



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

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April 25, 2007  
The Rouse Company Foundation Student  
Services Hall – 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**  
**April 25, 2007**  
**The Rouse Company Foundation Student Services Hall**  
**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. Recognition of Howard Community College's All-USA Academic Team**
- C. Sustainability**

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

**A. Approval of April 25, 2007, Agenda**

**B. Approval of:**

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

**C. President's Report**

**D. Board Member Comments**

**E. Consent Items**

- 1. Proposed New Hires
- 2. Landscaping Management Services Contract
- 3. Athletic Fields Management Service Contract
- 4. Athletic Fields Phase IV Change Order
- 5. Painting Services Contract
- 6. Plumbing Services Contract
- 7. HVAC Services Contract
- 8. Carpentry Services Contract
- 9. Technical Support Service Contract
- 10. Howard County Fleet Services
- 11. Housekeeping and Engineering Supplies
- 12. Athletic Trainer Contract
- 13. Project Access Bus Service Contract
- 14. Candidates for Commencement
- 15. Fiscal Year 2007 Faculty Promotions
- 16. Nursing Lab Instructional Supplies
- 17. Fiscal Year 2008 Library Expenditures
- 18. Administrative Software Service Agreement
- 19. Geese Population Control

**F. Discussion Items**

- 1. Issue Bin
- 2. Board Calendar
- 3. Fiscal Year 2008 Capital Budget
- 4. Fiscal Year 2008 Operating Budget
- 5. Re-design Costs for Smith Theatre and McCuan Hall
- 6. STARTALK World Languages Grant

**G. Information Items**

- 1. Agreements Signed by the Board Chair Disclosure

2. Financial Statements
3. Report on Board Core End: Leadership
4. Personnel Summary

**H. Closed Session**

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

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

## **I-B Recognition of Howard Community College's All-USA Academic Team**

**Group being introduced:**

Howard Community College (HCC) students Elizabeth Kurdirka and Katherine Rockstroh, and Vladimir Marinich, director of the Schoenbrodt Honors program and Phi Theta Kappa (PTK) advisor.

**Background:**

The All-USA Academic Team competition is sponsored by *USA TODAY*, Phi Theta Kappa Honor Society, and the American Association of Community Colleges. Students from community colleges across Maryland were nominated to participate in this competition, representing a high level of scholarship and academic achievement. The two students nominated from HCC were Elizabeth Kudirka, president of PTK and Katherine Rockstroh, member of the Schoenbrodt Honors program. The students and their families have also been invited to attend the All-Maryland Academic Awards Banquet on Wednesday, May 2, 2007, at the Turf Valley Country Club.

The group will attend the April 25, 2007, meeting of the board so that the trustees may have the opportunity to acknowledge the students' accomplishments in person.

## **I-C Sustainability**

### **Background:**

#### ***Project Update***

Last December, the college began working with Lorax Partnerships, LLC to begin a sustainability initiative at the college. The first part of the process was to conduct a college-wide survey to assess the knowledge of current practices and to see areas where HCC needs to improve. With the assistance of Planning, Research, and Organizational Development (PROD), over 470 individuals participated; this number includes 166 students and 305 faculty and staff. The college received very good feedback and the general impression is that faculty, staff, and students are all interested in HCC becoming a strong leader in sustainability. It is believed that sustainability matches the core values of the organization.

The next phase was to complete a series of focus groups. Six group meetings were held. The first focus group was with the Student Environmental Club. Four were held with a mixture of faculty and staff members and one was held with the President's team. The sessions were very engaging and provided good insight into HCC. There is a lot of enthusiasm to make HCC a leader in sustainability as a model for students and the community. There is a strong belief that it is going to happen.

After the interview of the board on April 25, Lorax will culminate this initial mission-definition phase with an all day workshop currently scheduled for Thursday, May 31, 2007. At the May workshop, there will be a series of exercises that will map out a long-term strategy for integrating sustainability into the college.

#### ***Implementation Strategy***

HCC already has the experience of creating precedents for implementing similar institution-wide programs such as sustainability. A few examples include ethics, the international program, and writing across the curriculum, all of which have been given priority status and incorporated across disciplines. The administration's suggestion is to take this proven approach with sustainability. The advantages are:

- Sustainability will experience increased visibility
- Governance strategies and infrastructure have already been tried and tested
- It is a hybrid approach with both grassroots advocacy and executive management support

The concept is to put programs in place that address all of the stakeholder constituencies (students, faculty, and staff). Below are some examples of ideas that came out of the focus groups and that could help HCC meet sustainability goals:

#### Governance

- Form a cross-functional team called the “Sustainability Team” (or expand an existing team, such as health and safety)
- Get sustainability into HCC’s mission statement and values and beliefs
- Incorporate sustainability into strategic initiatives
- Sustainability as an area of focus for the upcoming Commission on the Future

#### Curriculum

- Follow same educational model as ethics, writing across the curriculum and international programs with leadership stating a desire to incorporate sustainability into curriculum
  - e.g., Sustainability curriculum advisory board
- Start offering sustainability courses in continuing education now
- General education core courses on emerging issues: sustainability topics
- Teaching and Learning Institute (TLI) website – add sustainability links and content

#### Student Life

- Incorporate sustainability programs as part of all student activity groups, in order to receive funding for activities / organizations
- Work with office of student life to provide education programs to motivate students
- Explore ways to reach students of all ages with sustainability content – young children to lifelong learners
- Use sustainability as a recruitment hook for students

#### Operations

- Add environmental programs to internal and external reporting systems (vital signs)
- Staff and faculty professional development using environmental sustainability as a focus, possibly in partnership with Enviro Center in Jessup, and/or other providers
- Incorporate sustainability into professional development plans (employee evaluation process)
- Campus-wide education program to encourage high recycling compliance
- Look at green building strategies for upcoming renovations and new construction

At the board meeting, Lorax would like to have a dialogue with the board on its views on sustainability at HCC. Specifically, Lorax would like to discuss the following questions with the board:

1. What is the board's vision of a sustainability initiative at Howard Community College?
  - a. Are there any particular program(s) the board would like to see on campus?
  - b. Would the board support including sustainability in the mission statement and values and beliefs?
  - c. Should there be a board liaison for sustainability that interfaces with a cross-functional team?
  - d. Would the board support sustainability across the curriculum (modeled on writing across the curriculum)?
2. If environmentally-preferable purchasing costs more, would the board be willing to support a three percent premium? (Examples: recycled paper goods, hybrid vehicles, green building technologies, organic/locally-sourced food in cafeteria)

## **II-A Approval of April 25, 2007, Agenda**

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

**A. Approval of April 25, 2007, Agenda**

**B. Approval of:**

1. March 28, 2007, Work Session Minutes
2. March 28, 2007, Regular Session Minutes
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**C. President's Report**

**D. Board Member Comments**

**E. Consent Items**

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**G. Information Items**

1. Agreements Signed by the Board Chair Disclosure
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3. Report on Board Core End: Leadership
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## **II-B Approval of Minutes**

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

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

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, March 28, 2007, in the Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. Patrick L. Huddie, chair, brought the work session to order at 6:08 p.m. Other board members present included vice chair T. James Truby, trustees Roger N. Caplan, Roberta E. Dillow, Louis G. Hutt, Jr., Katherine K. Rensin, and Mary B. Tung. Mary Ellen Duncan, secretary-treasurer, was also present.

**A. Introduction of New Employees**

Lynn Coleman, vice president of administration and finance, introduced Jessica Deutch, account clerk/cashier.

**B. Introduction and Meeting with Student Leaders**

To commemorate the grand opening of the new Rouse Company Foundation Student Services Hall, student leaders attended the board meeting to meet with board members. Student leaders introduced themselves and indicated their role in student government.

**C. United Way Contributions from Students**

The student programming board raised \$469.49 for the United Way from events held in October 2006. Students were thanked for their generous donation of time and effort. Sandra Clausen, student program board chair, presented a check to Board Chair Patrick Huddie.

**D. Dragon's Vital Signs / Learning Outcomes Assessment**

Zoe Irvin, executive director of planning, research and organizational development (PROD), gave an overview of the reporting processes for learning outcomes assessment projects and the vital signs. PROD staff were thanked for their assistance and support on learning outcomes projects.

Andrea Dardello, associate professor gave a presentation about her research on using the theory of emotional intelligence theory to teach basic writers. Professor Russ Poch and Sebastian Fonseka, adjunct instructor, gave a presentation on learning outcomes assessment of the study of general physics.

The work session adjourned at 7:35 p.m.

The above constitutes the official minutes of the March 28, 2007, work session of the Howard Community College Board of Trustees as approved on April 25, 2007, and is a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

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

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, March 28, 2007, in the Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. Patrick L. Huddie, chair, brought the regular session to order at 7:43 p.m. Other board members present included vice chair T. James Truby, trustees Roger N. Caplan, Roberta E. Dillow, Louis G. Hutt, Jr., Katherine K. Rensin, and Mary B. Tung. Mary Ellen Duncan, secretary-treasurer, was also present.

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

*A recommendation to approve the March 28, 2007, agenda, was moved by Trustee Caplan, seconded by Trustee Tung, and unanimously approved.*

**B. Approval of Minutes**

*A recommendation to approve the February 28, 2007, work session, regular session, and closed session minutes was moved by Trustee Caplan, seconded by Vice Chair Truby, and unanimously approved.*

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

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

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

Dave Buonora, director of government affairs and resource development, talked about the capital budget request to the state; no additional funds beyond the governor's original recommended amount for capital projects were allocated for community colleges. Chair Huddie suggested the community colleges work together on an integrated study or do an update on the economic impact study. Dr. Duncan suggested having a conversation with Lt. Governor Anthony Brown.

The meeting with the Maryland legislative delegation will be rescheduled.

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

**E. President's Report**

Erin Yun, director of board relations and special projects, reviewed the board take-home packet and asked board members to review the FY08 board meeting calendar since some meetings had to be rescheduled from the regular fourth

Wednesday due to conflicts. Four retirement events are scheduled for Dr. Duncan – a women’s luncheon on April 24, Cinco de Mayo on May 5, trustee dinner on May 20 and Duncanfest on May 24. Dates for incoming president, Kathleen Hetherington’s, installation need to be determined so they don’t conflict with the Turkey/Macedonia trip October 15-30, 2007. The student services building gala is scheduled for December 1, 2007.

#### **F. Board Member Comments**

- Chair Huddie commented that being in the HCC quad was a joyful, emotional experience.
- Vice Chair Truby commented on the spectacular student services hall and thanked staff involved in its completion.
- Trustee Caplan commented on the diversity of student leaders and liked the term “contemporary” instead of traditional students.
- Trustee Rensin said she got “goose bumps” when she came on campus and was privileged to be part of such an astounding institution. She thanked Zoe Irvin and her team for their work on benchmarks.
- Trustee Tung talked about students and staff being excited about the new building. She thanked Zoe Irvin for her work on the vital signs.
- Trustee Dillow echoed earlier comments; she especially enjoyed the fireworks at the student services hall grand opening. She commented on the Maryland Performance Excellence Awards event at which HCC received the silver award.
- Trustee Hutt commented on the spectacular campus; everything looks new and sparkling.

#### **G. Consent Items**

1. Proposed new hires
2. Audit Areas for Review
3. Fiscal Year 2008 Salary Schedules
4. Professor Emeritus Recommendations
5. Naming of Roads
6. Annual College-wide Inventory Delay
7. Commencement Expenses in the amount of \$55,000 for rental of tent, chairs, and other items, was awarded to Party Plus.

8. Natural Gas Delivery Charges in the amount of \$20,000 budget increase for FY07 and \$50,000 estimated budget for FY08 was awarded to BGE.

*A recommendation to approve the consent items was moved by Trustee Dillow, seconded by Vice Chair Truby, and unanimously approved.*

## **H. Discussion Items**

### **1. Issue Bin**

Trustee Tung mentioned that the technology advisory board would be meeting on April 19.

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

### **2. Board Calendar**

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

### **3. Award Criteria and Recipient Recommendations**

The board will award honorary degrees at the May commencement to:

- Joanne and Michael Davis
- Pat and Jill McCuan
- Senator Barbara Mikulski

If Mr. and Mrs. McCuan or Senator Mikulski cannot attend commencement, the degrees will be awarded at a later time.

At one of the college's convocations the Trustees' Award for Outstanding Service to Howard Community College will be awarded to:

- Mary Armiger
- Abby Glassberg
- Barb Van Winkle

The Clark Medal will be awarded to:

- Padraic Kennedy

A more detailed biography will be developed for the volunteer event at which this will be presented.

*A recommendation to approve the revised criteria and the recipients for the honorary degrees, Trustees' Award, and Clark Medal was moved by Trustee Hutt, seconded by Trustee Dillow, and unanimously approved.*

**G. Information Items**

**1. Agreements Signed by the Board Chair Disclosure**

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

**2. Financial Statements**

Lynn Coleman gave an overview.

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

**3. Report on Board End: Educational and Support Process Management**

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

**4. Personnel Summary**

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

**Adjournment**

Chair Huddie read the resolution to go into closed session

The meeting was adjourned at 8:33 p.m.

The above constitutes the official minutes of the March 28, 2007, regular meeting of the Howard Community College Board of Trustees as approved on April 25, 2007, and is a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
CLOSED SESSION MINUTES  
March 28, 2007**

The Board of Trustees of Howard Community College (HCC) met in closed session on Wednesday, March 28, 2007, in the Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. At approximately 8:33 p.m., Patrick L. Huddie, chair, read a resolution to enter into closed session, which was supported unanimously by the board. Other board members present included vice chair T. James Truby, trustees Roger N. Caplan, Roberta E. Dillow, Louis G. Hutt, Jr., Katherine K. Rensin, and Mary B. Tung.

**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 March 28, 2007, at the conclusion of its regular meeting in The Rouse Company Foundation Student Services Hall (RCF 400) to consider the acquisition of real property for a public purpose and matters directly related thereto as permitted under Section 10-508(a)(3) and that such meeting shall continue in closed session until the completion of business.

During the closed session, the board considered the acquisition of real property for a public purpose and matters directly related thereto.

The meeting was adjourned at 9:55 p.m.

The above constitutes the official minutes of the March 28, 2007, closed meeting of the Howard Community College Board of Trustees as approved on April 25, 2007, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

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

### **Commencement Speaker**

I am pleased to inform the board of trustees that Mr. Padraic Kennedy has agreed to be our commencement speaker this year. I am sure that Mr. Kennedy will be an exciting and interesting speaker from whom our students will learn a great deal.

### **News from Development**

#### March Foundation Revenue

\$163,929, from gift and pledge payments received

#### March Campaign Revenue

\$1,559,038, payment pending from pledges

### ***We Reached Our Goal!***

The capital campaign officially ended as of March 2007 with a staggering \$14 million raised, exceeding the original goal of \$12 million set in July 2000. We are thankful for the numerous contributors to the campaign, which helped to raise funds for scholarships, programs, and capital projects. This endeavor was the college's first capital campaign and the goal was quite ambitious, considering that most first campaigns at community colleges begin at the one to two million-dollar level. Kate Hetherington led the capital campaign for the last three years. Dick Talkin and Jim Moxley served as co-chairs of the capital campaign for the entire period of the campaign and provided outstanding leadership. Many thanks for the support from the development office, the Howard Community College Educational Foundation, Inc., the capital campaign committee, faculty, staff, alums, and students for their support in helping to raise funds throughout the campaign.

### **Picture Perfect**

HCC chief historian, Vladimir Marinich, and Barbara Liveriatos, assistant director of Planning, Research, and Organizational Development, have put together a wonderful picture book to celebrate the opening of The Rouse Company Foundation Student Services Hall. It depicts the growth of the campus from its inception through the completion of the new quadrangle and it is definitely something not to be missed.

Pictures from the book have been enlarged and are placed around the new building. Please stop by and take a look! You won't believe the lines that used to form for registration! If you would like to see a copy of the book, please go to The Rouse Company Foundation Student Services Hall Welcome Center.

## **Making An Entrance**

HCC student, Sara Michener, designed the new website for Making an Entrance, part of the Columbia Festival of the Arts. To check it out please visit: <http://www.makinganentrance.org/MAE.swf> I asked Sara to give me some background on how she became involved in this project and her perspective on her time at HCC. This is what she wrote:

*I came to the project as a volunteer two years ago through Rebecca Bafford, who was then director of the Columbia Arts Center. Becky began teaching at HCC this year as well as being gallery director. The Making An Entrance project had been her idea, but she did not have the time to resume it a second year so the project became purely a Columbia Festival of The Arts project for the 2007 season (it had been a joint project for 2006 between the Center and the Festival).*

*I have been at HCC for twelve years. I started when I was sixteen and will be twenty eight on Wednesday. (HAPPY BIRTHDAY SARA!) After homeschooling, attending Chapelgate Christian Academy, and attending public high schools in Howard County, my mother gave me permission to drop out of school, get my GED, and do my own thing. Many of my interests are self-taught, and what is not came from HCC.*

*I never took art classes prior to attending HCC and took my first with Peter Collier, who is wonderful. My technical skills have been honed by Dave Beaudoin, as I will have taken three classes with him at the end of this semester*

*My major is English officially, and that vein allows me to flex my love of writing and literature. This will be my third year as a contributor to The Muse and I won 1st place in the African American History Month essay contest that the history and sociology departments held in February. I will be transferring to MICA in the fall since web and print design is the most practical of my interests, but I will be doing so prior to getting my AA as I've been avoiding the math requirement and MICA is very understanding and modern about such things :)*

*I live above a coffee shop on Main Street, Ellicott City, and I provide freelance work for the local businesses in the form of websites and print projects such as promotional postcards and brochures. It is my sole source of income besides school loans. Just as I dropped out of high school, I also prefer to be self-employed, so I am always looking for new work.*

*I also have a 165-pound Harlequin Great Dane by the name of Gunter, who is one of the most important people in my life.*

Sara, thanks so much for sharing your HCC experience with us! Good luck at MICA! Congratulations on a wonderful website for Making An Entrance!

### **Student Employee of the Year**

Darrell Johnson, a work-study math tutor who works in the Learning Assistance Center, has been selected the 2006-2007 HCC Student Employee of the Year. He has also been selected the Student Employee of the Year for the State of Maryland. The Northeast Association of Student Employment Administrators (NEASEA) conducts the selection process. Darrell will receive a certificate and a \$50.00 Barnes & Noble gift certificate. Darrell's nomination has now been forwarded to regional level competition. The Northeast Region consists of 10 States, the District of Columbia, and Puerto Rico.

### **Completion of the conversion to daily time tracking**

Kudos to the payroll, human resources, and IT staff who recently converted our semi-monthly payroll process to daily time tracking. While this was a seamless transition completed for the March 31, 2007, payroll, much planning and hard work went into making this happen. This change is a significant one that was necessary because Datatel is no longer supporting the process the college was using.

This conversion also leads the way for HCC to move to web time entry, an FY08 initiative that will eliminate the use of paper time sheets for temporary staff. Thanks to Debbie Gubisch, Penny Fowler, Karen Surette, Portia Logan, Melissa Cahill, Michelle Lewis, Harsha Desai, and Tabitha Henry for making this happen.

### **EMS Program Awarded Continuing Accreditation**

The Commission on Accreditation of Allied Health Education Programs (CAAHEP) has awarded HCC's EMS paramedic program continuing accreditation. The next evaluation of the program will occur in 2009. Congratulations to Angel Burba and her staff for all their hard work.

### **Capital Update**

#### Horowitz Visual and Performing Arts Center

The punchlist items continue to be finalized and will be completed by the end of May. The remaining damaged furniture was repaired and installed at the end of March. The Wenger risers and steps in the Black Box Theatre were also replaced. All furniture installation for the HVPA center is now complete and items are recorded in the college's inventory system. 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 are being completed and the college expects to have the artwork in place by the end of the fiscal year. The in-kind donation of paintings from the Horowitz family will complete the ambiance for the new building. The project will be closed-out following completion of the remaining punchlists and the art cases.

### Athletic Fields Renovations

Even though the phase IV athletic field renovation was approved by the Board of Public Works (BPW) in February, the college was waiting for final approval from the county on the site development plan (SDP) before work could commence.

The athletic fields' modifications for phase IV include:

1. ADA paths to and around the fields
2. Ambulance access to the fields
3. Handicapped parking adjacent to the fields
4. Correcting any remaining drainage issues
5. Expansion and construction of storm water management pond

The county's planning and zoning office just confirmed that it will not sign-off on the SDP until the record plat is recorded. The recordation process typically takes three to four weeks. Once the plat is delivered to the county, the college will call to see if we can expedite the process. Following plat recordation, the only remaining item is the grading permit application, which is ready to go following the plat and SDP approval. Upon receipt of the grading permit, this phase of construction will begin.

During a site visit by the contractors in March, it was discovered that the removal of specimen trees in the stockpile area had not been included in the contract drawings. Since the contractor's bid was based on the contract drawings provided by the engineers, a change order is required to remove trees, excavate stumps and clear surrounding brush. The change order request is being submitted as a consent item for board approval at the April meeting. Even with this change order, Hudak Construction remains the low bid.

### The Rouse Company Foundation Student Services Hall

Punchlists are being developed for the building construction, furniture and equipment, and IT/AV. Vendor walk-throughs begin the week of April 16 and required modifications will be addressed accordingly.

The grand opening on March 26 was a huge success including the surprise fireworks display commemorating the completion of the new hall. Festivities included a weeklong celebration called Dragonfest, details of which can be found on the college's web site at [www.howardcc.edu/dragonfest](http://www.howardcc.edu/dragonfest).

The final component of the building is the long-anticipated "Dragon Walk." This mosaic of the college's mascot, the dragon, is being artfully created in the quad using pavers. Each paver must be hand-cut and individually placed. The completion of the dragon symbolizes the changing face of the college and helps make the campus a productive and inviting place to learn, study, work, and visit.

The final design is being delivered by the architects to the college in mid-April, and the contractor will obtain subcontractor bids and finalize the actual costs within the approved budget. A rendering of the mosaic follows this item for your review.

Installation is expected to begin in June with completion by the start of the fall semester.

#### McCuan Hall and Smith Theatre Renovations

Even though the college received strong subcontractor interest for bidding and competitive pricing, the project's guaranteed maximum price (GMP) resulted in a \$2 million budget overage. As a result, the college's administration felt it could not justify the additional costs associated with the current design. Therefore, the college has requested that the architects and construction manager redesign the project.

This redesign is expected to be complete by the end of May. The GMP will be developed and completed by the end of June in order to make the July deadline to the Maryland Department of General Services (DGS) for submission to BPW.

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

The college continues to work closely with all firms to resolve issues and move the project forward.

#### Clark Library Building Renovations

The architectural award for this project was approved by BPW and the kick-off meeting with Murphy & Dittenhafer was held in February. Even though the construction funds requested for this project were not included in the Governor's or County Executive's capital budgets, the college is moving forward with the RFP for construction management at risk (CM at risk) services.

The bid process has just commenced with the technical proposal closing date of May 4. Interviews are planned for mid-May with the price proposal submission by the end of May. The timing for hiring the CM at risk firm is critical in order to get the CM on board at the preconstruction phase of the design and assist with the development of the design documents being prepared by the architects.

With construction funds being delayed, the project schedule is being revised and will include a slightly longer design period. This holdup will have minimal impact on the overall project schedule, delaying completion approximately six months. The college looks forward to bringing the CM on board and continues to work closely with the architects on all phases of the project.

#### Campus-wide Systemic Renovation Projects

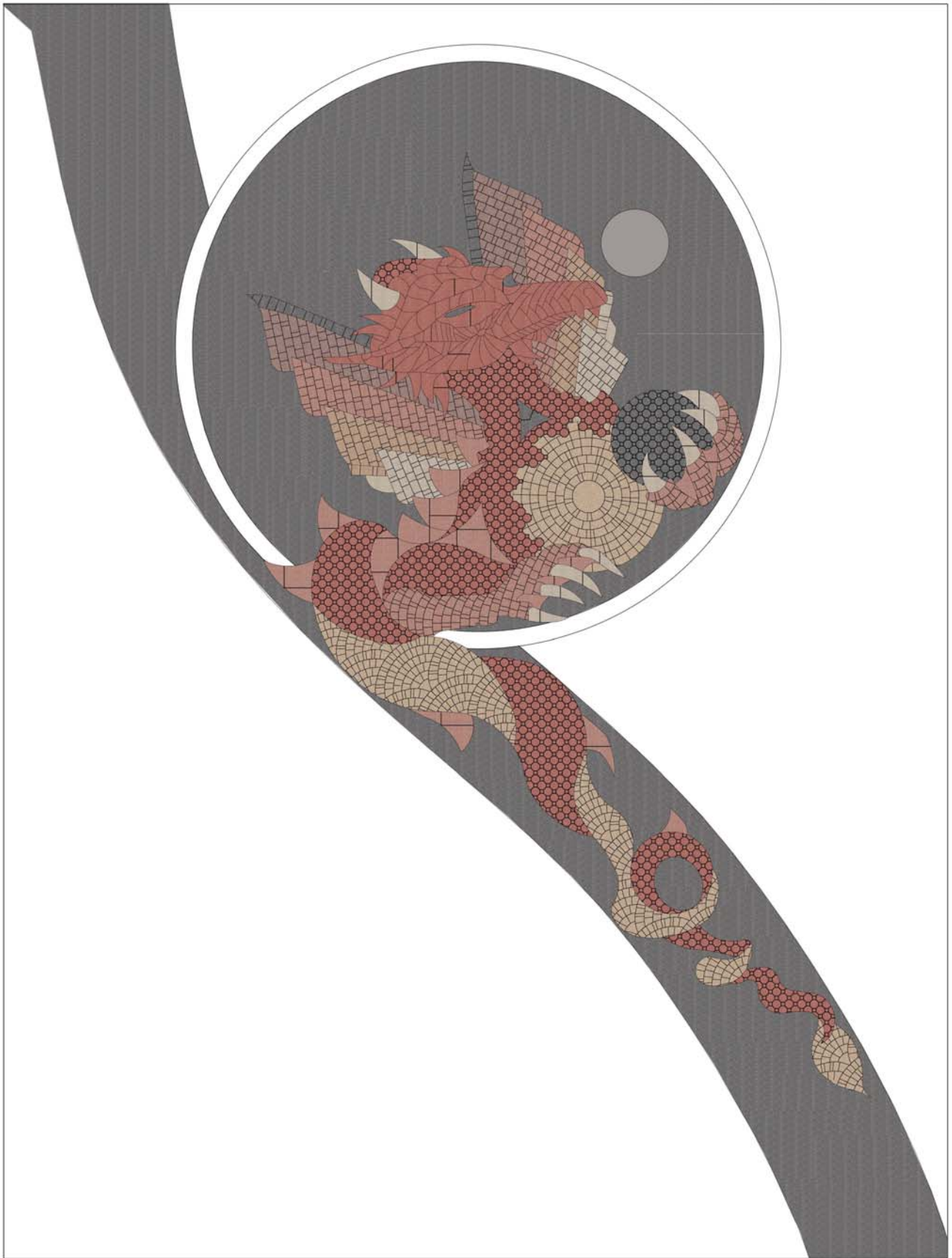
The college continues to prioritize and schedule the immediate renovation needs as identified in the facilities condition assessment. The systemic renovation projects in progress or recently completed include:

- 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 at the Columbia campus
- 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.



CHARCOAL



BROWN



RED 15



QUARRY RED



TAN



NATURAL

## **II-D Board Member Comments**

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

## F-1 Issue Bin

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

| <b>Board Liaisons to Ongoing Projects</b>         |  |
|---|--|
| 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 |
| Technology Advisory Board                         | 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.

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

**Recommendation:**

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

## F-2 Board Calendar

| Date                                    | Event  | Tentative Agenda Items  | Trustees to Attend |
|---|--|---|--------------------|
| April 28, 2007<br>Saturday<br>7-9:30 pm | Vino Scholastico<br>Wine Tasting<br>Event<br><i>RCF-400</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 2, 2007<br>Wednesday<br>6 pm        | Induction<br>Ceremony and<br>Banquet<br><i>Kittleman Room</i>                      | <ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Alpha Beta Gamma Business Honor Society</li> </ul>   | <b>NEW!</b>        |
| May 4, 2007<br>Friday<br>6:30 - 9 pm    | Student Awards<br>Banquet<br><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<br>Saturday<br>6 pm         | Cinco de Mayo -<br>Fiesta Dinner<br><br><i>RCF-400</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<br>Wednesday<br>12 noon     | Audit and<br>Finance<br>Committee<br><br><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<br>Wednesday<br>5-7 pm     | The Business<br>Women's<br>Network<br><br><i>RCF-400</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<br>Friday<br>12 noon       | Nursing<br>Recognition<br>Ceremony<br><br><i>HCC Grand Prix Field Tent</i>         | <ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>  |                    |
| May 18, 2007<br>Friday<br>2:30 pm       | Reception for<br>Platform Party<br><br><i>RCF-400</i>                              | <ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>  |                    |

| Date  | Event   | Tentative Agenda Items  | Trustees to Attend  |
|---|---|---|---------------------|
| May 18, 2007<br>Friday<br>4 pm                                  | Commencement<br><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</i><br><i>Sunday</i><br><i>6 pm</i>                   | <i>Board Dinner</i><br><br><i>Belmont</i>   | <ul style="list-style-type: none"> <li><i>Trustees and Dr. Duncan share memories of the past 9 years</i></li> </ul>   |                     |
| May 23, 2007<br>Wednesday<br>6 pm                               | Work Session<br>-----<br>Regular Meeting<br>-----<br>Closed Session<br><i>RCF-400</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<br>Thursday<br><i>10 am</i>                        | Convocation<br><br><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<br>Thursday<br>12 noon                             | Annual Retiree and New Employee Recognition Lunch<br><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<br>Thursday<br><i>1:30 pm</i>                      | Employee Appreciation Activity<br><br><i>Quad</i>                                     | <ul style="list-style-type: none"> <li>Trustees Invited</li> <li>Annual activity to thank employees for core &amp; strategic work efforts and volunteerism</li> <li>Internal College Celebration with Dr. Duncan</li> </ul>   |                     |
| <i>May 31, 2007</i><br><i>Thursday</i><br><i>8:30 am – 5 pm</i> | Sustainability Discussion<br><i>RCF-400</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<br>Tuesday<br><i>Time - TBD</i>                    | Board Retreat<br><br><i>TBD</i>   | <ul style="list-style-type: none"> <li>Agenda – Cohort Tracking</li> </ul>  |                     |
| <i>September 14, 2007</i>                                       | Major Donor   | <ul style="list-style-type: none"> <li><i>Hosted by the Greenebaum</i></li> </ul>   |                     |

| Date  | Event  | Tentative Agenda Items  | Trustees to Attend |
|---|--|---|--------------------|
| Friday<br>Time - TBD                                | Party<br><i>Maple Lawn<br/>Community<br/>Center</i>          | Family  |                    |
| September 23, 2007<br>Sunday                        | 20 <sup>th</sup> Annual<br>Columbia<br>Classic Grand<br>Prix | <ul style="list-style-type: none"> <li>Annual equestrian show jumping event to raise funds for student scholarships.</li> </ul>   |                    |
| September 26-29,<br>2007<br>Wednesday –<br>Saturday | ACCT Annual<br>Congress<br><br><i>San Diego, CA</i>          | <ul style="list-style-type: none"> <li>Trustees invited to attend</li> <li>Annual Association of Community College Trustees conference</li> <li>“Securing Future Economic Prosperity – The Role of Community College Trustees”</li> </ul> | NEW!               |
| November 5, 2007<br>Monday<br>TBD                   | Installation of<br>New HCC<br>President<br>TBD               | <ul style="list-style-type: none"> <li>Trustees Invited</li> </ul>  | NEW!               |
| December 1, 2007<br>Saturday<br>Time - TBD          | President’s Gala<br><br><i>Place - TBD</i>                   | <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 information change from original posting.

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

## **F-3 Fiscal Year 2008 Capital Budget**

**Background:** This past fall, the board of trustees approved the FY08 proposed capital budget that was forwarded to the County Executive. The County Executive released his FY08 capital budget at the end of March. The Governor previously proposed the state's share of the FY08 budget in January and submitted the college's request to the legislature. The state's share of the capital budget has been passed.

After it was learned that the college would not be receiving additional funding on its capital projects from the state, the college requested that the County Executive amend some of its earlier requests to incorporate funding for additional science labs and the radiological technology program. The following spreadsheet shows the original projects submitted to the county and state for funding along with changes made and the current proposed County Executive's budget.

**Purpose:** To approve the County Executive's proposed FY08 capital budget.

**Timeline:** FY08 (July 1, 2007 – June 30, 2008)

**Specifications:** Details noted in the FY08 capital budget and the following sheet

**Recommendation:**

The administration requests that the board of trustees approve the FY08 budget.

**Amount:** \$12,706,000

**Source of funds:** FY08 capital budget

**Compliance:** This request is in support of board policies, Governance Process: Board's role; Presidential Boundaries: Fiscal Condition and Presidential Boundaries: Budgeting/Forecasting.

**Summary of Capital Budget Requests**

| Project Description                                   | Project No.                               | Original County Request | Original State Request | Original College Bonds | Total             |  | Revised County Request    |  | Final County FY08 Funding | Final State FY08 Funding | Final College FY08 Funding |   |
|---|---|-------------------------|------------------------|------------------------|-------------------|--|---------------------------|--|---------------------------|--------------------------|----------------------------|---|
| Belmont Conference Center                             | M-0537                                    | 2,605,000               | 2,605,000              |                        | 5,210,000         |  | 2,100,000                 |  | 2,200,000                 |                          | 2,200,000                  | To cover Debt on the project  |
| Belmont Conference Center - Carriage House Money FY07 | <b>N3961</b><br><i>(in Parks and Rec)</i> | 2,000,000               |                        |                        | 2,000,000         |  | <i>already included</i>   |  | 2,820,000                 |                          |                            | For Carriage House/Barn renovations   |
|   |   |                         |                        |                        |                   |  | <b>Total Belmont</b>      |  | <b>5,020,000</b>          |                          | <b>2,200,000</b>           | Total for Belmont all in college projects moved from Parks and Rec  |
| Smith Admin Renovation                                | M-0534                                    | 2,790,000               | 790,000                |                        | 3,580,000         |  | 790,000                   |  | 1,290,000                 | 790,000                  |                            | State funded. The college agreed to reduce scope of the project on county funds   |
| Clark Library Renovations                             | M-0533                                    | 7,110,000               | 7,110,000              |                        | 14,220,000        |  | 7,110,000                 |  | 0                         |                          |                            | Did not receive state funding   |
| Allied Heath Building                                 | M-0532                                    | 1,607,000               | 1,607,000              |                        | 3,214,000         |  | defer                     |  | 0                         |                          |                            | Did not receive state funding   |
| Parking Garage  | M-0526<br>M-0529                          | 6,130,000               |                        | 6,130,000              | 12,260,000        |  | defer                     |  | 0                         |                          |                            | The college asked to defer the project  |
| Athletic Fields                                       | M-0512                                    | <b>750,000</b>          | 350,000                |                        | 1,100,000         |  | 400,000                   |  | 400,000                   |                          |                            | State match was in prior year   |
| Children's Learning Center                            | M-0538                                    | 32,000                  | 32,000                 |                        | 64,000            |  | 32,000                    |  | 792,000                   |                          | 32,000                     | County will fund entire project now   |
| <b>Systemic</b>                                       |   |                         |                        |                        |                   |  |                           |  |                           |                          |                            |   |
| Safety and Compliance                                 | M-0540                                    | 1,082,000               |                        |                        | 1,082,000         |  | 1,082,000                 |  | 2,182,000                 |                          |                            | When state funds for Allied Health did not come thru college requested additional funds. County agreed to fund science labs in basement of ST and RAD tech labs |
| Telecommunications                                    | M-0541                                    | 300,000                 |                        |                        | 300,000           |  | 300,000                   |  | -                         |                          |                            |   |
| Campus Roadways                                       | M-0542                                    | 520,000                 |                        |                        | 520,000           |  | 520,000                   |  | -                         |                          |                            |   |
| <b>Total</b>  |   | <b>24,926,000</b>       | <b>12,494,000</b>      | <b>6,130,000</b>       | <b>43,550,000</b> |  | <b>12,334,000</b>         |  | <b>9,684,000</b>          | <b>790,000</b>           | <b>2,232,000</b>           |   |
|   |   |                         |                        |                        |                   |  | <b>Grand Total Budget</b> |  | <b>12,706,000</b>         |                          |                            |   |

## **F-4 Fiscal Year 2008 Operating Budget**

**Background:** In January, the board approved operating budget was submitted to the County Executive for approval and funding of the county share. The County Executive is presenting his budget to the County Council on April 16 and proposed that the college receive a 16 percent increase in FY08. This amount represents an increase of \$3,265,415. The college had requested an increase of 18.5 percent for FY08 in the unrestricted budget.

This change represents a reduction of \$500,000 in the unrestricted budget request.

The administration is proposing that the merit be adjusted from a 9 percent increase to 6.85. A one percent merit equals \$241,245. In addition, some small corrections are also needed totaling \$16,476 in fund 10 for a total reduction of \$516,476. Currently, the college is finalizing the health benefits for next year and has asked to have a meeting with the county on this subject. Although the administration does not anticipate any changes to the budget at this time on health benefits, it will keep the board informed on this issue.

The final budget will then be submitted to the county council for review and approval.

In addition to the above changes, the board is also being asked to approve the tuition rates for FY08 as follows:

| <b>Description</b> | <b>Current Tuition Rate Per Credit Hour</b> | <b>Proposed Tuition Rate Per Credit Hour</b> | <b>Increase Per Credit Hour</b> |
|--------------------|---|--|---------------------------------|
| In-county rate     | \$110.00                                    | \$114.00                                     | \$4.00                          |
| Out-of-County rate | \$193.00                                    | \$197.00                                     | \$4.00                          |
| Out-of-State rate  | \$238.00                                    | \$242.00                                     | \$4.00                          |

The college has a public hearing on Thursday, April 26 and a work session with the county council will follow on Friday, May 11. The county council approves the final county budget on Wednesday, May 23. The County Council may reduce the budget request submitted by the County Executive, but it may not increase it.

**Purpose:** To obtain board approval for the FY08 operating budget

**Timeline:** FY08 (July 1, 2007 – June 30, 2008)

**Specifications:** See the following sheets for the unrestricted and the restricted budgets

**Recommendation**

The administration requests that the board of trustees approve the FY08 budget and tuition rates as noted below:

**Amount:** \$ 75,830,601 for the unrestricted budget and  
\$ 14,829,441 for the restricted budget

| <b>Description</b> | <b>Proposed Tuition Rate Per Credit Hour</b> |
|--------------------|--|
| In-county rate     | \$114.00                                     |
|                    |  |
| Out-of-County rate | \$197.00                                     |
|                    |  |
| Out-of-State rate  | \$242.00                                     |

**Source of funds:** FY08 unrestricted budget and restricted budget

**Compliance:** This request is in support of board policies, Governance Process; Board's role: Presidential Boundaries; Fiscal Condition and Presidential Boundaries Budgeting/Forecasting

**HOWARD COMMUNITY COLLEGE  
RESTRICTED BUDGET\*\*  
FISCAL YEAR 2008**

|                                    | Audited*<br>FY06   | Approved<br>Budget<br>FY07 | Requested<br>Budget<br>FY08 |
|------------------------------------|--------------------|----------------------------|-----------------------------|
| <b>SOURCE OF FUNDS</b>             |                    |                            |                             |
| Tuition and Fees                   |                    |                            |                             |
| Summer                             | \$0                | \$0                        | \$0                         |
| Fall                               | 0                  | 0                          | 0                           |
| Intersession                       | 0                  | 0                          | 0                           |
| Spring                             | 0                  | 0                          | 0                           |
| Credit Free                        | 0                  | 0                          | 0                           |
| Fees                               | 0                  | 0                          | 0                           |
| <b>SUBTOTAL - Tuition and Fees</b> | <b>\$0</b>         | <b>\$0</b>                 | <b>\$0</b>                  |
| Governmental                       |                    |                            |                             |
| Local (Howard County)              | \$269,447          | \$0                        | \$0                         |
| State of Maryland                  | 1,401,156          | 2,709,500                  | 3,756,982                   |
| Federal                            | 3,378,317          | 5,681,600                  | 8,051,128                   |
| Other                              | 892,679            | 2,489,590                  | 3,021,331                   |
| Unrestricted Appropriation         | 0                  | 0                          | 0                           |
| <b>SUBTOTAL</b>                    | <b>\$5,941,599</b> | <b>\$10,880,690</b>        | <b>\$14,829,441</b>         |
| <b>TOTAL</b>                       | <b>\$5,941,599</b> | <b>\$10,880,690</b>        | <b>\$14,829,441</b>         |

**USE OF FUNDS**

|                       |                    |                     |                     |
|-----------------------|--------------------|---------------------|---------------------|
| Instruction           | \$1,843,097        | \$4,278,620         | \$7,625,627         |
| Public Service        | 233,433            | 65,690              | 50,000              |
| Academic Support      | 94,458             | 86,999              | 151,000             |
| Student Services      | 376,272            | 1,035,851           | 1,045,550           |
| Plant                 | 48,138             | 105,000             | 105,000             |
| Institutional Support | 53,697             | 913,245             | 733,549             |
| Scholarships/Waivers  | 3,169,043          | 4,395,285           | 5,118,715           |
| <b>TOTAL</b>          | <b>\$5,918,138</b> | <b>\$10,880,690</b> | <b>\$14,829,441</b> |

\* Audited with GASB adjustments added back for budget comparison.

\*\* Includes all grant funds.

**HOWARD COMMUNITY COLLEGE  
UNRESTRICTED AND AUXILIARY FUNDS  
FISCAL YEAR 2008**

|                                     | OPERATING            |                       | CONTINUING EDUCATION |                       | SPECIAL              |                       | TOTAL                |                       |
|-------------------------------------|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|
|                                     | Approved Budget FY07 | Requested Budget FY08 | Approved Budget FY07 | Requested Budget FY08 | Approved Budget FY07 | Requested Budget FY08 | Approved Budget FY07 | Requested Budget FY08 |
| <b>SOURCE OF FUNDS</b>              |                      |                       |                      |                       |                      |                       |                      |                       |
| Tuition and Fees                    |                      |                       |                      |                       |                      |                       |                      |                       |
| Summer                              | \$1,208,200          | \$1,304,583           | \$51,700             | \$56,481              | \$195,000            | \$200,000             | \$1,454,900          | \$1,561,064           |
| Fall                                | 6,731,100            | 7,274,968             | 162,500              | 173,208               | 650,000              | 850,000               | 7,543,600            | 8,298,176             |
| Intersession                        | 326,300              | 353,005               | 48,500               | 48,950                | 20,000               | 30,000                | 394,800              | 431,955               |
| Spring                              | 5,933,100            | 6,415,478             | 90,400               | 97,900                | 615,900              | 816,000               | 6,639,400            | 7,329,378             |
| Credit Free Fees                    | 2,285,400            | 2,362,527             | 2,529,100            | 3,087,278             | 645,100              | 646,462               | 3,174,200            | 3,733,740             |
| <b>SUBTOTAL - Tuition and Fees</b>  | <b>\$16,484,100</b>  | <b>\$17,710,561</b>   | <b>\$3,692,900</b>   | <b>\$4,583,355</b>    | <b>\$2,416,700</b>   | <b>\$2,853,307</b>    | <b>\$22,593,700</b>  | <b>\$25,147,223</b>   |
| Governmental                        |                      |                       |                      |                       |                      |                       |                      |                       |
| Local (Howard County)               | \$20,369,595         | \$23,635,010          | \$0                  | \$0                   |                      |                       | \$20,369,595         | \$23,635,010          |
| State of Maryland                   | 8,044,735            | 9,643,517             | 1,487,229            | 1,763,587             | 108,834              | 210,842               | 9,640,798            | 11,617,946            |
| Federal                             | 0                    | 0                     |                      |                       |                      |                       | 0                    | 0                     |
| Other                               | 618,404              | 700,000               | 363,974              | 452,488               | 4,100,800            | 5,445,559             | 5,083,178            | 6,598,047             |
| Continuing Education Contribution   | 360,203              | 463,475               | (360,203)            | (463,475)             |                      |                       | 0                    | 0                     |
| Unrestricted Appropriation*         | 495,373              | 495,373               | 400,000              | 400,000               | 682,366              | 1,105,856 *           | 1,577,739            | 2,001,229             |
| <b>SUBTOTAL</b>                     | <b>\$29,888,310</b>  | <b>\$34,937,375</b>   | <b>\$1,891,000</b>   | <b>\$2,152,600</b>    | <b>\$4,892,000</b>   | <b>\$6,762,257</b>    | <b>\$36,671,310</b>  | <b>\$43,852,232</b>   |
| <b>AUXILIARY REVENUE</b>            | <b>\$0</b>           | <b>\$0</b>            | <b>\$0</b>           | <b>\$0</b>            | <b>\$6,651,500</b>   | <b>\$6,831,146</b>    | <b>6,651,500</b>     | <b>6,831,146</b>      |
| <b>TOTAL</b>                        | <b>\$46,372,410</b>  | <b>\$52,647,936</b>   | <b>\$5,583,900</b>   | <b>\$6,735,955</b>    | <b>\$13,960,200</b>  | <b>\$16,446,710</b>   | <b>\$65,916,510</b>  | <b>\$75,830,601</b>   |
| <b>USE OF FUNDS</b>                 |                      |                       |                      |                       |                      |                       |                      |                       |
| Instruction                         | \$21,002,500         | \$24,058,507          | \$5,318,100          | \$6,214,618           | \$4,308,400          | \$5,064,971           | \$30,629,000         | \$35,338,096          |
| Public Service                      | 342,410              | 374,215               | 0                    | 0                     | 52,800               | 71,055                | 395,210              | 445,270               |
| Academic Support                    | 3,237,200            | 3,524,121             | 0                    | 0                     | 618,100              | 841,624               | 3,855,300            | 4,365,745             |
| Student Services                    | 4,687,100            | 5,337,353             | 0                    | 0                     | 737,500              | 899,573               | 5,424,600            | 6,236,926             |
| Plant                               | 6,924,200            | 8,073,147             | 0                    | 0                     | 249,200              | 331,685               | 7,173,400            | 8,404,832             |
| Institutional Support               | 9,082,100            | 10,154,413            | 0                    | 0                     | 608,400              | 1,091,188             | 9,690,500            | 11,245,601            |
| Scholarships/Waivers                | 1,096,900            | 1,126,180             | 265,800              | 521,337               | 150,000              | 250,000               | 1,512,700            | 1,897,517             |
| <b>SUBTOTAL</b>                     | <b>\$46,372,410</b>  | <b>\$52,647,936</b>   | <b>\$5,583,900</b>   | <b>\$6,735,955</b>    | <b>\$6,724,400</b>   | <b>\$8,550,096</b>    | <b>\$58,680,710</b>  | <b>\$67,933,987</b>   |
| <b>AUXILIARY EXPENSES</b>           | <b>\$0</b>           | <b>\$0</b>            | <b>\$0</b>           | <b>\$0</b>            | <b>\$7,235,800</b>   | <b>\$7,896,614</b>    | <b>7,235,800</b>     | <b>7,896,614</b>      |
| <b>TOTAL</b>                        | <b>\$46,372,410</b>  | <b>\$52,647,936</b>   | <b>\$5,583,900</b>   | <b>\$6,735,955</b>    | <b>\$13,960,200</b>  | <b>\$16,446,710</b>   | <b>\$65,916,510</b>  | <b>\$75,830,601</b>   |
| <b>NET INCREASE IN FUND BALANCE</b> | <b>\$0</b>           | <b>\$0</b>            | <b>\$0</b>           | <b>\$0</b>            | <b>\$0</b>           | <b>\$0</b>            | <b>\$0</b>           | <b>\$0</b>            |

\* This includes an unrestricted surplus needed to support the auxiliary fund of \$1,065,468 and \$40,388 for Laurel College Center for a total of \$1,105,856. Operating requires \$495,373 from the continuing education fund balance.

## F-5 Re-design Costs on Smith Theatre and McCuan Hall

**Background:** The college began working with Murphy Dittenhafer (M&D) in FY06 to redesign the Smith Theatre and A-building (McCuan Hall) spaces. Riparius was also hired as the construction-manager-at-risk on the project. With the opening of the Horowitz Visual and Performing Arts Center (HVPA), the instructional classes that were occurring in the basement and first floor of the A-building (McCuan Hall) moved to the HVPA and the A building (McCuan Hall) was slated to be renovated. The renovations included moving the TV studio to the basement of McCuan Hall and moving the development office from the second floor to the first. The north wing of the second floor of McCuan Hall space was scheduled to be re-designed, which included the public relations and planning, research and organizational development offices. Other spaces on the south wing of the floor (boardroom, president's office, vice presidents' offices) will remain basically the same. The Smith Theatre was also scheduled to be overhauled as part of the renovation.

When the initial design was finalized, it was determined that the project was over budget. The overage was \$2,000,000. M&D along with Riparius were told that the college would ask the county to cover the overage (as the state will not participate in overages) but that they should look to value engineer the project and determine add alternates that could come out of the project in the event that the county did not cover the difference.

When the administration had its initial meeting with the county on the capital budget, the county requested that the administration consider delaying or re-designing the project to stay within the original budget. The college agreed to reduce the project to stay within budget and has had subsequent discussions with both Riparius and M&D on various options.

M&D has discussed various options with its design consultants, and has decided on a complete re-design of the Smith Theatre. Originally, the revolving drum with seating was to come out and the seating re-arranged. However, the seating and drum will stay as is. Catwalks, which were also requested, will not occur. The main work on the theatre will be redesigning the HVAC system for the current configuration. The originally designed administration renovations were primarily drywall work and this part of the project will stay the same.

The additional architectural costs and specialty consultations services associated with the redesign total \$119,500. The breakdown of services outlined below includes design, construction document revisions, subcontractor bidding and negotiations:

| <b>Service</b>         | <b>Firm</b>          | <b>Hours</b>    | <b>Cost</b>      |
|------------------------|----------------------|-----------------|------------------|
| Architectural          | Murphy & Dittenhafer | 586 hours       | \$ 56,000        |
| M/E/P Engineering      | Leach Wallace        | 452 hours       | 35,000           |
| Structural Engineering | ReStl Engineers      | 110 hours (est) | 8,000            |
| Theatre Specialty      | Fisher Dachs         | 60 hours (est)  | 4,500            |
| AV & Acoustics         | Acoustic Dimensions  | 150 hours (est) | 11,000           |
| Subtotal               |                      |                 | 114,500          |
| Reimbursable Allowance |                      |                 | 5,000            |
| <b>Total Fee</b>       |                      |                 | <b>\$119,500</b> |

In reviewing the additional fees associated with the redesign, the college consulted with the state as well as other community colleges to determine the viability of the proposed fee as it is 16 percent of the original contract amount. It was determined that the fee was reasonable based on the significant scope modifications to the project.

**Purpose:** To obtain approval from the board for the re-design costs for the Smith Theatre, TV studio, and administration spaces

**Location:** Smith Theatre and Admin (McCuan Hall) spaces

**Timeline:** The administration anticipates the re-design to be completed by mid-June with the Guaranteed Maximum Price (GMP) from Riparius in mid-July and construction beginning in the fall after approval by the Board of Public Works.

**Specifications:** To provide additional professional services related to the design, construction document revisions, and subcontractor bidding and negotiations with respect to the significant scope modifications required for the McCuan Hall instructional space and Smith Theater renovations project. Re-design current plans to come within the budget of \$9,774,000

### **Recommendation**

The administration requests that the board of trustees approve:

**Amount:** \$119,500

**Vendor:** Murphy Dittenhafer, Inc.

**Source of funds:** FY07 Capital Budget

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

## F-6 STARTALK World Languages Grant

**Background:** The National Foreign Language Center at the University of Maryland is awarding grants averaging \$100,000 to 34 institutions in 22 states and the District of Columbia to run the STARTALK programs this summer. This \$4.8 million program is being funded jointly by the Office of the Director of National Intelligence and the U.S. Department of Defense. STARTALK seeks to expand and improve the teaching and learning of strategically important world languages that are not now widely taught in the United States. Howard Community College has been awarded a STARTALK grant of \$104,505 to offer a targeted program to expand the existing World Language Institute series to include high school students from the Howard County Public School System, as well as students from private high schools in Howard County. This program will be offered over eight weeks during the summer of 2007(June-August). Students will get 120 hours (8 college credits) of instruction necessary to master the four language skills of either Arabic or Chinese at a basic level (30 students in Arabic, 30 in Chinese). Experienced instructors will use state-of-the-art technology and task-based instruction to develop the communicative skills and cultural awareness vital to the language education of today's student population. Since HCC is the only college in Maryland, and one of only two community colleges in the country, to receive this grant, it is also receiving some applications from students outside of Howard County. Since the intent of the grant is to broadly impact critical language instruction, the National Foreign Language Center has approved the inclusion of these students. However, the out-of-county tuition will be a disincentive to the college for their participation, since it would consume a disproportionate share of the grant funds.

**Purpose:** To make more efficiently use of grant funds while assuring that the college meets the required number of student participants by including some out-of-county students at in-county rates

**Timeline:** The STARTTALK program runs through the summer of 2007. For institutions that run successful programs, there is a high likelihood that this award will be annual

**Specifications:** The grant funds will pay for the tuition of student participants, the cost of instructors, and administrative costs.

**Recommendation**

The administration requests that the board of trustees approve allowing the STARTALK high school student participants from outside of Howard County to participate in the program at in-county rates.

**Compliance:** This request is in compliance with college administrative policy, Tuition, Fees and Waivers – 50.06.01.

## **G-1 Agreements Signed by the Board Chair Disclosure**

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

1. Non-purchasing - As resolved by the board of trustees at its December 16, 1998, meeting, the administration discloses any non-purchasing agreements that have been signed by the board 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:** March 16, 2007 – April 11, 2007

### **Disclosure**

| Agreement Name                             | Agreement Type | Owner       | Sent to Attorney | BOT Signature |
|--|----------------|-------------|------------------|---------------|
| MOU DHMH Office of Preparedness & Response | Non-purchasing | Kathy Jones | No               | 3/22/07       |

## G-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:** February 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<br>Expended &<br>Encumbered**<br>2/28/2007 | YTD<br>Budget<br>2/28/2007 | YTD<br>Budget<br>Variance<br>2/28/2007 | 2/28/2007<br>Percent<br>Variance<br>From<br>Budget | Total<br>Budget<br>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                             | 7,326,699                                      | 6,731,100                  | 595,599                                | 2 8.85%  | 2 6,731,100               |
| Intersession                     | 409,079  | 326,300                    | 82,779                                 | 3 25.37%   | 3 326,300                 |
| Spring                           | 6,656,918                                      | 5,933,100                  | 723,818                                | 4 12.20%   | 4 5,933,100               |
| Summer I & Extended              | (1,192)  | 0                          | (1,192)                                | 4 na   | 724,900                   |
| Fees                             | 2,060,930                                      | 2,125,834                  | (64,904)                               | 5 -3.05%   | 2,285,400                 |
| <b>TOTAL TUITION AND FEES</b>    | <b>\$16,932,713</b>                            | <b>\$15,599,634</b>        | <b>\$1,333,079</b>                     | <b>8.55%</b>                                       | <b>\$16,484,100</b>       |
| <b>GOVERNMENTAL AND OTHER</b>    |  |                            |  |  |                           |
| Howard County                    | \$13,579,728                                   | 13,579,728                 | \$0                                    | 6 0.00%  | \$20,369,595              |
| State of Maryland                | 5,363,157                                      | 5,363,157                  | (0)                                    | 7 0.00%  | 8,044,735                 |
| Other Income                     | 579,177  | 412,269                    | 166,907                                | 8 40.49%   | 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>\$19,522,061</b>                            | <b>\$19,850,527</b>        | <b>(\$328,466)</b>                     | <b>-1.65%</b>                                      | <b>\$29,888,310</b>       |
| <b>TOTAL OPERATING REVENUE</b>   | <b>\$36,454,774</b>                            | <b>\$35,450,161</b>        | <b>\$1,004,613</b>                     | <b>2.83%</b>                                       | <b>\$46,372,410</b>       |
| <b>OPERATING BUDGET EXPENSES</b> |  |                            |  |  |                           |
| Instruction                      | \$17,699,687                                   | \$17,713,056               | 13,369                                 | 0.08%  | \$21,002,500              |
| Public Service                   | 272,153  | 287,922                    | 15,769                                 | 5.48%  | 342,410                   |
| Academic Support                 | 2,741,895                                      | 2,742,558                  | 663                                    | 0.02%  | 3,237,200                 |
| Student Services                 | 3,756,044                                      | 3,770,110                  | 14,066                                 | 0.37%  | 4,687,100                 |
| Institutional Support            | 7,353,292                                      | 7,362,252                  | 8,960                                  | 0.12%  | 9,082,100                 |
| Plant                            | 4,518,930                                      | 4,560,534                  | 41,605                                 | 0.91%  | 6,924,200                 |
| Scholarship/Waivers              | 956,947  | 961,451                    | 4,504                                  | 0.47%  | 1,096,900                 |
| <b>TOTAL OPERATING EXPENSES</b>  | <b>\$37,298,948</b>                            | <b>\$37,397,883</b>        | <b>\$98,936</b>                        | <b>0.26%</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.

04/13/2007

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

For ease of reading new information appears in red ink.

**February 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 ahead of budget by 8.85%, or \$595,599. 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 25.37% or \$82,779. 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) Spring revenues are ahead of budget by 12.2% or \$723,818. While a 3% enrollment increase was budgeted, FTE's grew 7% over last year. Headcount is up 5%. Out-of-county enrollments continue to show a large variance to budget. Summer I & summer extended is for an adjustment to the prior year.
- 5) Fee revenues are under budget by 3.05%, or \$64,904. 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 \$1,344,076 or 65%; consolidated fees \$614,799 or 30%; other student fees \$102,055 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 40.49%, or \$166,907. Investment income represents \$509,972 or 88% 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 12% 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 5.48% or \$15,769. 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 eight months of the year is proportionally similar to the prior year.

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

|                                   | YTD<br>Expended &<br>Encumbered**<br>2/28/2007 | YTD<br>Budget<br>2/28/2007 | YTD<br>Budget<br>Variance<br>2/28/2007 | 2/28/2007<br>Percent<br>Variance<br>From<br>Budget |    | Total<br>Budget<br>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               | 51,816   | 48,500                     | 3,316                                  | 6.84%  | 2  | 48,500                    |
| Credit Spring/Summer I & Extended | 125,034  | 114,725                    | 10,310                                 | 8.99%  | 3  | 142,100                   |
| Non-Credit/Continuing Ed          | 2,298,112                                      | 1,899,179                  | 398,933                                | 21.01%   | 4  | 2,529,100                 |
| Fees                              | 926,839  | 554,706                    | 372,133                                | 67.09%   | 5  | 810,700                   |
| <b>TOTAL TUITION AND FEES</b>     | <b>\$3,561,843</b>                             | <b>\$2,779,609</b>         | <b>\$782,235</b>                       | <b>28.14%</b>                                      |    | <b>\$3,692,900</b>        |
| <b>GOVERNMENTAL AND OTHER</b>     |  |                            |  |  |    |                           |
| State of Maryland                 | \$991,486                                      | \$991,486                  | \$0                                    | 0.00%  | 6  | \$1,487,229               |
| Service Revenues & Other Income   | \$119,309                                      | \$242,649                  | (\$123,340)                            | -50.83%  | 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>\$1,110,795</b>                             | <b>1,234,135</b>           | <b>(\$123,340)</b>                     | <b>-9.99%</b>                                      |    | <b>\$1,891,000</b>        |
| <b>TOTAL FUND 11 REVENUES</b>     | <b>\$4,672,639</b>                             | <b>\$4,013,744</b>         | <b>\$658,895</b>                       | <b>16.42%</b>                                      |    | <b>\$5,583,900</b>        |
| <b>EXPENDITURES</b>               |  |                            |  |  |    |                           |
| Instruction                       | \$4,332,058                                    | \$4,459,561                | \$127,504                              | 2.86%  | 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                       | 368,173  | 311,353                    | (56,819)                               | -18.25%  | 11 | 265,800                   |
| <b>TOTAL OPERATING EXPENSES</b>   | <b>\$4,700,231</b>                             | <b>\$4,770,915</b>         | <b>\$70,684</b>                        | <b>1.48%</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.

04/13/2007

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

**February 2007**

**Tuition and Fees**

- 1) Credit fall/summer II and III tuition revenues are on track with budget. Credit enrollment in the continuing education 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) Intersession revenues are ahead of budget by **6.84% or \$3,316**. As of the census date, January 8<sup>th</sup>, headcount for intersession was up 13% and FTE's were up 18% over last year.
- 3) **Spring revenues are ahead of budget by 8.99% or \$10,310. Spring enrollment is up 7% over last year and headcount is up 5%.**
- 4) Non-credit tuition revenues are ahead of budget by **21.01% or \$398,933**. 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 **67.09% or \$372,133**. 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 **50.83% under budget or \$123,340**. 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 variance of **2.86% or \$127,504**. **Expenses related to consulting services are down in relationship to the revenues.**

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  
2/2007  
Cost Center Variances

| Cost Center        | FY2007<br>Actual to date<br>(Note 1) | Total<br>Original<br>Budget<br>(Note 2)<br>A | Total<br>Projected<br>Expenditures<br>B | Dollar<br>Variance<br>From Original<br>B-A | Projected<br>Percentage<br>Variance from<br>Original FY2007 |             |  |
|--------------------|--------------------------------------|--|---|--|---|-------------|--|
| <b>Instruction</b> |                                      |  |   |  |   |             |  |
| 11200              | Schoenbrodt honors                   | 8,063  | 14,020                                  | 14,683                                     | 663   | 5%          |  |
| 11300              | <b>Mathematics</b>                   | <b>1,492,479</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                               | 213,244                                      | 239,303                                 | 239,503                                    | 200   | 0%          |  |
| 11400              | <b>Social sciences</b>               | <b>1,509,966</b>                             | <b>1,443,652</b>                        | <b>1,513,091</b>                           | <b>69,439</b>   | <b>5%</b>   | <b>Additional funding for adjunct faculty</b>  |
| 11410              | <b>Eng/world languages</b>           | <b>2,370,684</b>                             | <b>2,300,027</b>                        | <b>2,409,292</b>                           | <b>109,265</b>  | <b>5%</b>   | <b>Additional funding for adjunct faculty</b>  |
| 11450              | <b>Arts &amp; humanities</b>         | <b>1,969,453</b>                             | <b>1,878,363</b>                        | <b>1,969,453</b>                           | <b>91,090</b>   | <b>5%</b>   | <b>Professional staff reassigned to faculty plus adjunct funds</b>                                       |
| 11480              | <b>Rouse scholars</b>                | <b>79,461</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                    | 296,758                                      | 311,118                                 | 320,912                                    | 9,794   | 3%          |  |
| 12100              | Nursing                              | 1,317,091                                    | 1,448,417                               | 1,452,779                                  | 4,362   | 0%          |  |
| 12120              | <b>Emergency medical technology</b>  | <b>139,793</b>                               | <b>125,190</b>                          | <b>145,500</b>                             | <b>20,310</b>   | <b>16%</b>  | <b>Additional funding for adjunct faculty</b>  |
| 12150              | Cardiovascular program               | 142,149                                      | 159,079                                 | 167,907                                    | 8,828   | 6%          |  |
| 12200              | <b>Business &amp; computers</b>      | <b>1,502,048</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        | 1,967,972                                    | 2,098,497                               | 2,104,104                                  | 5,606   | 0%          |  |
| 12280              | Cooperative education                | 5,747  | 12,848                                  | 12,848                                     | -   | 0%          |  |
| 13550              | Instructional international program  | 112,493                                      | 117,046                                 | 121,271                                    | 4,225   | 4%          |  |
| 44010              | <b>User computer services</b>        | <b>350,471</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            | 747,175                                      | 888,422                                 | 888,422                                    | -   | 0%          | (See cost center 64002 below)  |
| 44030              | Student labs                         | 208,610                                      | 278,421                                 | 280,979                                    | 2,558   | 1%          |  |
| 46100              | 1st floor support                    | 138,025                                      | 147,758                                 | 150,046                                    | 2,288   | 2%          |  |
| 46200              | 2nd floor support                    | 92,381                                       | 96,469                                  | 96,469                                     | -   | 0%          |  |
| 46300              | Hickory ridge                        | 61,858                                       | 79,100                                  | 79,100                                     | -   | 0%          |  |
| 46400              | Evening services                     | 630  | 1,325                                   | 1,325                                      | -   | 0%          |  |
| 46700              | ELB divisions support                | 95,948                                       | 123,785                                 | 123,785                                    | -   | 0%          |  |
| 46800              | Arts & humanities support            | 55,413                                       | 67,203                                  | 67,203                                     | -   | 0%          |  |
| 47500              | Faculty learning community           | 5,160  | 16,500                                  | 16,500                                     | -   | 0%          |  |
| 48000              | Outcomes assessment                  | 105,443                                      | 178,715                                 | 178,715                                    | -   | 0%          |  |
| 48500              | <b>Instructional direction</b>       | <b>128,421</b>                               | <b>271,724</b>                          | <b>250,273</b>                             | <b>(21,451)</b>   | <b>-8%</b>  | <b>To cover network security for business division; and to cover additional hours for math lab staff</b> |
| 48501              | Learning communities                 | 219,964                                      | 233,830                                 | 233,830                                    | -   | 0%          |  |
| 48502              | Program development                  | 30,331                                       | 82,879                                  | 79,129                                     | (3,750)   | -5%         |  |
| 51100              | Webmaster                            | 143  | 3,894                                   | 3,894                                      | -   | 0%          |  |
| 52102              | Pool guards                          | 31,776                                       | 59,000                                  | 60,367                                     | 1,367   | 2%          |  |
| 53200              | Learning assistance center           | 524,968                                      | 556,744                                 | 560,061                                    | 3,317   | 1%          |  |
| 99970              | <b>Benefits/chargebacks</b>          | <b>1,767,889</b>                             | <b>3,204,362</b>                        | <b>3,193,003</b>                           | <b>(11,359)</b>   | <b>0%</b>   | <b>Reallocation of position between functions</b>  |
| 99970              | Reserve for fee shortfall            | -  | 64,904                                  | 64,904                                     | -   | N/A         |  |
| 99980              | <b>Division support</b>              | <b>7,681</b>                                 | <b>730,888</b>                          | <b>402,297</b>                             | <b>(328,591)</b>  | <b>-45%</b> | <b>Cover temporary position in Rouse program; and adjunct faculty</b>                                    |
| 99990              | Furniture/equipment                  | -  | 132,872                                 | 132,464                                    | (408)   | 0%          |  |
|                    | Total instruction                    | 17,699,687                                   | 21,002,500                              | 21,002,500                                 | (0)   | 0%          |  |

| Cost Center             | FY2007<br>Actual to date<br>(Note 1) | Total<br>Original<br>Budget<br>(Note 2)<br>A | Total<br>Projected<br>Expenditures<br>B | Dollar<br>Variance<br>From Original<br>B-A | Projected<br>Percentage<br>Variance from<br>Original FY2007 |             |   |
|-------------------------|--------------------------------------|--|---|--|---|-------------|---|
| <b>Public Service</b>   |                                      |  |   |  |   |             |   |
| 33250                   | Cable studio                         | 238,606                                      | 260,939                                 | 260,939                                    | -   | 0%          |   |
| 99970                   | Benefits/chargebacks                 | 33,547                                       | 78,411                                  | 78,411                                     | -   | 0%          |   |
| 99990                   | Furniture/equipment                  | -  | 3,060                                   | 3,060                                      | -   | 0%          |   |
|                         | Total public service                 | 272,153                                      | 342,410                                 | 342,410                                    | -   | 0%          |   |
| <b>Academic Support</b> |                                      |  |   |  |   |             |   |
| <b>33400</b>            | <b>Cultural theater</b>              | <b>140,095</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           | 93,599                                       | 98,228                                  | 99,022                                     | 794   | 1%          |   |
| 41001                   | Library services                     | 690,128                                      | 712,773                                 | 716,769                                    | 3,996   | 1%          |   |
| 41002                   | Teaching & learning center           | 111,995                                      | 131,700                                 | 132,416                                    | 716   | 1%          |   |
| 43100                   | Education technology                 | 257,374                                      | 295,340                                 | 300,540                                    | 5,200   | 2%          |   |
| 43200                   | Video services                       | 46,487                                       | 69,626                                  | 69,626                                     | -   | 0%          |   |
| 46000                   | VP of academic affairs               | 273,806                                      | 298,743                                 | 298,743                                    | -   | 0%          |   |
| 47000                   | Faculty development                  | 56,257                                       | 108,534                                 | 106,534                                    | (2,000)   | -2%         |   |
| 48100                   | Interactive classroom                | 18,306                                       | 23,980                                  | 18,780                                     | (5,200)   | -22%        |   |
| 65001                   | Academic promotions                  | 128,268                                      | 143,016                                 | 143,016                                    | -   | 0%          |   |
| <b>99970</b>            | <b>Benefits/chargebacks</b>          | <b>925,581</b>                               | <b>1,138,701</b>                        | <b>1,168,455</b>                           | <b>29,754</b>   | <b>3%</b>   | <b>Reallocation of position between functions</b> |
| 99990                   | Furniture/equipment                  | -  | 39,611                                  | 39,611                                     | -   | 0%          |   |
|                         | Total academic support               | 2,741,895                                    | 3,237,200                               | 3,237,200                                  | -   | 0%          |   |

| Cost Center             | FY2007<br>Actual to date<br>(Note 1) | Total<br>Original<br>Budget<br>(Note 2)<br>A | Total<br>Projected<br>Expenditures<br>B | Dollar<br>Variance<br>From Original<br>B-A | Projected<br>Percentage<br>Variance from<br>Original FY2007 |            |
|-------------------------|--------------------------------------|--|---|--|---|------------|
| <b>Student Services</b> |                                      |  |   |  |   |            |
| 46500                   | Advising, academic                   | 400,854                                      | 411,931                                 | 412,725                                    | 794   | 0%         |
| 46600                   | Welcome center & telephone adv.      | 130,549                                      | 150,635                                 | 151,834                                    | 1,199   | 1%         |
| 51000                   | VP of student services               | 271,302                                      | 275,742                                 | 283,117                                    | 7,375   | 3%         |
| 51200                   | Student ambassador program           | 3,542  | 6,450                                   | 6,450                                      | -   | 0%         |
| 52000                   | Student activities                   | -  | 2,595                                   | 2,595                                      | -   | 0%         |
| 52100                   | PE facility                          | 266,896                                      | 283,174                                 | 284,168                                    | 994   | 0%         |
| 53000                   | Career services                      | 390,627                                      | 432,949                                 | 436,757                                    | 3,808   | 1%         |
| 53100                   | Test center                          | 188,778                                      | 194,536                                 | 196,322                                    | 1,786   | 1%         |
| 53500                   | Retention                            | 69,388                                       | 85,953                                  | 85,953                                     | -   | 0%         |
| 53555                   | Career links                         | 22,838                                       | 26,396                                  | 26,396                                     | -   | 0%         |
| 54000                   | Financial aid services               | 489,620                                      | 566,103                                 | 566,103                                    | -   | 0%         |
| 55000                   | Admissions                           | 490,213                                      | 551,275                                 | 552,967                                    | 1,692   | 0%         |
| 55001                   | Workgroup                            | 298,486                                      | 338,382                                 | 335,382                                    | (3,000)   | -1%        |
| 56000                   | Records                              | 328,242                                      | 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>397,537</b>                               | <b>856,974</b>                          | <b>846,703</b>                             | <b>(10,271)</b>   | <b>-1%</b> |
| 99980                   | Part time coverage                   | 2,000  | 15,114                                  | 7,739                                      | (7,375)   | -49%       |
| 99990                   | Furniture/equipment                  | -  | 80,491                                  | 80,491                                     | -   | 0%         |
|                         | Total student services               | 3,756,044                                    | 4,687,100                               | 4,687,100                                  | -   | 0%         |

Distribution of budgeted hourly increases

| Cost Center                  | FY2007<br>Actual to date<br>(Note 1) | Total<br>Original<br>Budget<br>(Note 2)<br>A | Total<br>Projected<br>Expenditures<br>B | Dollar<br>Variance<br>From Original<br>B-A | Projected<br>Percentage<br>Variance from<br>Original FY2007 |            |  |
|------------------------------|--------------------------------------|--|---|--|---|------------|--|
| <b>Institutional Support</b> |                                      |  |   |  |   |            |  |
| 61000                        | President*                           | 554,713                                      | 602,771                                 | 602,930                                    | 159   | 0%         |  |
| 61100                        | Board of trustees                    | 83,748                                       | 133,961                                 | 133,961                                    | -   | 0%         |  |
| 61200                        | Research, planning and org. dev.     | 332,516                                      | 403,557                                 | 403,557                                    | -   | 0%         |  |
| 61900                        | Senior administration                | 5,411  | 13,603                                  | 13,603                                     | -   | 0%         |  |
| 62000                        | VP of administration & finance       | 295,157                                      | 300,798                                 | 300,639                                    | (159)   | 0%         |  |
| 62100                        | Finance office                       | 992,939                                      | 1,060,713                               | 1,062,272                                  | 1,559   | 0%         |  |
| 63101                        | Human resources                      | 526,622                                      | 540,710                                 | 545,710                                    | 5,000   | 1%         |  |
| 63102                        | Recruitment                          | 50,085                                       | 56,517                                  | 56,517                                     | -   | 0%         |  |
| 63103                        | Unemployment                         | 31,406                                       | 47,253                                  | 47,253                                     | -   | 0%         |  |
| 63150                        | Diversity programs                   | 6,688  | 12,000                                  | 12,000                                     | -   | 0%         |  |
| 63200                        | Reprographics                        | 167,665                                      | 168,132                                 | 168,132                                    | -   | 0%         |  |
| 63400                        | Security                             | 849,704                                      | 926,900                                 | 927,432                                    | 532   | 0%         |  |
| 63500                        | Telecommunications                   | 203,274                                      | 312,137                                 | 312,137                                    | -   | 0%         |  |
| 63554                        | Mediation & conflict resolution cen  | 20,000                                       | 20,000                                  | 20,000                                     | -   | 0%         |  |
| 63600                        | Risk management                      | 229,852                                      | 259,568                                 | 254,568                                    | (5,000)   | -2%        |  |
| 63700                        | General administration               | 293,815                                      | 670,677                                 | 670,677                                    | -   | 0%         |  |
| 63800                        | Commencement/award programs          | 32,550                                       | 35,485                                  | 35,485                                     | -   | 0%         |  |
| 64000                        | Administrative information systems   | 1,039,667                                    | 1,170,803                               | 1,170,803                                  | -   | 0%         |  |
| 64001                        | Enterprise network                   | 521,670                                      | 553,898                                 | 555,061                                    | 1,163   | 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> | <b>New cost center for FY07 and position reallocation from instruction<br/>(see cost center 44010 above)</b> |
| 64100                        | Information technology adm.          | 260,586                                      | 292,058                                 | 292,058                                    | -   | 0%         |  |
| 65000                        | Public relations & marketing         | 465,514                                      | 504,763                                 | 504,763                                    | -   | 0%         |  |
| 65100                        | Development & alumni relations       | 453,587                                      | 470,847                                 | 470,847                                    | -   | 0%         |  |
| 65900                        | Fundraising                          | 8,650  | 30,000                                  | 30,000                                     | -   | 0%         |  |
| <b>99970</b>                 | <b>Benefits/chargebacks</b>          | <b>(110,305)</b>                             | <b>494,882</b>                          | <b>451,961</b>                             | <b>(42,921)</b>   | <b>-9%</b> | <b>To balance functional position change mentioned above. (see 99970 in instruction)</b>                     |
| 99990                        | Furniture/equipment                  | -  | 67                                      | 67   | -   | 0%         |  |
|                              | Total institutional support          | 7,353,292                                    | 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<br>Actual to date<br>(Note 1) | Total<br>Original<br>Budget<br>(Note 2)<br>A | Total<br>Projected<br>Expenditures<br>B | Dollar<br>Variance<br>From Original<br>B-A | Projected<br>Percentage<br>Variance from<br>Original FY2007 |            |  |
|---------------------|--------------------------------------|--|---|--|---|------------|--|
| <b>Plant</b>        |                                      |  |   |  |   |            |  |
| 71000               | Plant administration                 | 48,030                                       | 83,177                                  | 83,131                                     | (46)  | 0%         |  |
| 71100               | General services                     | 1,882,331                                    | 2,996,815                               | 3,004,215                                  | 7,400   | 0%         |  |
| 71150               | Recycling                            | -  | 25,000                                  | 20,100                                     | (4,900)   | -20%       |  |
| 71500               | Safety                               | 66,644                                       | 69,503                                  | 69,549                                     | 46  | 0%         |  |
| 72000               | Engineering                          | 787,942                                      | 985,665                                 | 988,065                                    | 2,400   | 0%         |  |
| 72500               | Preventive maintenance               | 135,599                                      | 174,667                                 | 174,667                                    | 0   | 0%         |  |
| 73000               | Housekeeping                         | 850,713                                      | 1,180,685                               | 1,186,929                                  | 6,244   | 1%         |  |
| 75000               | Grounds                              | 267,516                                      | 289,130                                 | 288,911                                    | (219)   | 0%         |  |
| 76000               | Renovations                          | 59,654                                       | 163,929                                 | 163,329                                    | (600)   | 0%         |  |
| <b>99970</b>        | <b>Benefits/chargebacks</b>          | <b>420,501</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                          | 4,518,930                                    | 6,924,200                               | 6,924,200                                  | 0   | 0%         |  |
| <b>Scholarships</b> |                                      |  |   |  |   |            |  |
| 81000               | Scholarships                         | 584,268                                      | 644,640                                 | 644,640                                    | -   | 0%         |  |
| 82000               | Waivers                              | 372,679                                      | 452,260                                 | 452,260                                    | -   | 0%         |  |
|                     | Total scholarships                   | 956,947                                      | 1,096,900                               | 1,096,900                                  | -   | 0%         |  |
|                     | Grand totals                         | 37,298,948                                   | 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  
2/2007  
Cost Center Spending Percentages**

| Cost Center        |                                   | FY2007<br>Spent to date | Total<br>Projected<br>Expenditures | Percentage<br>of Budget<br>Spent to Date |   |
|--------------------|-----------------------------------|-------------------------|------------------------------------|--|---|
| <b>Instruction</b> |                                   |                         |                                    |  |   |
| 11200              | Schoenbrodt honors                | 8,024                   | 14,683                             | 55%                                      |   |
| 11300              | Mathematics                       | 960,658                 | 1,631,175                          | 59%                                      |   |
| 11310              | Health                            | 123,481                 | 239,503                            | 52%                                      |   |
| 11400              | Social sciences                   | 892,758                 | 1,513,091                          | 59%                                      |   |
| 11410              | Eng/world languages               | 1,522,261               | 2,409,292                          | 63%                                      |   |
| 11450              | Arts & humanities                 | 1,228,873               | 1,969,453                          | 62%                                      |   |
| 11480              | Rouse scholars                    | 57,723                  | 87,739                             | 66%                                      |   |
| 11600              | Distance learning                 | 215,995                 | 320,912                            | 67%                                      |   |
| 12100              | Nursing                           | 861,078                 | 1,452,779                          | 59%                                      |   |
| 12120              | Emergency medical technology      | 93,605                  | 145,500                            | 64%                                      |   |
| 12150              | Cardiovascular program            | 102,469                 | 167,907                            | 61%                                      |   |
| 12200              | Business & computers              | 1,015,863               | 1,570,122                          | 65%                                      |   |
| 12250              | Science & technology program      | 1,259,812               | 2,104,104                          | 60%                                      |   |
| 12280              | Cooperative education             | 5,747                   | 12,848                             | 45%                                      | 1 |
| 13550              | Instructional international progr | 79,020                  | 121,271                            | 65%                                      |   |
| 44010              | User computer services            | 238,841                 | 379,355                            | 63%                                      |   |
| 44020              | Student computer services         | 517,455                 | 888,422                            | 58%                                      |   |
| 44030              | Student labs                      | 159,853                 | 280,979                            | 57%                                      |   |
| 46100              | 1st floor support                 | 95,331                  | 150,046                            | 64%                                      |   |
| 46200              | 2nd floor support                 | 68,957                  | 96,469                             | 71%                                      |   |
| 46300              | Hickory ridge                     | 41,971                  | 79,100                             | 53%                                      |   |
| 46400              | Evening services                  | 630                     | 1,325                              | 48%                                      |   |
| 46700              | ELB divisions support             | 70,737                  | 123,785                            | 57%                                      |   |
| 46800              | Arts & humanities support         | 38,191                  | 67,203                             | 57%                                      |   |
| 47500              | Faculty learning community        | 4,647                   | 16,500                             | 28%                                      | 2 |
| 48000              | Outcomes assessment               | 63,000                  | 178,715                            | 35%                                      | 3 |
| 48500              | Instructional direction           | 105,358                 | 250,273                            | 42%                                      | 4 |
| 48501              | Learning communities              | 152,125                 | 233,830                            | 65%                                      |   |
| 48502              | Program development               | 27,011                  | 79,129                             | 34%                                      | 5 |
| 51100              | Webmaster                         | 143                     | 3,894                              | 4%                                       | 6 |
| 52102              | Pool guards                       | 31,776                  | 60,367                             | 53%                                      |   |
| 53200              | Learning assistance center        | 381,524                 | 560,061                            | 68%                                      |   |
| 99970              | Benefits/chargebacks              | 1,731,341               | 3,193,625                          | 54%                                      |   |
| 99970              | Reserve for fees shortfall        | -                       | 64,282                             | 0%                                       | 7 |
| 99980              | Division support                  | 7,681                   | 402,297                            | 2%                                       | 8 |
| 99990              | Furniture/equipment               | -                       | 132,464                            | 0%                                       | 9 |
|                    | <b>Total instruction</b>          | <b>12,163,937</b>       | <b>21,002,500</b>                  | <b>58%</b>                               |   |

| Cost Center             |                            | FY2007<br>Spent to date | Total<br>Projected<br>Expenditures | Percentage<br>of Budget<br>Spent to Date |    |
|-------------------------|----------------------------|-------------------------|------------------------------------|--|----|
| <b>Public Service</b>   |                            |                         |                                    |  |    |
| 33250                   | Cable studio               | 160,587                 | 260,939                            | 62%                                      |    |
| 99970                   | Benefits/chargebacks       | 33,547                  | 78,411                             | 43%                                      | 10 |
| 99990                   | Furniture/equipment        | -                       | 3,060                              | 0%                                       | 9  |
|                         | Total public service       | 194,135                 | 342,410                            | 57%                                      |    |
| <b>Academic Support</b> |                            |                         |                                    |  |    |
| 33400                   | Cultural theater           | 113,486                 | 143,689                            | 79%                                      |    |
| 33500                   | Student alumni productions | 71,744                  | 99,022                             | 72%                                      |    |
| 41001                   | Library services           | 531,306                 | 716,769                            | 74%                                      |    |
| 41002                   | Teaching & learning center | 80,913                  | 132,416                            | 61%                                      |    |
| 43100                   | Education technology       | 185,908                 | 300,540                            | 62%                                      |    |
| 43200                   | Video services             | 38,752                  | 69,626                             | 56%                                      |    |
| 46000                   | VP of academic affairs     | 174,973                 | 298,743                            | 59%                                      |    |
| 47000                   | Faculty development        | 55,519                  | 106,534                            | 52%                                      |    |
| 48100                   | Interactive classroom      | 12,204                  | 18,780                             | 65%                                      |    |
| 65001                   | Academic promotions        | 51,221                  | 143,016                            | 36%                                      | 11 |
| 99970                   | Benefits/chargebacks       | 543,413                 | 1,168,455                          | 47%                                      |    |
| 99990                   | Furniture/equipment        | -                       | 39,611                             | 0%                                       | 9  |
|                         | Total academic support     | 1,859,440               | 3,237,200                          | 57%                                      |    |

| Cost Center             |                               | FY2007<br>Spent to date | Total<br>Projected<br>Expenditures | Percentage<br>of Budget<br>Spent to Date |    |
|-------------------------|-------------------------------|-------------------------|------------------------------------|--|----|
| <b>Student Services</b> |                               |                         |                                    |  |    |
| 46500                   | Advising, academic            | 277,532                 | 412,725                            | 67%                                      |    |
| 46600                   | Welcome center & telephone a  | 96,879                  | 151,834                            | 64%                                      |    |
| 51000                   | VP of student services        | 188,686                 | 283,117                            | 67%                                      |    |
| 51200                   | Student ambassador program    | 3,542                   | 6,450                              | 55%                                      |    |
| 52000                   | Student activities            | -                       | 2,595                              | 0%                                       | 12 |
| 52100                   | PE facility                   | 182,000                 | 284,168                            | 64%                                      |    |
| 53000                   | Career services               | 272,997                 | 436,757                            | 63%                                      |    |
| 53100                   | Test center                   | 131,882                 | 196,322                            | 67%                                      |    |
| 53500                   | Retention                     | 50,913                  | 85,953                             | 59%                                      |    |
| 53555                   | Career links                  | 20,838                  | 26,396                             | 79%                                      |    |
| 54000                   | Financial aid services        | 361,781                 | 566,103                            | 64%                                      |    |
| 55000                   | Admissions                    | 342,309                 | 552,967                            | 62%                                      |    |
| 55001                   | Workgroup                     | 217,096                 | 335,382                            | 65%                                      |    |
| 56000                   | Records                       | 236,496                 | 376,008                            | 63%                                      |    |
| 65002                   | Student services promotions   | 5,173                   | 35,392                             | 15%                                      | 13 |
| 99970                   | Benefits/chargebacks          | 402,640                 | 846,703                            | 48%                                      |    |
| 99980                   | Part time coverage            | 2,000                   | 7,739                              | 26%                                      | 14 |
| 99990                   | Furniture/equipment           | -                       | 80,491                             | 0%                                       | 9  |
|                         | <b>Total student services</b> | <b>2,792,767</b>        | <b>4,687,100</b>                   | <b>60%</b>                               |    |

| Cost Center                  |                                    | FY2007<br>Spent to date | Total<br>Projected<br>Expenditures | Percentage<br>of Budget<br>Spent to Date |    |
|------------------------------|------------------------------------|-------------------------|------------------------------------|--|----|
| <b>Institutional Support</b> |                                    |                         |                                    |  |    |
| 61000                        | President                          | 392,966                 | 602,930                            | 65%                                      |    |
| 61100                        | Board of trustees                  | 35,112                  | 133,961                            | 26%                                      | 15 |
| 61200                        | Research, planning and org. de     | 221,177                 | 403,557                            | 55%                                      |    |
| 61900                        | Senior administration              | 5,094                   | 13,603                             | 37%                                      | 16 |
| 62000                        | VP of administration & finance     | 199,022                 | 300,639                            | 66%                                      |    |
| 62100                        | Finance office                     | 687,763                 | 1,062,272                          | 65%                                      |    |
| 63101                        | Human resources                    | 362,431                 | 545,710                            | 66%                                      |    |
| 63102                        | Recruitment                        | 39,573                  | 56,517                             | 70%                                      |    |
| 63103                        | Unemployment                       | 5,484                   | 47,253                             | 12%                                      | 17 |
| 63150                        | Diversity programs                 | 6,688                   | 12,000                             | 56%                                      |    |
| 63200                        | Reprographics                      | 70,834                  | 168,132                            | 42%                                      | 18 |
| 63400                        | Security                           | 489,464                 | 927,432                            | 53%                                      |    |
| 63500                        | Telecommunications                 | 99,654                  | 312,137                            | 32%                                      | 19 |
| 63554                        | Mediation & conflict resolution    | 20,000                  | 20,000                             | 100%                                     | 20 |
| 63600                        | Risk management                    | 218,862                 | 254,568                            | 86%                                      | 21 |
| 63700                        | General administration             | 281,165                 | 670,677                            | 42%                                      | 22 |
| 63800                        | Commencement/award program         | 1,401                   | 35,485                             | 4%                                       | 23 |
| 64000                        | Administrative information system  | 791,861                 | 1,170,803                          | 68%                                      |    |
| 64001                        | Enterprise network                 | 321,805                 | 555,061                            | 58%                                      |    |
| 64002                        | Web enterprise                     | 15,112                  | 39,667                             | 38%                                      | 24 |
| 64100                        | Information technology adm.        | 179,808                 | 292,058                            | 62%                                      |    |
| 65000                        | Public relations & marketing       | 325,170                 | 504,763                            | 64%                                      |    |
| 65100                        | Development & alumni relations     | 315,252                 | 470,847                            | 67%                                      |    |
| 65900                        | Fundraising                        | 8,650                   | 30,000                             | 29%                                      | 25 |
| 99970                        | Benefits/chargebacks               | 250,348                 | 451,961                            | 55%                                      |    |
| 99990                        | Furniture/equipment                | -                       | 67                                 | 0%                                       | 9  |
|                              | <b>Total institutional support</b> | <b>5,344,695</b>        | <b>9,082,100</b>                   | <b>59%</b>                               |    |

| Cost Center         |                        | FY2007<br>Spent to date | Total<br>Projected<br>Expenditures | Percentage<br>of Budget<br>Spent to Date |    |
|---------------------|------------------------|-------------------------|------------------------------------|--|----|
| <b>Plant</b>        |                        |                         |                                    |  |    |
| 71000               | Plant administration   | 48,030                  | 83,131                             | 58%                                      |    |
| 71100               | General services       | 1,095,398               | 3,004,215                          | 36%                                      | 26 |
| 71150               | Recycling              | -                       | 20,100                             | 0%                                       | 27 |
| 71500               | Safety                 | 45,143                  | 69,549                             | 65%                                      |    |
| 72000               | Engineering            | 526,240                 | 988,065                            | 53%                                      |    |
| 72500               | Preventive maintenance | 108,797                 | 174,667                            | 62%                                      |    |
| 73000               | Housekeeping           | 585,174                 | 1,186,929                          | 49%                                      |    |
| 75000               | Grounds                | 185,928                 | 288,911                            | 64%                                      |    |
| 76000               | Renovations            | 41,361                  | 163,329                            | 25%                                      | 28 |
| 99970               | Benefits/chargebacks   | 420,501                 | 936,130                            | 45%                                      | 29 |
| 99990               | Furniture/equipment    | -                       | 9,173                              | 0%                                       | 9  |
|                     | Total plant            | 3,056,574               | 6,924,200                          | 44%                                      |    |
| <b>Scholarships</b> |                        |                         |                                    |  |    |
| 81000               | Scholarships           | 584,268                 | 644,640                            | 91%                                      | 30 |
| 82000               | Waivers                | 372,679                 | 452,260                            | 82%                                      | 31 |
|                     | Total scholarships     | 956,947                 | 1,096,900                          | 87%                                      |    |
|                     | Grand totals           | 26,368,494              | 46,372,410                         | 57%                                      |    |

Notes: We have only noted variance greater than 83%, or less than 47% at this time. Annual expenses paid early caused higher than expected variances in some cost centers.

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

## **G-3 Report on Board Core End: Leadership**

**Background:** This report addresses the board core end, *Leadership*. 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 cycle.

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

**Timeline:** Annual

**Recommendation:**

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





## Category 1 - Leadership







This category examines how the college's senior leaders address the organizational values, directions, and performance expectations to ensure a focus on students and stakeholders, student learning, faculty and staff empowerment, innovation, and organizational learning. Also examined are the organization's governance system and how the organization addresses its public and community responsibilities.















| Source                     | Item   | Current | Benchmark |
|----------------------------|--|---------|-----------|
| External Quality Feedback  | <b>Organizational Leadership</b><br>How do senior leaders guide the organization?<br>What is the organization's governance system?<br>How do senior leaders review organizational performance? | 50-65%  | 45%       |
|                            | <b>Social Responsibility</b><br>How does the organization address its responsibilities to the public, ensure ethical behavior and practice good citizenship?                                   | 50-65%  | 45%       |
| MHEC                       | <b>Tuition and fees as a percent of tuition and fees at Maryland public four-year institutions*</b><br><i>(*less than 55% is better in this measure)</i>                                       | 52.4%*  | 55.0%     |
|                            | Percentage of expenditures on instruction  | 52.3%   | 50.0%     |
|                            | Percentage of expenditures on instruction and selected academic support  | 60.1%   | 58.0%     |
| QUEST<br>(Employee Survey) | Express open viewpoints  | 4.00    | 3.50      |
|                            | Overall ratings of the VPs as a team   | 4.11    | 3.50      |
|                            | Overall rating of the Board of Trustees  | 4.20    | 3.50      |
|                            | Overall rating of the President  | 4.50    | 3.50      |

## 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 in which HCC was rated |   |   |

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

|           |                                    |                          | 0-9 | 10-29   | 30-49  | 50-69   | 70-89   | 90-100 |  |
|-----------|------------------------------------|--------------------------|-----|---|--|---|---|--------|--|
| <b>1:</b> | <b>Leadership<br/>(120 points)</b> | <b>1.1<br/>70 points</b> |     |    |    |    |   |        |  |
|           |                                    |                          |     |   |    |   |   |        |  |
|           |                                    |                          |     |  |  |  |   |        |  |
|           |                                    | <b>1.2<br/>50 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 #1 of 45 percent on the Maryland Performance Excellence Award by 2007 or Baldrige by 2009.**

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

*Ratio of community college tuition and fees for full-time service area students to average tuition and fees for full-time resident undergraduates at Maryland public four-year colleges and universities.*

|  | FY 2002 | FY 2003           | FY 2004           | FY 2005           | FY 2006           | Benchmark FY 2011 |
|--|---------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Tuition and fees as a percent of tuition and fees at Maryland public four-year institutions</b> | 56.2%   | 53.9%             | 51.3%             | 52.8%             | <b>52.4%</b>      | <b>55.0%</b>      |
|  |         | n=2,915/<br>5,406 | n=3,067/<br>5,978 | n=3,408/<br>6,451 | n=3,604/<br>6,896 |                   |
| Peer AVG:  |         | 49.4%             | 48.1%             | 43.6%             | 42.0%             |                   |
| State AVG:   |         | 47.4%             | 45.6%             | 44.4%             | 43.5%             |                   |
| Best in State  |         |                   |                   |                   | 33.0%             |                   |

*Percentage of total unrestricted (Educational & General) expenditures that goes to instruction.*

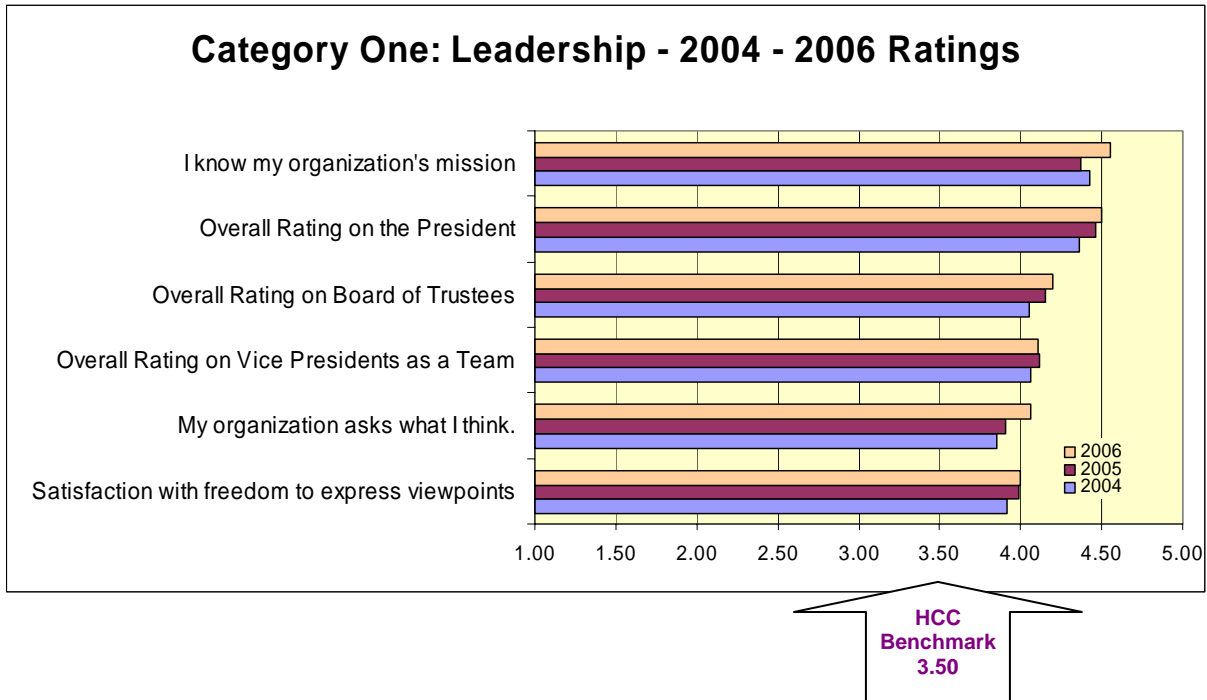
|  | FY 2001 | FY 2002 | FY 2003 | FY 2004 | FY 2005 | FY 2006      | Benchmark FY 2010 |
|--|---------|---------|---------|---------|---------|--------------|-------------------|
| <b>Percentage of expenditures on instruction</b> | 50.4%   | 51.6%   | 51.5%   | 53.6%   | 53.8%   | <b>53.2%</b> | <b>50.0%</b>      |
| Peer AVG:  |         | 47.4%   | 46.7%   | 46.6%   | 46.0%   |              |                   |
| State AVG:                                       |         | 45.7%   | 45.0%   | 44.0%   | 43.7%   |              |                   |
| Best in State                                    |         |         |         |         | 53.8%   |              |                   |

*Percentage of total unrestricted (Educational & General) expenditures that goes to instruction plus the percentage of total unrestricted expenditures that goes to all areas of academic support except academic administration.*

|   | FY 2001 | FY 2002 | FY 2003 | FY 2004 | FY 2005 | FY 2006      | Benchmark FY 2010 |
|---|---------|---------|---------|---------|---------|--------------|-------------------|
| <b>Percentage of expenditures on instruction and selected academic support.</b> | 57.7%   | 58.7%   | 58.9%   | 60.8%   | 61.4%   | <b>60.1%</b> | <b>58.0%</b>      |
| Peer AVG:   |         | 56.6%   | 55.6%   | 55.5%   | 56.3%   |              |                   |
| State AVG:  |         | 55.2%   | 54.4%   | 53.5%   | 53.6%   |              |                   |
| Best in State   |         |         |         |         | 65.0%   |              |                   |

## Internal Measures

The QUEST (QUality Evaluation of Service Trends) Survey is arranged by Baldrige Educational Excellence categories. Ratings shown below for the items in Category 1 are on a five-point agreement scale, with 5 being the highest and 1 the lowest.



All measures exceeded the **HCC Benchmark of 3.50**.

### Board Talking Points

- As determined by external review, HCC's senior leadership utilizes a systematic, well-aligned and deployed fact-based approach to guiding and improving the organization and ensuring it meets its societal responsibilities, ensuring ethical behavior.
- HCC directs the majority of its resources to instructional activity and works to keep the tuition and fees affordable to its students.
- The HCC employees rate the senior leadership highly and indicate that there exists a positive climate in which to express their ideas.

## **G-4 Personnel Summary**

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

**Purpose:** Disclosure to the board

**Timeline:** March 2007

### **Recommendation**

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

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

**March 1, 2007 – March 31, 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 |
|---|---|--|-----------|-----------|--------------------|---------------------------|--------------------|----------------|
| International Education Program Assistant     | International Education Program Assistant | International Education                    | 8         | 10        | \$38,473-\$61,556  | \$40,395                  | Cain, Christele    | 3/01/07        |
| Director, Finance                             | Associate Vice President of Finance       | Finance                                    | 16        | 17        | \$70,701-\$113,121 | \$98,170                  | Cullison, Janet    | 3/01/07        |
| Associate Director, Academic Support Services | Director, Academic Support Services       | Academic/Student Support & Career Services | 14        | 15        | \$59,418-\$95,069  | \$77,369                  | Garroway, Margaret | 3/01/07        |
| Network Engineer                              | Senior Network Engineer                   | User/Network Services                      | 13        | 14        | \$54,471-\$87,154  | \$73,248                  | Juba, Cheryl-Anne  | 3/01/07        |
| Marketing Manager                             | Marketing Manager                         | Public Relations and Marketing             | 13        | 14        | \$54,471-\$87,154  | \$61,713                  | Sharp, Jane        | 3/01/07        |

**TRANSFER**

|  |  |                     |   |    |                   |          |               |         |
|--|--|---------------------|---|----|-------------------|----------|---------------|---------|
| Office Supervisor; Alumni Arts Associate Artistic Director | Student Arts Specialist & Props/Wardrobe Manager | Arts and Humanities | 9 | 10 | \$38,473-\$61,556 | \$43,019 | Wood, Michael | 3/15/07 |
|--|--|---------------------|---|----|-------------------|----------|---------------|---------|

**SPECIAL ASSIGNMENTS**

| Title   | Department              | Position Control Status       | Grade | Range for Grade   | Compensation <sup>1</sup> | Name        | Effective Date |
|---|-------------------------|-------------------------------|-------|-------------------|---------------------------|-------------|----------------|
| Acting Associate Director of Admissions (Nursing and Allied Health) | Admissions and Advising | Existing Position Replacement | 14    | \$54,471-\$87,154 | \$54,471                  | Owen, Emily | 3/15/07        |

**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           |

<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**

**March 1, 2007 – March 31, 2007**

*Section I – Change in Status (Continued)*

**SEPARATIONS**

| <b>Title</b>   | <b>Department</b>           | <b>Position Control Status</b> | <b>Grade</b> | <b>Range for Grade</b> | <b>Compensation<sup>1</sup></b> | <b>Name</b>     | <b>Effective Date</b> |
|--|-----------------------------|--------------------------------|--------------|------------------------|---------------------------------|-----------------|-----------------------|
| Laboratory Instructional Assistant                   | Health Sciences             | N/A                            | N/A          | N/A                    | N/A                             | Wilson, Jean    | 3/16/07               |
| Interim Assistant Professor, Nursing                 | Health Sciences             | N/A                            | N/A          | N/A                    | N/A                             | Davies, Valerie | 3/17/07               |
| Associate Director of Finance/Contract Administrator | Finance                     | N/A                            | N/A          | N/A                    | N/A                             | Smith, Kimberly | 3/23/07               |
| ESL Instructor                                       | Continuing Education Office | N/A                            | N/A          | N/A                    | N/A                             | French, Sandra  | 3/30/07               |
| ELI Specialist                                       | Continuing Education Office | N/A                            | N/A          | N/A                    | N/A                             | Lee, Jung       | 3/30/07               |
| Systems Administrator                                | Student Computer Support    | N/A                            | N/A          | N/A                    | N/A                             | Monk, Michelle  | 3/30/07               |

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

**March 1, 2007 – March 31, 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> |
|-------------|-----------------|--------------------------------|-----------------------------|
| None        |                 |                                |                             |

**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        |                 |                                |                             |

**Resolution for Board of Trustees to Meet in Closed  
Session on April 25, 2007**

**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 following its 6 p.m. regular meeting on April 25, 2007, in The Rouse Company Foundation Student Services Hall (RCF 400) to consider the acquisition of real property for a public purpose and matters directly related thereto as permitted under Section 10-508(a)(3) and that such meeting shall continue in closed session until the completion of business.