



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

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March 28, 2007  
Dining Room – RCF-400 – 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.

# Howard Community College's *Dragon Principles*

We promise to help our students, employees, and community members "get there from here."

We pledge to...

Be friendly

Be helpful to our students and community

Be considerate of each other

And we pledge to...



# Fire It Up!



**Board of Trustees**  
**March 28, 2007**  
**Rouse Company Foundation Student Services Hall**  
**Dining Room – RCF 400 – 4<sup>th</sup> Floor**

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

- A. Introduction of New Employees**
- B. Introduction and Meeting with Student Leaders**
- C. United Way Contributions from Students**
- D. Dragon's Vital Signs / Learning Outcomes Assessment**

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

- A. Approval of March 28, 2007, Agenda**
- B. Approval of:**
  - 1. February 28, 2007, Work Session Minutes
  - 2. February 28, 2007, Regular Session Minutes
  - 3. February 28, 2007, Closed Session Minutes
- C. Report of the Audit and Finance Committee**
- D. Report of the Legislative and Community Relations Committee**
- E. President's Report**
- F. Board Member Comments**
- G. Consent Items**
  - 1. Proposed New Hires
  - 2. Audit Areas for Review
  - 3. Fiscal Year 2008 Salary Schedules
  - 4. Professor Emeritus Recommendation
  - 5. Naming of Roads
  - 6. Annual College-wide Inventory Delay
  - 7. Commencement Expenses
  - 8. Natural Gas Delivery Charges
- H. Discussion Items**
  - 1. Issue Bin
  - 2. Board Calendar
  - 3. Award Criteria and Recipient Recommendations
- I. Information Items**
  - 1. Agreements Signed by the Board Chair Disclosure
  - 2. Financial Statements
  - 3. Report on Board End: Educational and Support Process Management
  - 4. Personnel Summary

## **I-A Introduction of New Employees**

For the trustees' information, newly hired employees approved by the board at its February 28, 2007, meeting will be introduced to the trustees by Dr. Duncan and area vice presidents.

## **I-B Introduction and Meeting with Student Leaders**

As part of the activities to commemorate the grand opening of the new Rouse Company Foundation Student Services Hall, student leaders have been invited to attend the board meeting on March 28. The students will have the opportunity to meet and interact with board members over dinner and then they will talk briefly about their involvement at HCC.

Students representing the student government association, student programming board, the *HCC Times*, student ambassadors, peer leaders and student clubs and organizations have been invited to attend.

## **I-C United Way Contributions from Students**

The student programming board raised \$466.49 for the United Way from the events held in October 2006. Funds were raised by selling popcorn during "Movie Monday," selling delicious sweet treats during "Temptation Tuesday" (*bake sale*) and through ticket sales for their Halloween Costume Ball held on October 27, 2006. The following individuals assisted with the events, donated baked goods, or volunteered their time to assist in the efforts.

### Students

Sandra Clausen	Colin Perry	Kara Abarcar
Gordon Wall	Tiffany Stitt	Emily Joo
Alexis Fryer	Alex Calvin	Dan Stevens
Amber Gillette	Chris Gales	Matt Jacobsen
Elizabeth Kudirka	Justin Megaughey	Stephen Jacobsen

### Staff

Schnell Garrett	Tracie Palm	Llatetra Brown
Carol Parreco	Priscilla Carneiro	

The following students and staff will be attending the board meeting on March 28, 2007, to present the contribution.

Sandra Clausen	Student Program Board Chair
Gordon Wall	Assistant Student Program Board Chair
Dan Stevens	Volunteer, Committee Co-chair
Emily Joo	Volunteer, Halloween Costume Ball Committee Member
Schnell Garrett	Advisor, Assistant Director of Student Life
Llatetra Brown	Director of Student Life

## **I-D Dragon's Vital Signs / Learning Outcomes Assessment**

**Background:** In order to confer degrees and have access to federal financial aid for its students, Howard Community College must be accredited by the Middle States Commission on Higher Education (MSCHE). MSCHE requires HCC to comply with its *Characteristics of Excellence*: (<http://www.msche.org/publications/Characteristicsbook050215112128.pdf>).

The processes that were developed and deployed (Dragon's Vitals Signs and learning outcomes assessment (LOA) projects) to be in compliance with two of the fourteen standards will be discussed with the board.

### **Institutional Context: Standard 7: Institutional Assessment**

The institution has developed and implemented an assessment plan and process that evaluates its overall effectiveness in: achieving its mission and goals; implementing planning, resource allocation, and institutional renewal processes; using institutional resources efficiently; providing leadership and governance; providing administrative structures and services; demonstrating institutional integrity; and assuring that institutional processes and resources support appropriate learning and other outcomes for its students and graduates.

### **Educational Effectiveness: Standard 14: Assessment of Student Learning**

Assessment of student learning demonstrates that the institution's students have knowledge, skills, and competencies consistent with institutional goals and that the students at graduation have achieved appropriate higher education goals.

The board of trustees has defined six goals for the organization.

<b>Institutional Level Goals</b> <b>Source: Board Core Ends</b>
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Howard Community College will:

- (Goal 1) create a dynamic and effective learning environment for its students;**
- (Goal 2) provide useful educational support processes;**
- (Goal 3) display and develop leadership, fiscal and social responsibility;
- (Goal 4) engage in beneficial planning;
- (Goal 5) foster data informed decision making; and**
- (Goal 6) design and deploy programs to support faculty and staff development.

This work session will focus on the people and processes that contribute to HCC's attainment of **Goals 1, 2, and 5**.

## Learning Outcomes Assessment (LOA)

The founding faculty and staff of HCC formulated an exceptional student-centered culture and embraced the continuous experimentation with instructional design to maximize student learning outcomes at the instructor level. The forward-thinking board of trustees in 1991 requested that the president create an office that would be devoted to helping faculty develop and execute research projects at the individual course and also the program level. Hence, HCC was well-positioned in 2003 when the MSCHE decided to mandate such assessments.

The LOA office also executes the student evaluation of instruction instrument (the IDEA survey was chosen by a faculty committee in 1991) in at least half of all classes each semester and monitors the overall accomplishment of HCC's general education goals. The Educational Testing Services (ETS) Academic Profile test has been retired; HCC will pilot the Council for Aid to Education (CAE)'s Collegiate Learning Assessment (CLA) in FY08.

The original LOA staff consisted of one staff position that reported to the division chairperson of the teaching and learning services (TLS) area. When she retired, the vice president of academic affairs (VPAA) and president decided to have the assessment office be part of PROD. This move helped align all assessments on campus. Additionally, the executive director of planning, research, and organizational development (PROD) came from the faculty. To execute its charges the LOA office relies on the generous staff support of the TLS area and utilizes the equipment in the mathematics division office located near their individual office area.

Over time as the number of faculty has grown, the original LOA position was upgraded and a second researcher was hired last August. The scope of the office has also expanded as staff is asked to assist with the assessment of faculty-led initiatives on campus (i.e., Step-UP), as well as help faculty formulate plans and then do the assessments within grants. Part-time funds were used to create a budgeted part-time support level position this spring.

The current LOA staff: Carie Mellies, research associate, Dr. Nidhi Srivastava, research associate, and Kathy Rigby, research support assistant, have been at the college for less than a year. Their next major project is to redesign the LOA website on the intranet to display all the primary findings for all the LOA projects and complete linkages across all divisions to the general education goals as the college prepares for the upcoming MSCHE self-study process.

### **LOA Project Process**

Each June, every division chairperson working with their faculty, identifies potential LOA projects and faculty leaders for those projects. Based on outcome metrics, the VPAA may also suggest project ideas. Each division must begin two course level projects or one program review every year. The names of involved faculty and project ideas are forwarded to Zoe Irvin, executive director PROD.

A planning meeting is set up with that faculty to design a draft of the course or program level assessment. Projects average three years in length. Program reviews run the spectrum of 1-5 years. The lead faculty (usually a full-time person but occasionally a part-time faculty member), Zoe Irvin, and one of the two LOA research associates (RA) attend an initial review session. That RA will subsequently act as the primary faculty contact for that project. They help to brainstorm where the faculty can locate external benchmarking instruments, people for panels; design questions; extract data from central databases pertinent to the project, assist faculty with setting-up norming (scoring) sessions and monitor project deliverables and the project timetable.

The current listing of projects is found in the board core end report (I-3).

Two faculty members will be presenting a very short summary of their current LOA projects at the work session:

- Professor Russ Poch: Learning Outcomes Assessment Study for General Physics I (PHYS 110)
- Associate Professor Andrea Dardello - Using a Theory of Emotional Intelligence to Teach Basic Writers (ENGL 097)

### **Dragon's Vital Signs**

In 2001, a new chapter in HCC's assessment program took shape when President Mary Ellen Duncan heard about Baltimore's CitiStat program through a presentation at Leadership Maryland. Inspired by the program, initiated by then-Mayor Martin O'Malley, HCC launched a process for reviewing unit level and overall area performance measures. The system is fondly called the **Dragon's Vital Signs**, named after the college's mascot.

HCC's organizational structure is divided into **core work** units. Each unit annually reviews its mission, defines or updates core work measures, reports on benchmarks, and develops strategies and tactics to achieve those benchmarks. The performance measures are the unit's "vital signs."

All core work units now have measures. Additionally, broader functional areas, such as academic affairs, has sets of measures. These measures are aggregated into the key performance indicators examined by the HCC board of trustees each month. HCC's efforts have been recognized with two bronze quality awards (2002 and 2003) and one silver (2007) from the Maryland Performance Excellence Award program.

#### **Dragon's Vitals Signs Development**

Over a two-year time period, units were asked to define their core work. They were also asked to consider ways to measure that work. Eventually the units were challenged to try to find ways to benchmark that work against best practices.

The PROD office supports this ongoing work by assigning a researcher to each functional area:

Jean Frank, assistant director of institutional research - academic affairs  
Barbara Livieratos, assistant director PROD - student service areas  
Dr. Shirin Nazma, research associate - administration and finance  
Zoe Irvin, executive director PROD - executive areas, information technology

As needed, they consult with the staff preparing the core work or functional area vital signs, extract data, help set up the Excel files, help individuals within the unit collect and organize their own data, brainstorm ideas for measures and benchmarks, etc.

### **Public Presentation Process**

Starting in fall 2003, core work units began to present their data to the augmented team, comprised of HCC's president's team plus the heads of the constituency groups and the diversity team. All college faculty and staff are invited to attend the presentations. The unit presents its **dashboard**, a one-page display of measures and performance data, followed by details of each dashboard item, including **trend** data. The audience can ask questions and provide suggestions. The unit's dashboard and detail sheets are then posted to the college's intranet.

At the work session, Zoe Irvin will briefly discuss the vital signs.

## **II-A Approval of March 28, 2007, Agenda**

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

**A. Approval of March 28, 2007, Agenda**

**B. Approval of:**

1. February 28, 2007, Work Session Minutes
2. February 28, 2007, Regular Session Minutes
3. February 28, 2007, Closed Session Minutes

**C. Report of the Audit and Finance Committee**

**D. Report of the Legislative and Community Relations Committee**

**E. President's Report**

**F. Board Member Comments**

**G. Consent Items**

1. Proposed New Hires
2. Audit Areas for Review
3. Fiscal Year 2008 Salary Schedules
4. Professor Emeritus Recommendation
5. Naming of Roads
6. Annual College-wide Inventory Delay
7. Commencement Expenses
8. Natural Gas Delivery Charges

**H. Discussion Items**

1. Issue Bin
2. Board Calendar
3. Award Criteria and Recipient Recommendations

**I. Information Items**

1. Agreements Signed by the Board Chair Disclosure
2. Financial Statements
3. Report on Board End: Educational and Support Process Management
4. Personnel Summary

## **II-B Approval of Minutes**

- February 28, 2007, Work Session Minutes
- February 28, 2007, Regular Session Minutes
- February 28, 2007, Closed Session Minutes

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
WORK SESSION MINUTES  
February 28, 2007**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, February 28, 2007, in the Kittleman Room of the English, language, and business building at Howard Community College, Columbia, Maryland. Patrick L. Huddie, chair, brought the work session to order at 6:05 p.m. Other board members present included vice chair T. James Truby, trustees Roger N. Caplan, Roberta E. Dillow, Katherine K. Rensin, and Mary B. Tung. Mary Ellen Duncan, secretary-treasurer, was also present. Trustee Louis G. Hutt, Jr. was absent.

**A. Introduction of New Employees**

Kate Hetherington, executive vice president, introduced Michael Scrivener, media specialist in the public relations and marketing department, and Caroline Wood, senior testing specialist.

Ron Roberson, vice president of academic affairs, introduced Debbie Wilson, instructor, English.

The work session adjourned at 6:15 p.m. and was immediately followed by the regular session

The above constitutes the official minutes of the February 28, 2007, work session of the Howard Community College Board of Trustees as approved on March 28, 2007, and is a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
REGULAR SESSION MINUTES  
February 28, 2007**

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, February 28, 2007, in the Kittleman Room of the English, language, and business building at Howard Community College, Columbia, Maryland. Patrick L. Huddie, chair, brought the work session to order at 6:15 p.m. Other board members present included vice chair T. James Truby, trustees Roger N. Caplan, Roberta E. Dillow, Katherine K. Rensin, and Mary B. Tung. Mary Ellen Duncan, secretary-treasurer, was also present. Trustee Louis G. Hutt, Jr. was absent.

**A. Approval of February 28, 2007, Agenda**

Consent item 7 – Student Housing Survey was removed and consent item 3 – Student Services Building Additional Costs was moved to discussion as item 6.

*A recommendation to approve the February 28, 2007, revised agenda, was moved by Trustee Rensin, seconded by Vice Chair Truby, and unanimously approved.*

**B. Approval of Minutes**

*A recommendation to approve the January 24, 2007, work session, regular session, and closed session minutes, and the February 15, 2007, closed session minutes was moved by Trustee Dillow, seconded by Trustee Rensin, and unanimously approved.*

**C. President's Report**

Kate Hetherington, executive vice president, explained why the agenda was revised; both the student housing and the Hickory Ridge garage projects have been put on hold in response to the need to prioritize capital projects.

Lynn Coleman, vice president administration and finance, mentioned that an environmental focus group consisting of college employees has been formed; Lorax Environmental Services will be making a presentation and an all-day retreat is planned for April 13 [the date was subsequently changed to May 31]. Lorax will be invited to a future board work session to make a 30-minute presentation.

Dave Buonora, director of government affairs and resource development, gave an overview of a recent meeting with Senator Mikulski. A meeting was held with representatives from the business community to discuss how community colleges can work together to ease the financial burdens on students and ensure

that federal/state programs work for community colleges. Community colleges are among the senator's top three priorities. To address the challenge colleges are facing in recruiting faculty, the senator is considering a federal law that would forgive student loans for graduate and doctorate studies if the individuals go to work at community colleges as faculty members.

Missy Matthey, director of development and executive director of the Howard Community College Educational Foundation, Inc., reported that the major donor party on September 15, 2007, will be hosted by the Greenebaums at the Maple Lawn Community Center.

Dr. Duncan thanked the board of trustees for their presidential transition strategy, which has received accolades from college employees and the community.

Governor O'Malley and County Executive Ken Ulman will be at the college on Monday, March 5 at 10:00 am. They will hear brief presentations on vital signs followed by a meeting with students.

Kate Hetherington reported that to date spring enrollment is up approximately 7 percent with an almost 5 percent increase in headcount (approximately 300 students). Laurel College Center enrollment is flat; HCC and Prince George's Community College are looking at data and will come up with marketing and planning strategies.

Gertrude Crist, former board member, has donated \$25,000 for the fountain in the pond at the back of the campus. The fountain will be installed in the spring and named the "Gertrude H. and Howard G. Crist, Jr. Fountain of Inspiration: Integrity, Knowledge, Courtesy".

Dr. Duncan suggested that if the meeting with the Maryland congressional delegation is rescheduled, it should include a meeting with Michael Castle, the congressman from Delaware, who is committed to working on behalf of community colleges. She also reported that Base Realignment and Closure (BRAC) is pursuing an earmark related to community colleges and Senator Mikulski is working on funding to hire nursing faculty or buy equipment.

#### **D. Board Member Comments**

- Chair Huddie gave kudos to Randy Bengfort, director of public relations and marketing, on his handling of the media during the presidential transition announcement. He would like to revisit the "generation next" discussion in the fall. The Rouse Company Foundation Student Services Hall will officially open on March 26 with weeklong activities. He also commented on his visit with the county executive on February 16<sup>th</sup> to tell him about the presidential transition. They also met Josh Feldmark, who is responsible for green strategy and sustainability at the county.

- Vice Chair Truby talked about the success of the presidential transition announcement and commended Dr. Duncan and Dr. Hetherington on their comments. He said he had heard a lot of compliments on Dr. Hetherington's appointment as the fourth president of Howard Community College.
- Trustee Caplan echoed earlier comments and added that it was a tribute to Dr. Duncan and Dr. Hetherington and the positive environment at HCC that the announcement was so well received. He reminded the board about the Silas Craft Collegians fundraiser at Hunan Manor on March 5.
- Trustee Rensin also echoed earlier comments about the presidential transition and commented that what looked easy on the front end had a lot of good work at the back end.
- Trustee Tung commented that this was the third presidential transition she has seen in her professional career and that it was the most smooth she had observed.
- Trustee Dillow echoed earlier comments on the presidential transition. She also mentioned the ACCT legislative meeting she attended in Washington. She heard Judy Woodruff, CNN news anchor, talk about college careers, role models, and "generation next."

**E. Consent Items**

1. Proposed new hires
2. Grants for \$1,480,794 and scholarships for \$85,597.25 accepted from the HCCEF, Inc.
3. Revised bond sale agreement with the county for \$12,088,000
4. Audit contract in the amount of \$45,700 for the college audit and \$5,650 for the foundation audit (FYI only – to be approved by the foundation board) awarded to Clifton Gunderson
5. Compensation study in the amount of \$39,995 awarded to Hendricks & Associates, Inc.
6. County land agreements in the amount of \$47,624
7. Heating, ventilation, and air conditioning (HVAC) services contract in the amount of \$44.75/hour supervisor, \$42.78/hour journeyman, \$29.05/hour apprentice, 11.5 percent material markup up to \$35,000 awarded to Emjay Engineering & Construction Company, Inc.

*A recommendation to approve the consent items with item 7, student housing survey, removed and item 3, student services building additional costs, moved to discussion item 6, was moved by Trustee Dillow, seconded by Vice Chair Truby, and unanimously approved.*

## **F. Discussion Items**

### **1. Issue Bin**

It was decided to put the future location of Laurel College Center and student housing items on hold for now and add sustainability to the issue bin. Chair Huddie, Trustee Dillow, and Trustee Tung will be the liaisons for this item.

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

### **2. Board Calendar**

Following are some calendar items brought to the board's attention

March 14 at 1 pm	Audit and Finance Committee meeting
March 28 at 6 pm	Board meeting will be held in the student services building 4 <sup>th</sup> floor dining room
March 29, 6-8 pm	Alumni event in the SSB dining room
May 20, 6 pm	Board get together with Dr. Duncan at Belmont

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

### **3. Belmont Inn and Conference Center Facilities Master Plan – Revised Final Draft**

*A recommendation to approve the modifications to the Revised Final Draft of the facilities master plan document for the Belmont Inn and Conference Center, was moved by Trustee Caplan, seconded by Trustee Tung, and unanimously approved.*

### **4. Naming of Facility: The Rouse Company Foundation Student Services Hall**

Chair Huddie said that the Rouse Company Foundation gift to the student services building opened the door to more giving. Tony Deering and Margaret Mauro should be invited to the March 26 opening and if that doesn't fit their schedule, a Rouse Company Foundation board meeting should be scheduled in the building's dining room. The building sign could be unveiled then and the Rouse Company Foundation board could be formally thanked.

*A recommendation to approve re-naming the current student services building to The Rouse Company Foundation Student Services Hall, was moved by Trustee Caplan, seconded by Trustee Dillow, and unanimously approved.*

**5. Ratification of Appointment of 4<sup>th</sup> President of Howard Community College**

*A recommendation to ratify the motion made in closed session on February 15, 2007, to appoint Dr. Kathleen Hetherington as the fourth president of Howard Community College, effective June 1, 2007, was moved by Roger Caplan, seconded by Kathleen Rensin, and unanimously approved with great enthusiasm.*

**6. Student Services Building Additional Costs**

Trustee Tung had questions on the student services building costs overrun with reference to architectural errors and omissions. Her questions were answered by Lynn Coleman, vice president of administration and finance. Trustee Tung was thanked for bringing these questions to the board's and administration's attention.

*A recommendation to approve the total additional costs of \$665,965, was moved by Trustee Dillow, seconded by Vice Chair Truby, and unanimously approved.*

Student Services building total additional costs of \$665,965 awarded to Riparius (\$629,965), Design Collective (\$21,000) and E. Saunders-Rich (\$15,000)

**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 gave an overview.

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

**3. Report on Board End: Faculty and Staff Focus**

Zoe Irvin, executive director of planning, research and organizational development, gave an overview and indicated the "talking points" new feature. The board discussed the science, technology, engineering, and math (STEM) program and the fact that minorities are unrepresented in the full-time faculty. The board asked the administration to look into whether or not the STEM disciplines and the under-representation of minorities might be of interest to Senator Mikulski as she moves forward on her previously

mentioned loan forgiveness program.

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

**4. The Howard Community College Fiscal Year 2006 Workforce Snapshot**

Todd Allen, director of human resources, gave an overview. Dr. Duncan suggested including this report in the board orientation manual. After the Hendrick's study is completed, the administration will work with the county to implement the recommendations.

**5. EXCEL Leadership Forum**

Todd Allen, director of human resources, gave an overview. Mike Heffren, faculty forum chair, who is currently in the EXCEL program, likened it to a company's management training program. Some of the features of the EXCEL program are team building, increasing cross-departmental communication, and encouraging servant leadership. EXCEL program alumni will be brought together this fall for follow-up activities.

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

**6. Personnel Summary**

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

**Closed Session**

Chair Huddle read a resolution to meet in closed session.

**Adjournment**

*A recommendation to adjourn the meeting and enter into closed session, was moved by Vice Chair Truby, seconded by Trustee Rensin, and unanimously approved.*

The meeting was adjourned at 7:50 p.m.

The above constitutes the official minutes of the February 28, 2007, regular meeting of the Howard Community College Board of Trustees as approved on March 28, 2007, and is a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

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

February 28, 2007  
Howard Community College  
English, Language, and Business Building  
Kittleman Room (ELB 100)

**Present:** Patrick L. Huddie, chair, T. James Truby, vice chair, and trustees Roger N. Caplan, Roberta E. Dillow, Katherine K. Rensin, and Mary B. Tung. Trustee Louis G. Hutt, Jr. was absent.

At approximately 7:50 p.m., Chair Huddie 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 on February 28, 2007, at the conclusion of its regular meeting in the English, language, and business building's Kittleman Room (ELB 100) to consult with staff, consultants, or other individuals about pending or potential litigation as permitted under Section 10-508(a)(8) and that such meeting shall continue in closed session until the completion of business.

During the closed session, the board consulted with staff, consultants, or other individuals about pending or potential litigation and matters directly related thereto.

The meeting was adjourned at 8:45 p.m.

The above constitutes the official minutes of the February 28, 2007, closed meeting of the Howard Community College Board of Trustees as approved on March 28, 2007, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

## **II-C Report of the Audit and Finance Committee**

- March 14, 2007, Meeting Minutes

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

Meeting Minutes  
March 14, 2007  
Schoenbrodt Boardroom (A225)

**Present:** Patrick L. Huddie, chair and trustee; Roger N. Caplan, committee member and trustee; Louis G. Hutt, Jr., committee member and trustee; and Mary Ellen Duncan, president and secretary/treasurer, were in attendance.

**Staff:** Kathleen Hetherington, executive vice president; Lynn Coleman, vice president of administration and finance; Janet Cullison, director of finance; and Erin Yun, director of board relations/special projects, were in attendance.

<b>Topic</b>	<b>Outcome</b>
The meeting was called to order at 12:25 pm.	
1. Quarterly Sole Source Vendors Report (October 1 - December 31, 2006)	The committee reviewed the report. This item was for information only and no committee action was requested.
2. Semi-Annual Non-Purchasing Disclosure (July 1, 2006 – December 31, 2006)	The committee reviewed the report. This item was for information only and no committee action was requested.
3. Audit Areas for Review (FY07)	This year, the administration recommended having the auditor review the areas of information technology and board reports on policy compliance. The committee approved these recommendations.
4. Cost of Other Post Employment Benefits	Lynn Coleman, vice president of administration and finance, gave an overview of a presentation given to the County's spending affordability committee concerning the impact of post employment benefits issue on the County and college. This change will become effective in FY08. The committee discussed Howard County's long-term economic health.
5. Internal Control Checklist	In accordance with the recommendation from the college's auditors, the administration requested that the committee review a portion of the Committee of Sponsoring Organizations (COSO) checklist at each meeting to be concluded at the March 2008 meeting. The committee approved this schedule.

6. Annual College-wide Inventory Rescheduled	The committee approved the re-scheduling of the annual college-wide inventory due to the moving of significant parts of the college to the new Rouse Company Foundation Student Services Hall.
7. Other	<p>The status of the capital budget request was reviewed.</p> <p>Committee members asked for an update on the move into the Rouse Company Foundation Student Services Hall. Janet Cullison discussed the move from the perspective of the finance office.</p>
The committee adjourned at 1:35 p.m.	

## **II-D Report of the Legislative and Community Relations Committee**

- March 8, 2007, Meeting Minutes

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

Meeting Notes  
March 8, 2007  
8:30 a.m.

Schoenbrodt Boardroom (A225)

**Present:** T. James Truby, committee chair and trustee; Katherine K. Rensin, committee member and trustee; Roberta E. Dillow, committee member and trustee; and Mary Ellen Duncan, president and secretary/treasurer, were in attendance.

**Staff:** Kathleen Hetherington, executive vice president; David A. Buonora, director of government affairs and resource development, and Erin M. Yun, director of board relations/special projects, were in attendance.

<b>Topic</b>	<b>Outcomes</b>
Committee chair, Jim Truby, brought the meeting to order at 8:35 a.m.	
1. Progress of Annapolis Session	Dave Buonora gave an overview to the committee. It appears that the CADE formula, which impacts the college's operating budget, will be fully funded by the state. Dr. Duncan is testifying at the March 12 and March 19 capital budget hearings. However, the college's capital budget was not fully funded. It is critical for the college to build additional laboratories to serve students. Based on state guidelines, HCC is 24 laboratories short. Dave Buonora is checking on the square footage of the Clark Library space, which is intended to house these laboratories.
2. County Budget Process	Dr. Duncan, Trustee Truby, Michael Heffren, and Liam St. John gave testimony to the County Executive at his public hearing last night. Mr. Buonora reviewed the timeline for consideration of the budget by the county.
3. Federal Update	Mr. Buonora will re-schedule the meeting with the Maryland legislative delegation that was snowed out in

	<p>February. He will try to re-schedule in early May.</p> <p>The Pell grant increase was highlighted. A chart indicating federal financial aid received by HCC students was shared with the committee. Community colleges would also like to increase the funding level for the community-based job training grants. In two awards cycles there have been over 800 applications and only 142 awards.</p>
<p>4. Naming of Roads</p>	<p>The committee developed recommendations for road names on campus. These recommendations will be taken to the full board for approval.</p>
<p>5. Methods of College Recognition &amp; Criteria for Awards</p>	<p>The committee discussed the awards and potential honorees. The full criteria for the awards will be included in the regular board materials for discussion.</p> <p>Instead of limiting the number of honorary degrees to two, the criteria will recommend that it is limited to a small number.</p> <p>The committee developed recommendations for award recipients that will be taken to the full board for approval.</p> <p>Honorary Degrees: Joanne and Mike Davis; Jill and Pat McCuan</p> <p>Trustees' Award: Mary Armiger, Abby Glassberg, and Barbara van Winkle</p> <p>Clark Medal: Padraic Kennedy</p>
<p>The committee adjourned at 9:45 a.m.</p>	

## **II-E President's Report**

### **Walk In Evening Across Campus** **by Genie Wessel, adjunct faculty, health sciences**

I walk in evening across the campus square.  
Visions of the fields that stood before wash over me.  
And where a single structure stood with trees;  
Now are frames and skeletons of the next campus.

Can you hear the words of all who studied here?  
Can you feel the weight of their joys and sorrows as they learned?  
Can you imagine who and where they are now?  
As you walk in evening across the campus square.

If you look closely, you can see the visions of those to come  
Walking, laughing, crying, learning, becoming, flying  
Across the campus square where a single structure stood with trees.  
They walk among buildings of learning of the next campus.

Will you walk with them in your dreams as you walked before in the day?  
Will you imagine where in the world they will go from this next campus?  
Will you listen to the change as it moves quietly by you?  
As you walk in evening across the campus square – to the next campus.

### **Development Update**

#### February Foundation Revenue

\$187,826

#### February Campaign Revenue

\$61,135

### Event Updates

#### *Silas Craft Collegians Fundraiser at Hunan Manor Restaurant*

On Monday, March 5, 2007, out of the 578 tickets sold prior to the event, 452 individuals joined us at the Hunan Manor Restaurant for a gourmet Chinese buffet to raise funds for the Silas Craft Collegians Program Endowment. As of March 7, this event raised \$20,050.

### Spring 2007 Credit Enrollment and Demographics

Credit enrollment at HCC is up in terms of both headcount and full-time equivalent enrollments (FTE). The data in the following chart represents enrollments as of February 16, 2007. The highest enrollments are in transfer programs (75 percent with 5049 students), with the majority of students enrolled in arts and science programs (25 percent with 1,685 students). Most students are enrolled in day classes (74 percent with 5,000 students) and 30 percent of the total number of students receive financial aid. Female students comprise 59 percent (3,953 students) of the total population and most students are under the age of 24 (55 percent with 3,647 students).

Term	Headcount	FTE
Spring 2006	6428	1663.4
Spring 2007	6734	1774.8
% Change	+4.8%	+6.69%

As of March 2, 2007, non-credit enrollments for the Laurel College Center were 787 with 585 representing Prince George's County enrollments and 202 representing Howard County enrollments, representing a 25.7 percent decrease from the same point in registration last year.

Credit enrollments were 966 with 681 for Prince George's Community College (PGCC) and 285 for Howard Community College (HCC). Overall, combined enrollments from PGCC and HCC were 11 percent lower than the same time period last year, with HCC's enrollments decreasing 7.8 percent.

The following chart shows spring enrollment trends for the last five years. All years are as of the census date for the spring term.

Year	Headcount	Increase	FTE	Increase
2003	5800		1482.5	
2004	5993	3%	1528.8	3%
2005	6322	5%	1631.77	7%
2006	6428	2%	1663.4	2%
2007	6734	4.8%	1774.8	6.69%

The chart below provides a comparison of spring 2007 enrollment data for Maryland Community Colleges.

College	FTE	Headcount
Allegany	0.3%	(0.3)%
Anne Arundel	2.6%	0.6%

Baltimore City	Not available	
Baltimore County	(3)%	0%
Carroll	8.2%	7.7%
Cecil	3.3%	2.9%
Chesapeake	6.3%	5.1%
Frederick	0.4%	2.6%
Garrett	19.4%	22.7%
Hagerstown	Not available	
Harford	3%	2.2%
Howard	7.5%	4.8%
Montgomery	4.2%	2.3%
Prince George's	Not available	
Southern Maryland	3.5%	2.3%

Additional comparative enrollment data on demographics between the spring 2007 and 2006 semesters are listed below:

<b>Demographics</b>		<b>Spring 2007</b>		<b>Spring 2006</b>	
<b>Status</b>	Full-time	2307	34%	2110	33%
	Part-time	4427	66%	4318	67%
	Total	6734	100%	6428	100%
<b>Gender</b>	Male	2779	41%	2586	40%
	Female	3953	59%	3842	60%
<b>Ethnic*</b>	Asian	791	12%	684	11%
	African American	1470	22%	1422	22%
	American Indian	35	1%	41	1%
	Hispanic	302	4%	268	4%
	White	3677	55%	3590	56%
	Other	459	7%	423	7%
<b>Age*</b>	17 and under	173	3%	187	3%
	18 - 23	3474	52%	3224	50%
	24 - 40	2026	30%	1944	30%
	41 - 59	732	11%	749	12%
	60 >	323	5%	318	5%
	Unknown	4	<1%	2	<1%
<b>Credit Hours</b>	1 hr	285	4%	285	4%
	2 - 3 hr	1125	17%	1144	18%
	4 - 6 hr	1328	20%	1389	22%

	7 - 9 hr	1281	19%	1088	17%
	10 - 11 hr	408	6%	412	6%
	12 -15 hr	2034	30%	1835	29%
	16 or more	273	4%	275	4%
Financial Aid		2049	30%	1899	30%
First-time Full-time Freshmen		112	1.6%	85	1.3%
First-time Part-time Freshmen		233	3.4%	219	3.4%

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

The following chart lists the programs of study for students enrolled for the spring 2007 semester. Although some students select more than one program of study, this report shows the one most recently selected. Data is as of the census date.

Program of Study	Count	Percentage	Count	Percentage
	2007	2007	2006	2006
General Studies	1350	20.05%	1286	20.01%
Undeclared Major	879	13.05%	1048	16.30%
Nursing - Traditional RN	845	12.55%	802	12.48%
Business Administration	551	8.18%	474	7.37%
Teacher Education	217	3.22%	181	2.82%
Art	198	2.94%	204	3.17%
Criminal Justice	147	2.18%	130	2.02%
Engineering	135	2.00%	127	1.98%
Nursing - LPN	131	1.95%	125	1.94%
Psychology	118	1.75%	107	1.66%
Pre-Pharmacy	116	1.72%	107	1.66%
Teacher Education - Early Childhood	102	1.51%	79	1.23%
Business Management	102	1.51%	117	1.82%
Teacher Education - Secondary	85	1.26%	86	1.34%
English	82	1.22%	71	1.10%
Pre-Medicine	80	1.19%	86	1.34%
Music	75	1.11%	85	1.32%
Mass Media Design	65	0.97%	77	1.20%
Pre-Allied Health	64	0.95%	61	0.95%
Liberal Arts	64	0.95%	88	1.37%
Nursing - Accelerated	63	0.94%	50	0.78%
Information Technology	60	0.89%	38	0.59%
Cardiovascular Technology	56	0.83%	56	0.87%
Unknown	49	0.73%	12	0.19%
Theatre	45	0.67%	45	0.70%

Emergency Medical Technician	45	0.67%	41	0.64%
Human Services	43	0.64%	58	0.90%
Architecture	43	0.64%	36	0.56%
Hospitality Management	42	0.62%	30	0.47%
Social Sciences	41	0.61%	40	0.62%
Computer Science & Support	39	0.58%	40	0.62%
Communication Studies	39	0.58%	23	0.36%
Office Technology	37	0.55%	35	0.54%
Life and Physical Sciences	37	0.55%	35	0.54%
Pre-Dentistry	35	0.52%	40	0.62%
Athletic Training	35	0.52%	26	0.40%
International Studies	35	0.52%	17	0.26%
International Business	31	0.46%	33	0.51%
Mathematics	26	0.39%	32	0.50%
Journalism	26	0.39%	20	0.31%
Spanish	26	0.39%	7	0.11%
Accounting	25	0.37%	30	0.47%
Interior Design	24	0.36%	11	0.17%
Radiologic Technology	22	0.33%	34	0.53%
Biomedical Engineering	22	0.33%	14	0.22%
Computer-Aided Design	22	0.33%	27	0.42%
Exercise Science	22	0.33%	15	0.23%
Biotechnology	19	0.28%	18	0.28%
Culinary Management	19	0.28%	0	0.00%
Dance Performance	18	0.27%	10	0.16%
History	18	0.27%	0	0.00%
Transfer Studies	17	0.25%	7	0.11%
Cisco Certified	17	0.25%	18	0.28%
Network Engineer	17	0.25%	19	0.30%
Anthropology	16	0.24%	7	0.11%
Graphic Design	14	0.21%	7	0.11%
Health Care Management	14	0.21%	18	0.28%
Information Systems	13	0.19%	0	0.00%
Pre-Veterinary	13	0.19%	16	0.25%
Information Systems Management	13	0.19%	0	0.00%
Health & Fitness	13	0.19%	12	0.19%
Multimedia Design	12	0.18%	8	0.12%
Electronics Technology	12	0.18%	10	0.16%
Health Education	12	0.18%	11	0.17%
Environmental Science	9	0.13%	15	0.23%
Arts Administration	9	0.13%	2	0.03%
Microsoft Certification	9	0.13%	12	0.19%
PC Maintenance	8	0.12%	15	0.23%
Music Therapy	6	0.09%	2	0.03%
Massage Therapy	6	0.09%	4	0.06%
Philosophy	6	0.09%	0	0.00%
Pre-Medical Technology	5	0.07%	5	0.08%

Web Design	5	0.07%	7	0.11%
Pre-Optometry	4	0.06%	5	0.08%
American Studies	4	0.06%	3	0.05%
Pre-Nuclear Medicine	4	0.06%	1	0.02%
Personal Training	2	0.03%	2	0.03%
Horticulture	1	0.01%	2	0.03%
Wireless Communications	1	0.01%	1	0.02%
Internet Technology	1	0.01%	1	0.02%
Photography	1	0.01%	0	0.00%
Financial Planning	0	0.00%	1	0.02%
Respiratory Therapy	0	0.00%	1	0.02%
Photonics Technician	0	0.00%	2	0.03%
	6734	100%	6428	100%

### **Tennis Courts**

Earlier this year, HCC submitted a request for information (RFI) concerning the tennis courts on the HCC campus. These courts are currently being used as overflow parking and are not usable for playing tennis. The most promising response received was from Arthur Tollick of the Howard County Tennis Patrons, Inc. Mr. Tollick requested HCC's support in an effort to build a twenty-five court tennis center at Troy Park. By providing its support and endorsement, the college would be given access to year-round tennis courts, programs, and coaching for HCC tennis teams, students, faculty, and staff, at no cost, or at discounted rates during weekday hours when courts are generally not in high demand for public use. This option would not require use of any HCC funds or land, but would require HCC support in securing public and/or private funds and sponsorships. The college administration has been in contact with the Howard County Department of Parks and Recreation and the department does not foresee any difficulty with HCC supporting this proposal. Therefore, college administration will be exploring this option in place of rehabilitating the courts on campus.

### **Genie Wessel and MSDE's Awards of Excellence**

Genie Wessel, adjunct faculty, health sciences, has been recognized by the Maryland State Department of Education (MSDE) for her work in career and technology education. On April 24, she will be receiving a distinguished service award for her work at the postsecondary level with the RENEW program, which provides an academic pathway for students to move from being CNAs to LPNs to RNs.

### **Dean's Reception Recognizes Students with High Academic Achievement**

The annual reception for dean's list students was held on Tuesday, March 13. There were a total of 1,503 students on the dean's list for the spring and fall semesters of 2006. On Tuesday, students, along with their families and friends, attended the reception and received Honors pins. Approximately 600 people attended the day and evening reception. Thanks to Donna Brunne, Melinda Moore, plant operations, housekeeping, Yvonne Parker-Mansell, Heather Joseph, and the

arts & humanities division for all their help. A very special thanks to the theatre crew (Janelle Broderick, Eric Moore, Bill Yarbrough, Michael Stebbins, Brett Crawford, Valerie Lash, the entire cast and crew of the production of Rep Stage's *Bach at Leipzig*) for their generous and gracious assistance.

### **Who's Who Among Students in American Junior Colleges**

Eighteen Howard Community College (HCC) students have been selected for inclusion in the 2006-2007 *Who's Who Among Students in American Junior Colleges*. There are a variety of factors considered in the selection process for this national recognition, including outstanding service contributions to campus life and involvement in student activities while maintaining a minimum 3.0 grade point average (GPA). These students have served in various roles on campus including student leaders, student ambassadors, peer mentors, volunteers, club members, Phi Theta Kappa members and other leadership roles. A recognition reception was held for these students on February 16, 2007.

The HCC students selected for the 2006-2007 *Who's Who Among Students in American Junior Colleges* are:

Jessica E. Abell*	Laura J. Hayes	Nishantkumar Patel
Carol A. Blattau*	Kyle B. Hochreiter	Kumba Sennaar
Lamar R. Brown	Susan M. Kane*	Liam A. St. John
Katie S. Dean	Molly K. Lamb	Brian Tennyson*
Teresa B. Foster*	Paul K. Levchuk*	Jacqueline T. Woods*
Amber L. Gillette	Adrienne R. Mabee	Marcus Young

\*These students are enrolled in the Frederick K. Schoenbrodt Honors Program, directed by Vladimir Marinich.

### **Patricia English and Cardiovascular Technology (CVT) at HCC**

I recently received a wonderful letter from a student in our CVT program.

*I am writing to recognize Ms. Patricia English, the director of the Cardiovascular Technology Program at Howard Community College. Ms. English was my instructor in one of my classes and she teaches me this semester as well. She continues to be my tutor and advisor. Despite her busy schedule, she is always available for questions and concerns. It does not matter whether she teaches the class or not, she always welcomes me with open arms to discuss any questions or issues I may have...She is a caring, encouraging, and loving person. I feel very lucky to have her as an instructor and would like to recognize her...*

What a wonderful testimonial! Kudos to Patty English!

### **Choose Civility – Countywide Initiative Launched at HCC**

Last month, HCC hosted the launch of the countywide "Choose Civility" project. This sold-out event had 130 people in attendance and was co-sponsored by HCC,

Leadership Howard County, the Howard County Library, The Horizon Foundation, and Howard Bank. Dr. P.M. Forni, co-founder of The Johns Hopkins Civility Project, spoke to the assembly about the role of civility in building community and relationships. He emphasized the need to treat others as ends in themselves rather than as tools to meet our ends.

Several breakout sessions also took place: Dr. Forni spoke on social civility; Mary Ann Scully, Howard Bank, and Jim Truby, HCC trustee, spoke on business ethics; Carol Parreco, HCC's director of service learning, and Ken Gil, Howard County Public Schools, spoke on service to others as a form of civility; and Lewis Belfont, Howard County Library, Leslie Isselhard, Southwest Airlines, and Michele Miller, Southwest Airlines, spoke on customer service.

There will be other events focusing on the issue of civility in Howard County over the coming year. Please check the following link for updates: <http://www.choosecivility.org/>.

Thanks to Travis Hopkins, Simone Breuninger, Andre Wright and everyone in plant operations; Daryl Beard and Reggie Greer in A/V; and Arla Webb, Jean Anderson, and the Galley staff. Without their support events like this can't happen. Special kudos also go to Randy Bengfort and Erin Yun.

### **Thank you for Feeding Us!**

A great BIG thank you to Arla Webb and the wonderful food service and bookstore staff for going the extra mile during the move into the new Rouse Company Foundation Student Services Hall. Their efforts to keep us well fed by providing Subway and Bun Penny sandwiches and salads have been greatly appreciated. They even have coffee for those of us who NEED it in the morning!

### **HCC and the National Wildlife Federation**

Under the esteemed leadership of Sustainable Safety Bob (Marietta), the college has joined the National Wildlife Federation. Bob will be working with this and other organizations in our community to further the college's sustainability efforts.

### **Allied Barton Security Services Recognized**

For the second straight year, Allied Barton Security Services has been named to Training magazine's list of the Top 125 training companies. The list includes Fortune 500 companies and other leading businesses from many different industries. This designation is so sought after that the volume of quality submissions the magazine received prompted them to expand what was previously a Top 100 list. The competition has grown, making this an even more prestigious accomplishment.

### **Silas Craft Collegians Fundraiser at Hunan Manor**

This year was another great event at Hunan Manor to raise funds for the Silas Craft Collegians. Thank you to the following people for all their efforts: Marge Cullison,

Jackie Taylor, Karen Paris, Shirley Chao, Missy Mattey, Cynthia Sikorski, Pam Cornell, Joe Mason, Dr. Warshanna, Daryl Beard, Joyce Danzig, Sue Kuipers, Terry Heston, Carla Cipolari, Farida Guzdar, Sarah Angerer, Erin Yun, and all the folks in plant operations.

### **County Executive Budget Hearing**

Many individuals from the college came out to the County Executive's budget hearing to support HCC. In addition to me, Trustee Truby, Michael Heffren, faculty forum chair, and Liam St. John, nursing student, spoke. I am including Michael Heffren's comments below for your information:

*Good Evening:*

*My name is Michael Heffren. I teach Sociology and Political Science at Howard Community College. I currently serve as President of the Faculty Forum and I'd like to speak to you tonight about the HCC Faculty.*

*When I first started to think about what I would say to you tonight, the title of a book by a favorite poet, Gary Snyder, came to mind. The book is called "The Real Work". By the real work I take Snyder to mean work that is vital, central to what is most meaningful in our lives. If you can figure out what your real work is and do it, your life takes on real significance.*

*One of the great things about teaching at HCC is that you are surrounded by people who share your sense of what the real work is: teaching and helping students learn. For HCC faculty, the real work means that their students experience learning as something that transforms their lives, not merely a barrage of facts and theories. Teaching at HCC, one learns that the real work means constant innovation, always seeking new ways to excite your students about learning and the world of ideas. You realize that doing the real work demands every bit of your passion and commitment. When you do the real work you are driven to develop your skills and polish your craft because that is what delivers the greatest rewards: seeing your students grow and expand and become something greater than they were before. And, believe me, that is reward indeed.*

*What has all this to do with the budget? Simply this: whatever you decide to allocate to HCC you can be sure will go to doing the real work. It will not be dissipated in sideshows or fripperies but will contribute directly to student learning, to doing the real work. You can know with certainty that you will get what you're paying for.*

*I know that you too have your real work: leading this county and ensuring that it can meet the demands of the future. An educated work force, capable of lifelong learning is crucial in meeting those demands. For what it's worth, I believe that in helping us do our real work; you will be advancing yours as well. Together, we will get the real work done.*

*Thank you.*

## **Governor O'Malley and Executive Ulman View Performance Model at Howard Community College**

Maryland Governor Martin O'Malley joined County Executive Ken Ulman on Monday, March 5 for a visit to Howard Community College (HCC). County Executive Ulman invited the Governor to HCC for a demonstration of the school's award-winning performance measurement and improvement system, the "Dragon's Vital Signs," named for the school's mascot and modeled after the CitiStat program instituted in Baltimore City when Governor O'Malley was Mayor. Thanks to Ron Roberson, VPAA, Dr. Georgene Butler, director of nursing, and Sung Lee, director student computer support, for their wonderful presentations; to Randy Bengfort, Dave Buonora, Erin Yun and Zoe Irvin and their staffs for all the set up work; and to AV services and IT for all their help too! Special kudos to plant operations for making the campus sparkle!

## **Project Access College Fair**

The Project Access College Fair for Students with Disabilities held on March 3, 2007, was very successful. Approximately 250 people attended the fair. Project Access wants to thank the many individuals at the college, including the people in the print shop, plant operations, AV services, the mail room, financial aid, and the academic and career services offices, who made the success of this college fair possible.

## **Capital Projects Update**

### Peter and Elizabeth Horowitz Visual and Performing Arts Center

The walk-throughs and inspections are complete, and the punchlist items are required to be finalized within the next 60 days. Some damaged pieces of furniture were picked-up for repair and will be returned within four weeks. Since the furniture remains under warranty, the college will continue to examine furniture periodically and initiate repair requests as needed.

The cases for the Horowitz paintings still need to be built and the college expects to have them completed by early June. College staff has worked closely with the architects and contractor and are looking forward to the project closeout.

### Athletic Fields Renovations

The Phase IV athletic field renovation (composed of site improvements such as the expansion of field storm water management into a pond, handicapped access, and landscaping) was approved by the Board of Public Works (BPW) at its February 28, 2007, meeting. The college issued the purchase order and notice to proceed but is waiting for final approval from the county on the site development plan before work can commence.

Once the final authorization is received, this phase of construction will begin in the spring of 2007.

#### The Rouse Company Foundation Student Services Hall

The building construction and furniture installation are near completion and the punchlists are being developed. Due to some of the construction delays, the move-in dates for some of the departments were adjusted accordingly.

The move-ins began on February 22 with the last move occurring on March 14. There were seven separate move dates that relocated a total of eleven departments. Overall, the college was pleased with the services it received from Office Movers. With a move of this magnitude, there were only a few minor glitches that were worked through and resolved. The biggest challenge was for the departments who had to move, unpack, and prepare to reopen while working around the contractors and furniture installers. Everyone did an outstanding job and was open to serve our students and campus community making the transition to the new building almost seamless.

In commemoration of the opening of the new Rouse Company Foundation Student Services Hall, the college is hosting a weeklong celebration called Dragonfest. Festivities begin with the building's grand opening on March 26 and conclude with an ice cream social on March 30. For a complete list of the events and activities, the public relations staff developed a link on the college's web page at [www.howardcc.edu/dragonfest](http://www.howardcc.edu/dragonfest).

#### McCuan Hall and Smith Theatre Renovations

Design is progressing and college staff continues to meet with the architects and construction manager throughout the design phase. As previously noted, the college is asking the board chair to approve the guaranteed maximum price (GMP) between the March and April meetings in order to make the April deadline to DGS for submission to the BPW meeting in May 2007.

This deadline is later than previously expected as the bid dates for the architectural, mechanical, electrical, and other trades were extended to allow time for bidders to incorporate the project addendums. Even though the college received strong subcontractors interest for bidding and competitive pricing, the project's GMP resulted in a \$1.4 million budget overage. This overage was primarily due to the current construction market, fuel escalation costs, and the increased program specifications requested in the theatre area.

Meetings with the architect and construction manager are taking place to align the project with the budget. Once the GMP is adjusted and approved by the board chair, the college will forward the request for state participation to DGS for BPW approval at its May 2007 meeting. Following BPW approval, the college will issue a notice to proceed and the construction phase will commence immediately.

Meetings continue to be scheduled every two weeks with college staff, the contractor, and the architect. The college works closely with all firms to resolve issues and move the project forward.

#### Senator James Clark, Jr. Library Building Renovations

The architectural award for this project was approved by BPW at its January 24, 2007, meeting. The kick-off meeting with Murphy & Dittenhafer was held on February 26, 2007. The original program was written in May 2004 and was based on the needs at that time. With the new facilities master plan, new academic courses as well as programmatic changes, the facilities program and overall spatial requirements have changed. The architects are currently reviewing the college's documents and a program review meeting will be scheduled.

The construction funds requested for this project in the capital budget were not included in the Governor's proposed budget. Therefore, the college is diligently lobbying for funds to be restored during legislative session through the Senate or House.

The inclusion of funds is critical in starting the construction phase of this project and will also impact the design schedule and the timing for hiring the construction management firm, which is typically on board at the preconstruction phase as the design development documents are being prepared by the architects.

#### Campus-wide Systemic Renovation Projects

The college continues to prioritize and schedule the immediate renovation needs as identified in the facilities condition assessment. The systemic renovation projects in progress or recently completed include:

- On-going deferred maintenance items
- Hickory Ridge improvements to lobby area and corridors
- ST building classroom renovations
- Campus-wide ADA modifications

Other pending projects include:

- Repairing and patching of potholes in roadways and parking lots
- Renovation to the Hickory Ridge building employment and training area vacated by the county
- Modifications to nursing building bridge for radiology program
- Tennis court resurfacing for motorcycle program
- Lot A curb modifications for motorcycle program

The college continues with campus-wide ADA modifications as a top priority and improvements will commence following the scheduled ADA assessment.

## **II-F Board Member Comments**

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

## H-1 Issue Bin

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

Board Liaisons to Ongoing Projects	
Project	Liaison(s)
Capital Projects	T. James Truby
Entrepreneurial Center	Louis G. Hutt, Jr.
Foundation Board	Roberta E. Dillow; Katherine K. Rensin
Possible future location of Laurel College Center	On Hold
Student Housing	On Hold
Sustainability	Patrick L. Huddie; Roberta E. Dillow; Mary B. Tung

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.

Committees	
Audit and Finance	Patrick L. Huddie, committee chair; Roger N. Caplan; Louis G. Hutt, Jr.
Legislative	T. James Truby, committee chair; Roberta E. Dillow; Katherine K. Rensin

**Recommendation:**

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

## H-2 Board Calendar

Date	Event	Tentative Agenda Items	Trustees to Attend
March 26-30, 2007 Monday-Friday 9:30 am	Opening of Rouse Company Foundation Student Services Hall <i>Quad outside of the RCF</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Activities held throughout the week – <i>see complete list in handout enclosed with 2/28/07 take home packet</i></li> </ul>	
March 29, 2007 Thursday 12 – 1:30 pm	Financial Wellness Presentation by Jonathan and David Murray <i>Rouse Company Foundation SSH Dining Room – 4<sup>th</sup> Floor</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Authors of <i>Two for the Money: The Sensible Plan for Making It All Work</i></li> </ul>	
March 29, 2007 Thursday 6 – 8 pm	Rouse Company Foundation Student Services Hall – Alumni Event <i>Rouse Company Foundation SSH Dining Room – 4<sup>th</sup> Floor</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Networking, social event</li> </ul>	
April 2-8, 2007 Monday - Sunday	HCC Spring Break		
April 12, 2007 Thursday 9:30 am – 10:30 am	Emerging Leaders Breakfast <i>Rouse Company Foundation SSH 401</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• For student leaders and participants in the <i>Dragons Dare to Lead</i> program</li> </ul>	
April 25, 2007 Wednesday 6 pm	Work Session	<ul style="list-style-type: none"> <li>• Introduction of New Employees</li> <li>• All-USA Academic Team Awards</li> <li>• Sustainability</li> </ul>	

Date	Event	Tentative Agenda Items	Trustees to Attend
	Regular Meeting  <i>Rouse Company Foundation Student Services Hall</i>	<ul style="list-style-type: none"> <li>FY08 Operating Budget Approval (if necessary)</li> <li>FY08 Faculty Promotions</li> <li>Candidates for Commencement</li> <li>Report on Board End: Leadership</li> <li>Legislative Report</li> </ul>	
April 28, 2007 Saturday 7-9:30 pm	Vino Scholastico Wine Tasting Event <i>Rouse Company Foundation Student Services Hall 4<sup>th</sup> Floor Dining Room</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li>New fundraiser for student scholarships</li> <li>Tickets \$75 each</li> </ul>	
May 4, 2007 Friday 6:30 - 9 pm	Student Awards Banquet <i>Sheraton Columbia</i>	<ul style="list-style-type: none"> <li><b>Welcome from Board Chair</b></li> <li><b>Trustees invited and participate in presenting awards</b></li> </ul>	
May 5, 2007 Saturday 6 pm	Cinco de Mayo - Fiesta Dinner <i>Rouse Company Foundation Student Services Hall 4<sup>th</sup> Floor Dining Room</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li>Celebration of Dr. Duncan's Tenure at HCC</li> <li>Other boards and committees also invited</li> </ul>	
May 9, 2007 Wednesday 12 noon	Audit and Finance Committee <i>RCF 120B – in the Café on the Quad</i>	<ul style="list-style-type: none"> <li>Quarterly Sole Source Report (January 1, 2007 – March 30, 2007)</li> <li>Meeting with Auditors (FY07 Report)</li> <li>Probable Bids for Summer</li> </ul>	
May 16, 2007 Wednesday 5-7 pm	The Business Women's Network <i>Rouse Company Foundation Student Services Hall Dining Room</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li>Honoring Mary Ellen Duncan as a "Woman of Distinction"</li> <li>This event focuses on education and raises scholarship monies for HCC</li> </ul>	
May 18, 2007 Friday 12 noon	Nursing Recognition Ceremony <i>TBD</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> </ul>	

Date	Event	Tentative Agenda Items	Trustees to Attend
May 18, 2007 Friday 2:30 pm	Reception for Platform Party <i>RCF 4<sup>th</sup> Floor Dining room</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> </ul>	
May 18, 2007 Friday 4 pm	Commencement <i>HCC Grand Prix Field</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li><b>Board Members Confer Degrees</b></li> </ul>	
<i>May 20 Saturday or Sunday 6 pm</i>	<b>Board Dinner</b> <i>Belmont</i>	<ul style="list-style-type: none"> <li><b>Trustees and Dr. Duncan share memories of the past 9 years</b></li> </ul>	
May 23, 2007 Wednesday 6 pm	Work Session <hr/> Regular Meeting <hr/> Closed Session <i>Rouse Company Foundation Student Services Hall</i>	<ul style="list-style-type: none"> <li>Introduction of New Employees</li> <li>Informational Tour: TBD</li> <li>FY09 Vision, Mission, Values and Beliefs and Strategic Initiatives and Goals</li> <li>FY08 Faculty Appointments</li> <li>Election of FY08 Board Officers</li> <li>Authorization for Board Chair to Approve on Behalf of Board until next Regular Meeting</li> <li>MHEC Report on Indicators</li> </ul>	
May 24, 2007 Thursday <b>10 am</b>	Convocation  <i>Smith Theatre</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li><b>Welcome from Board Chair</b></li> <li>Recognition event for retired employees, degree recipients.</li> </ul>	
May 24, 2007 Thursday 12 noon	Annual Retiree and New Employee Recognition Lunch  <i>Quad</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li>Reception to Honor College Faculty and Staff who Retired During FY07</li> <li>New employees recognized</li> </ul>	
May 24, 2007 Thursday <b>1:30 pm</b>	Employee Appreciation Activity	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li>Annual activity to thank employees for core &amp; strategic</li> </ul>	

Date	Event	Tentative Agenda Items	Trustees to Attend
	<i>Quad</i>	<ul style="list-style-type: none"> <li>work efforts and volunteerism</li> <li>Internal College Celebration with Dr. Duncan</li> </ul>	
May 31, 2007 Thursday 8:30 am – 5 pm	Sustainability Retreat <i>Rouse Company Foundation SSH Dining Room – 4<sup>th</sup> Floor</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li>Will be designed so people can participate for ½ day</li> </ul>	Moved from April 13
June 5, 2007 Tuesday Time - TBD	Board Retreat TBD	<ul style="list-style-type: none"> <li>Agenda – Cohort Tracking</li> </ul>	
September 14, 2007 Friday Time - TBD	Major Donor Party <i>Maple Lawn Community Center</i>	<ul style="list-style-type: none"> <li>Hosted by the Greenebaum Family</li> </ul>	
September 23, 2007 Sunday	20 <sup>th</sup> Annual Columbia Classic Grand Prix	<ul style="list-style-type: none"> <li>Annual equestrian show jumping event to raise funds for student scholarships.</li> </ul>	
December 1, 2007 Saturday Time - TBD	President's Gala Place - TBD	<ul style="list-style-type: none"> <li>Trustees Invited</li> </ul>	

Notes:

All work sessions and regular meetings will be held in the Kittleman Room (ELB-100) at 6 p.m. unless otherwise noted. All Audit & Finance Committee and Legislative and Community Relations Committee meetings will be held in the Schoenbrodt Boardroom (A225). Additional Audit and Finance and Legislative and Community Relations 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 date change from original posting.

**NEW!** denotes item not on last calendar.

## **H-3 Award Criteria and Recipient Recommendations**

**Background:** Earlier in the year, the board of trustees asked the administration to clarify guidelines for the various awards presented by the board to members of the Howard County community. These awards include honorary degrees, the Trustees' Award for Service to Howard Community College, and the Clark Medal. Issues to be clarified included the criteria for the awards and how to differentiate them, timing for presenting the various awards, and potential candidates.

At its March 8, 2007, meeting, the legislative and community relations committee of the board of trustees approved the revised and clarified criteria. Additionally, the committee developed recommendations on award recipients. The clarified criteria are outlined below. Clarification language is italicized.

Recommendations for award recipients approved by the legislative and community relations committee are included under separate cover.

### **Honorary Degrees**

Honorary degrees will be awarded to an individual for one or more of the following reasons:

- to recognize an exceptional scholarly, intellectual or artistic achievement;
- to recognize extraordinary service to the institution, and/or
- to recognize outstanding contributions to the community.

### **New Language**

- *Recognizes a significant period of extended service to the college. Honorary degrees will be granted to a small number of people each year. In some years there may be no recipients.*
- *Presented at Commencement*

### **Trustees' Award**

The criteria for the community recipient are as follows:

- The nominee is not currently a trustee or full-time employee of Howard Community College.
- The nominee has contributed significantly in time and effort to Howard Community College.
- The nominee may have contributed funds for scholarships, student loans, or for other purposes to the college.

- The nominee may have contributed non-cash assets to the college, thereby assisting the activities of the institution.

#### New Language

- *The nominee has served the college in a significant manner over a period of time.*
- *Presented for accomplishment or contribution to the college that year.*
- *To be presented at the beginning of breakfast or lunch portion of spring convocation.*
- *In some years, there may be no recipients.*

#### **Clark Medal**

In appreciation of the lifetime of contributions made by Senator Clark to Howard County, the board of trustees established The Senator James Clark, Jr. Medal. In his remarks at the September 2, 2006, memorial service for Senator Clark, Senator Lapides gave a particularly apt and moving description that the college used as the criteria for the Clark Medal. He said, “Jim was a role model and the finest example of what it means to be an American. He had the qualities we usually associate with our founding fathers – unparalleled integrity and honesty, love of land, and love of country – all in a positive way – never saccharine, maudlin, or self-serving.”

The administration proposes that the Clark Medal be given to an individual whose character and accomplishments reflect the aforementioned life values of Senator Clark. This award, as opposed to the Trustees’ Award for Outstanding Service to Howard Community College, will not necessarily be given every year, but instead only when a particular individual meets the high standards set by Senator Clark during his life of service. The establishment of this award is in alignment with the board’s goal to promote servant leadership at all levels of the institution.

#### New Language

- *Recognition of a lifetime of achievement and service to HCC and the community.*
- *To be presented at a fall volunteer event along with the annual report.*
- *Three key things will happen at this volunteer event: recognition of community volunteers (i.e., boards, etc.), release of annual report, and awarding of Clark Medal.*
- *The medal may not be given out every year – only on the occasions when a particularly special person came along who had earned it.*

#### **Recommendation**

The administration recommends that the board of trustees approve the aforementioned award criteria and recommendations for award recipients as approved by the legislative and community relations committee.

**Compliance:** This request supports Board Policy: Governance Process – Board’s Role.

## I-1 Agreements Signed by the Board Chair Disclosure

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

1. Non-purchasing - As resolved by the board of trustees at its December 16, 1998, meeting, the administration discloses any non-purchasing agreements that have been signed by the board chair to the full board on a monthly basis. All other non-purchasing agreements will be disclosed to the board on a semi-annual basis.
2. Pass-Through Contracts - At its September 19, 2001, meeting, the board of trustees approved a revision to the college's administrative purchasing procedure that would permit approval of "pass-through" contracts greater than \$25,000 by the board chair. "Pass-through" contract approvals made by the board chairman are disclosed to the full board on a monthly basis at its public meetings.

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

**Timeline:** February 17, 2007, through March 16, 2007

### Disclosure

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

## **I-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:** January 2007

### **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** 1/31/2007	YTD Budget 1/31/2007	YTD Budget Variance 1/31/2007	1/31/2007 Percent Variance From Budget	Total Budget FY2007
<b>OPERATING BUDGET REVENUE</b>					
<b>TUITION</b>					
Summer II & III	\$480,279	483,300	(\$3,021)	1 -0.63%	1 \$483,300
Fall	7,328,136	6,731,100	597,036	2 8.87%	2 6,731,100
Intersession	410,676	326,300	84,376	3 25.86%	3 326,300
Spring	6,461,848	5,776,914	684,934	4 11.86%	4 5,933,100
Summer I & Extended	(2,024)	0	(2,024)	4 na	724,900
Fees	2,047,957	2,112,239	(64,282)	5 -3.04%	2,285,400
<b>TOTAL TUITION AND FEES</b>	<b>\$16,726,872</b>	<b>\$15,429,853</b>	<b>\$1,297,019</b>	<b>8.41%</b>	<b>\$16,484,100</b>
<b>GOVERNMENTAL AND OTHER</b>					
Howard County	\$11,882,262	11,882,262	\$0	6 0.00%	\$20,369,595
State of Maryland	4,692,762	4,692,762	(0)	7 0.00%	8,044,735
Other Income	508,636	360,736	147,901	8 41.00%	618,404
Unrestricted appropriations	0	495,373	(495,373)	9 0.00%	495,373
Continuing Education Support	0	0	0	9 0.00%	360,203
<b>TOTAL GOV'T AND OTHER</b>	<b>\$17,083,661</b>	<b>\$17,431,133</b>	<b>(\$347,472)</b>	<b>-1.99%</b>	<b>\$29,888,310</b>
<b>TOTAL OPERATING REVENUE</b>	<b>\$33,810,532</b>	<b>\$32,860,986</b>	<b>\$949,547</b>	<b>2.89%</b>	<b>\$46,372,410</b>
<b>OPERATING BUDGET EXPENSES</b>					
Instruction	\$16,896,364	\$16,900,065	3,701	0.02%	\$21,002,500
Public Service	267,894	280,626	12,732	4.54%	342,410
Academic Support	2,721,278	2,728,609	7,330	0.27%	3,237,200
Student Services	3,571,323	3,604,289	32,966	0.91%	4,687,100
Institutional Support	7,015,666	7,021,143	5,477	0.08%	9,082,100
Plant	4,392,182	4,432,673	40,491	0.91%	6,924,200
Scholarship/Waivers	710,297	718,976	8,679	1.21%	1,096,900
<b>TOTAL OPERATING EXPENSES</b>	<b>\$35,575,005</b>	<b>\$35,686,381</b>	<b>\$111,376</b>	<b>0.31%</b>	<b>\$46,372,410</b>

n/c = not comparable

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

**FUND 10 - OPERATING BUDGET**  
**HIGHLIGHTS AND CURRENT DEVELOPMENTS**

For ease of reading new information appears in red ink.

**January, 2007**

**Tuition and Fees**

- 1) Summer II & III tuition revenue is under budget by .63 %, or \$3,021. Overall, a 3% FTE enrollment increase was budgeted. FTE enrollment for Summer II was up 35% (or 13.6 FTE's) and Summer III was up 8% (or 7.7 FTE's) from the prior year. Headcounts were also up 23% and 6%, respectively. In-county tuition increased from \$105 per credit hour to \$110 per credit hour, or 4.8%. Out-of-county and out-of-state tuition increased by \$5 each to \$193 and \$238, respectively. For each credit hour of tuition paid, \$3 goes towards the cost of the Horowitz performing arts building. Summer revenue is under budget due to lower than anticipated out-of-state enrollments for summer.
- 2) Fall revenues are currently ahead of budget by 8.87%, or \$597,036. A 3% FTE enrollment increase was budgeted; however, FTE enrollment growth was at 5.37% and headcount increased by 4.68% as of the census date on September 15th. (See note #1 for tuition rate information.)
- 3) **Intersession revenues are ahead of budget by 25.86% or \$84,376. Intersession enrollments have increased over FY06 by 13% in headcount and 18% in FTE's. Higher than budgeted enrollments, particularly out-of-county enrollments, has caused the large budget variance.**
- 4) These figures represent pre-registration revenues for spring. Final revenue for spring term will be reflected in the February statements. Spring revenue is currently ahead of budget, due to higher registrations than anticipated at this time. Summer I & Summer extended is for an adjustment to the prior year.
- 5) Fee revenues are under budget by 3.04%, or \$64,282. The fee budget is developed to allow for unanticipated enrollment growth and divisional fees are tied to divisional expenses. Spending is monitored and occurs as fees are earned. 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 \$1,338,197 or 65%; consolidated fees \$617,539 or 30%; other student fees \$92,221 or 5%.

**FUND 10 - OPERATING BUDGET**  
**HIGHLIGHTS AND CURRENT DEVELOPMENTS**

**Governmental Revenue and Other Revenue**

- 6) Howard County's contribution to the FY2007 operating budget increased by 19.5% over the prior year and has no variance to the budget.
- 7) The State's appropriation to the FY2007 operating budget increased by 9.4% over the prior year and has no variance to the budget.
- 8) Other income is ahead of budget by **41%, or \$147,901**. Investment income represents **\$443,310 or 87%** of other income. Interest rates are higher than anticipated and interest revenue is currently causing this excess budget balance. Service revenues for administration of contracts and small misc. revenue make up the other **13%** of other income.
- 9) Due to the current tuition revenue surplus of **\$597,036** from fall, the \$495,373 of unrestricted appropriations anticipated to come from the continuing education fund will not be used at year-end. The revenue surplus will be used instead of the fund balance. Enrollment and revenues for intersession and spring are currently higher than anticipated as well. It is anticipated that this remaining fund balance will be used to support the proposed FY08 budget. \$360,203 for continuing education's contribution to the operating fund will be taken at year-end.

**Expenses**

- It should be noted that encumbrances for annual salaries and open purchase orders are included in the expended to date figures.
- Salaries increased by an average of 6.39% over FY2006.
- 10) The public service function is under budget by **4.54% or \$12,732**. Funding for the cable studio of \$254,310, which was previously County grant funded, is now classified as part of the college's operating budget and is included in this function. It continues to be funded by the County with operating funds. Unspent funds are allocated for replacement equipment for the studio.
- Overall, the operating budget's functions are within budget and spending for the **first seven months of the year** is proportionally similar to the prior year.

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

	YTD Expended & Encumbered** 1/31/2007	YTD Budget 1/31/2007	YTD Budget Variance 1/31/2007	1/31/2007 Percent Variance From Budget	Total Budget FY2007
<b>FUND 11 REVENUES</b>					
<b>TUITION</b>					
Credit Fall/Summer II & III	\$160,043	162,500	(\$2,457)	-1.51%	1 \$162,500
Credit Intersession	52,137	48,500	3,637	7.50%	2 48,500
Credit Spring/Summer I & Extended	122,782	97,647	25,135	25.74%	3 142,100
Non-Credit/Continuing Ed	2,216,907	1,767,546	449,361	25.42%	4 2,529,100
Fees	862,974	516,874	346,100	66.96%	5 810,700
<b>TOTAL TUITION AND FEES</b>	<b>\$3,414,842</b>	<b>\$2,593,067</b>	<b>\$821,775</b>	<b>31.69%</b>	<b>\$3,692,900</b>
<b>GOVERNMENTAL AND OTHER</b>					
State of Maryland	\$867,550	\$867,550	\$0	0.00%	6 \$1,487,229
Service Revenues & Other Income	\$106,969	\$212,318	(\$105,349)	-49.62%	7 \$363,974
Unrestricted appropriation	\$0	\$0	\$0	0.00%	8 400,000
Transfer to Operating Fund	0	0	0	0.00%	9 (360,203)
<b>TOTAL GOV'T. AND OTHER</b>	<b>\$974,519</b>	<b>1,079,868</b>	<b>(\$105,349)</b>	<b>-9.76%</b>	<b>\$1,891,000</b>
<b>TOTAL FUND 11 REVENUES</b>	<b>\$4,389,361</b>	<b>\$3,672,935</b>	<b>\$716,426</b>	<b>19.51%</b>	<b>\$5,583,900</b>
<b>EXPENDITURES</b>					
Instruction	\$4,104,310	\$4,166,367	\$62,058	1.49%	10 \$5,318,100
Academic Support	0	0	0	0.00%	
Plant	0	0	0	0.00%	0
Institutional Support	0	0	0	0.00%	
Scholarship	354,375	305,915	(48,461)	-15.84%	11 265,800
<b>TOTAL OPERATING EXPENSES</b>	<b>\$4,458,685</b>	<b>\$4,472,282</b>	<b>\$13,597</b>	<b>0.30%</b>	<b>\$5,583,900</b>

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**

**January 2007**

**Tuition and Fees**

1) Credit fall/summer II & III tuition revenues are on track with budget. Credit enrollment in this division is primarily telecourses and tele-web classes. Tele-web classes use an on-line feature along with the pre-recorded lectures used by telecourses. Credit enrollment statistics are discussed on the financial statements for fund 10.

2) **Interession revenues are ahead of budget by 7.5% or \$3,637. As of the census date, January 8<sup>th</sup>, headcount for interession was up 13% and FTE's were up 18% over last year.**

3) These revenue amounts represent pre-registrations for spring. Spring revenues will be final for the February statements.

4) Non-credit tuition revenues are ahead of budget by **25.42% or \$449,361**. Open enrollment courses which include kids-on-campus and enrollment in adult basic education (ABE) courses continue to exceed expectations. In addition, non-credit tuition rates were increased for adult basic education programs to more accurately reflect the cost of providing the instruction. These tuition increases were not anticipated during FY07 budget development. Some of these revenues, for the ABE program, are offset by expense tuition waivers, which are also over budget. (See #10 below) Most adult basic education students qualify for a waiver of tuition. Also, when the budget was built last year, the motorcycle safety program had not been approved and therefore was not included. Revenue from that program is therefore contributing to the variance over budget.

5) Fees are ahead of budget by **66.96% or \$346,100**. This is due to fees earned in excess of budget for classes where enrollment is higher than anticipated mentioned in #3 above. Motorcycle safety classes have a high ratio of fees to tuition charged, hence the larger variance of fees over budget than tuition.

**Governmental Revenue**

6) The state contribution for FY2007 for continuing education increased 9.4% over the prior year, and has no variance to budget. Funding for FY2007 is based on an FTE formula related to enrollments from FY2005.

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

**(Continued)**

**Service and Other Income**

7) Service revenues relate to administrative overhead charged to contracts and consulting revenues earned. Currently this category is **49.62% under budget or \$105,349**. The division continues to target new markets to identify business in this area.

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 annual contribution to the operating fund will occur at year-end. For FY07 it will be \$360,203.

**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 6.39% for FY2007.

10) Instructional expenses are on track with budget for the year, showing a small variance of **1.49% or \$62,058**.

11) Scholarships are over budget primarily in the adult basic education division. Higher than anticipated enrollments and increased tuition rates (see #3 above) are offset by tuition waiver for most students and is causing this variance. Spending authority in the special funds will cover both the revenue and offsetting expense overage anticipated for the year.

Howard Community College  
1/2007  
Cost Center Variances

Cost Center	FY2007 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2007	
<b>Instruction</b>						
11200 Schoenbrodt honors	7,902	14,020	14,683	663	5%	
<b>11300 Mathematics</b>	<b>1,459,383</b>	<b>1,610,462</b>	<b>1,631,175</b>	<b>20,713</b>	<b>1%</b>	<b>Additional funding for adjunct faculty; additional hours for lab staff</b>
11310 Health	211,761	239,303	239,503	200	0%	
<b>11400 Social sciences</b>	<b>1,493,238</b>	<b>1,443,652</b>	<b>1,497,488</b>	<b>53,836</b>	<b>4%</b>	<b>Additional funding for adjunct faculty</b>
<b>11410 Eng/world languages</b>	<b>2,288,568</b>	<b>2,300,027</b>	<b>2,383,852</b>	<b>83,825</b>	<b>4%</b>	<b>Additional funding for adjunct faculty</b>
<b>11450 Arts &amp; humanities</b>	<b>1,827,288</b>	<b>1,878,363</b>	<b>1,913,182</b>	<b>34,819</b>	<b>2%</b>	<b>Professional staff reassigned to faculty</b>
<b>11480 Rouse scholars</b>	<b>79,401</b>	<b>48,739</b>	<b>87,739</b>	<b>39,000</b>	<b>80%</b>	<b>Temporary position in Rouse program</b>
11600 Distance learning	266,290	311,118	319,312	8,194	3%	
12100 Nursing	1,297,653	1,448,417	1,452,779	4,362	0%	
12120 Emergency medical technology	116,868	125,190	123,516	(1,674)	-1%	
12150 Cardiovascular program	140,943	159,079	167,907	8,828	6%	
<b>12200 Business &amp; computers</b>	<b>1,420,446</b>	<b>1,557,922</b>	<b>1,570,122</b>	<b>12,200</b>	<b>1%</b>	<b>Network security expenses covered by instructional direction</b>
12250 Science & technology programs	1,902,973	2,098,497	2,104,104	5,606	0%	
12280 Cooperative education	5,067	12,848	12,848	-	0%	
13550 Instructional international program	109,832	117,046	120,046	3,000	3%	
<b>44010 User computer services</b>	<b>343,337</b>	<b>419,022</b>	<b>379,355</b>	<b>(39,667)</b>	<b>-9%</b>	<b>Position reallocated to new cost center in institutional support</b>
44020 Student computer services	738,400	888,422	888,422	-	0%	(See cost center 64002 below)
44030 Student labs	201,399	278,421	280,979	2,558	1%	
46100 1st floor support	136,529	147,758	150,046	2,288	2%	
46200 2nd floor support	88,746	96,469	96,469	-	0%	
46300 Hickory ridge	60,617	79,100	79,100	-	0%	
46400 Evening services	630	1,325	1,325	-	0%	
46700 ELB divisions support	93,286	123,785	123,785	-	0%	
46800 Arts & humanities support	53,640	67,203	67,203	-	0%	
47500 Faculty learning community	4,045	16,500	16,500	-	0%	
48000 Outcomes assessment	109,923	178,715	178,715	-	0%	
<b>48500 Instructional direction</b>	<b>114,189</b>	<b>271,724</b>	<b>250,273</b>	<b>(21,451)</b>	<b>-8%</b>	<b>To cover network security for business division;</b>
48501 Learning communities	219,464	233,830	233,830	-	0%	<b>and to cover additional hours for math lab staff</b>
48502 Program development	35,792	82,879	79,129	(3,750)	-5%	
51100 Webmaster	143	3,894	3,894	-	0%	
52102 Pool guards	25,143	59,000	60,367	1,367	2%	
53200 Learning assistance center	501,092	556,744	558,833	2,089	0%	
<b>99970 Benefits/chargebacks</b>	<b>1,542,377</b>	<b>3,204,984</b>	<b>3,197,678</b>	<b>(7,306)</b>	<b>0%</b>	<b>Reallocation of position between functions</b>
99970 Reserve for fee shortfall	-	64,282	64,282	-	N/A	
<b>99980 Division support</b>	<b>-</b>	<b>730,888</b>	<b>521,594</b>	<b>(209,294)</b>	<b>-29%</b>	<b>Cover temporary position in Rouse program; and adjunct faculty</b>
99990 Furniture/equipment	-	132,872	132,464	(408)	0%	
Total instruction	16,896,364	21,002,500	21,002,500	(0)	0%	

Cost Center	FY2007 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2007		
<b>Public Service</b>							
33250	Cable studio	238,383	260,939	260,939	-	0%	
99970	Benefits/chargebacks	29,512	78,411	78,411	-	0%	
99990	Furniture/equipment	-	3,060	3,060	-	0%	
	Total public service	267,894	342,410	342,410	-	0%	
<b>Academic Support</b>							
<b>33400</b>	<b>Cultural theater</b>	<b>147,341</b>	<b>176,948</b>	<b>143,689</b>	<b>(33,259)</b>	<b>-19%</b>	<b>Professional staff reassigned to faculty</b>
33500	Student alumni productions	91,267	98,228	99,022	794	1%	
41001	Library services	683,161	712,773	716,652	3,879	1%	
41002	Teaching & learning center	120,922	131,700	132,416	716	1%	
43100	Education technology	252,230	295,340	299,940	4,600	2%	
43200	Video services	44,492	69,626	69,626	-	0%	
46000	VP of academic affairs	273,130	298,743	298,743	-	0%	
47000	Faculty development	55,415	108,534	106,534	(2,000)	-2%	
48100	Interactive classroom	18,306	23,980	19,380	(4,600)	-19%	
65001	Academic promotions	128,268	143,016	143,016	-	0%	
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>906,746</b>	<b>1,138,701</b>	<b>1,168,572</b>	<b>29,871</b>	<b>3%</b>	<b>Reallocation of position between functions</b>
99990	Furniture/equipment	-	39,611	39,611	-	0%	
	Total academic support	2,721,278	3,237,200	3,237,200	-	0%	

Cost Center	FY2007 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2007		
<b>Student Services</b>							
46500	Advising, academic	396,115	411,931	412,725	794	0%	
46600	Welcome center & telephone adv.	125,650	150,635	151,834	1,199	1%	
51000	VP of student services	270,934	275,742	283,117	7,375	3%	
51200	Student ambassador program	2,822	6,450	6,450	-	0%	
52000	Student activities	-	2,595	2,595	-	0%	
52100	PE facility	265,244	283,174	284,168	994	0%	
53000	Career services	384,007	432,949	436,757	3,808	1%	
53100	Test center	181,514	194,536	196,322	1,786	1%	
53500	Retention	67,716	85,953	85,953	-	0%	
53555	Career links	19,531	26,396	26,396	-	0%	
54000	Financial aid services	415,130	566,103	566,103	-	0%	
55000	Admissions	483,058	551,275	552,967	1,692	0%	
55001	Workgroup	284,080	338,382	335,382	(3,000)	-1%	
56000	Records	321,087	373,008	376,008	3,000	1%	
65002	Student services promotions	5,173	35,392	35,392	-	0%	
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>347,261</b>	<b>856,974</b>	<b>846,703</b>	<b>(10,271)</b>	<b>-1%</b>	<b>Distribution of budgeted hourly increases</b>
99980	Part time coverage	2,000	15,114	7,739	(7,375)	-49%	
99990	Furniture/equipment	-	80,491	80,491	-	0%	
	<b>Total student services</b>	<b>3,571,323</b>	<b>4,687,100</b>	<b>4,687,100</b>	<b>-</b>	<b>0%</b>	

Cost Center	FY2007 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2007	
<b>Institutional Support</b>						
61000	President*	553,526	602,771	602,930	159	0%
61100	Board of trustees	82,799	133,961	133,961	-	0%
61200	Research, planning and org. dev.	343,167	403,557	403,557	-	0%
61900	Senior administration	4,786	13,603	13,603	-	0%
62000	VP of administration & finance	294,748	300,798	300,639	(159)	0%
62100	Finance office	984,765	1,060,713	1,060,713	-	0%
63101	Human resources	524,869	540,710	545,710	5,000	1%
63102	Recruitment	44,210	56,517	56,517	-	0%
63103	Unemployment	31,406	47,253	47,253	-	0%
63150	Diversity programs	2,688	12,000	12,000	-	0%
63200	Reprographics	134,150	168,132	168,132	-	0%
63400	Security	838,060	926,900	927,432	532	0%
63500	Telecommunications	203,399	312,137	312,137	-	0%
63554	Mediation & conflict resolution cen	20,000	20,000	20,000	-	0%
63600	Risk management	73,494	259,568	254,568	(5,000)	-2%
63700	General administration	277,156	670,677	670,677	-	0%
63800	Commencement/award programs	32,550	35,485	35,485	-	0%
64000	Administrative information systems	1,034,072	1,170,803	1,170,803	-	0%
64001	Enterprise network	490,033	553,898	553,898	-	0%
<b>64002</b>	<b>Web enterprise</b>	<b>37,778</b>	<b>-</b>	<b>39,667</b>	<b>39,667</b>	<b>N/A</b>
64100	Information technology adm.	258,732	292,058	292,058	-	0%
65000	Public relations & marketing	455,583	504,763	504,763	-	0%
65100	Development & alumni relations	443,086	470,847	470,847	-	0%
65900	Fundraising	7,970	30,000	30,000	-	0%
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>(157,360)</b>	<b>494,882</b>	<b>454,683</b>	<b>(40,199)</b>	<b>-8%</b>
99990	Furniture/equipment	-	67	67	-	0%
	Total institutional support	7,015,666	9,082,100	9,082,100	-	0%

\* An adjustment was made to the original budget for a salary related item and taken from the benefits account.

Cost Center	FY2007 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2007		
<b>Plant</b>							
71000	Plant administration	3,392	83,177	83,131	(46)	0%	
71100	General services	1,881,364	2,996,815	3,004,215	7,400	0%	
71150	Recycling	-	25,000	20,100	(4,900)	-20%	
71500	Safety	66,614	69,503	69,549	46	0%	
72000	Engineering	754,727	985,665	987,465	1,800	0%	
72500	Preventive maintenance	135,238	174,667	174,667	0	0%	
73000	Housekeeping	852,406	1,180,685	1,186,929	6,244	1%	
75000	Grounds	257,022	289,130	288,911	(219)	0%	
76000	Renovations	64,288	163,929	163,929	-	0%	
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>377,132</b>	<b>946,456</b>	<b>936,130</b>	<b>(10,326)</b>	<b>-1%</b>	<b>Distribution of budgeted hourly increases</b>
99990	Furniture/equipment	-	9,173	9,173	-	0%	
	Total plant	4,392,182	6,924,200	6,924,200	0	0%	
<b>Scholarships</b>							
81000	Scholarships	339,911	644,640	644,640	-	0%	
82000	Waivers	370,386	452,260	452,260	-	0%	
	Total scholarships	710,297	1,096,900	1,096,900	-	0%	
	Grand totals	35,575,005	46,372,410	46,372,410	(0)	0%	

Note 1:  
When the budget was originally developed, all salaries were budgeted to increase at the rate of 6.39%. As final salaries increases may have fluctuated based on performance levels and the relation of the individual's FY06 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.

Note 2:  
Includes encumbrances for budgeted wages and outstanding purchase orders.

**Howard Community College  
1/2007  
Cost Center Spending Percentages**

Cost Center		FY2007 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Instruction</b>					
11200	Schoenbrodt honors	7,863	14,683	54%	
11300	Mathematics	826,292	1,631,175	51%	
11310	Health	113,017	239,503	47%	
11400	Social sciences	769,703	1,497,488	51%	
11410	Eng/world languages	1,302,010	2,383,852	55%	
11450	Arts & humanities	1,044,537	1,913,182	55%	
11480	Rouse scholars	52,126	87,739	59%	
11600	Distance learning	194,404	319,312	61%	
12100	Nursing	710,581	1,452,779	49%	
12120	Emergency medical technology	79,918	123,516	65%	
12150	Cardiovascular program	91,607	167,907	55%	
12200	Business & computers	881,263	1,570,122	56%	
12250	Science & technology program	1,066,200	2,104,104	51%	
12280	Cooperative education	5,067	12,848	39%	1
13550	Instructional international progr	69,476	120,046	58%	
44010	User computer services	210,270	379,355	55%	
44020	Student computer services	448,729	888,422	51%	
44030	Student labs	138,932	280,979	49%	
46100	1st floor support	83,589	150,046	56%	
46200	2nd floor support	59,608	96,469	62%	
46300	Hickory ridge	35,934	79,100	45%	
46400	Evening services	630	1,325	48%	
46700	ELB divisions support	62,034	123,785	50%	
46800	Arts & humanities support	32,112	67,203	48%	
47500	Faculty learning community	3,592	16,500	22%	2
48000	Outcomes assessment	54,908	178,716	31%	3
48500	Instructional direction	86,057	250,273	34%	4
48501	Learning communities	136,126	233,830	58%	
48502	Program development	32,472	79,129	41%	
51100	Webmaster	143	3,894	4%	5
52102	Pool guards	25,143	60,367	42%	
53200	Learning assistance center	337,326	558,833	60%	
99970	Benefits/chargebacks	1,496,692	3,197,678	47%	
99970	Reserve for fees shortfall	-	64,282	0%	6
99980	Division support	7,681	521,594	1%	7
99990	Furniture/equipment	-	132,464	0%	8
	<b>Total instruction</b>	<b>10,466,040</b>	<b>21,002,500</b>	<b>50%</b>	

Cost Center		FY2007 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Public Service</b>					
33250	Cable studio	140,860	260,939	54%	
99970	Benefits/chargebacks	29,512	78,411	38%	9
99990	Furniture/equipment	-	3,060	0%	8
	Total public service	170,372	342,410	50%	
<b>Academic Support</b>					
33400	Cultural theater	106,958	143,689	74%	
33500	Student alumni productions	66,246	99,022	67%	
41001	Library services	494,373	716,652	69%	
41002	Teaching & learning center	70,980	132,416	54%	
43100	Education technology	162,878	299,940	54%	
43200	Video services	33,802	69,626	49%	
46000	VP of academic affairs	151,889	298,743	51%	
47000	Faculty development	54,722	106,534	51%	
48100	Interactive classroom	10,679	19,380	55%	
65001	Academic promotions	51,221	143,016	36%	10
99970	Benefits/chargebacks	524,203	1,168,572	45%	
99990	Furniture/equipment	-	39,611	0%	8
	Total academic support	1,727,950	3,237,200	53%	

Cost Center		FY2007 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Student Services</b>					
46500	Advising, academic	242,386	412,725	59%	
46600	Welcome center & telephone a	83,923	151,834	55%	
51000	VP of student services	165,711	283,117	59%	
51200	Student ambassador program	2,822	6,450	44%	
52000	Student activities	-	2,595	0%	11
52100	PE facility	159,557	284,168	56%	
53000	Career services	238,281	436,757	55%	
53100	Test center	110,366	196,322	56%	
53500	Retention	44,624	85,953	52%	
53555	Career links	17,531	26,396	66%	
54000	Financial aid services	271,950	566,103	48%	
55000	Admissions	298,803	552,967	54%	
55001	Workgroup	187,563	335,382	56%	
56000	Records	208,140	376,008	55%	
65002	Student services promotions	5,173	35,392	15%	12
99970	Benefits/chargebacks	341,140	846,703	40%	
99980	Part time coverage	2,000	7,739	26%	13
99990	Furniture/equipment	-	80,491	0%	8
	<b>Total student services</b>	<b>2,379,971</b>	<b>4,687,100</b>	<b>51%</b>	

Cost Center		FY2007 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Institutional Support</b>					
61000	President	355,038	602,930	59%	
61100	Board of trustees	34,663	133,961	26%	14
61200	Research, planning and org. de	204,707	403,557	51%	
61900	Senior administration	4,447	13,603	33%	15
62000	VP of administration & finance	175,172	300,639	58%	
62100	Finance office	594,893	1,060,713	56%	
63101	Human resources	320,400	545,710	59%	
63102	Recruitment	29,968	56,517	53%	
63103	Unemployment	5,484	47,253	12%	16
63150	Diversity programs	2,688	12,000	22%	17
63200	Reprographics	56,712	168,132	34%	
63400	Security	406,219	927,432	44%	
63500	Telecommunications	88,067	312,137	28%	18
63554	Mediation & conflict resolution	20,000	20,000	100%	19
63600	Risk management	59,757	254,568	23%	20
63700	General administration	264,506	670,677	39%	21
63800	Commencement/award program	1,401	35,485	4%	22
64000	Administrative information system	728,185	1,170,803	62%	
64001	Enterprise network	295,497	553,898	53%	
64002	Web enterprise	9,445	39,667	24%	23
64100	Information technology adm.	159,802	292,058	55%	
65000	Public relations & marketing	291,360	504,763	58%	
65100	Development & alumni relations	274,429	470,847	58%	
65900	Fundraising	7,970	30,000	27%	24
99970	Benefits/chargebacks	185,407	454,683	41%	25
99990	Furniture/equipment	-	67	0%	8
	<b>Total institutional support</b>	<b>4,576,217</b>	<b>9,082,100</b>	<b>50%</b>	

Cost Center		FY2007 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Plant</b>					
71000	Plant administration	3,392	83,131	4%	26
71100	General services	929,135	3,004,215	31%	27
71150	Recycling	-	20,100	0%	28
71500	Safety	39,737	69,549	57%	
72000	Engineering	451,368	987,465	46%	
72500	Preventive maintenance	82,778	174,667	47%	
73000	Housekeeping	517,521	1,186,929	44%	
75000	Grounds	150,435	288,911	52%	
76000	Renovations	38,044	163,929	23%	29
99970	Benefits/chargebacks	377,132	936,130	40%	
99990	Furniture/equipment	-	9,173	0%	8
	Total plant	2,589,544	6,924,200	37%	
<b>Scholarships</b>					
81000	Scholarships	339,911	644,640	53%	
82000	Waivers	370,386	452,260	82%	30
	Total scholarships	710,297	1,096,900	65%	
	Grand totals	22,620,390	46,372,410	49%	

Notes: Only variances greater than 75%, or less than 40% are noted at this time. Annual expenses paid early caused higher than expected variances in some cost centers.

- 3 These cost will be covered by instructional direction in the spring.
- 3 Expenses for these programs occur primarily in the major semesters, and are currently under budget.
- 1,2,5,11,15,24 These cost centers have relatively small budgets. Spending occurs for supplies and services as needed.
- 6 This budget is reserved for any fee shortfalls.
- 4,7,13 These programs that support instruction and student services, will expend funds as needed during the year.
- 8 Furniture and equipment budgets are typically spent later in the year.
- 9 Benefits in this function are currently under budget due to lower than anticipated benefits costs of grant employees reassigned to this function.
- 10,12,17,22,26 These programs will expend funds later in the year.
- 25 Benefits in these functions are currently under budget and a savings is anticipated for the year.
- 14 An accrual from the prior year is causing lower than anticipated legal expenses at this time.
- 16 An accrual from the prior year is causing lower than anticipated total expenses; expenditures occur quarterly.
- 18,20 Annual contracts will be paid later in the year.
- 19 Funding for the mediation center is fully used to fund full-time salaries for the year. Operations are in fund 13.
- 21 Annual expenses such a bad debt expense will be charged at year-end rather than periodically during the year.
- 23 Web enterprise is a new cost established to track expenses related to the website and it's processes; a new position started in January in this cost center.
- 27 Heating and oil costs for the new student services building have not been incurred to date.
- 28 Recycling costs have been eliminated through efforts with the County government.
- 29 Renovations will occur later in the year.
- 30 Most wavier for the spring term have been applied. This occurs at the time of registration.

## I-3 Report on Board End: Educational and Support Process Management

**Background:** This report addresses the board core end, *Educational and Support Process Management*. HCC aligns its operations with the two Educational Excellence criteria for this category.

Measures were selected by the board in 2003. The administration now presents the dashboard as a vehicle to summarize the information. Green ■ – signals that HCC is operating above the benchmark, yellow ■ – performance is at the benchmark, and red ■ – the operating level is still below the benchmark. Detail pages follow the dashboard. Any updates are indicated in [blue](#).

At its September 27, 2006, meeting, the trustees approved all the current benchmarks for the most recent list of required Maryland Higher Education Commission (MHEC) indicators. If an indicator was dropped or added it is so indicated.

At its November 29, 2006, meeting the trustees requested that the administration supply a short *Talking Points* summary for each core end. This summary is provided at the end of the report.

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

[http://www.howardcc.edu/about\\_hcc/campus\\_profile/board\\_core\\_ends/index.html](http://www.howardcc.edu/about_hcc/campus_profile/board_core_ends/index.html)

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

**Purpose:** Report on the progress of the institution.

**Timeline:** Annual

**Recommendation:**

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

### Category 6 - Educational and Support Process Management





This category examines the college’s management of key learning-centered processes for HCC’s educational programs, offerings, and services that create student, stakeholder, and organizational value. It also examines the related support processes.






Source	Item	Current	Benchmark
<b>External Quality Feedback</b>	<i>How does HCC identify and manage its key learning-centered processes for delivering student and stakeholder value and maximizing student learning and success?</i>	50-65%	45%
	<i>How does HCC manage its key processes that support its learning-centered processes? What is the HCC process for budgetary and financial management and continuity of operations in an emergency?</i>	70-85%	45%
<b>MHEC</b>	<b>Licensure exam passing rate NCLEX RN</b>	94%	93%
	<b>Licensure exam passing rate NCLEX PN</b>	100%	97%
	<b>Emergency Medical Technician (EMT-B) Written</b>	100%	85%
	<b>Emergency Medical Technician (EMT-B) Practical</b>	100%	85%
<b>Internal Measures</b>	<b>Paramedic - Written</b>	60%	TBA
	<b>Paramedic - Practical</b>	20%	TBA
	<b>Cardiovascular Technology (CVT)</b> Not required for employment at this time.	75%	90%
	<b>Geriatric Nursing Assistant (GNA) - Written</b>	98%	TBA
	<b>Geriatric Nursing Assistant (GNA) - Skills</b>	89%	TBA











Also see the listing of current Learning Outcomes Assessment projects.

## External Measures

The college prepared and submitted applications to various Baldrige based quality awards competitions; the results are indicated below.

Maryland State Quality Award		Baldrige	
	Range of total applicant scores		Oct 2005 -HCC's score
	2003- Score interval in which HCC was rated		Score given as an interval, e.g., Total: 376-475
	2006-Score interval (approx. - only given in bands)		

		Scoring Ranges					
		0-9	10-29	30-49	50-69	70-89	90-100
<b>Baldrige Criteria</b> <b>1000 points</b>	<b>Overall Score</b>						
							
							

			0-9	10-29	30-49	50-69	70-89	90-100
<b>6:</b>	<b>Educational and Support Process Management (85 points)</b>	<b>6.1</b> <b>45 points</b>						
								
								
	<b>6.2</b> <b>40 points</b>							
								
								

**Action:** The college receives a detailed feedback report delineating strengths and weaknesses in the category. A team reviews those reports, collects information on the process improvements that occur in the intervening months, and submits a new application. On March 12, 2007, HCC was honored with the Maryland Performance Excellence Award –Silver Level.

**Benchmark:** When the benchmark was originally set, institutions receiving an overall score of 450 and above received at least site visits. Therefore, the administration recommended a Category benchmark aligned with that: **The college will receive a rating for Category #6 of 45 percent on the Maryland Performance Excellence Award by 2007 or Baldrige by 2009.**

Next are two measures **mandated by the Maryland Higher Education Commission (MHEC)**. Note Peer Colleges: College of Southern Maryland, Harford Community College, Frederick Community College.

<i>Percentage of graduates who on their <u>first try</u> passed licensing and certification examinations in each academic field offered for which such tests are conducted and mandatory for employment in the field.</i>							
	<b>FY 2001</b>	<b>FY 2002</b>	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>Benchmark FY 2010</b>
<b>Licensure exams passing rate</b>							
<b>NCLEX RN</b>	79%	90%	98% n=48/49	94% n=49/52	91% n=39/43	<b>94%</b> n=65/69	<b>93%</b>
		<i>Peer AVG:</i>	89%	88%	91%	<b>89%</b>	
		<i>State AVG:</i>	90%	88%	89%	<b>92%</b>	
		<i>Nat'l AVG:</i>	87%	87%	86%	<b>88%</b>	
<b>NCLEX PN</b>	77%	92%	100% n=16/16	100% n=24/24	92% n=22/24	<b>100%</b> n=15/15	<b>97%</b>
		<i>Peer AVG:</i>	100%	100%	100%	<b>100%</b>	
		<i>State AVG:</i>	99%	97%	97%	<b>98%</b>	
		<i>Nat'l AVG:</i>	87%	89%	90%	<b>88%</b>	

<i>Percentage of graduates who on their <u>first try</u> passed licensing and certification examinations in each academic field offered for which such tests are conducted.</i>					
	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>Benchmark FY 2010</b>
<b>Emergency Medical Technician (EMT-B)</b>					
Written	97% n=30/31	95% n=20/21	94% n=16/17	<b>100%</b> n=20/20	<b>85%</b>
Practical	81% n=25/31	76% n=16/21	100% n=17/17	<b>100%</b> n=20/20	<b>85%</b>
	<i>State AVG:</i>	94%	88%	93%	n/a*

\*State data are not available at this time.

## Internal Measures

The college voluntarily tracks additional licensure exam pass rates for paramedic, cardiovascular technology, and certified nursing assistant completers. The benchmarks for some of the measures that follow are still under consideration.

<i>Percentage of graduates who on their <u>first try</u> passed licensure and certification examinations in each academic field offered for which such tests are conducted.</i>					
	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>Benchmark FY 2010</b>
<b>Paramedic</b>					
Written	43% n=3/7	0%* n=0/1	58% n=7/12	<b>60%</b> n=3/5	<b>TBA</b>
Practical	57% n=4/7		16.7% n=2/12	<b>20%</b> n=1/5	<b>TBA</b>
State AVG:	69%	58%	n/a*	n/a*	
Nat'l AVG:		64%	n/a*	n/a*	

\*State and national data are not available at this time.

<i>Percentage of graduates who on their <u>first try</u> passed licensure and certification examinations in each academic field offered for which such tests are conducted.</i>					
	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>Benchmark FY 2010</b>
<b>Cardiovascular Technology (CVT)</b>					
Not required for employment at this time. **	100%	100%	100%	<b>75%</b>	<b>90%</b>
	n=2/2	n=2/2	n=5/5	n=6/8	

\*\* Nationwide, only 35% of graduates take the test.

<i>Percentage of graduates who on their <u>first try</u> passed licensure and certification examinations in each academic field offered for which such tests are conducted.</i>					
	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>Benchmark FY 2010</b>
<b>Geriatric Nursing Assistant (GNA)</b>					
Written	99% n=142/143	99% n=78/79	100% n=34/34	<b>98%</b> n=56/57	<b>TBA</b>
State AVG:	95%	95%	96%	n/a*	
Skills	63% n=11/176	66% n=68/103	61% n=38/62	<b>89%</b> n=51/57	<b>TBA</b>
State AVG:	56%	56%	59%	n/a*	

\*State data are not available at this time

The administration now presents a short overview of the **Learning Outcomes Assessment Projects** for courses and programs during 2006-2007. Shading is provided simply to ease the reading transition from one academic division the next.

Year	Division	Course or Program	Focus of Study	Lead Faculty
1	Arts and Humanities	Digital Media program	Examine students progression through curriculum, benchmark with external 4-yr /other programs	Dave Beaudoin
1	Business and Computers	Business Management Program Review	Examine data on students progression through curriculum, conduct focus groups on current and former students to gain opportunities for improvement	Martha Matlick
1	Business and Computers	Business Administration	Examine students progression through curriculum, benchmark with external 4-yr programs	Judith Kizzie
1	English and World Languages	Information Literacy	Survey writing intensive and composition instructors to determine infusion level of information literacy objectives.	Jude Opkala Tara Hart
1	Health Sciences	Health Care Management and Administration Program	Determine whether enrollment in the new online and campus in-class course options can be increased over time through a marketing strategy	Patrick Finley
1	Mathematics	Calculus Sequence	Benchmarking Calculus curriculum externally	Roger Hartman
1	Science and Technology	Environmental Science BIOL-105	Experiment with new instructional methods/interventions to improve student retention and success	Debby Luquette
1	Science and Technology	Intro to Physical Geology Lab GEOL 117/GEOL 177N	Compare student progress in regular vs. online course	Sharon Lyon
1	Social Sciences	Connects to Critical Thinking Review	Inclusion of human development in critical thinking project.	Susan K. Sweeney

<b>Year</b>	<b>Division</b>	<b>Course or Program</b>	<b>Focus of Study</b>	<b>Lead Faculty</b>
2	Arts and Humanities	Applied Music Program	Development of an instrument to measure student musical and technical performance in applied music classes	Ben Myers
2	Business and Computers	Principles of Internet CMSY 129	Extent to which students are meeting the stated learning objectives of the course	John Lafferty
2	English and World Languages	Fundamentals of Writing ENGL 097	Determine whether student success in writing corresponds to score on national emotional intelligence test	Andrea Dardello
2	Health Sciences	Emergency Medical Services – Paramedic Program	Improving instructional modules to prepare students for certification exams	Angel Burba
2	Mathematics	Pre-Calculus Program	Determine if a math course other than college algebra may be more suitable for non-pre-calculus students; whether early identification and faculty intervention will help improve student success rates for those who need to take college algebra for graduation or transfer	Brian Gray
2	Science and Technology	CHEM 102	Assess student knowledge, compare student performance to a normed group through administration of the American Chemical Society general chemistry examination	Bill Brown
2	Science and Technology	Engineering Program	Determine level of student success; course transfer benchmarks; needed program modifications	Scott Foerster
2	Social Sciences	Social Science Program Review	Assess student critical thinking skills, determine methods of assessment in different disciplines	Jim Bell, Phil Vilardo, John Bouman

<b>Year</b>	<b>Division</b>	<b>Course or Program</b>	<b>Focus of Study</b>	<b>Lead Faculty</b>
3	Arts and Humanities	Music Theory Sequence	Extent to which students acquire skills to succeed in subsequent courses in the program and/or to achieve their professional goals. Prep for certification visit.	Deb Kent
3	Business and Computers	Intro to Business BMGT 100	Comparison of student success across sections on course-wide exam. Change in student perceptions about business as a major, and about themselves, before and after taking the course	Beckie Mihelcic, David Karn
3	English and World Languages	Adv. Oral CM for ESL Students ENGL 085	Improved oral competency skills, study impact of demographic variables on student performance, and success of new curriculum pilot project	Jean Svacina
3+	Health Sciences	Nursing Program	Examination of total new Nursing program sequence effectiveness.	Laura Sessions
3	Mathematics	Integrated Algebra & Geometry 1 MATH 064, Review of Algebra w/Geometry. Applications MATH 067	Determine student success in Modu-Math compared to traditional teacher-led sections	John Esenwa
3	Science and Technology	General Physics 1 PHYS 110	Explore student background in math and science and attitude/expectations toward science, measure student performance	Russ Poch
3	Social Sciences	Child Growth & Dev. EDUC 111	Pre and post skills assessment across all sections	Kate Kenney
3	Social Sciences	Intro to World Geography GEOG 101, Elements of Cultural Geography GEOG 102	Investigate whether student retention of course material can be improved through comparison of two teaching methods	Judy Whelan

**Board Talking Points:**

- HCC supports its faculty as they research ways to improve the instructional process and generate better student learning outcomes.
- HCC students perform very well on board certification exams. HCC nursing student graduates exceed the national average!
- All HCC employees are active in developing measures to monitor their day-to-day work output and strive to deliver efficient great service.
- HCC is recognized as one of Maryland's outstanding organizations.

## I-4 Personnel Summary

**Background:** The following document contains personnel summaries.

**Purpose:** Disclosure to the board

**Timeline:** February 2007

### **Recommendation**

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

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

February 1, 2007 – February 28, 2007

*Section I – Change in Status*

**DIVISION CHAIR APPOINTMENTS (4-YEAR TERM)**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
None							

**RECLASSIFICATIONS**

Old Title	New Title	Department	Old Grade	New Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
None								

**SPECIAL ASSIGNMENTS**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
None							

**CHANGE IN POSITION STATUS**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
None							

**CHANGE IN TITLE ONLY**

Old Title	New Title	Department	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
None							

**PHASED RETIREMENT**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Professor, Business	International Education	N/A	N/A	N/A	N/A	Mihelcic-Chapman, Rebecca	8/04
Professor, Accounting	Business and Computers	N/A	N/A	N/A	N/A	Gardner, Mary	8/05
Professor, Computer Systems	Business and Computers	N/A	N/A	N/A	N/A	Stewart, Sharon	8/06

**SEPARATIONS**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Office Associate II	Teaching & Learning Services	N/A	N/A	N/A	N/A	Kottis, Marie	2/28/07

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

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

**February 1, 2007 – February 28, 2007**

*Section II – Leaves*

**SABBATICAL LEAVE**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
Batra, Anjula	Assistant Professor, Mathematics	8/07/06	6/08/07
Bouman, John	Professor, Economics	1/16/07	6/08/07
Walton, Peggy	Professor, English	1/16/07	6/08/07

**LEAVE WITHOUT PAY**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
Holbrook, Thelma	Supervisor, Print Shop	2/06/07	2/09/07
Maguire, Yeng	Housekeeper	2/22/07	2/28/07

**MILITARY LEAVE**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
None			

**PROFESSIONAL LEAVE**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
None			