number of participants in contract training Percent of career program graduates employed full-time in related area

		Student Survey (YESS) Credit and Non-Credit Course Surveys (Faculty valuation – IDEA survey)	Student satisfaction with Instruction- overall and in class
	Students		
Quality	• commitment to students	Student Survey (YESS)	Student and Stakeholder Focus Student satisfaction with staff and services
No Barriers	• respect diversity	MHEC Minority Achievement report	Student and Stakeholder Focus MHEC report due every third year
Quality	• active student role in learning process	Learning Outcomes Assessment (LOA)	Educational and Support Process Management LOA report
No Barriers	• honesty & integrity in teaching, learning, and advising	Student Survey(YESS)	Student and Stakeholder Focus Student satisfaction with services
Quality	• student success	MHEC Indicators	Information and Analysis Four-year transfer/ graduation rate of full-time students Six-year transfer/graduation rate Four-year transfer/graduation rate of full-time minority students Six-year transfer/graduation rate of all minority students Educational and Support Process Management Licensure exam passing rate (NCLEX RN / NCLEX PN)
	Employees		
No Barriers	• active role in their professional development	HR Workforce report Core Competencies	Faculty and Staff Focus Workforce Report (<i>better alignment</i>)
No Barriers	• college-wide decision making involvement	Employee Survey (QUEST)	Faculty and Staff Focus Under development - New questions added this year.
Quality	• recognize value and expertise of employees	Performance Management System Employee Recognition System	Faculty and Staff Focus Workforce Report (<i>better alignment</i>) Convocation Events
Quality	• supportive environment	Employee Survey (QUEST) Federal report-Crime Survey	Faculty and Staff Focus Employee satisfaction with campus climate Crime report (web)

No Barriers	<ul style="list-style-type: none"> equal employment opportunities 	Policy MHEC indicators	Faculty and Staff Focus Percent minorities of full-time faculty Percent minorities of full-time administrative / professional staff
Community			
Affordability	<ul style="list-style-type: none"> responsible fiscal management 	External Audit Educational Foundation Audit MHEC indicators	Audit report Foundation report Leadership Tuition and fees as a percentage of tuition and fees at Maryland public 4-year institutions Percentage of expenditures on instruction Percentage of expenditures on instruction and selected academic support
No Barriers	<ul style="list-style-type: none"> contribute to the educational, economic, workforce, social and cultural development 	MHEC Indicators	Leadership Student and Stakeholder Focus Enrollment in workforce development courses Senior adult enrollment in non-credit courses
No Barriers	<ul style="list-style-type: none"> provide a global perspective in educational offerings and opportunities 	Multicultural Work – <i>under development</i>	Faculty and Staff Focus <i>Annual report under development</i>
Freedom and Fairness			
No Barriers	<ul style="list-style-type: none"> freedom of speech and free exchange of ideas; academic integrity & honesty; equal rights, equal access & equal treatment; value of diversity 	Policy Student/Employee surveys (YESS/QUEST) EEOC Claims	Leadership Rating of Campus Climate

Based on these performance accountability indicators and other reporting requirements, MHEC annually compiles a data book of all higher education institutions in Maryland. The data book provides statewide comparative information on students, retention, degrees, faculty, salaries, and tuition. A specific statewide community college data collection effort is coordinated by the Maryland Association of Community Colleges (MACC), resulting in the publishing of a data book that is specific to Maryland community colleges with information on enrollment, student outcomes, revenues and expenditures, college personnel, and physical facilities. The information is used on

campus for budget planning such as tuition cost comparisons. This information is posted for campus use and the public at the MACC website as well as through reports and publications.

The college leadership reviews and receives input from all levels of the measures annually and facilitates the construction of action plans. An example of using the core ends data in meeting a community need was the establishment of the Silas Craft Collegians program. This program is a learning community for students who are capable of succeeding at the college level but who have not yet reached their potential. The program provides these students with a wide range of social and academic experiences and support to help them succeed. See the **External Measures** section for data details.

Budgeted employees must complete annual and semiannual appraisal reviews, which provide checkpoints for college performance in meeting, and changing if necessary, strategic and core work objectives.

The college's academic sector completes learning outcomes assessment at the institutional, course, discipline, program, and degree levels. This activity will be discussed in detail in the **Educational and Support Processes** board report.

The college climate is measured annually with the Quality Evaluation of Service Trends (QUEST) survey, completed confidentially by employees. The survey is distributed to employees, who can either respond electronically or on paper. The Yearly Evaluation of Services by Students (YESS) survey is used annually to gather consistent information from credit students. The survey gives students the opportunity to express their levels of satisfaction with the college services, aspects of the campus environment, and college life. Analysis of the results is reviewed by all levels of the campus community and leadership uses this information to assess satisfaction. The president's team reviews the results of the QUEST and YESS survey to determine whether resources need to be reallocated to strengthen an area that receives low ratings. A recent example is the college's response to poor ratings on food service. Changes made to the offerings and the facility have already received positive reviews from faculty, students and staff. The Burrill Galleria area of the college was recently refurbished to provide a better student casual gathering area and seating.

In addition to the board ends, MHEC performance accountability indicators, and the YESS and QUEST surveys, a number of other means of gathering quantitative data to support decision making include staff development evaluations, comment cards, and other satisfaction surveys, and course evaluations for credit and non-credit courses. Qualitative methods include community feedback through focus groups, process improvement teams, and presidential dialogues. Data are also collected based on community input gathered through the college's Commission on the Future, which helps identify emerging issues.

Criteria 4.2 Information and Knowledge Management

How does the college ensure quality and availability of needed data and information for faculty and staff, student, and stakeholders including its supplier and partners? Describe how your organization builds and manages its knowledge assets.

The planning, research and organizational development office (PROD) provides the campus and external community with trend, comparative, and ad hoc data about the campus. The information is posted and kept up-to-date on the campus public web by the PROD office. The campus community has further access to information on the campus public folders and shared files within the campus technology network. The campus YESS and QUEST reports are distributed to all employees for their review. The leadership also uses other communication outlets such as the president's weekly update, and departments are provided opportunities to report dragon vital sign outcomes.

As the college collects and compiles data for daily operations and decision making and to meet state and federal reporting requirements, a number of data integrity checks are performed to ensure that the data is accurate. In addition to program-based editing checks, data is cross-checked and compared from year to year, allowing for internal and external comparisons and trend analyses. Outlying data is examined for correctness. Survey sample size and response rates, as well as sample representation, are scrutinized to ensure reliability of the data that is collected. A recent trend toward conducting surveys online or in a scannable format is reducing the frequency of data entry and handling errors. Timeliness of report submissions is ensured through the use of the schedule of reports, which notes staff responsible for completing reports and tracks due dates and submission dates. This effort is coordinated by PROD office staff whose core work includes ensuring the accurate and timely submissions of state and federal reporting requirements.





Selected on the basis of usefulness to students and stakeholders, specific data is posted in standard and consistent user friendly formats as part of HCC's Planning Information System. Data selections are periodically reviewed to ensure continued usefulness and relevance. A website is systematically updated as new reports become available. Changes to links to statewide agencies that make available comparative data are posted as needed. A broadcast of relevant enrollment, or other data, is often included in the weekly president's update. Data from non-mandated satisfaction surveys spur improvement in daily operations and organizational decision-making. In addition, the college makes available data to internal and external stakeholders on an as-needed basis through a research request system managed by the PROD Office.

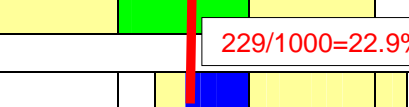
HCC Planning Information System Data	
Trends in Enrollment and Characteristics of Credit Students	Annual Enrollment Trends
Mini-Profile of Current Semester Credit Students	Unduplicated Headcount Enrollments
Fall Credit Hours Generated by Age Group	State-funded Credit & Non-credit FTE Enrollment
Characteristics of Fall Credit Students	FTE by Division and Credit Con Ed
Fall Credit Students 20 Year Trend Summary	Enrollment by Discipline
Spring Credit Students by Age Group	College Personnel
Characteristics of Spring Credit Students	Characteristics of Full-time Faculty
FTE (Full-time Equivalent) Enrollment	Characteristics of Part-time Faculty
Credit FTE Enrollment by Term	Non-teaching Staff
FTE's Generated by Fall Credit Students	Outcomes
FTE's Generated by Spring Credit Students	Characteristics of Graduates
Trends in Enrollment and Characteristics of Non-credit Students	Degrees Awarded by Program
Characteristics of Non-credit Students	Fall to Spring Retention of First-time Students


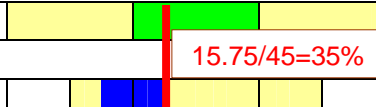
In compliance with federal (FERPA) regulations, the college has well-defined policies and procedures for accessing, protecting, and using student data. Facilities that house confidential data are restricted to authorized staff. Every employee who has access to student or employee data is required to participate in access and responsibility training and to adhere to these policies and procedures. The college's director of records and registration is charged as gatekeeper for the release of individually identifiable student information in any form. The college technology infrastructure is managed through an information technology (IT) area. IT staff is responsible to keep all technology up to current operating and application levels to assure performance, reliability, and security. The campus has firewalls established on the network edge and before the administrative computing system as well as antivirus applications in place at the desktop and within the network. The IT area has a comprehensive help system, with staff dedicated to helping internal stakeholders with network access, equipment problems, and extraction of data from the system in a consistent and accurate manner. The college's core team meets regularly to discuss issues relative to optimal use of the administrative computing system and trains users to ensure accurate entry of system data.

External Measures

The college prepared and submitted applications to various Baldrige based quality awards competitions; the results are indicated below. More details on the scoring system can be found in the document which follows this report.

Maryland State Quality Award		CQIN Pacesetter	
	Range of total applicant scores		HCC's Score
	2002 - Score interval in which HCC was rated		Specific score assigned, converted below to % for comparison purposes
	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						

			0-9	10-29	30-49	50-69	70-89	90-100
4:	Measurement, Analysis and Knowledge Management (90 points)	4.1 45 points						
		4.2 45 points						

Action:

The college receives a detailed feedback report delineating strengths and weaknesses in the 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 and above receive at least site visits. Therefore, the administration recommends a category benchmark aligned with that: The college will receive a rating for category #4 of 45 percent.

Next are four measures **mandated by the Maryland Higher Education Commission (MHEC)**. Note Peer Colleges: College of Southern Maryland, Harford Community College, Frederick Community College. These are indicated in this category to provide an example of the Define, Collect, Analyze, Act, and Continuous Review process.

<i>Percentage of first-time, full-time degree-seeking freshmen who graduated and/or transferred to a Maryland public four-year campus within four years of matriculation.</i>						
	1995 Cohort	1996 Cohort	1997 Cohort	1998 Cohort	1999 Cohort	Benchmark 2001 Cohort
Four-year transfer/graduation rate of full-time students	37.9%	33.2%	37.8%	37.2%	43.4%	37.3%
					n=194/447	
				Peer AVG: Statewide AVG:	42.6%	
					32.3%	
<i>Percentage of first-time, full-time degree-seeking minority freshmen who graduated or transferred to a public four-year campus within four years of matriculation. Minorities include African Americans, Asian Americans, Hispanics and Native Americans; minorities do not include Foreign and Other.</i>						
	1995 Cohort	1996 Cohort	1997 Cohort	1998 Cohort	1999 Cohort	Benchmark 2001 Cohort
Four-year transfer/graduation rate of full-time minority students	27.3%	27.9%	31.2%	27.5%	39.5%	34.0%
					n=58/147	
				Peer AVG: Statewide AVG:	35.9%	
					23.4%	
<i>Percentage of first-time, full- and part-time degree-seeking freshmen who graduated and/or transferred to a Maryland public four-year campus within six years of matriculation.</i>						
	1993 Cohort	1994 Cohort	1995 Cohort	1996 Cohort	1997 Cohort	Benchmark 1999 Cohort
Six-year transfer/graduation rate	30.3%	32.7%	31.8%	30.2%	28.6%	32.5%
					n=265/927	
				Peer AVG: Statewide AVG:	33.8%	
					28.1%	
<i>Percentage of first-time, full- and part-time degree-seeking minority freshmen who graduated or transferred to a public four-year campus within six years of matriculation. Minorities include African Americans, Asian Americans, Hispanics and Native Americans; minorities do not include Foreign and Other.</i>						
	1993 Cohort	1994 Cohort	1995 Cohort	1996 Cohort	1997 Cohort	Benchmark 1999 Cohort
Six-year transfer/graduation rate of all minority students	29.7%	22.8%	23.3%	24.2%	19.8%	25.0%
					n=57/287	
				Peer AVG: Statewide AVG:	22.5%	
					21.0%	

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.