



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

May 24, 2006
Kittleman Room – 6:00 pm

GROUND RULES

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

Board of Trustees
May 24, 2006
Instructional Laboratory Building
Kittleman Room: ILB 100

Part I. **Work Session and Dinner** 6:00 pm (A light dinner will be served at 5:30 pm)

- A. Introduction of New Employees**
- B. Recognition of Howard Community College's Lacrosse Team**
- C. Thank you to Modular Building Participants**
- D. Tour of the Peter and Elizabeth Horowitz Visual and Performing Arts Center**
- E. Informational Tour: Public Relations**

Part II. **Regular Meeting** – Immediately following the work session

- A. Approval of May 24, 2006, Agenda**
- B. Approval of:**
 - 1. April 26, 2006, Work Session Minutes
 - 2. April 26, 2006, Regular Session Minutes
 - 3. April 26, 2006, Closed Session Minutes
- C. Report of the Audit and Finance Committee**
- D. President's Report**
- E. Board Member Comments**
- F. Consent Items**
 - 1. Capital Budget Items
 - a. Change Order #1 Parking Deck Elevated Pedestrian Walkway Design
 - 2. Service Contracts
 - a. Network Maintenance Contract
 - b. Fiscal Year 2007 Credit and Non-Credit Schedule of Classes Printing
 - c. Electricity Supply Cost Increase
 - d. Gas Delivery Cost Increase
 - e. Fiscal Year 2007 Library Expenditures
 - f. Maryland Educational Enterprise Consortium (MEEC)
 - 3. Renewals
 - a. Sodexo Contract
 - b. Contract for Office Copiers
 - c. Security Services Contract
 - d. Office Supplies Contract
 - e. Washington Gas and Energy Services
 - f. Baltimore Gas and Electric Natural Gas Delivery Service
 - g. Technical Support Sole Source Service Contract
 - h. Contract for Print Shop Copiers
 - i. Learning Resource Center Gale/Thomson Expenditures
 - 4. Other
 - a. Proposed New Hires

- b. Fiscal Year 2007 New Academic Programs
- c. Summer I Graduates
- d. Belmont Conference Center Lease Payment
- e. Authorization for Board Chair to Approve on Behalf of Board Until Next Regular Meeting
- f. Colleague Server
- g. Procurement Card Contract
- h. Credit Card Services – Temporary Limit Increase
- i. Salary Schedule Change

G. Discussion Items

- 1. Issue Bin
- 2. Board Calendar
- 3. Fiscal Year 2008 Vision, Mission, Values and Beliefs, and Strategic Initiatives and Goals
- 4. Draft Agenda – Board Retreat
- 5. Election of Fiscal Year 2007 Board Officers

H. Information Items

- 1. Agreements Signed by the Board Chair Disclosure
- 2. Financial Statements
- 3. Anticipated Summer Approvals
- 4. Sodexo Report
- 5. Personnel Summaries

I-A Introduction of New Employees

For the trustees' information, newly hired employees approved by the board at its April 26, 2006, meeting will be introduced to the trustees by Dr. Duncan and area vice presidents.

I-B Recognition of Howard Community College's Lacrosse Team

Group being introduced:

The men's 2006 lacrosse team will be introduced to the board.

Background: The 2006 lacrosse season ended its sixth year with the best record ever in the college's history. The team finished 12-3 overall and 5-0 in the conference for an undefeated conference season. The team was seeded first in the Region XX tournament held at Community College of Baltimore County – Essex on May 5-7, 2006. The Dragons lost in the championship game to Essex, the number two seed, at 7-5. Howard Community College (HCC) had nine players on the All-Region team. HCC was also recognized for having the coach of the year, as well as the offensive and defensive players of the year.

First Team All-Region Roster

<u>Name</u>	<u>Position</u>
Peet Poillon	Midfield
Holt Skovron	Midfield
Phil Thomas	Defense
Brian Wallace	Defense
Mike Petti	Goalkeeper

Second Team All-Region Roster

<u>Name</u>	<u>Position</u>
Sean Stevens	Attack
Casey Hughes	Attack
Sean Walsh	Midfield
Nate Smeltzer	Defense

Special Recognitions

<u>Name</u>	<u>Award</u>
Peet Poillon	Offensive Player of the Year
Phil Thomas	Defensive Player of the Year
Shawn Burke	Coach of the Year

Four HCC athletes were named to the 2006 Region XX men's lacrosse all-tournament team.

Dane Kemp
Mike Petti
Peet Poillon
Phil Thomas

I-C Thank You to Modular Building Participants

Many faculty members in the arts and humanities division have patiently taught classes in trailers located behind the Smith Theatre for the past several years. With the anticipated opening of the Peter and Elizabeth Horowitz Visual and Performing Arts Center, full-time faculty members who have been using these classrooms have been invited to the May board meeting so that the board can thank them personally.

I-D Tour of the Peter and Elizabeth Horowitz Visual and Performing Arts Center

Background: This month, the board will be taking a tour of the Peter and Elizabeth Horowitz Visual and Performing Arts Center. A member of the Riparius construction team will lead the tour of the building, which is currently under construction.

This 78,000 square foot facility will be the new home of performing arts, visual arts, and associated administrative support. There are 40,385 net assignable square feet. Performing arts areas contain space appropriate to each discipline, and visual arts areas include exhibition and gallery space. The building will have two major areas; one primarily instructional and the other will be a more public space, which will include performance, exhibition, as well as instructional space.

The performing arts disciplines include music, theatre, and dance, each with its own designated area. The visual arts areas encompass studio art, photography, and graphic/digital. The administrative suite will include administrative and faculty offices, as well as individual instructional areas. The area will include space for the arts and humanities division workgroup, reception area, and administrative staff. It will also include the chairperson's office, an office support work area, conference room, and three administrative offices. Full-time and part-time faculty offices also serve as teaching studios for individual instruction. The vision is for offices to be near each other and close to the classrooms, studios, and exhibition areas.

Finally, the entrance and lobby area will serve as the main entry point to the building. It will consist of a high ceiling or higher space area with natural light, with a glass front. This area will have areas with incandescent lighting and spotlights to highlight artwork and points of interest. The lobby will eventually be connected to the Smith Theatre, which is under design, to create an ambiance that sets the tone for the entire complex.

The college will probably receive the occupancy permit to move into the building sometime in July. However, as this building will require major set up of ceramic studios, photo labs, and other areas, the college does not plan to offer classes until the fall semester, with faculty moving into the building sometime in mid-August.

The building was designed by Design Collective, Inc. and Riparius Construction, Inc. is our construction manager at risk.

The design and construction costs for the building are \$23,657,508 and furniture and equipment costs are \$2,956,975 for a total cost of \$26,614,483.

Purpose: To tour the Peter and Elizabeth Horowitz Visual and Performing Arts Center

Location: West end of the Quad, south of the ELB

Timeline: Opening planned August 2006

Recommendation

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

I-E Information Tour: Public Relations

Background: The office of public relations and marketing (PR/M) assists Howard Community College (HCC) in achieving its institutional mission by 1) managing communications with groups and organizations affected by HCC's operations and capable of enhancing or constraining HCC's ability to achieve its goals (public relations), and 2) facilitating mutually desirable exchanges with individuals and groups benefiting from HCC programs, services, and events (marketing).

Purpose: PR/M serves as the central source of marketing and public relations services for HCC, its subunits, and affiliated operations such as the HCC Educational Foundation Inc. In addition, the office supports statewide efforts coordinated by the Maryland Association of Community Colleges. Specific services include:

- Develop and implement marketing plans for the college as a whole and for individual programs and services. Marketing includes mission review, internal and external environmental scanning, goal-setting, identification of strategic audiences and communication channels, determining a media mix, reviewing resources, and evaluating the success of the efforts.
- Coordinate the production of publications including the catalog, credit and non-credit schedules of classes, annual report, and materials (brochures, fliers, etc.) requested by other departments. Production services include planning, designing, writing, printing, and distribution.
- Inform local, state, and national news media about significant developments at HCC and serve as primary point of contact for media inquiries.
- Assist in planning special events including commencement, convocation, and special observances.
- Develop and maintain HCC's corporate identity and image as reflected in publications, signage, and other graphic materials.
- Develop college-wide advertising campaigns and coordinate advertising for individual programs, services, and events.

Six staff members serve on the PR/M team:

Randy Bengfort, director
Kathy Bestany, publications coordinator
Carla Cipolari, office associate
Margie Dunklee, graphic artist
Jane Sharp, marketing assistant
Vicky Trail, production assistant

Marketing and Enrollment Management

HCC's marketing efforts are guided by the enrollment management team. Enrollment management is a process that aligns institutional resources, departments and actions to help achieve and maintain enrollment goals. Enrollment management takes a broad view of students' complete experiences with HCC: first learning about the college, deciding to attend, enrolling and registering, taking classes, using services, and attaining their goals.

Under the direction and leadership of the executive vice president, the enrollment management team is co-chaired by the director of admissions and advising and the director of public relations and marketing. Areas represented include: academic affairs, research and planning, continuing education, faculty, finance, financial aid, information technology, academic support, counseling and career services, records and registration, and student services.

The enrollment management team guides HCC's marketing at both the strategic and tactical levels.

Strategic marketing

The strategic level includes branding and strategic objectives for a given planning cycle. Often described as the "promise" an organization makes to its customers, branding is a unified message that seeks to clearly and compellingly communicate to key target audiences what HCC offers. HCC's current branding strategy is summarized by the slogan, "No matter where you're going in life – get a degree, start a career, sharpen job skills, or pursue a personal interest -- you can get there from here." Within the branding message, HCC presents its distinctive advantages: affordability, flexibility, and quality. In addition to stating how HCC can benefit students, the branding strategy helps describe to potential donors, government officials, and other supporters the critical services HCC provides to local residents.

Strategic objectives, in the marketing context, are the items in HCC's overall strategic plan that relate to marketing and recruitment. The enrollment management team recommends strategic objectives during the planning process and coordinates actions to achieve objectives once finalized. Strategic objectives in recent years have included enrollment growth, the Belmont Conference Center, Columbia Classic Grand Prix, honors programs, Laurel College Center, and the *On Campus* speaker series.

Tactical marketing

The tactical level includes plans and actions to achieve strategic objectives. In the enrollment growth objective, for example, the enrollment management team identified key areas for growth (e.g., high school students, Laurel residents, summer attendees, health care, teaching, the arts, and English as a second language). Aspects of accommodating growth – advertising and promotion, expanding class sections, admitting and registering, etc. – are coordinated by the enrollment management team.

Evidence supports that the college’s approach to enrollment management and marketing has produced successful results. Since the implementation of the enrollment management team in fall 1999, the college has had successive growth each year. The total credit full-time equivalent (FTE) increased 42 percent from FY00 to FY05. Fall headcount credit enrollment grew 30 percent from 1999 to 2005.

Public Relations

Various departments at HCC cultivate relations with key segments. The public relations and marketing office helps maintain a consistent message and reinforces the branding strategy. Key segments include: students, employees, government officials, businesses, community organizations, educational institutions, donors, alumni, and neighbors.

HCC has a strong working relationship with local news media, providing timely information about stories of interest to the media’s readership. As a way of gauging news coverage, HCC uses a database to track the number of articles about the college in the *Baltimore Sun* and *Washington Post*, and then compares that number to other community colleges in Maryland. Since 2000, the number of articles in these two newspapers citing HCC ranged from 225 to 426 annually. In three of those years, HCC garnered the highest number of articles of any Maryland community college. In the other three years, HCC was second highest.

Examples of special public relations projects include the HCC Annual Report to the Community, HCC Update community newsletter, “Looking Good, HCC!” campus beautification campaign, Student Advocacy Day, the On Campus series of lectures and cultural events, and the recent 35th anniversary activities.

Three campaigns will be presented to the board of trustees:

General Howard Community College

Brand statement:	“You Can Get There From Here”
Goal:	Increase credit enrollment 3 percent (FY06)
Primary target audience:	Howard County
Collateral marketing materials:	Schedules of classes (credit and non-credit), catalog, student handbook, newspaper ads,

television ad, direct mail postcards, phone book ads.

Laurel College Center

Brand Statement: "Get Ahead in Life"

Goal: Increase enrollment to attain financial break-even point in FY08.

Primary target audience: Residents and workforce in Laurel area

Collateral marketing materials: Exterior signage, direct mail postcards, billboard ads, bus shelter ads, information sessions, schedule of classes (credit and noncredit), Laurel city information packet, phone book ads.

HCC 35th Anniversary

Brand statement: "We Got Here From There"

Primary target audiences: Internal HCC faculty, students and staff; general Howard County community, alumni

Goals: Celebrate and have fun as a college family, heighten awareness of HCC in the community

Collateral materials and activities: Anniversary logo, banners on campus light poles, staff lapel buttons, essay contest for students, special issue of HCC's 2005 Annual Report to the Community, birthday party in Galleria on day of anniversary, supplement published in *Columbia Flier* and *Howard County Times*, college-wide picnic on the quad, panel discussion with original faculty and historian Joetta Cramm, 1970s costume contest judged by alumni from 1970, speech and class visit by Apollo 13 astronaut Fred Haise (incident occurred in 1970), Founder's Day panel featuring original trustees and administrators, display of employee photos as they were in 1970, play games from the 1970's (e.g., Twister) at block time, President's Update profiles, history book by Professor Vlad Marinich, alumni reunion.

II-A Approval of May 24, 2006, Agenda

Board of Trustees
May 24, 2006
Instructional Laboratory Building
Kittleman Room: ILB 100

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D. President's Report

E. Board Member Comments

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II-B Approval of Minutes

- April 26, 2006, Work Session Minutes
- April 26, 2006, Regular Session Minutes
- April 26, 2006 Closed Session Minutes

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
WORK SESSION MINUTES
April 26, 2006**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, April 26, 2006, in the Children's Learning Center at Howard Community College, Columbia, Maryland. Roberta E. Dillow, chair, brought the work session to order at 6:10 p.m. Other board members present included vice chair Patrick L. Huddie, trustees Roger N. Caplan, Katherine K. Rensin, and T. James Truby. Mary Ellen Duncan, secretary-treasurer, was also present. Trustee Louis G. Hutt, Jr. was absent. Trustee Mary B. Tung was on a leave of absence.

A. Introduction of New Employees

Ron Roberson, vice president of academic affairs, introduced Meredith Lowman, basic skills intake/assessment specialist (ESL).

B. All-USA Academic Team Awards

Dan Pretz, president of the student government association (SGA) and Susan Kane, who previously served as assistant editor of the *HCC Times*, were recognized as nominees for the All-USA Academic Team and presented certificates.

C. Recognition of Alternative Spring Break Participants

Carol Parreco, coordinator of service learning, gave a brief overview of the alternative spring break to Selma, Alabama, McLain, Mississippi, and New Orleans, Louisiana where the HCC group helped Hurricane Katrina survivors rebuild their communities. Participants present at the board meeting introduced themselves and talked about their experiences and how the trip affected them. Jeannette Jeffrey, assistant professor, health/life fitness, and advisor to the group, mentioned how impressed she was with the students and their willingness to help others.

Cross-Cultural and International Health Course

Jeanette Jeffrey also mentioned that during the spring semester she co-taught HEED 127: Introduction to Cross-Cultural and International Health at Howard Community College with Dr. James Tielsch, professor of international health from the Johns Hopkins Bloomberg School of Public Health. HEED 127 has been selected to serve as a global model of an undergraduate international health course and as an extension of the WGBH Boston public television series "Rx for Survival." Upon completion of the spring semester course, Professors Jeffrey and Tielsch will further collaborate to post the course on the Massachusetts Institute of Technology/Johns Hopkins University (MIT/JHU) open course website, making its content globally available to anyone with internet access.

D. Informational Tour: Children's Learning Center

Kate Hetherington, executive vice president, gave a brief history of the Children's Learning Center. Kim Pins, director of the Children's Learning Center (CLC), gave a brief overview. She mentioned that the CLC had received the Preschool Award during the Celebration Successes for Children awards ceremony from the Maryland General Assembly and Howard County Government. Fifty one percent of the students at the center are children of HCC students. One of the students, Marcie Young, talked about her experience as a nursing student and the benefit and convenience of having her daughter, Morgan, at the CLC.

Board members went on a tour of the CLC.

Adjournment

The work session adjourned at 6:40 p.m.

The above constitutes the official minutes of the April 26, 2006, work session of the Howard Community College Board of Trustees as approved on May 24, 2006, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
REGULAR SESSION MINUTES
April 26, 2006**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, April 26, 2006, in the Children's Learning Center at Howard Community College, Columbia, Maryland. Roberta E. Dillow, chair, brought the work session to order at 7:00 p.m. Other board members present included vice chair Patrick L. Huddie, trustees Roger N. Caplan, Katherine K. Rensin, and T. James Truby. Mary Ellen Duncan, secretary-treasurer, was also present. Trustee Louis G. Hutt, Jr. was absent. Trustee Mary B. Tung was on a leave of absence.

A. Approval of April 26, 2006, Agenda

A recommendation to approve the April 26, 2006, agenda was moved by Vice Chair Huddie, seconded by Trustee Rensin, and unanimously approved.

B. Approval of Minutes

A recommendation to approve the March 22, 2006, work session, regular session, and closed session minutes, was moved by Trustee Truby, seconded by Vice Chair Huddie, and unanimously approved.

C. President's Report

the Rodin exhibit will be coming to HCC December 8, 2007, to February 17, 2008. The need for added security and the possibility of charging for tickets was discussed. Dr. Duncan also mentioned that Peter Horowitz has given two paintings to the college for the visual and performing arts center, and will be giving a talk in Minneapolis on his art collection.

Dr. Duncan mentioned her recent trip to Turkey and said there were great opportunities over the long term for faculty and student exchanges and eventually the 1+1 program where students study English in Turkey for a year, then come to the US for their second year. Turkey is building up its educational infrastructure for this initiative under the leadership for Dr. Balci, principal, Ankara University, Cankiri College of Arts and Technology.

Continuing education now offers AdVantage, free arts lectures at Vantage House that are open to the public.

Dave Buonora, director of government affairs and grants management, gave an overview of the legislative session.

D. Board Member Comments

- Chair Dillow talked about the student services building steel topping on March 31. Chair Dillow thanked everyone for a great legislative year. This year's Association of Community College Trustees (ACCT) convention is in Orlando from October 11 – 14. Dr. Duncan and Joan Athen, former trustee, will be nominated for an ACCT regional award.
- Trustee Rensin has asked a group of HCC nursing faculty and students to accompany her on the USS Comfort. Others are welcome to join; details will be forthcoming. Trustee Rensin said she was proud to listen to the alternative spring break students' account of their experiences and their commitment to community service. She said the CLC was a wonderful lab school.
- Trustee Truby commended the service learning experience of the alternative spring break group. He also mentioned the Turkey trip and the commitment HCC has made to international education. He felt he was privileged to go at a time when the US-Turkey relationship has reached an important milestone. They visited the universities of Istanbul and Ankara, met the presidents and rectors, and went on tours of the colleges. These organizations are working with limited resources and facing the challenge of under-prepared students. The group also visited the US embassy cultural attaché in Ankara where Community Colleges for International Development (CCID) presented a \$500,000 grant request for support of the US-Turkey program. They visited schools that are funded by private individuals and stayed in an old hotel run by a hospitality school. Trustee Truby said he learned a lot being outside his own environment and realized how essential it is for our students to be global citizens. He hopes HCC keeps working to support these initiatives and that more board members, faculty, and staff can have this experience and get a deeper understanding of the culture and people of Turkey. Dr. Duncan is considering HCC organizing a trip to Turkey for community members with Tony Digenakis.
- Trustee Caplan said the CLC was a great facility. He also thought nominating Dr. Duncan for an ACCT regional award was a great idea.
- Vice Chair Huddle found it interesting that visiting "Tommy the Plumber" (Tommy Nesor, chief plumber,) and the mailroom were the favorite HCC "field trips" for the CLC children.

E. Consent Items

1. Proposed new hires
2. FY07 faculty promotions
3. Candidates for commencement / honorary degree (Scott Caplan)
4. Housekeeping supplies contract awarded to Daycon Products Company for estimated expenditures of \$65,000 a year.

5. Music modular buildings contract awarded to Vanguard Modular Systems for \$30,480 a year.
6. Landscaping management services contract awarded to The Brickman Group, Ltd. for \$57,631 and miscellaneous items not to exceed \$25,000.
7. Elevator maintenance services contract awarded to Schindler Elevator for \$11,112.
8. Electrical services contract awarded to Bell Electrical Systems, Inc. for estimated amount of \$30,000.
9. Athletic fields' management service contract awarded to The Brickman Group, Ltd. for \$61,010.
10. Project Access bus service contract awarded to Jubb's Bus Service for \$20,000.
11. Athletic trainer contract awarded to MedStar Health for \$37,570.
12. Trash compactor lease agreement awarded to Waste Management of Maryland for \$35,000.
13. Datatel (Colleague) additional licensing awarded to Datatel Incorporated for \$28,800.
14. FY07 tuition rates per credit hour: in-county \$110.00; out-of-county \$193.00; out-of-state \$238.00
15. File servers consulting and technical support awarded to Convergence Technology Consulting for \$30,000.

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

F. Discussion Items

1. Issue Bin

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

2. Board Calendar

The FY07 board calendar is included in the board's take-home packet.

The pre-commencement reception is at 2:45 pm on May 19 at Merriweather Post Pavilion, followed by commencement at 4 pm. The Nursing Recognition ceremony is at 12 noon.

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

3. Fiscal Year 2007 Capital Budget

Lynn Coleman, vice president of administration and finance, gave an overview of the FY07 proposed capital budget. She also mentioned that the county council budget hearing is scheduled for Thursday, April 27,

7:00-7:30 p.m.

A recommendation to approve the FY07 capital budget for \$18,550,000, was moved by Vice Chair Huddie, seconded by Trustee Caplan, and unanimously approved.

4. Fiscal Year 2007 Operating Budget

Lynn Coleman, vice president of administration and finance, gave an overview of the FY07 proposed operating budget.

A recommendation to approve the FY07 operating budget for \$68,258,529 for the unrestricted budget and \$11,135,000 for the restricted budget, was moved by Trustee Caplan, seconded by Vice Chair Huddie, and unanimously approved.

G. Information Items

1. Agreements Signed by the Board Chair Disclosure

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

2. Financial Statements

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

3. Fiscal Year 2006 Rep Stage Restructuring

Ron Roberson, vice president of academic affairs, gave an overview of the Rep Stage restructuring including the addition of a fifth show for the 2006-2007 season.

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

4. Report of Board End: Leadership

Zoe Irvin, executive director of planning, research and organizational development, gave an overview and commended the trustees, president and vice president, on being great leadership role models.

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

5. Personnel Summaries

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

Adjournment

Chair Dillow read the resolution to go into closed session.

A recommendation to adjourn the meeting and go into closed session, was moved by Trustee Caplan, seconded by Vice Chair Huddie, and unanimously approved.

The meeting was adjourned at 7:55 p.m.

The above constitutes the official minutes of the April 26, 2006, meeting of the Howard Community College Board of Trustees as approved on May 24, 2006, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

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

April 26, 2006
Children's Learning Center
Columbia, MD

Present: Roberta E. Dillow, chair, Patrick L. Huddie, vice chair, and trustees Roger N. Caplan, Katherine K. Rensin, and T. James Truby. Trustee Louis G. Hutt, Jr. was absent. Mary Beth Tung, trustee, was on a leave of absence from the board. Mary Ellen Duncan, secretary/treasurer, was also present.

At approximately 7:55 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 10-508 of the State Government Article of the Annotated Code of Maryland to conduct certain portions of its meetings in closed session.

NOW, THEREFORE, BE IT RESOLVED, that the board of trustees of Howard Community College hereby conduct its meeting in closed session beginning on April 26, 2006, at the conclusion of the regular meeting in the Children's Learning Center to consider the acquisition of real property for a public purpose and matters directly related thereto and that such meeting shall continue in closed session until the completion of business.

The resolution was approved unanimously by the trustees. The trustees entered into closed session at approximately 7:56 p.m.

During the closed session, the trustees considered the acquisition of real property for a public purpose. The closed session was adjourned at approximately 9:05 p.m.

The above constitutes the official minutes of the April 26, 2006, closed meeting of the Howard Community College Board of Trustees as approved on May 24, 2006, and are a true and correct copy of the same.

Mary Ellen Duncan, secretary/treasurer

II-C Report of the Audit and Finance Committee

- May 8, 2006, Meeting Minutes

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

Meeting Minutes
May 8, 2006 – 11:30 a.m.

Present: Roberta Dillow, board and committee chair; Roger N. Caplan, committee member and trustee; Louis G. Hutt, Jr., committee member and trustee; and Mary Ellen Duncan, president.

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

Guests: Thomas Rey, Jr., senior manager, Clifton Gunderson

Topic	Outcome
1. Quarterly Sole Source Vendors Report	The committee reviewed the sole source report for the period of January 1 – March 31, 2006. This item was for information only and no committee action was required.
2. Meeting with College Auditors	Lynn Coleman gave an overview of the FY06 audit process. The board of trustees asks that special attention be paid to payroll, the proposed procurement card procedure, and Laurel College Center reporting, with a focus on FTEs. Mr. Rey explained that Clifton Gunderson has finished their preliminary review. The firm would like to examine all FTE reporting and construction invoices, as well as examining that controls are in place to ensure that faculty do not accidentally get paid for classes that are cancelled. The trustees asked that Mr. Rey begin this process immediately and report back within the month. Dr. Duncan asked them to also re-examine the policy on additional assignments for faculty and staff. Erin Marek will send Mr. Rey this policy for his review.
3. Year-end Purchases	Lynn Coleman reviewed the year-end purchases list. Items requiring board approval will be taken to the May board meeting or signed by the board chair after the May meeting.
4. Semi-Annual Cumulative Purchases Greater Than \$25,000 Report	The committee reviewed the report, which covered July 1, 2005 – December 31, 2005. This item was for information only and no committee action was requested.
5. Financial Projections for Fiscal Years 2006-2011	Lynn Coleman reviewed revenue projections for FY06 through FY11. Tuition revenues are based on current public school enrollments and their impact on HCC's future attendance; county projections are based on past trends of a 7 percent increase (in years with no major building openings); and state projections take into account the newly-signed Cade formula. Belmont was not included in any of the projections. Priorities for the coming years will include meeting the 50:50 full-time: part-time ratio, increases in scholarships and waivers; funding the furniture and equipment budget; and keeping tuition increases to a minimum.
6. Salary Schedule Change	New associate chair positions have been created in several academic divisions in the college and a new grade needs to be

Topic	Outcome
	<p>added to the faculty schedule to accommodate this addition. This new grade will be equivalent to a staff grade 16. In order to make the positions attractive to full professors, the range for the new positions requires an increase to grade 16 range. The committee was asked to approve the addition of the new faculty grade and to approve an increase in the staff grade 16. A motion was made by Trustee Caplan, seconded by Trustee Hutt, and unanimously approved.</p>
7. Salary Overpayment	<p>Lynn Coleman explained that a grant employee was overpaid due to an unanticipated extended maternity leave. The money has been paid back to the college and new procedures have been put in place to prevent this oversight from happening again.</p>
8. Other	<p><u>Employee Abuse of Phones</u> – An employee was caught making a significant number of international phone calls after hours. Verizon was supposed to have blocked the ability to make international calls from most of the college phones, including the ones being used by this employee. Therefore, Verizon has decided not to hold the college responsible for these charges.</p> <p><u>Columbia Bank Credit Card</u> – Several college employees have college credit cards issued by Columbia Bank. Each card had a limit to accommodate the needs of the holder; however, the total college limit was capped at \$25,000, significantly less than the total of all cards combined. Earlier this month, the credit being used by the college exceeded the \$25,000 limit and the cards were being denied. Columbia Bank temporarily raised the college limit to \$50,000. The administration requested that the committee approve this increase in the limit, which the committee did unanimously.</p> <p>In May, another item will be brought in front of the board for purchasing cards. Once purchasing cards are issued, the college will eliminate the use of the Columbia Bank credit cards.</p> <p>The meeting of the audit and finance committee concluded at approximately 12:45 p.m.</p>

II-D President's Report

News from Development

April Foundation revenue
\$143,852

April Campaign revenue
\$31,075

Event updates

Columbia Town Center Rotary Club – April in Paris Event

Saturday, April 22, 2006 – great turnout for this evening event. Through ticket sales and auction items, it is estimated that the Foundation will receive approximately \$10,000 from this event. Proceeds will benefit the Columbia Town Center Rotary Club Endowment and Scholarship funds for HCC students in need.

News from Belmont

Energy Co-Operative

We are planning to participate in the Baltimore-Washington Corridor Chamber of Commerce energy co-operative to manage the rate increases on the electric bill.

Seasonal Tent is now at Belmont

With the addition of a tent and flooring, the manor is perfect for fundraisers or corporate functions from May through December. If you have any contacts that need space for 100 to 400 people, the staff is ready to provide assistance in planning memorable events.

Special Event

The Howard County Tourism Annual Fundraiser will be held at Belmont on Wednesday, June 7, 2006, from 6:00 – 9:00pm. We are anticipating 300 guests for this event that supports tourism in the county. This is a wonderful opportunity for the community to see the Belmont Conference Center.

Improvements to Technology Services

During spring break, our technology staff spent several days upgrading the college's internet and email systems to improve services to the college community. As a result, the college internet connection, which is now provided by Comcast, is five times faster than the previous connection. This means that employees should realize dramatic increases in speed when connecting to other sites and downloading large files. More importantly, internet connectivity should no longer be sluggish during peak periods of the day. Additionally, the upgrade of Microsoft Exchange enhances the remote email capabilities through Outlook Web Access (OWA). The remote Outlook email application OWA now appears very similar to the regular

Outlook application and incorporates more of the standard features that are provided on the college desktop. Some of these features include the ability to forward meeting requests, set alert notification for new mail, add a message signature, and open calendars from meeting requests offering the ability to evaluate the calendar and meeting request at the same time. **We greatly appreciate the efforts of Valerie Smith with the email upgrade and Cheryl Anne Juba, Perron Bruno, and Willie Gibson with the Internet upgrade.**

Project Access Conference

The Project Access Fourth Annual Conference for Parents and Professionals, "Transitioning Students with Disabilities...Improved Learning on the Postsecondary Level," held on April 28, 2006, was very successful. Eighty-five people attended the conference. The funds that were raised by the conference, approximately \$8600, will be used for Project Access operating expenses. **Kudos go to Linda Schnapp, Mary Fuller and Irma Rosado. Project Access wants to thank the many individuals at the college, including the people in the print shop, the plant operations office, AV services, the mailroom, housekeeping, and academic support services, who made the success of this conference possible.**

Faculty Highlights

We could not use every highlight that was sent in for the County Council testimony last month; however, since it is such an impressive list of activities we wanted to share it with the board.

Russ Poch was one of the principal grant writers along with administrators from the Washington and Howard County public schools for a recently approved 2-year \$600,000 Maryland State Department of Education Grant titled "Physical Science Partnership Professional Development Program." The purpose of the grant is to train Howard and Washington County K-8 teachers to become well-qualified physical science teachers and ensure that their students are successful on the voluntary state curriculum in that area. A collaboration team comprised of science teachers, special education, English language learners, and 2-year and 4-year college educators (including Russ Poch) will design a professional development program that will be offered to collaborative teams of teachers in Howard and Washington counties. A summer institute in late June at HCC and in Washington County will offer physical science lessons and lab activities as well as provide quarterly seminars to the team participants.

Beckie Mihelcic-Chapman is participating in a panel discussion with the four universities that received the Senator Paul Simon Award for Internationalizing the Campus. This discussion is at the NAFSA (National Association of Foreign Student Advisors) in Montreal in May. There are about 5,000-6,000 participants from all over the world. She is also presenting "Creating Non-traditional (i.e., non-European) Study Abroad Programs" at the same conference.

Vlad Marinich put together a picture history of the college. There was a book signing on May 18 from noon to 2 p.m. to celebrate and make the books available to the college community.

Helen Mitchell's text on world philosophy in process as a fifth edition -- to be published in March 2007. And, meanwhile, the 4th edition of *Roots of Wisdom* is being translated into both Spanish and Chinese -- those books are due out in summer 2006. Publisher is Wadsworth.

Cheryl Berman presented "Roles of the Community College in the National Language Delivery System" to the national conference of the Interagency Language Roundtable. 500+ participants.

Jim Bell's *Ideas and Issues in Psychology*, which is the textbook for some of the General Psychology sections, went into its 9th edition this year. He gave a workshop on teaching and assessing critical thinking at a national best practices convention in October.

Russ Baker organized the Association of Faculty for the Advancement of Community College Teaching (AFACCT) regional conference here in January.

First Year Experience faculty put together a handout on ideas to make the first class more engaging and did two workshops last year.

Lisa A. Wilde's article is being published this spring
Wilde, Lisa. "Shaw's Epic Theater." SHAW 26. 2006.

Kris Suter headed a research group and did a major presentation at the World Piano Pedagogy Conference in October in Anaheim. She commissioned a duo piano work from a well-known composer in the field, Kevin Olson, and that work will be premiered by her duo, the Accordare Piano Duo, on Dec. 1, 2006, in the new building. The composer will be here for the premiere.

Kyle Coughlin has published some clarinet jazz etudes that are somewhat unprecedented in that area of music.

Linda Dwyer and Judith Kizzie were selected for Who's Who Among America's Teachers. This recognition happens when one of the students who have been selected for Who's Who Among America's Students nominates an instrumental instructor. Student selection is based upon standing among the top 5 percent of students nationwide.

Patrick O'Guinn and Vini Nithianandam have been attending workshops/seminars for computer forensic programs.

Phil Vilardo has been working with the Troika Program for community college students in Turkey.

Fran Kroll is the chairman of the State MADTEC Committee.

Barbara Maestas rewrote the college's elementary reading materials for state certification.

Susan Keach Sweeney developed the new conflict resolution program and articulated it with Salisbury University.

Jerrold Casway has been interviewed by two cable book programs about his new edition of the Ed Delahanty biography. He also spoke at the National Conference of the American Committee of Irish Studies.

John Lafferty and Marcia Shields presented on "Using Questions, Guided Notes, and Technology to Engage Students in Lectures" at the following: 2005 Learning College Summit in Oak Brook, IL, sponsored by the League for Innovation in the Community College, June 2005 and the Association of Faculty for the Advancement of Community College Teaching (AFACCT) at Howard Community College January 2006. John presented a talk on: "What is Being Done About Phishing" to the Central Maryland PC Users Group January 2006.

Disaster Planning at HCC

The emergency management team held a "disaster exercise" on May 9. This exercise helps us to think about what we need to be prepared for various emergencies that could come our way.

Participants included: Mary Ellen Duncan, Lynn Coleman, Tom Glaser, Kate Hetherington, Zoe Irvin, Erin Marek, Steve Horvath, Robert Marietta, Randy Bengfort, Jane Sharp, Charles Mays, Chuck Nightingale, Nanette Douglas, Steve Musselman, Dennis Collier, Cheryl Nitz, Llatetra Brown, Wanda Garcia, Arla Webb, Janice Marks, and Lisa Rhodes. Shelly Bilello acted as facilitator.

There will be additional efforts to inform all constituency groups about training procedures that will help us keep our students and staff safe. I am pleased with all the thinking that goes into these exercises. We have a very well-informed team, but we need more informed people across the college. We will be making efforts to involve more people in the coming months.

Capital Update

Arts and Humanities Instructional Building

The project continues on target for completion in August 2006. There are no foreseeable problems and all areas of the building made good progress last month. Building walk-throughs continue weekly as construction is nearing completion.

College staff continues to monitor the furniture and equipment purchases for the building and delivery and installation is currently being scheduled with the vendors.

The use and occupancy permit will be secured in July and the vendor delivery and installation dates and times are now being coordinated for July and August. College staff will coordinate deliveries with Riparius and remain on-site accordingly.

The project budget continues to be monitored closely and staff meets every two weeks with the contractor, architect, and necessary consultants in preparation for the completion of the building and grand opening.

Athletic Fields Renovations

Phase IV of the Athletic Fields Renovations project includes the following components which are listed in priority order:

1. ADA paths to and around the fields
2. Ambulance access to the fields
3. Handicapped parking adjacent to the fields
4. Correcting any remaining drainage issues
5. Construction of the athletic field building to be constructed to allow for permanent grand stands and press box addition on top of structure for next phase; contents of building for Phase IV include:
 - a. Public bathrooms with doors connecting to locker rooms;
 - b. 50 full lockers with some storage for uniforms;
 - c. Showers for each locker room (5 stalls or gang-like);
 - d. First aid/training room with sink and ice machine;
 - e. Laundry area; and
 - f. Concession area.

The bidding process for this phase will take place in June. The next phase of construction consists of the installation of a combination baseball/softball field and associated dugouts. All other phases of this project have been completed.

Student Services Building

The student services building construction phase is progressing as scheduled. The anticipated completion date is February 5, 2007. The dock area at the east side of the building received its base pavement, providing a location for various subcontractor storage trailers. The teledata, sanitary, and storm lines were completed at the beginning of April with the remaining water line installation being completed at the end of the month.

The roof was recently completed, which allowed for the overhead electrical rough-in to progress for power and lighting on three floors. The masonry for the north wing including back-up block and veneer was completed in April. Masonry for the west and east sides of the building is expected to be completed by the end of May.

The safety of pedestrians, students, and employees continues to remain a top priority. There were three members of the college staff who reported minor vehicle damage in the form of a black tar-type spray that speckled the finish of their vehicles. These vehicles were parked in the first row of the employee Lot E. An investigation determined that the speckling was caused by the wind blowing an overspray of the damp-proofing material being applied to the north masonry wall via spray nozzle. The subcontractor was informed of this misfortune and protection was provided on subsequent applications. The employees were instructed to have their vehicles professionally cleaned and the subcontractor reimbursed the employees for these expenses accordingly.

College staff meets every two weeks with the contractor, architect, and necessary consultants to address concerns, resolve issues, and move the project forward.

'A' Building and Smith Theatre Renovations

College staff continues to meet with Murphy & Dittenhafer every three weeks. Current discussions include review of the construction budget, the project timeline, renovation phasing, preliminary space plans, and different alternatives for floor layouts. Meetings continue in regard to the floor layout for the senior administration areas, and a preliminary list of furniture and equipment needs is being developed.

The bidding process for the construction manager at risk services is in progress with interviews tentatively scheduled for June 5 and June 6, 2006. The college is working closely with the Murphy & Dittenhafer architectural team on this renovation project and the planning phase continues to develop.

Parking Garage

The current completion date for the garage is August 15, 2006. The construction schedule is being monitored on a weekly basis due to the critical timely completion of this project.

All grade beams and foundation bearing walls have been completed. The majority of the underground storm water and sanitary lines have been installed as well as the vault for the three-way valve inclusive of the inlet and outlet piping. In addition, all underground electrical conduit for the power, security, and communications systems has been completed.

All permits including the building permit have been received. The earthwork is being performed as needed to support the efforts of the precasters crane and truck deliveries. Precast erection began on April 24, 2006. The two precast wall panels hinged at their horizontal joints on April 25 after the load of double tees was placed on the walls. Construction ceased immediately, the tees were shored, and the wall panels were straightened. The engineers evaluated the integrity of the wall panels and authorized erection to resume.

Riparius and college staff worked quickly to resolve this issue with the architects and engineers, which resulted in no delay in the project schedule. Construction of the garage continues to progress for the fall semester opening.

Campus-wide Systemic Renovation Projects

The immediate needs identified in the facilities assessment study continue to be prioritized and scheduled accordingly. The following renovation items are in progress or have recently been completed:

- Hickory Ridge building men's and women's restrooms;
- ST building ventilation estimate; and
- ADA upgrades and concrete repairs.

II-E Board Member Comments

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

G-1 Issue Bin

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

Date Originated	Project	Board Contact	Completed By	Expected Outcome
8/6/05	Meeting Frequency	Patrick Huddie	TBD	Determine necessary frequency of mtgs.

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

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

Recommendation:

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

G-2 Board Calendar

Date	Event	Tentative Agenda Items	Trustees to Attend
May 25, 2006 Thursday 12 noon	Annual Retiree and New Employee Recognition Lunch <i>Burrill Galleria</i>	<ul style="list-style-type: none"> • Trustees Invited • Reception to Honor College Faculty and Staff who Retired During FY06 	
May 25, 2006 Thursday 1:30 pm	Convocation <i>Smith Theatre</i>	<ul style="list-style-type: none"> • Trustees Invited • Welcome from Board Chair (1:30 pm) • Recognition Event for Retired Employees, Degree Recipients. New Employees Recognized at Lunch. 	
May 25, 2006 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, 2006 Saturday 5 pm	Barbecue and Boots <i>Horowitz Center</i>	<ul style="list-style-type: none"> • Trustees Invited • Sneak Preview for Donors 	
June 7, 2006 Wednesday 6-9 pm	Howard County Tourism Fundraiser <i>Belmont</i>	<ul style="list-style-type: none"> • Annual Fundraiser 	NEW!
June 14 Wednesday 11:45 am - 6:30 pm	Board Retreat <i>Belmont</i>	<ul style="list-style-type: none"> • Agenda – Green Buildings and Sustainability 	
July 23, 2006 Sunday 5:30-9 pm	Belmont Summer Concert <i>Belmont</i>	<ul style="list-style-type: none"> • Development Fundraiser • Motown sounds of the Panama Band • Tickets are \$35 and include dinner, parking, and the show 	
August 20, 2006 Sunday 5:30-9 pm	Belmont Summer Concert <i>Belmont</i>	<ul style="list-style-type: none"> • Development Fundraiser • Country sounds of TanDem • Tickets are \$35 and include dinner, parking, and the show 	
August 21, 2006 Monday	Grand Opening of the Peter and	<ul style="list-style-type: none"> • Trustees Invited • Event Held After Convocation 	

Date	Event	Tentative Agenda Items	Trustees to Attend
TBD	Elizabeth Horowitz Visual and Performing Arts Center <i>Horowitz Center</i>		
September 16, 2006 Saturday 6 pm	Major Donor Party <i>TBD</i>	<ul style="list-style-type: none"> Trustees Invited Event Held One Week Earlier this Year 	
September 24, 2006 Sunday 10 am – 4 pm	19 th Annual Columbia Classic Grand Prix <i>HCC Grounds</i>	<ul style="list-style-type: none"> Trustees and Spouses/Guests Invited Major Community and Fundraising Event 	
The weekends of October 13, 20, and 27, 2006 Friday, Saturday and Sunday Time: TBD	Haunted Attraction <i>TBD</i>	<ul style="list-style-type: none"> Trustees Invited New Fundraiser for Scholarships Haunted Hay Rides, Concessions, Other Attractions 	Postponed until 2007 to partner with Merriweather Post Pavilion
December 2, 2006 Saturday 6 pm	President's Gala <i>Horowitz Center</i>	<ul style="list-style-type: none"> Trustees Invited Black Tie Event Open to all 	

Notes:

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

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

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

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

Red denotes change from original posting.

NEW! denotes item not on last calendar.

G-3 Fiscal Year 2008 Vision, Mission, Values and Beliefs, and Strategic Initiatives and Goals

Background: During the year, the planning council considers reports from numerous environmental scanning efforts. Council members review recommendations from the Middle States Association team visit and the Commission on the Future. The planning council also sponsors presentations of strategic plans by all major cross-functional teams. It then develops and presents a recommendation for the FY08 Strategic Plan to the president's team. This year, the college community was additionally challenged to present to the council potential *breakthrough ideas* to guide Howard Community College to a new level of service to its community. Therefore, significant revisions are being recommended. These revisions are indicated by strikeouts with other minor edits shown in **purple**. The new elements are displayed in **blue**. A short explanation of suggested changes from the current FY07 plan is provided via comments in **green**.

The administration presents the following recommendation to the board for the FY08 Strategic Plan (Vision, Mission, Values & Beliefs, Strategic Initiatives, and Goals). Once approved, the individual core work units and cross-functional teams will proceed to create objectives for these goals. In September 2006, the council will consider those objectives and create a recommendation to the president's team. After that review, the strategic plan is posted and the college begins to develop the FY08 budget to address the core work and strategic needs.

Purpose: To confirm continuing elements of the strategic plan and approve the FY08 strategic initiative modifications and goal selection.

Timeline: Annual

Recommendation

The administration requests that the board of trustees reaffirm the continuing elements of the Strategic Plan (Mission, Vision, Values & Beliefs, previously affirmed at the May 25, 2005, board meeting) and approve the revised Strategic Initiatives and Goals.

Howard Community College

FY2008 Strategic Plan

Vision

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

Mission

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

Values & Beliefs

We value Education and we believe:

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

We value Students and we believe:

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

We value Our Employees and we believe:

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

We value Our Community and we believe:

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

We value Freedom and Fairness and we believe:

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

FY2008 Strategic Initiatives with Goals

Learning Community

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

Goals:

- A. Improve student academic performance through targeted **student success systems** and coordinated retention efforts ~~and student success systems~~.
- B. Challenge our students to achieve global academic excellence.
(Commission on the Future)

~~Deleted FY07 Goal B: Develop a systematic approach to promote greater awareness among students that they are responsible for their learning.~~

Access and Affordability

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

Goals:

- A. Attract and retain a diverse student and employee population that at a minimum reflects the county demographics. (Combined FY07 Goals B and C.)
- B. Build the endowment to provide scholarships for credit and non-credit students.
- C. Improve college systems to assist students in planning and paying for college costs.

Economic and Workforce Development

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

Goals:

- A. Offer new academic programs (credit and non-credit) to respond to emerging workforce as needs emerge; based on recent study results, first develop new health care programs. (Combined FY07 Goals C and E.)
- B. Integrate work experience into academic programs through partnerships with local businesses and government.
- C. Enhance the leadership role of the college in providing entrepreneurship skills across the curricula and to our community at large. (Commission on the Future)

~~Deleted FY07 Goal B: Offer seamless solutions to workforce needs via collaboration between credit and non-credit units.~~

Partnerships (Deleted entire Initiative. It is infused into all the work of the college.)

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

Goals:

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

Organizational Excellence

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

Goals:

- A. Integrate outstanding leadership models, such as, Servant Leadership, into the organizational culture.
- B. Improve academic and administrative processes and results **and benchmark organizational performance against external criteria. (Combined FY07 Goals C and D.)**
- C. Recognize ~~Reward~~ and support faculty and staff who are committed to excellence.
- D. **Improve cross-functional coordination and collaboration on new initiatives.**
- E. ~~Ensure improve~~ the safety and security of the human and physical resources of the college.

~~Deleted FY07 Goal B. Achieve a technologically advanced academic and administrative environment as delineated in the Information Technology Plan.~~

Accommodating Growth and Change

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

Goals:

- A. **Provide appropriate staffing to support growth and change.** ~~Increase the number of full-time faculty and staff.~~
- B. Increase the number of credit and non-credit FTE (full-time equivalents) students.
- C. Seek ~~new sources~~ of funding for ~~building~~ scholarships, capital projects **as outlined in the master facilities plan,** and college programs. **(Combined FY07 Goals B and D.)**
- D. Increase revenue in continuing education.
- E. **Participate in county planning efforts, such as the Columbia Town Center and BRAC initiatives, to identify opportunities to provide services to the areas' growing population.**

G-4 Draft Agenda for Board Retreat

**BOARD OF TRUSTEES RETREAT AGENDA
JUNE 14, 2006
BELMONT CONFERENCE CENTER – CARRIAGE HOUSE
11:45 AM – 6:30 PM**

Buffet Lunch	11:45 am – 12:45 pm
A. Sustainability and Environmental Stewardship Deborah Wrobel and Katherine McGuire – Harford Community College	1:00 – 2:00 pm
Break	2:00 – 2:15 pm
B. HCC Priorities for Candidates for Public Office	2:15 – 2:45 pm
C. Retention & Cohort Tracking	2:45 – 3:00 pm
D. FY07 Board Work Sessions & CCID Trips	3:00 – 3:15 pm
Break	3:15 – 3:30 pm
CLOSED SESSION	
E. Sale of Property	3:30 – 4:30 pm
D. Evaluations	4:30 – 5:30 pm
a. Board Self-Evaluation	
b. President’s Evaluation and Contract Addendum	
Wine and Cheese	5:30 – 6:30

Background materials will be mailed to the Board on June 7, 2006. Time at the retreat will be spent on discussion, not review of the materials.

G-5 Election of Fiscal Year 2007 Board Officers

Background

The bylaws of the Howard Community College Board of Trustees state, "the chair and vice-chair of the board shall be elected annually from among the trustees at the last regular meeting of the academic year." In compliance with the bylaws, the board will conduct its election process at the May 24, 2006, meeting.

Recommendation

The administration requests that the board of trustees elect its chair and vice chair for fiscal year 2007.

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

H-1 Agreements Signed by the Board Chair Disclosure

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

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

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

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

Timeline: April 7, 2006, through May 12, 2006.

Disclosure

Agreement Name	Agreement Type	Owner	Sent to Attorney	BOT Signature
Department of Veterans Affairs	Non-Purchasing	Noreen Golden	No	5/8/06

H-2 Financial Statements

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: March 2006

Recommendation

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

HOWARD COMMUNITY COLLEGE
CURRENT INCOME & EXPENSE SUMMARY - FUND 10

	YTD Expended & Encumbered** 3/31/2006	YTD Budget 3/31/2006	YTD Budget Variance 3/31/2006	3/31/2006 Percent Variance From Budget	Total Budget FY2006
OPERATING BUDGET REVENUE					
TUITION					
Summer II & III	\$383,904	450,000	(\$66,096)	1 -14.69%	1 \$450,000
Fall	6,519,406	6,083,600	435,806	2 7.16%	2 6,083,600
Intersession	334,662	294,900	39,762	3 13.48%	3 294,900
Spring	5,880,335	5,362,300	518,035	4 9.66%	4 5,362,300
Summer I & Extended	796	0	796	na	4 642,000
Fees	1,950,689	2,214,774	(264,085)	-11.92%	5 2,237,800
TOTAL TUITION AND FEES	\$15,069,793	\$14,405,574	\$664,219	4.61%	\$15,070,600
GOVERNMENTAL AND OTHER					
Howard County	\$12,780,558	12,780,558	\$0	0.00%	6 \$17,040,732
State of Maryland	5,516,430	5,516,430	0	0.00%	7 7,355,240
Other Income	414,324	226,506	187,818	82.92%	8 302,008
Unrestricted appropriations	0	0	0	0.00%	9 140,569
Continuing Education Support	0	0	0	0.00%	9 343,051
TOTAL GOV'T AND OTHER	\$18,711,312	\$18,523,494	\$187,818	1.01%	\$25,181,600
TOTAL OPERATING REVENUE	\$33,781,105	\$32,929,068	\$852,037	2.59%	\$40,252,200
OPERATING BUDGET EXPENSES					
Instruction	\$16,031,650	\$16,039,806	8,155	0.05%	\$18,669,800
Public Service	56,747	74,862	18,115	24.20%	10 82,200
Academic Support	2,749,879	2,754,090	4,210	0.15%	3,072,500
Student Services	3,501,945	3,505,487	3,542	0.10%	4,338,400
Institutional Support	6,477,422	6,482,346	4,924	0.08%	8,115,100
Plant	3,874,150	3,874,595	445	0.01%	4,919,200
Scholarship/Waivers	883,276	987,682	104,406	10.57%	11 1,055,000
TOTAL OPERATING EXPENSES	\$33,575,069	\$33,718,867	\$143,798	0.43%	\$40,252,200

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 that all new information is in red for ease of reading.

March, 2006

Tuition and Fees

- 1) Summer II & III tuition revenue is under budget by **14.69%, or \$66,096**. Overall, a 3% FTE enrollment increase was budgeted, however, FTE enrollment for Summer III was down 13% from the prior year. Summer II had an 18% FTE enrollment increase, but that session is smaller than Summer III which had a larger impact on tuition revenues. In-county tuition increased from \$100 per credit hour to \$105 per credit hour, or 5%. Out-of-county and out-of-state tuition increased by \$5 each to \$188 and \$233, respectively. For each credit hour of tuition paid, \$3 goes towards the cost of the Horowitz Arts & Humanities building.
- 2) Fall revenues are ahead of budget by 7.16%, or \$435,806. A 3% FTE enrollment increase was budgeted; however, FTE enrollment growth was 4% in FTE's and 2% in headcount. Higher than anticipated out-of-county and out-of-state tuition has impacted the budget variance. (see note # for tuition rate increase information.)
- 3) Intersession revenues are ahead of budget by **13.48% or \$39,762**. A 3% FTE enrollment increase was budgeted, while a 2% increase was achieved. Headcount was up 5% for this term. Higher than anticipated out-of-county students created this variance in revenue for intersession.
- 4) Spring revenues are ahead of budget **9.66% or \$518,035**. A 3% FTE enrollment increase was budgeted; however, FTE enrollment growth was 2% in FTE's and 2% in headcount. Greater than anticipated out-of-county and out-of-state revenues are causing this higher than anticipated revenue. Summer revenues show adjustments from the prior year.
- 5) Fee revenues are under budget by **11.92%, or \$264,085**. The fee budget is developed to allow for unanticipated revenue growth. Currently, budget in the instructional function is being held to cover this deficit; however, excess revenues in tuition currently offset this variance. A breakdown of operating account fees is as follows: Course fees **\$1,252,836 or 64%**; consolidated fees **\$587,588 or 30%**; other student fees **\$110,265 or 6%**.

FUND 10 - OPERATING BUDGET
HIGHLIGHTS AND CURRENT DEVELOPMENTS

Governmental Revenue and Other Revenue

- 6) Howard County's contribution to the FY2006 operating budget increased by 7.13% over the prior year and has no variance to the budget.
- 7) The State's appropriation to the FY2006 operating budget increased by 8% over the prior year and has no variance to the budget.
- 8) Other income is ahead of budget by 82.92%, or \$187,818. Investment income represents \$370,235 or 89% of other income. Interest rates are rising and interest revenue is currently causing this excess budget balance. Service revenues for administration of contracts and small misc. revenue make up the other 11% of other income.
- 9) \$140,569 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 5% over FY2005.
- 10) The public service function is under budget by 24.20% or \$18,115. This is due to savings in hourly support year to date.
- 11) Scholarships are showing a variance to budget of 10.57% due to a change in awarding from this year to last year. Scholarships are anticipated to be fully awarded by year-end.

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

	YTD Expended & Encumbered** 3/31/2006	YTD Budget 3/31/2006	YTD Budget Variance 3/31/2006	3/31/2006 Percent Variance From Budget	Total Budget FY2006	
FUND 11 REVENUES						
TUITION						
Credit Fall/Summer II & III	\$142,148	125,300	\$16,848	13.45%	1	\$125,300
Credit Intersession	43,595	44,500	(905)	-2.03%	2	44,500
Credit Spring/Summer I & Extended	112,990	90,409	22,580	24.98%	3	127,200
Non-Credit/Continuing Ed	2,119,460	1,993,326	126,133	6.33%	4	2,457,800
Fees	803,119	627,584	175,535	27.97%	5	760,300
TOTAL TUITION AND FEES	\$3,221,311	\$2,881,120	\$340,191	11.81%		\$3,515,100
GOVERNMENTAL AND OTHER						
State of Maryland	\$1,019,354	\$1,019,354	\$0	0.00%	6	\$1,359,138
Service Revenues & Other Income	\$392,889	\$216,610	\$176,279	81.38%	7	\$288,813
Unrestricted appropriation	\$0	\$0	\$0	0.00%	8	500,000
Transfer to Operating Fund	0	0	0	0.00%	9	(343,051)
TOTAL GOV'T. AND OTHER	\$1,412,243	1,235,963	\$176,279	14.26%		\$1,804,900
TOTAL FUND 11 REVENUES	\$4,633,553	\$4,117,083	\$516,470	12.54%		\$5,320,000
EXPENDITURES						
Instruction	\$4,315,978	\$4,410,282	\$94,304	2.14%	10	\$5,070,500
Academic Support	0	0	0	0.00%		
Plant	0	0	0	0.00%		0
Institutional Support	0	0	0	0.00%		
Scholarship	226,673	229,339	2,665	1.16%		249,500
TOTAL OPERATING EXPENSES	\$4,542,651	\$4,639,620	\$96,969	2.09%		\$5,320,000

n/c = not comparable

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

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

March 2006

Tuition and Fees

- 1) Credit fall/summer II & III tuition revenues are ahead of budget by 13.45% or \$16,848. Courses converted from telecourses to tele-web are gaining in popularity and causing this large enrollment growth. Tele-web courses use an on-line feature along with the pre-recorded lectures.
- 2) Intersession revenue under budget by 2.03% or \$905 for this division. While overall FTE's are up 2% for intersession, lower than anticipated out-of-county enrollments in telecourses and telewebs caused this variance.
- 3) Spring revenues are ahead of budget by 24.98% or \$22,580; however, summer I & extended revenues are still pending. Greater than anticipated enrollments in tele-web courses and out-of-county enrollments are causing this variance.
- 4) Non-credit tuition revenues are ahead of budget by 6.33% or \$126,133. Growing enrollment in adult basic education courses continue to exceed expectations.
- 5) Fees are ahead of budget by 27.97% or \$175,535. This is due to fees earned in excess of budget for adult basic education courses, courses in allied health, and BTC contract classes.

Governmental Revenue

- 6) The state contribution for FY2006 for continuing education increased 8% over the prior year, and has no variance to budget. Funding for FY2006 is based on an FTE formula related to enrollments from FY2004.

Service and Other Income

- 7) Service revenues relate to administrative overhead charged to contracts and consulting revenues earned. Consulting work for Maryland Energy Administration in the business and industry division, which could potentially earn up to \$250,000 this year, was not anticipated and therefore not budgeted. Spending authority for unanticipated contracts is currently budgeted in our special funds budget. Currently this category is 81.38% ahead of budget or \$176,279, due to this contract.
- 8) This unrestricted appropriation allows the division to use carryover funds to support upgrades in labs and repairs to the hickory ridge building as needed.
- 9) Continuing education's contribution to the operating fund will occur at year-end.

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

Expenses

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

Salaries increased by an average of 5% for FY2006.

10) Instructional expenses are on track with budget for the year, showing a small variance within budget.

Howard Community College
3/2006
Cost Center Variances

Cost Center	FY2006 Actual to date	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2006	Explanation of Variance Greater Than \$10,000
Instruction						
11200 Honors	2,632	4,520	4,520	-	0%	
11300 Mathematics	1,303,858	1,450,349	1,450,349	-	0%	
11310 Health	218,839	226,224	231,945	5,721	3%	
11400 Social sciences	1,401,089	1,380,470	1,411,737	31,267	2%	Increase for part-time faculty due to enrollment growth
11410 Eng/world languages	2,107,157	2,063,170	2,172,162	108,992	5%	Increase for part-time faculty due to enrollment growth
11450 Arts & humanities	1,631,397	1,570,277	1,612,624	42,347	3%	Increase for part-time faculty due to enrollment growth
11480 Rouse scholars	82,946	73,077	86,069	12,992	18%	Increase for part-time faculty due to enrollment growth
11600 Distance learning	265,915	312,003	315,478	3,475	1%	
12100 Nursing	980,378	1,217,754	1,217,754	-	0%	
12120 Emergency medical technology	104,603	119,001	119,001	-	0%	
12150 Cardiovascular program	140,931	144,187	156,847	12,660	9%	Increase for part-time faculty due to enrollment growth
12200 Business & computers	1,321,410	1,416,897	1,419,557	2,660	0%	
12250 Science & technology programs	1,917,518	1,969,635	2,026,873	57,238	3%	Increase for part-time faculty due to enrollment growth
12280 Cooperative education	8,495	12,848	12,848	-	0%	
13550 Instructional international program	82,796	62,616	89,053	26,437	42%	Fund temporary support for international program
44010 User computer services	264,752	301,389	301,389	-	0%	
44020 Student computer services	781,488	851,888	851,888	-	0%	
44030 Student labs	209,828	264,883	266,877	1,994	1%	
46100 1st floor support	120,393	123,870	124,360	490	0%	
46200 2nd floor support	114,254	117,044	121,546	4,502	4%	
46300 Hickory ridge	61,120	78,589	78,589	-	0%	
46400 Evening services	9,415	14,910	14,910	-	0%	
46700 ILB support	113,197	116,307	119,307	3,000	3%	
47500 Faculty Learning Community	553	-	18,000	18,000	N/A	Newly established program for faculty
48000 Outcomes assessment	116,579	141,275	156,416	15,141	11%	Position reallocated from Institutional support/through reserves
48500 Instructional direction	57,721	256,379	253,079	(3,300)	-1%	
48501 Learning communities	216,724	234,628	234,628	-	0%	
48502 Program development	26,995	100,480	82,819	(17,661)	-18%	Transfer for new program for faculty
51100 Webmaster	68,899	69,292	69,292	-	0%	
52102 Pool guards	42,299	59,000	59,000	-	0%	
53200 Learning assistance center	485,723	486,545	493,972	7,427	2%	
99970 Benefits/chargeback's	1,749,262	2,620,382	2,592,842	(27,540)	-1%	Distribution of the merit pay for hourly staff/position reallocated
99970 Reserve for fee shortfall	-	266,816	266,816	-	0%	
99980 Division support	-	410,223	104,380	(305,843)	-75%	Funding temporary support and part-time faculty needs
99990 Furniture/equipment	22,484	132,872	132,872	-	0%	
					0%	
					0%	
Total instruction	16,031,650	18,669,800	18,669,800	(0)	0%	

Cost Center	FY2006 Actual to date	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2006	Explanation of Variance Greater Than \$10,000
Public Service						
33250	Cable studio	51,147	62,852	62,852	-	0%
99970	Benefits/chargeback's	5,600	16,288	16,288	-	0%
99990	Furniture/equipment	-	3,060	3,060	-	0%
	Total public service	56,747	82,200	82,200	-	0%
Academic Support						
33400	Cultural theater	175,300	172,167	172,167	-	0%
33500	Student alumni productions	81,803	93,004	93,004	-	0%
41001	Library services	672,720	687,988	690,303	2,315	0%
41002	Teaching & Learning center	120,135	124,785	125,324	539	0%
43100	Education technology	240,472	269,007	271,755	2,748	1%
43200	Video services	51,666	68,416	68,416	-	0%
46000	VP of academic affairs	265,533	280,173	280,173	-	0%
47000	Faculty development	73,675	108,534	108,534	-	0%
48100	Interactive classroom	18,306	23,980	21,880	(2,100)	-9%
65001	Academic promotions	113,508	114,016	113,916	(100)	0%
99970	Benefits/chargeback's	936,762	1,090,819	1,087,416	(3,403)	0%
99990	Furniture/equipment	-	39,611	39,611	-	0%
	Total academic support	2,749,879	3,072,500	3,072,500	-	0%

Cost Center	FY2006 Actual to date	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2006	Explanation of Variance Greater Than \$10,000	
Student Services							
46500	Advising, academic	368,639	383,286	383,286	-	0%	
46600	Welcome center & telephone adv.	121,448	143,347	144,096	749	1%	
51000	Executive VP	244,958	257,166	257,166	-	0%	
51200	Student ambassador program	3,179	6,450	6,450	-	0%	
52000	Student activities	1,331	2,595	2,595	-	0%	
52100	PE facility	253,364	271,087	271,087	-	0%	
53000	Career services	355,034	413,704	413,704	-	0%	
53100	Test center	166,235	165,999	166,719	720	0%	
53500	Retention	63,831	81,312	81,312	-	0%	
53555	Career links	26,163	26,000	26,396	396	2%	
54000	Financial Aid	419,639	525,489	525,489	-	0%	
55000	Admissions	444,927	510,281	510,281	-	0%	
55001	Workgroup	262,763	319,820	319,820	-	0%	
56000	Records	332,742	352,604	363,604	11,000	3%	To cover hourly costs
65002	Student services promotions	16,638	31,392	31,392	-	0%	
99970	Benefits/chargeback's	418,052	749,263	747,398	(1,865)	0%	
99980	Part time coverage	3,000	18,114	7,114	(11,000)	-61%	Cover hourly costs in records
99990	Furniture/equipment	-	80,491	80,491	-	0%	
	Total student services	3,501,945	4,338,400	4,338,400	-	0%	

Cost Center	FY2006 Actual to date	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2006	Explanation of Variance Greater Than \$10,000	
Institutional Support							
61000	President	532,107	559,442	555,442	(4,000)	-1%	
61100	Board of trustees	89,094	93,961	113,961	20,000	21%	To cover cost of legal fees
61200	Research, planning and org. dev.	346,145	420,093	406,410	(13,683)	-3%	Position reallocated to instruction/through reserves
61900	Senior administration	7,048	13,603	13,580	(23)	0%	
62000	VP of administration & finance	271,806	273,660	273,660	-	0%	
62100	Finance office	934,018	1,014,519	1,014,519	-	0%	
63101	Human resources	473,830	493,417	493,417	-	0%	
63102	Recruitment	46,034	56,517	56,517	-	0%	
63103	Unemployment	44,797	50,000	50,000	-	0%	
63150	Diversity programs	9,652	18,000	18,000	-	0%	
63200	Reprographics	130,128	168,132	168,132	-	0%	
63400	Security	574,400	653,558	653,558	-	0%	
63500	Telecommunications	167,218	264,477	229,966	(34,511)	-13%	To enterprise network to fund internet access
63600	Risk Management	73,064	233,562	233,585	23	0%	
63700	General administration	281,732	557,863	557,863	-	0%	
63800	Commencement/Award programs	15,730	35,485	35,485	-	0%	
64000	Administrative information systems	973,182	1,201,036	1,201,036	-	0%	
64001	Enterprise network	480,096	497,608	532,308	34,700	7%	From telecommunications budget for internet access
64100	Information technology adm.	260,401	271,083	271,083	-	0%	
65000	Public relations & marketing	442,112	478,982	479,082	100	0%	
65050	Governmental affairs & grants manage	71,087	31,226	76,966	45,740	146%	Transfer of grants position and expenses from development.
65100	Development & alumni relations	340,151	425,620	383,880	(41,740)	-10%	Transfer of grants position and expenses to governmental affairs.
65900	Fundraising	11,780	30,000	30,000	-	0%	
99970	Benefits/chargeback's	(98,190)	273,189	266,582	(6,606)	-2%	Cover net cost of legal fees and position reallocation
99990	Furniture/equipment	-	67	67	-	0%	
	Total institutional support	6,477,422	8,115,100	8,115,100	(0)	0%	

Cost Center	FY2006 Actual to date	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2006	Explanation of Variance Greater Than \$10,000
Plant						
71000	Plant administration	12,168	83,177	83,177	-	0%
71100	General services	1,435,911	1,739,485	1,778,806	39,321	2%
71150	Recycling	-	25,000	5,000	(20,000)	-80%
71500	Safety	48,626	35,957	51,436	15,479	43%
72000	Engineering	782,469	845,987	847,694	1,707	0%
72500	Preventive maintenance	131,692	132,582	131,805	(777)	-1%
73000	Housekeeping	761,539	906,394	910,545	4,151	0%
75000	Grounds	268,799	270,797	274,547	3,750	1%
76000	Renovations	41,440	174,514	135,034	(39,480)	-23%
99970	Benefits/chargeback's	391,507	696,134	691,983	(4,151)	-1%
99990	Furniture/equipment	-	9,173	9,173	-	0%
	Total plant	3,874,150	4,919,200	4,919,200	-	0%
Scholarships						
81000	Scholarships	546,611	643,500	643,500	-	0%
82000	Waivers	336,665	411,500	411,500	-	0%
	Total scholarships	883,276	1,055,000	1,055,000	-	0%
	Grand totals	33,575,069	40,252,200	40,252,200	(0)	0%

Note 1:
When the budget was originally developed, all salaries were budgeted to increase at the rate of 5%.
As final salaries increases may have fluctuated based on performance levels and the relation of the individual's
FY05 salary to the mid-point of the salary scale, the original budget figures were adjusted to reflect
the actual starting salaries for the cost center.

**Howard Community College
3/2006
Cost Center Variances**

Cost Center		FY2006 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Instruction					
11200	Honors	2,469	4,520	55%	
11300	Mathematics	960,642	1,450,349	66%	
11310	Health	152,234	231,945	66%	
11400	Social sciences	972,124	1,411,737	69%	
11410	Eng/world languages	1,546,972	2,172,162	71%	
11450	Arts & humanities	1,171,670	1,612,624	73%	
11480	Rouse scholars	68,647	86,069	80%	
11600	Distance learning	202,288	315,478	64%	
12100	Nursing	722,294	1,217,754	59%	
12120	Emergency medical technology	77,914	119,001	65%	
12150	Cardiovascular program	106,945	156,847	68%	
12200	Business & computers	993,423	1,419,557	70%	
12250	Science & technology programs	1,404,215	2,026,873	69%	
12280	Cooperative education	8,495	12,848	66%	
13550	Instructional international program	60,744	89,053	68%	
44010	User computer services	204,147	301,389	68%	
44020	Student computer services	581,214	851,888	68%	
44030	Student labs	173,673	266,877	65%	
46100	1st floor support	91,772	124,360	74%	
46200	2nd floor support	96,188	121,546	79%	
46300	Hickory ridge support	46,830	78,589	60%	
46400	Evening services support	9,415	14,910	63%	
46700	ILB support	87,790	119,307	74%	
47500	Faculty learning community	469	18,000	3%	1
48000	Outcomes assessment	88,713	156,416	57%	
48500	Instructional direction	51,163	253,079	20%	2
48501	Learning communities	168,516	234,628	72%	
48502	Program development	26,464	82,819	32%	3
51100	Webmaster	52,550	69,292	76%	
52102	Pool guards	42,299	59,000	72%	
53200	Learning assistance center	386,072	493,972	78%	
99970	Benefits/chargebacks	1,723,473	2,859,658 *	60%	
99980	Division support	-	104,381	0%	4
99990	Furniture/equipment	8,026	132,872	6%	5
		12,289,849	18,669,800	66%	

*Includes fees reserved for shortfall of \$264,085
Total instruction

Cost Center		FY2006 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Public Service					
33250	Cable studio	38,472	62,852	61%	
99970	Benefits/chargebacks	5,600	16,288	34%	6
99990	Furniture/equipment	-	3,060	0%	5
	Total public service	44,072	82,200	54%	
Academic Support					
33400	Cultural theater	147,321	172,167	86%	
33500	Student alumni productions	67,667	93,004	73%	
41001	Library services	558,716	690,303	81%	
41002	Teaching and learning services	91,924	125,324	73%	
43100	Education technology	185,447	271,755	68%	
43200	Video services	45,108	68,416	66%	
46000	VP of academic affairs	192,671	280,173	69%	
47000	Faculty development	73,270	108,534	68%	
48100	Interactive classroom	13,730	21,880	63%	
65001	Academic promotions	40,217	113,916	35%	7
99970	Benefits/chargebacks	695,372	1,087,416	64%	
99990	Furniture/equipment	-	39,611	0%	5
	Total academic support	2,111,442	3,072,500	69%	

Cost Center		FY2006 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Student Services					
46500	Advising, academic & transfer	280,934	383,286	73%	
46600	Welcome center & telephone advisin	98,342	144,096	68%	
51000	Executive VP	186,511	257,166	73%	
51200	Student ambassador program	3,179	6,450	49%	8
52000	Student activities	1,331	2,595	51%	
52100	PE facility	192,820	271,087	71%	
53000	Career services	285,217	413,704	69%	
53100	Test center	134,449	166,719	81%	
53500	Retention	50,532	81,312	62%	
53550	Career links	23,723	26,396	90%	
54000	Financial Aid	332,891	525,489	63%	
55000	Admissions	351,162	510,281	69%	
55001	Workgroup	210,946	319,820	66%	
56000	Records & registration	263,691	363,604	73%	
65002	Student services promotions	16,638	31,392	53%	
99970	Benefits/chargebacks	414,599	747,398	55%	
99980	Part time coverage	3,000	7,114	42%	9
99990	Furniture/equipment	-	80,491	0%	5
	Total student services	2,849,968	4,338,400	66%	

Cost Center		FY2006 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Institutional Support					
61000	President	415,575	555,442	75%	
61100	Board of trustees	60,287	113,961	53%	
61200	Research, planning, and org. dev.	266,445	406,410	66%	
61900	Senior administration	5,494	13,609	40%	10
62000	VP of administration & finance	205,385	273,660	75%	
62100	Finance office	718,135	1,014,519	71%	
63101	Human resources	357,513	493,417	72%	
63102	Recruitment	21,560	56,517	38%	11
63103	Unemployment	26,085	50,000	52%	
63150	Diversity programs	9,568	18,000	53%	
63200	Reprographics	88,955	168,132	53%	
63400	Security	412,778	653,558	63%	
63500	Telecommunications	111,317	229,966	48%	12
63600	Risk Management	64,756	233,556	28%	13
63700	General administration	266,625	557,863	48%	14
63800	Commencement & awards	1,447	35,485	4%	15
64000	Administrative information systems	797,036	1,201,036	66%	
64001	Enterprise network	328,301	532,308	62%	
64100	Information technology adm.	192,088	271,083	71%	
65000	Public relations	355,083	479,082	74%	
65050	Governmental affairs & grants mana	53,424	76,966	69%	
65100	Development & alumni	266,222	383,880	69%	
65900	Fundraising	11,780	30,000	39%	16
99970	Benefits/chargebacks	140,024	266,582	53%	
99990	Furniture/equipment	-	67	0%	5
	Total institutional support	5,175,883	8,115,100	64%	

Cost Center		FY2006 Actual to date (Without encumbrances)	Total Projected Expenditures	Percentage Of Budget Spent to Date	
Plant					
71000	Plant administration & insurance	11,421	83,177	14%	17
71100	General services	1,111,783	1,778,806	63%	
71150	Recycling	-	5,000	0%	18
71500	Safety	32,717	51,436	64%	
72000	Engineering	606,745	847,694	72%	
72500	Preventive maintenance	110,171	131,805	84%	
73000	Housekeeping	620,048	910,545	68%	
75000	Grounds	216,961	274,547	79%	
76000	Renovations	29,941	135,034	22%	19
99970	Benefits/chargebacks	391,507	691,983	57%	
99990	Furniture/equipment	-	9,173	0%	5
	Total plant	3,131,294	4,919,200	64%	
Scholarships					
81000	Scholarships	546,611	643,500	85%	
82000	Waivers	336,665	411,500	82%	
	Total scholarships	883,276	1,055,000	84%	
	Grand totals	26,485,782	40,252,200	66%	

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

1 This cost center has incurred few expenses to date. It is anticipated that spending will occur later in the year.

2,3,4,9 These programs which support instruction and student services, will expend funds as needed during the year.

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

6 Postage chargebacks are below budget for the year.

7,13,15,16 These programs will expend funds later in the year.

8,10 This cost center has a relatively small budget. Spending occurs for supplies and services as needed.

11 Recruitment expenses will increase in the later half of the year for new positions approved in the FY07 budget.

12 A credit from accrued expenses for FY05, is causing this variance.

17 Timing of the payments is causing this variance.

14 The bad debt expense, which is determined at year end, is causing this variance.

18 This cost center is anticipated to have a savings in recycling costs for the year.

19 Renovations work is scheduled during semester down times and will occur later in the year.

H-3 Anticipated Summer Approvals

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

Purpose: Disclosure to the board

Timeline: May 25 – August 22, 2006

Summer List of Potential Board Approval Items

Item Description	New/Renewal
Campus card	New
Network maintenance	New
CM at risk for the administration building renovations	New
Dell (53 desktop systems)	New
Gateway lab upgrade	New
Campus card project	New
EMC CS500 X Colleague Release 18	New
P5 570 Colleague System w/2 addition 156GB	New
CheckPoint Interspect – fire wall upgrade	New
Upgrade Packeteer (new internet connection)	New
2 CISCO catalyst	New
Additional GB ports for NOC	New
NEC voicemail server	New
Sniffer Pro 2 Windows 2004 software	New
NEC IPS 2000 for LCC	New
External job compensation study	New
Street sweeper	New
Belmont Energy Contract	New
MHEC – HCC's Performance Accountability Report	New

Recommendation

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

H-4 Sodexho Report

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

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

Galley Annual Sales:

FY03: \$343,004

FY04: \$381,004

FY05: \$532,317

FY06: \$487,496 (through April)

The cost of operating food service under the management agreement has averaged approximately \$44,000 annually over the Coca-Cola commission, and is covered by bookstore profits. In addition, the bookstore covers the costs of housekeeping and supplies, equipment repair and replacement, renovations, furniture replacements, kitchen and catering small wares, contracted facilities services, linen cleaning, printing, and association membership dues. This year the health department required replacement of an electric fryer, and purchase of a reach-in freezer, at a cost of over \$6,000.

Building on increased customer satisfaction and patronage that resulted from the Galley renovation project, as well as the addition of the “grab and go” station and the Starbucks Espresso Cart, a food service advisory panel was created. The panel has representation from constituencies, including students, and meets regularly throughout the academic year. One of the panel’s responsibilities this year was to select the new name, Café on the Quad, for the food service in the new student services building. In October, Sodexho contributed to the success of the college’s 35th Anniversary Picnic event by providing exceptional catering service to 600 guests without long waiting lines. Specialty sandwiches, salads, and grilled options from two Sodexho program series, Big City Eats and Global Tastes drew rave reviews this spring. Customer count increased by 58 percent for FY05. Customer

satisfaction is evaluated through the Quest and YESS surveys, which reflect improved ratings over the past few years. The majority of comment cards and suggestion box entries reflect positive and complimentary statements.

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

Recommendation

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

H-5 Personnel Summary

Background: The following document contains personnel summaries.

Purpose: Disclosure to the board

Timeline: April 2006

Recommendation

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

Howard Community College SUMMARY OF PERSONNEL ACTIVITY

April 1, 2006 – April 30, 2006

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
Office Supervisor	Mailroom Supervisor	Plant Operations	9	8	\$32,333-\$51,733	\$39,090	Wilson, Michelle Renee	4/01/06

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

Old Title	New Title	Department	Grade	Range for Grade	Compensation ¹	Name	Effective Date
Assistant Professor, Art/Director, Art Gallery	Assistant Professor, Art	Arts & Humanities	Assistant Professor (10 month)	\$43,058-\$61,844	\$56,944	Collier, Peter	3/01/06
Performing Arts & Rep Stage General Manager; Assoc. Artistic Director	General Manager, Associate Artistic Director & Resident Director, Rep Stage	Arts & Humanities	13	\$49,936-\$79,897	\$65,176	Campbell, Kathy	4/01/06
Professor, Theatre & Division Chair, Arts & Humanities	Professor, Theatre; Division Chair, Arts & Humanities; Founding Director, Rep Stage	Arts & Humanities	Professor (12 month)	\$65,375-\$99,262	\$88,883	Lash, Valerie	4/01/06
Health & Safety Coordinator/Production Mgr., Assoc. Prod & RD	Facility Renovations and Safety Manager	Plant Operations	12	\$45,778-\$73,245	\$61,914	Marietta, Robert	4/01/06
Coordinator of ESL	ESL and ELI Programs Director	Continuing Education	13	\$49,936-\$79,897	\$58,917	Price, Rebecca	4/01/06

CHANGE IN POSITION STATUS ONLY

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
None							

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

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

April 1, 2006 – April 30, 2006

Section II – Leaves

SABBATICAL LEAVE

Name	Position	Beginning Date of Leave	Ending Date of Leave
Madden, Theresa	Professor, English	1/01/06	6/09/06
Marinich, Vladimir	Professor, History; Director, Frederick K. Schoenbrodt Honors Program	1/01/06	6/09/06
Svacina, Jean	Associate Professor, ESL	1/01/06	4/30/06

LEAVE WITHOUT PAY

Name	Position	Beginning Date of Leave	Ending Date of
Garrett, Schnell	Assistant Director of Student Life	4/26/06	4/28/06

MILITARY LEAVE

Name	Position	Beginning Date of Leave	Ending Date of
None			L

PROFESSIONAL LEAVE

Name	Position	Beginning Date of Leave	Ending Date of
None			