



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

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February 27, 2008  
The Rouse Company Foundation Student  
Services Hall – 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...

## Value Employees



**Board of Trustees**  
**February 27, 2008**  
**The Rouse Company Foundation Student Services Hall**  
**Room: 400**

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

- I. Introduction of New Employees
- II. United Way Contribution from Students
- III. Information Update : Facilities and Sustainability Team Efforts

**Regular Meeting** – Immediately following the work session

- A. Approval of February 27, 2008, Agenda
- B. Board Priority Items
  - 1. Awards
  - 2. Report on Board End: Faculty and Staff Focus
  - 3. The Howard Community College Fiscal Year 2007 Workforce Snapshot
- C. President's Report
- D. Board Member Comments
- E. Report of the Legislative and Community Relations Committee
- F. Approval of:
  - 1. January 30, 2008, Work Session Minutes
  - 2. January 30, 2008, Regular Session Minutes
  - 3. January 30, 2008, Closed Session Minutes
  - 4. February 18, 2008, Retreat Notes
- G. Consent Items
  - 1. Proposed New Hires
  - 2. Grants and Scholarships
  - 3. Colleague Advancement Implementation
  - 4. Security Equipment Purchase for Parking Lots B, C, and E
  - 5. Security Camera Installation for Parking Lots B, C, and E
  - 6. Modular Classroom Lease
  - 7. Cooling Tower Refurbishment Contract Additional Work
- H. Discussion Item
  - 1. Guaranteed Maximum Price for Design-Build Construction Services of Children's Learning Center Renovations
- I. Information Items
  - 1. Issue Bin
  - 2. Board Calendar
  - 3. Agreements Signed by the Board Chair Disclosure
  - 4. Financial Statements
  - 5. Personnel Summary

**Adjournment**

## **I – Introduction of New Employees**

For the trustees' information, newly hired employees approved by the board at its January 30, 2008, meeting will be introduced to the trustees by Dr. Hetherington and area vice presidents.

## **II – United Way Contribution from Students**

The Student Program Board (SPB) hosted its annual Halloween costume ball on October 26, 2007, which included a costume contest, pictures, disc jockey, and goodies. The SPB raised \$252.50 from the event. All proceeds from tickets sales were donated to the United Way. Thanks to the following students for planning this event: Andrew Giotis, SPB chairperson, Justin Megaughey, fall 2007 assistant SPB chairperson, David Orlena, Stephanie McKnight, current assistant SPB chairperson, Timothy Shu, Alex Calvin and Heidi Stultz.

The following students and staff will attend the board meeting on February 27, 2008, to present the contribution.

Andrew Giotis	Student Program Board Chair
Stephanie McKnight	Assistant Student Program Board Chair
Timothy Shu	Student Program Board Member
Amy Woodworth	Student Program Board Member
Schnell Garrett	Advisor, Assistant Director of Student Life

### **III – Facilities and Sustainability Team Efforts**

**Background:** The newly regenerated Facilities and Sustainability Team (FAST) was formed to assist in developing a comprehensive sustainability plan and facilities improvements program for the college, and consists of representatives from all college constituency groups. In April 2007, the college’s president signed the American College and University Presidents Climate Commitment. This agreement demonstrates Howard Community College’s commitment within the college community and throughout society to minimize global warming emissions, as well as provide the knowledge and education to achieve climate neutrality. The mission and vision of the committee are as follows:

**MISSION:** To provide leadership in the advancement of sustainability through campus facilities and programs that are environmentally and socially responsible.

**VISION:** We strive to develop a comprehensive plan to achieve climate neutrality complemented by an inclusive capital improvements plan. We endeavor to respond to the needs of our students, employees, and college community; and provide them with the knowledge, skills, and practices required to create a thriving, ethical and sustainable environment.

**Work session presentation:**

Michelle (Shelly) Bilello, capital programs administrator and Robert (Sustainable Bob) Marietta, facility renovations and safety manager, will present to the board an overview of the sustainable initiatives that have been accomplished to date and the plans and goals that the FAST team will be undertaking in the near future.

## **A – Approval of February 27, 2008, Agenda**

**Regular Meeting** – Immediately following the work session

- A.** Approval of February 27, 2008, Agenda
- B.** Board Priority Items
  - 1. Awards
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  - 3. The Howard Community College Fiscal Year 2007 Workforce Snapshot
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**Adjournment**

## **B-1 Awards**

**Background:** In fall 2006, the board of trustees asked the administration to clarify guidelines for the various awards presented by the board to members of the Howard County community. These awards include honorary degrees, the Trustees' Award for Service to Howard Community College, and the Clark Medal. Issues to be clarified included the criteria for the awards and how to differentiate them, timing for presenting the various awards, and potential candidates. The awards are defined as follows:

### Honorary Degrees

- Recognize a significant period of extended service to the college (limit two per year)
- Presented at commencement
- Pat and Jill McCuan were identified last year as honorary degree recipients, but were unable to attend the 2007 commencement. The award of the honorary degrees for Pat and Jill McCuan was deferred until the May 2008 commencement.

### Trustees' Award

- Presented for accomplishment or contribution to the college that year
- To be presented at the beginning of the lunch portion of spring convocation scheduled for May 22, 2008
- Potential Candidates: Mary Ann Scully
- The following candidates were approved at the board's March 28, 2007, meeting; however, the awarding will not take place until May 22, 2008:  
Mary Armiger  
Abby Glassberg  
Barbara Van Winkle

### Clark Medal

- Recognition of a lifetime of achievement and service to HCC and the community
- To be presented at a fall volunteer event along with the annual report
- The medal will not be given out every year – only on the occasions when a particularly special person comes along who earns it.
- There are no nominees from the administration at this time.

Included on the pages following this item is a list of all previous award recipients and information on each of the nominees.

## ◆———— Recommendation ———◆

The administration requests that the board of trustees approve the aforementioned award recommendations for award recipients as supported by the legislative and community relations committee of the board of trustees at its February 6, 2008, meeting.

## Honorary Degree Recipients

### 2001

Leola Dorsey  
Celonia Walden

### 2002

Dorothea Craft  
Delroy Cornick (posthumous)

### 2003

Peter Horowitz  
H. Elizabeth Horowitz  
Frederick A. Schoenbrodt, D.D.S  
Frederick K. Schoenbrodt (posthumous)

### 2004

Patty Rouse  
Senator James Clark  
Jon Files  
Joan Athen (approved to receive, but her position disqualified acceptance)

### 2005

Joan Athen (approved to receive, but unable to attend)  
Gertrude Crist  
Dr. Edward Cochran  
Raymond S. Wacks

### 2006

Joan I. Athen  
James R. Moxley, Jr.  
Richard B. Talkin, Esq.  
Scott Caplan (posthumous)

### 2007

Joanne Davis  
Michael Davis  
Senator Barbara Mikulski  
Jill McCuan (approved to receive, but unable to attend)  
Pat McCuan (approved to receive, but unable to attend)

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## Clark Medal Recipients

2007 - Padraic Kennedy

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## Trustees' Award for Outstanding Service to Howard Community College Recipients

2003 - Anthony Deering (awarded 1/29/04)

2004 - (no recipient)

2005 - Ed Waddell

2006 - (no recipient)

2007 - Mary Armiger

Abby Glassberg

Barb Van Winkle

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Prior to the establishment of the "Trustees' Award for Outstanding Service to Howard Community College," a community member was given a "**Gay C. Heitlinger Award.**" These people are the recipients of that award:

1978 - Fred K. Schoenbrodt

1979 - Gloria Herrera

1980 - William Staewen

1981 - (no layperson recipient)

1982 - Andrew N. Adams, Jr.

1983 - John C. (Jack) Whiteside

1984 - James Clark, Jr. (Senator)

1985 - (no layperson recipient)

1986 - John M. Hamilton

1987 - John W. Sundstrom

1988 - Leola Dorsey

1989 - Ruth Keeton and Celonia B. Walden

1990 - Dorothy A. Baker

1991 - (no layperson recipient)

1992 - (no layperson recipient)

1993 - James Rouse (selected but not awarded until the Fall of 1995)

1994 - William Manning (awarded posthumously)

1995 - Evelyn Bolduc (Grand Prix reception)

1996 - Mary Armiger (nominated, but never awarded)

1997 - (no layperson recipient)

1998 - Jon Files

1999 - Ginni Dreier and Charles I. Ecker

2000 - Peter Horowitz

2001 - Richard McCauley

2002 - Hunan Manor Restaurant (3/17/03)

Howard Community College Board of Trustees  
Candidates for Awards  
February 27, 2008

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**Honorary Degree**

Jill and Pat McCuan: Mr. and Mrs. Patrick McCuan have been long-time friends of Howard Community College (HCC), supporting it not only through financial donations to the Howard Community College Educational Foundation, Inc. (HCCEF), but also advocating on behalf of the college in the community. Jill McCuan also served as a member of HCCEF, Inc. for seven years.

Patrick and Jill McCuan are generous financial supporters of Howard Community College. They established an endowment of \$250,000 for student scholarships. They gave a gift of \$50,000 to name the Galleria in honor of their friend, Dwight Burrill. Most recently, they pledged a \$1,000,000 gift and a \$200,000 matching gift to the HCCEF. This extraordinary generosity made the McCuans the largest cash donors to HCC up to that time.

**Trustees' Award**

Mary Armiger: Mrs. Armiger has placed a significant emphasis on the many organizations with which she is involved, including the Howard Community College Educational Foundation Board of Directors, which she served on from 1987-1993. She chaired the "Get Real with Real Estate" event for ten years in the late 80s and 90s, establishing a \$150,000 endowment for the foundation. In 2001, she was the recipient of the 30<sup>th</sup> Anniversary Alumnus of the Year Award.

In 2005, Mrs. Armiger and her, husband, Earl, established an endowment in support of the Silas Craft Collegians program. This year the Armigers hosted a salon event, which brought the college a number of gifts for the student scholarship endowment.

Abby Glassberg: Ms. Glassberg has been a long-time supporter of HCC, serving on the Grand Prix board for many years. She has also taken an active role in connecting HCC to individuals in our community that she believes have the means and wherewithal to help support our programs. She played a key role in introducing Mr. Leroy Merritt to the college, resulting in a \$25,000 named gift to the Horowitz Visual and Performing Arts Center and a \$250,000 gift for Project Access. Abby also introduced Edward St. John to HCC, who committed \$25,000 to a named space in the Peter and Elizabeth Horowitz Visual and Performing Arts Center.

Mary Ann Scully: Ms. Scully served as the chair of the 2007 Commission on the Future of Howard Community College. She was formerly a trustee of the Howard Community College Educational Foundation Board from 2000-2006. Mary Ann also served on the college's Campaign Council from 2000-2007. She has been instrumental in Howard Bank's support of the HCC *On Campus* speaker series. Mary Ann and, her husband, Chuck have generously given their financial support to the college, having made gifts to the Children's Learning Center, the Graphic Digital Design Lab in the Horowitz Center, the Mary Ellen Duncan Endowment, the Grand Prix, and the Howard Bank Lecture Series.

Barbara Van Winkle: Ms. Van Winkle was introduced to the Howard Community College Educational Foundation, Inc. Board of Directors by Ms. Ann Ivester in 1998 and has been a dedicated advocate for HCC ever since. Her service as chair of the board of directors from 2002-2006 was marked by the near completion of the \$12 million capital campaign. Additionally, Barb's work to raise funds for the Peter and Elizabeth Horowitz Visual and Performing Arts Center was critical. Barb's efforts on the foundation have been remarkable! She has made a named gift to the Horowitz Visual and Performing Arts Center, a donation to the Children's Learning Center and just started a \$25,000 Van Winkle Family Endowment.

## **B-2 Board Core End: Faculty and Staff Focus**

**Background:** This report addresses the board core end – *Faculty and Staff Focus*. HCC aligns its operations with the three Educational Excellence criteria for this category. Measures were selected by the board in 2003. The dashboard was introduced as a vehicle to summarize the information in 2005. 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 reset and approved all of the current benchmarks for the most recent list of required Maryland Higher Education Commission (MHEC) indicators. Since these are five-year goals, most of the current flags will naturally be red. For the first criteria within this category, the visiting Maryland team rated the college as operating within a higher scoring band than the national Baldrige examiners.

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.

[At its February 18, 2008, retreat, the board decided to deliberate as each current core end is presented to decide if it still accurately reflects the board's intent. A framework for this discussion is included 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: [www.howardcc.edu/about\\_hcc/campus\\_profile/board\\_core\\_ends/index.html](http://www.howardcc.edu/about_hcc/campus_profile/board_core_ends/index.html).

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

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

**Timeline:** Annual

### ◆————— Recommendation —————◆

The administration requests that the board of trustees affirm the design of this core end and accepts this report on its key performance indicators.





### Category 5- Faculty and Staff Focus







This category examines the college’s efforts to build and maintain a work environment and faculty and staff support climate conducive to performance excellence and to personal and organizational growth.






















Source	Item	Current	Benchmark
External Quality Feedback	<b>Work Systems</b> How do your organization’s work and jobs enable faculty and staff and the organization to achieve high performance? How do compensation, career progression, and related workforce practices enable faculty and staff and the organization to achieve high performance?	Baldrige 50-65%	30-45%
		MPEA 70-85%	
	<b>Faculty and Staff Learning and Motivation</b> How do HCC’s faculty and staff education, training, and career development support the achievement of the college’s overall objectives and contribute to high performance? How do the organization’s education, training, and career development build faculty and staff knowledge, skills, and capabilities?	Baldrige 50-65%	30-45%
		MPEA 50-65%	
	<b>Faculty and Staff Well-Being and Satisfaction</b> How does the college maintain a work environment and faculty and staff support climate that contributes to the well-being, satisfaction, and motivation of all faculty and staff?	Baldrige 30-45%	30-45%
		MPEA 30-45%	
MHEC	Percent minorities of full-time faculty	22.1%	23.0%
	Percent minorities of full-time administrative/professional staff	20.9%	23.0%
QUEST (Employee Survey)	Overall Job Satisfaction	4.29	3.50
	Campus Climate:		
	Have a safe workplace.	4.26	3.50
	Satisfied with opportunities for job-related training.	4.22	3.50
	Satisfied with the job security of my present position.	4.03	3.50
	Am recognized for contributing to improved quality.	4.00	3.50
My salary is comparable to other community colleges.	3.63	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		October 2005 - HCC's score
	2003 - Score interval in which HCC was rated		Score given as an interval, e.g., 376-475
	August 2006- Score interval in which HCC was rated		No range is provided for other applicant scores

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

			0-9	10-29	30-49	50-69	70-89	90-100
<b>C A T E G O R Y</b>	<b>Faculty and Staff Focus (85 points)</b>	<b>5.1</b> <b>35 points</b>						
								
								
		<b>5.2</b> <b>25 points</b>						
								
								
	<b>5</b>	<b>5.3</b> <b>25 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. In [August 2007](#), the college submitted an application to the Maryland Performance Excellence Award and hosted a site visit on [January 16, 2008](#). HCC will receive its feedback report in [March 2008](#). A team is working to create a Baldrige application due in [May 2008](#).

**Benchmark:**

When the benchmark was originally set, institutions receiving an overall score of 450 and above received site visits. Therefore, the administration recommended a category benchmark aligned with that: **The college will receive a rating for category 5 of 45 percent on the Maryland Performance Excellence Award by 2007 or Baldrige by 2009.**

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

<i>Minorities include African Americans, Asian Americans, Hispanics and Native Americans; minorities do not include foreign or other.</i>						
	<b>Fall 2003</b>	<b>Fall 2004</b>	<b>Fall 2005</b>	<b>Fall 2006</b>	<b>Fall 2007</b>	<b>Benchmark Fall 2010</b>
<b>Percent minorities of full-time faculty</b>	18.8%	20.5%	20.0%	18.9%	22.1%	23.0%
				n=24/127	n=31/140	
<i>Peer AVG: Statewide</i>	10.7%	9.7%	10.3%			
<i>AVG:</i>	14.5%	13.6%	14.6%			

<i>Minorities include African Americans, Asian Americans, Hispanics and Native Americans; minorities do not include foreign or other.</i>						
	<b>Fall 2003</b>	<b>Fall 2004</b>	<b>Fall 2005</b>	<b>Fall 2006</b>	<b>Fall 2007</b>	<b>Benchmark Fall 2010</b>
<b>Percent minorities of full-time administrative/professional staff</b>	24.7%	22.0%	23.4%	22.8%	20.9%	23.0%
				n=41/180	n=36/172	
<i>Peer AVG: Statewide</i>	11.1%	11.9%	11.5%			
<i>AVG:</i>	18.8%	19.1%	20.1%			

## Internal Measures

*Employee Satisfaction* is an original board of trustees' indicator.

HCC's most valuable resource is its employees; therefore, the college will take steps to assure a productive, competent, up-to-date, and competitively compensated workforce. Several measures will demonstrate this commitment.

- Compensation. The college will monitor information about market rates every year and will propose salary scale changes to the board every two or three years. A major study will take place at other intervals.
- Currently employed staff will be given the systematic opportunity to rate their job satisfaction, college climate, and the various college services annually. **Benchmark: All employee groups will evaluate their job satisfaction and college climate at the 3.5 (out of 5) or above level.**

### Compensation

Working with an outside consultant, the office of human resources completed the board-approved comprehensive faculty and staff salary study during fall 2007. The overall FY09 salary considerations were discussed during the January 30, 2008, board of trustees' meeting as part of the budget proposal approval process.

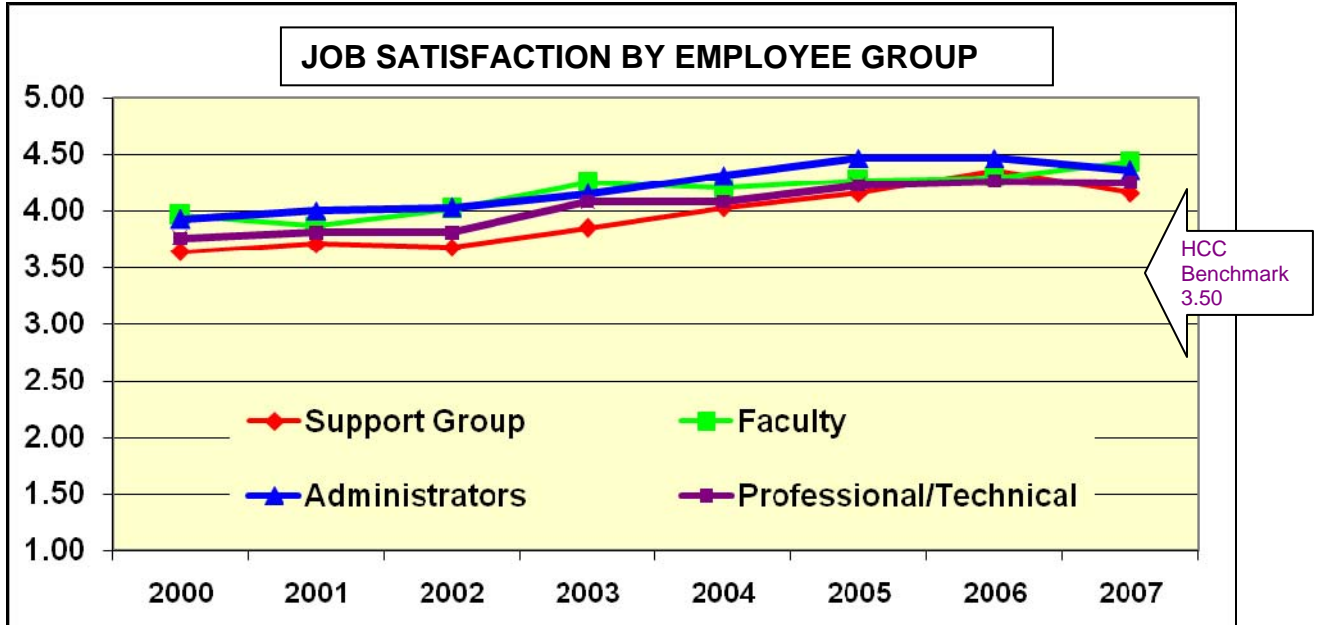
### Employee Satisfaction Survey Results

The QUEST (QQuality Evaluation of Service Trends) Survey ratings shown below are on a five-point agreement scale, with 5 being the highest and 1 being the lowest. This year's overall job satisfaction rating does exceed the 3.5 benchmark set by the board even though among certain age ranges there was a decrease in the ratings from 2006.

### Job Satisfaction

BY YEARS AT HCC

	2003 QUEST	2004 QUEST	2005 QUEST	2006 QUEST	2007 QUEST
1 to 5 Years	4.06	4.12	4.27	4.28	4.31
6 to 10 Years	4.00	4.00	4.01	4.30	4.37
11 to 15 Years	4.20	4.06	4.26	4.20	4.14
16 to 20 Years	4.04	4.17	4.44	4.50	4.30
21 to 25 Years	4.20	4.20	4.33	4.41	4.32
Over 25 Years	4.20	4.42	4.40	4.64	4.13
<b>OVERALL RATING ON JOB SATISFACTION</b>	<b>4.06</b>	<b>4.11</b>	<b>4.23</b>	<b>4.31</b>	<b>4.29</b>



**Description of the Indicator:** This indicator is also a Dragon's Vital Sign. The QUEST Survey is administered every year to all budgeted HCC employees in the fall semester. Ratings are given on a five-point satisfaction scale, ranging from "Strongly Agree" (5) to "Strongly Disagree" (1). The ratings on this chart show the mean rating on job satisfaction for each employee group. Since the QUEST survey began, employees in the professional/technical and administrative groups have been categorized in different ways – at some times combined as one group and other times broken out differently. On this chart an attempt has been made to show the groups separately. The current categories have been used since 2000.

**Benchmark:** The overall rating for employee satisfaction will be 3.50 for all groups.

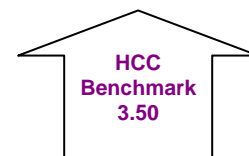
**Performance Outcome:** For 2007, the benchmark is met for all groups.

**Data Source:** Data is from HCC's annual QUEST Survey administered and analyzed by the planning, research, and organizational development (PROD) office.

Since 2003 the QUEST (QUality Evaluation of Service Trends) Survey has been arranged by the Baldrige Educational Excellence categories. Ratings shown below for all the items in Category 5 - Faculty and Staff Focus are on a five-point agreement scale, with 5 being the highest and 1 the lowest. Last year, new questions were added to this area to explore why in 2005 three items fell below the 3.50 benchmark. The 2005 items were: *I am satisfied with the salary I receive* (3.41), the assignment of performance/merit levels (3.28), and the performance appraisal process (3.34).

All measures for 2007 were over the HCC benchmark of 3.50.

<b>Category V: FACULTY AND STAFF FOCUS</b>	<b>QUEST 2006</b>	<b>QUEST 2007</b>
I am satisfied with HCC's support for health/wellness.	4.28	4.33
Employees value feedback from supervisors/division heads.	4.27	4.31
The people I work with cooperate and work as a team.	4.32	4.28
Employees value feedback from students.	4.29	4.27
I have a safe workplace.	4.33	4.26
I can make changes that will improve my work.	4.28	4.25
My supervisor/div.head encourages me to develop my job skills.	4.26	4.22
In FY07 I received a fair evaluation of my job performance.	4.17	4.22
I am satisfied with opportunities for job-related training.	4.21	4.22
My supervisor/division head communicates with me about my performance at least twice a year.	4.30	4.22
People who work at HCC treat each other with respect, regardless of position.	4.19	4.20
Employees value feedback from peers.	4.17	4.18
My supervisor/division head and my organization care about me.	4.21	4.13
My employee benefits are comparable to those in other community colleges.	4.08	4.11
My job at HCC is secure.	4.07	4.03
I am recognized for contributing to improved quality.	4.02	4.00
The trustees and administration advocate for better salaries and benefits.	3.98	3.94
Employees are fairly and consistently evaluated.	3.80	3.81
The college adjusts salary scale to cost of living	3.67	3.64
My salary is comparable to other community colleges.	3.69	3.63
The college reviews /reclassifies positions as appropriate.	3.63	3.58



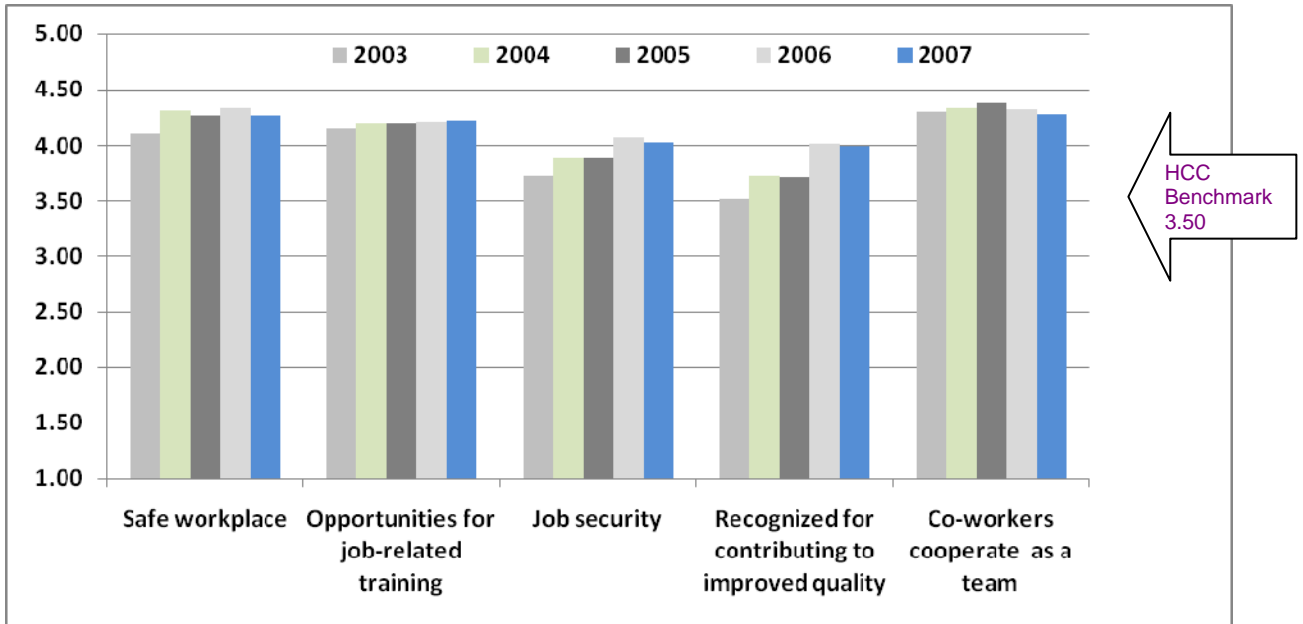
There has been some movement of the ratings over time.

<b>Category V: FACULTY AND STAFF FOCUS</b>				
<b>Survey Items</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Difference 2006-07</b>
I am satisfied with HCC's support for health/wellness.	4.23	4.28	<b>4.33</b>	<b>0.05</b>
In FY07 I received a fair evaluation of my job performance.	nos	4.17	<b>4.22</b>	<b>0.05</b>
Employees value feedback from supervisors/division heads.	nos	4.27	<b>4.31</b>	<b>0.04</b>
My employee benefits are comparable to those in other community colleges.	nos	4.08	<b>4.11</b>	<b>0.03</b>
Employees value feedback from peers.	nos	4.17	<b>4.18</b>	<b>0.01</b>
Employees are fairly and consistently evaluated.	nos	3.80	<b>3.81</b>	<b>0.01</b>
I am satisfied with opportunities for job-related training.	4.19	4.21	<b>4.22</b>	<b>0.01</b>
People who work at HCC treat each other with respect, regardless of position.	nos	4.19	<b>4.20</b>	<b>0.01</b>
I am recognized for contributing to improved quality.*	3.71	4.02	<b>4.00</b>	-0.02
Employees value feedback from students.	nos	4.29	<b>4.27</b>	-0.02
The college adjusts salary scale to cost of living	nos	3.67	<b>3.64</b>	-0.03
I can make changes that will improve my work.	4.21	4.28	<b>4.25</b>	-0.03
My supervisor/div.head encourages me to develop my job skills.	4.23	4.26	<b>4.22</b>	-0.04
The people I work with cooperate and work as a team*.	4.38	4.32	<b>4.28</b>	-0.04
My job at HCC is secure.*	3.89	4.07	<b>4.03</b>	-0.04
The trustees and administration advocate for better salaries and benefits.	nos	3.98	<b>3.94</b>	-0.04
The college reviews /reclassifies positions as appropriate.	nos	3.63	<b>3.58</b>	-0.05
My salary is comparable to other community colleges.	nos	3.69	<b>3.63</b>	-0.06
I have a safe workplace.*	4.26	4.33	<b>4.26</b>	-0.07
My supervisor/division head communicates with me about my performance at least twice a year.	nos	4.30	<b>4.22</b>	-0.08
My supervisor/division head and my organization care about me.	4.11	4.21	<b>4.13</b>	-0.08

\*There have been some wording changes on specific items on the survey. The wording on this table reflects the most recent wording. Note: "nos" means not on the survey for the year shown.

And the next trend chart displays the subset of Category 5 items selected to represent “Campus Climate.” **HCC has met the 3.50 benchmark.**

### Campus Climate Trends



The entire college community has access to an executive summary of the QUEST survey results.

[http://intranet.howardcc.edu/Department\\_Resources/PROD/EmployeeSurveysTraining/Quest/Quest2007Report.pdf](http://intranet.howardcc.edu/Department_Resources/PROD/EmployeeSurveysTraining/Quest/Quest2007Report.pdf)

There are also many tables presenting different ways to look at the data for potential action, including a table listing the **ratings of all campus services**.

[http://intranet.howardcc.edu/Department\\_Resources/PROD/EmployeeSurveysTraining/Quest/QUEST07TABLES.pdf](http://intranet.howardcc.edu/Department_Resources/PROD/EmployeeSurveysTraining/Quest/QUEST07TABLES.pdf)

The internal measures for *Professional and Staff Development* will next be presented to the board as part of the **HCC Annual Workforce Snapshot** - see the next board agenda item B-3.

Board of Trustees Talking Points
<p><b>As determined by outside evaluation</b>, the college has an <b>effective systematic approach that is well-aligned to the college's needs</b> for work definitions/evaluations and employee professional development, and has an effective systematic approach for determining faculty and staff well-being and satisfaction.</p>
<p><b>From an all employee survey</b> - All items contributing to a <b>positive campus climate</b> for faculty and staff are rated at 4 (on a 5-point satisfaction scale) or higher.</p>
<p>HCC <b>must be diligent in its pursuit of successful minority full-time faculty, administrative, and professional/technical candidates.</b></p>
<p>In FY07, there were <b>2,269 employees</b> at HCC.</p>

## DISCUSSION

The board will discuss the appropriateness of this core end and its selected measures in light of its review of the Carver policy governance model, the newest Baldrige educational excellence criteria, its commitment to the tenants of servant leadership and environmental sustainability, and the reporting requirements of the Maryland Higher Education Commission.

Note: the college at a turning point in the Baldrige criteria. All the data collected at the moment to report is from the former Baldrige criteria - the 2006 application. In 2007, there were many changes made to categories 5 and 6 within that criteria.

### **CATEGORY 5 - Workforce Focus (formerly Faculty and Staff Focus)**

*The Workforce Focus Category examines how your organization engages, manages, and develops your workforce to utilize its full potential in alignment with your organization's overall mission, strategy and action plans. The category examines your ability to assess workforce capability and capacity needs and to build a workforce environment conducive to high performance.*

#### **Educational Excellence Criteria now asks the organization these questions:**

**5.1 Workforce Engagement:**

*How do you engage your workforce to achieve organizational and personal success?*

**5.2 Workforce Environment:**

*How do you build an effective and supportive workforce environment?*

## **B-3 The Howard Community College Fiscal Year 2007 Workforce Snapshot**

**Background:** Since March 2001, the board of trustees has received a special annual report on the Howard Community College (HCC) workforce that is prepared by the office of human resources. The report is a unique and comprehensive snapshot of HCC's faculty and staff. At the request of the board, a section on the employees who are community college degree recipients was added. In addition, the human resources office also added more extensive data on professional development and where employees live.

**Purpose:** The purpose of the report is to give a concise graphical look at HCC's key employee-related data in FY07

### ◆————— Recommendation —————◆

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



# **A Special Report:**

**The Howard Community College FY07  
Workforce Snapshot  
by the Office of Human Resources**



February 2008

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## Introduction

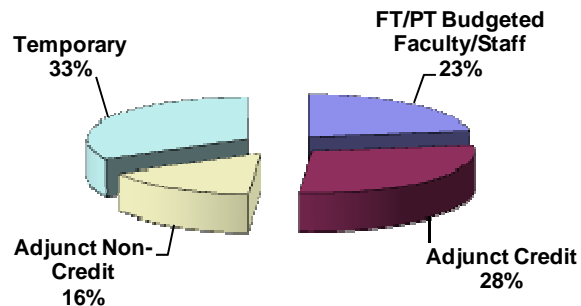
Howard Community College (HCC) has a dynamic workforce prepared to meet the needs of its learning community. The total workforce includes full-time faculty and staff, part-time staff, credit and non-credit adjunct faculty, and temporary employees. Total workforce counts all of these employees who worked and were paid at any time during the fiscal year. This methodology is used so that each employee is counted only once regardless of the number of positions the employee may have held. Salary and benefits represent 75 percent of the FY07 total unrestricted expenditures.

## Total Workforce

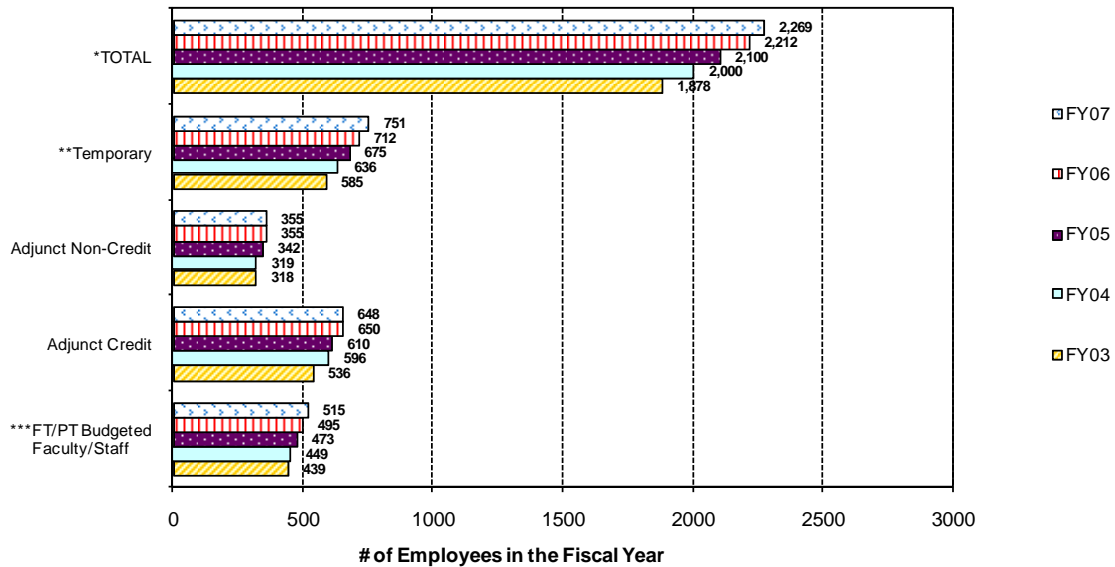
The total workforce at HCC includes anyone paid in the fiscal year.

- Full- and part-time budgeted/position control faculty and staff comprise 23 percent of the total workforce.
- The total workforce increased 21 percent from 1,878 in FY03 to 2,269 in FY07.
- A three percent growth in the total workforce is reflected from FY06 to FY07.

### Total Workforce Paid in FY07



### Change in Total Workforce FY03 - FY07



\*Regardless of the number of jobs held, each employee is only counted once. An employee is placed in a work category based on earnings in the following hierarchal sequence: 1) FT/PT budgeted faculty/staff, 2) adjunct credit, 3) adjunct non-credit, and 4) temporary employment. This number differs from core workforce figures since core workforce is only as of June 30, 2007.

\*\*Temporary employees are 'at will' employees; this group includes: 1) temporary with benefits, 2) hourly employees without benefits (i.e., some housekeepers, life guards, and clerical positions).

\*\*\*In some cases, more than one employee held the same position.

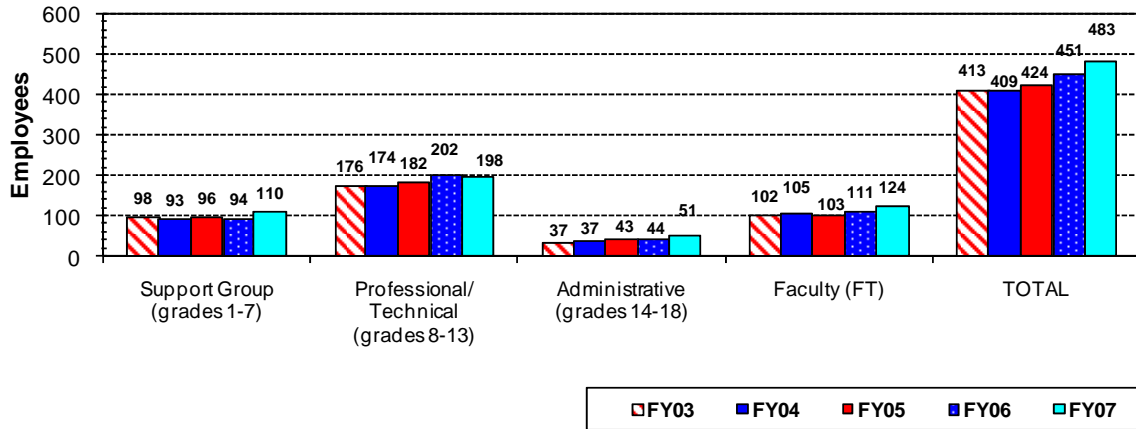
### Core Workforce

The core workforce represents the group of full- and part-time budgeted employees who create the continuity in instructional programs and services. The headcount of the core workforce on June 30, 2007, was 451 full-time and 32 part-time employees. This unduplicated headcount does not include the full- and part-time temporary employees with benefits.

The total headcount for the core workforce has increased by 17 percent between FY03 and FY07. During this same period, state-funded full-time equivalent (FTE) enrollment increased 21 percent.

## CORE WORKFORCE\*

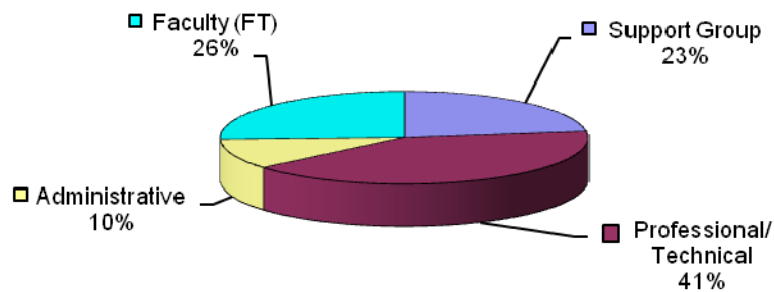
(Employee Headcount on June 30)



\* The headcount is as of June 30, 2007, and does not include full- and part-time temporary employees with benefits or vacant positions. This methodology may cause a fluctuation in the individual constituency group numbers from year to year.

## CORE WORKFORCE BY CONSTITUENCY\*

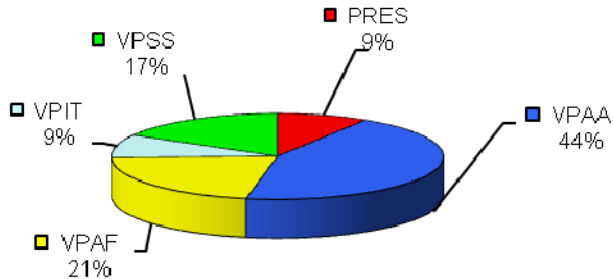
(Employee Headcount on June 30)



\* The headcount is as of June 30, 2007, and does not include full- and part-time temporary employees with benefits or vacant positions.

## CORE WORKFORCE BY FUNCTIONAL AREA\*

(Employee Headcount on June 30)

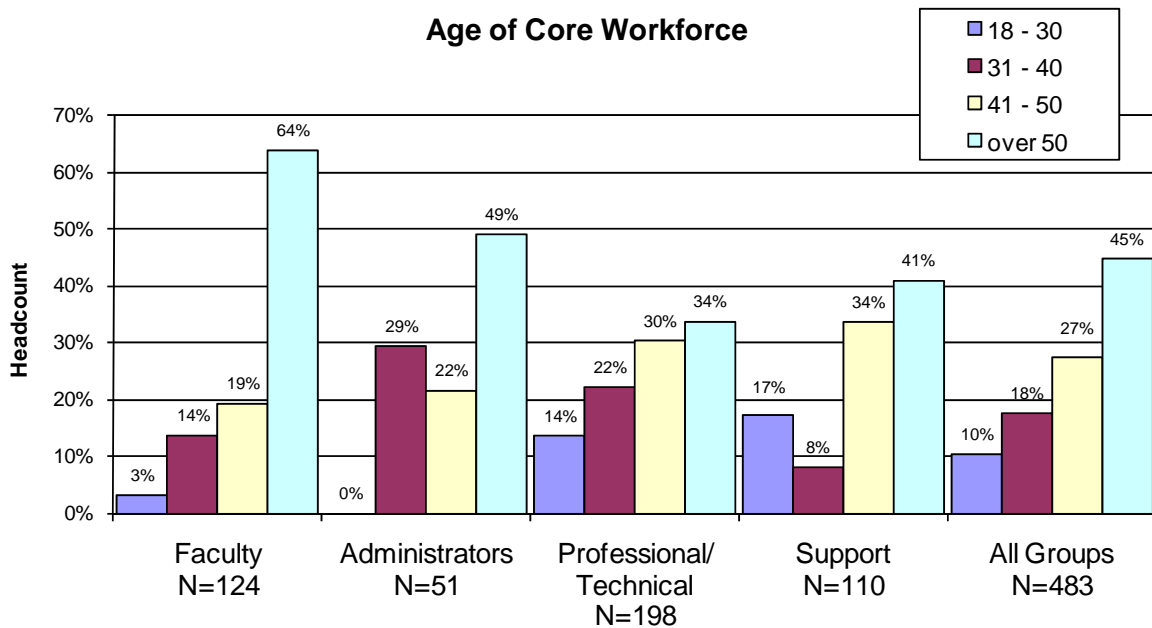


Key:

Pres=president, VPAA=vice president of academic affairs, VPAF=vice president of administration and finance, VPIT=vice president of information technology, VPSS=vice president of student services

\*The headcount is as of June 30, 2007, and does not include full- and part-time temporary employees with benefits or vacant positions.

### Age of Core Workforce



### Recruitment and Hiring

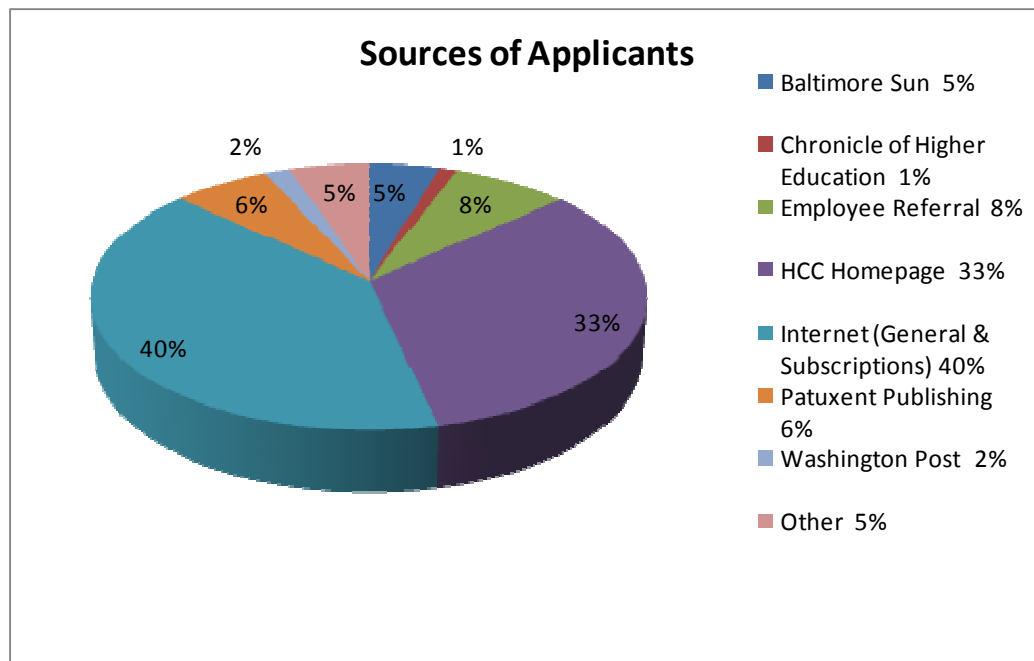
FY07 yielded 19 full-time faculty (beginning August 2007) and 78 budgeted staff hires and 8,851 applicants. The college experienced a number of exceptionally qualified hires and it was able to increase full-time faculty diversity for fall 2007. These figures represent the largest number of budgeted faculty hires and applicants since the opening of the college. Howard Community College is a great place to

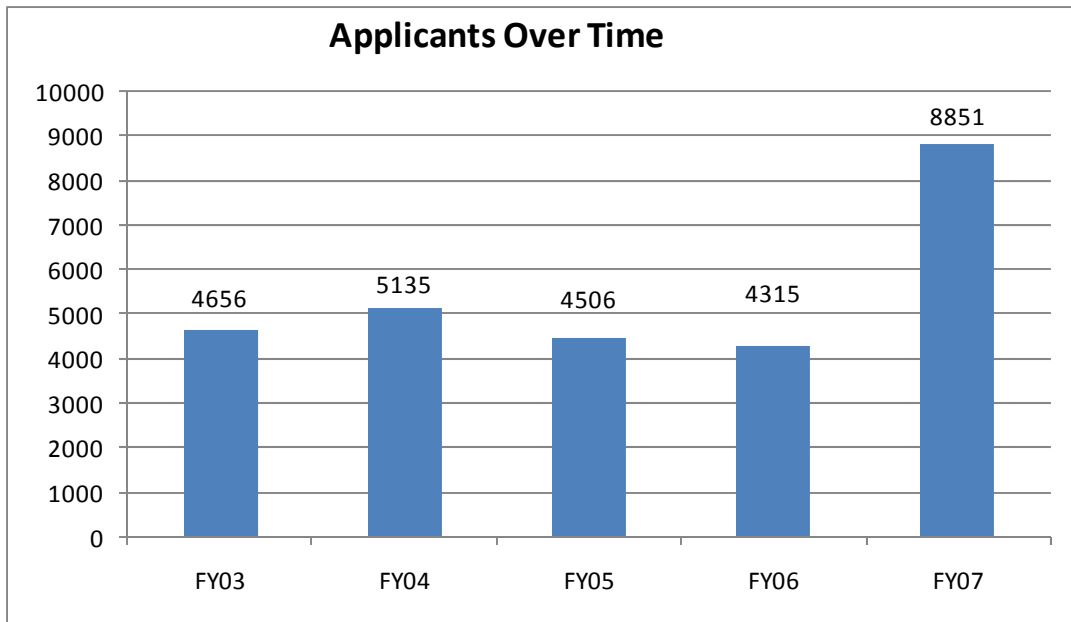
work. The college's **"Work Here. Learn Here. Grow Here."** workforce branding, fully integrated online recruitment system, spring 2006 adjunct job fair, and additional ongoing recruitment training initiatives were very successful. HCC implemented its online recruitment system in FY06 and reaped the benefits of the system for FY07 hiring, which dramatically enhanced the overall recruitment process. The system allows applicants to complete a job application electronically and hiring managers and search committees can access applicant materials online.

Job applicants learn about employment opportunities at HCC through a variety of sources. In FY07, 73 percent learned about job opportunities online.

In FY07 there were:

- 139 recruitments for specific positions including hourly/temporary positions and 109 postings for adjunct faculty pools
- 8,851 applicants - 4,658 applicants for specific position recruitments and 4,193 applicants for the adjunct faculty pools
- 97 budgeted and temporary hires with benefits: 19 faculty, 3 administrative, 36 professional/technical, and 39 support group





## Turnover

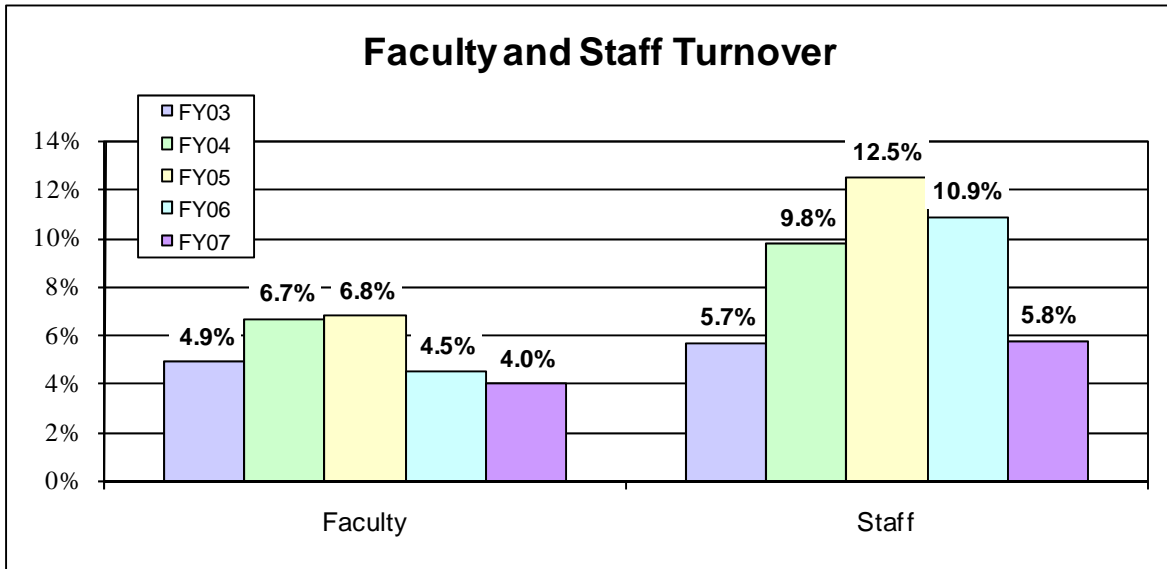
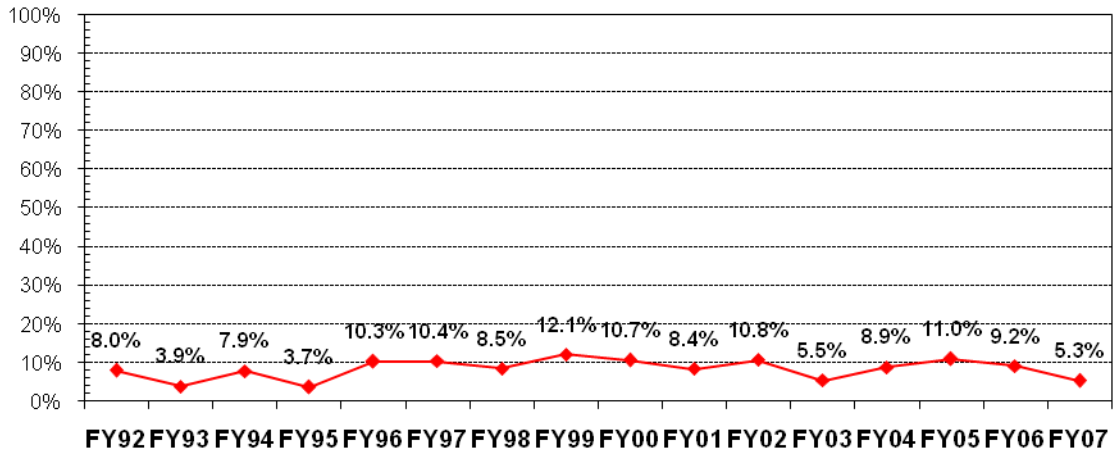
Turnover is defined as the number of full-time core workforce employees who leave the college because of resignation, retirement, dismissal, or reorganization. Turnover does not include employees who move to another job within the college or employees in “temporary with benefits” positions. The turnover rate for HCC was 5.3 percent in FY07. Twenty-four separated in FY07 (15 resignations, 7 retirements, 2 dismissals). Of the 22 employees who either resigned or retired, 17 completed the exit questionnaire.

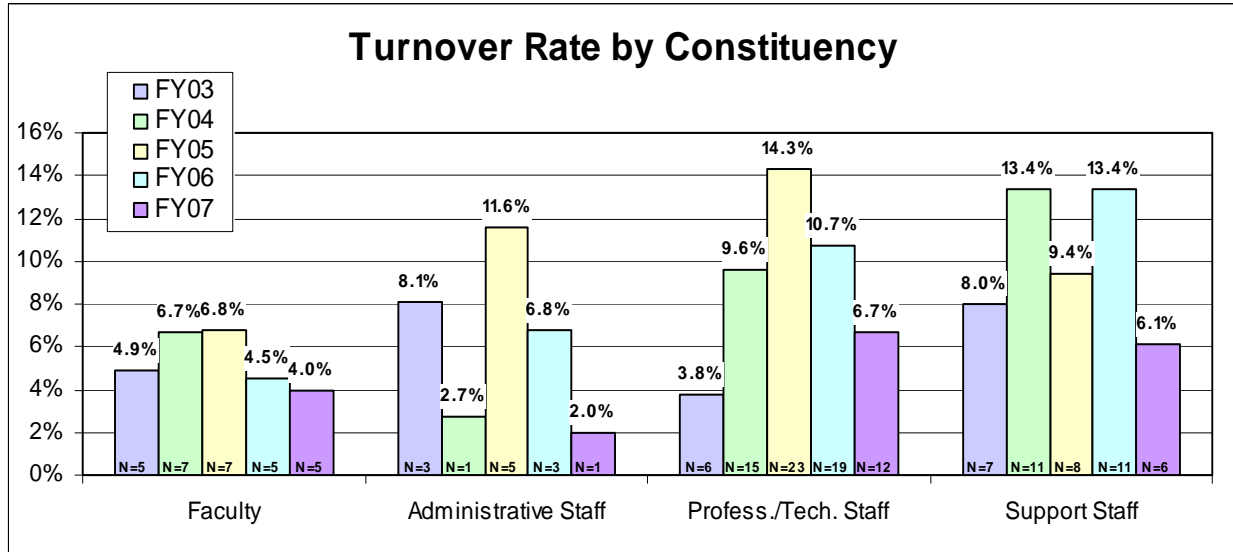
The Bureau of National Affairs’ (BNA) annualized national turnover rate for all employers in FY07 was 14 percent. The BNA figures include all employers in all industries, which are expected to be somewhat higher than HCC’s turnover.

The office of human resources conducted a turnover survey of Maryland community colleges with the following results for 2007:

Anne Arundel	7.3 percent
Chesapeake	20.0 percent
College of Southern Maryland	18.0 percent
Frederick	9.3 percent
Montgomery	9.5 percent
Wor-Wic	7.0 percent

**Turnover Rate for All Full-Time Core Work Force Employees  
(FY92 - FY07)**





### Top Reasons for Separating

#### FY07

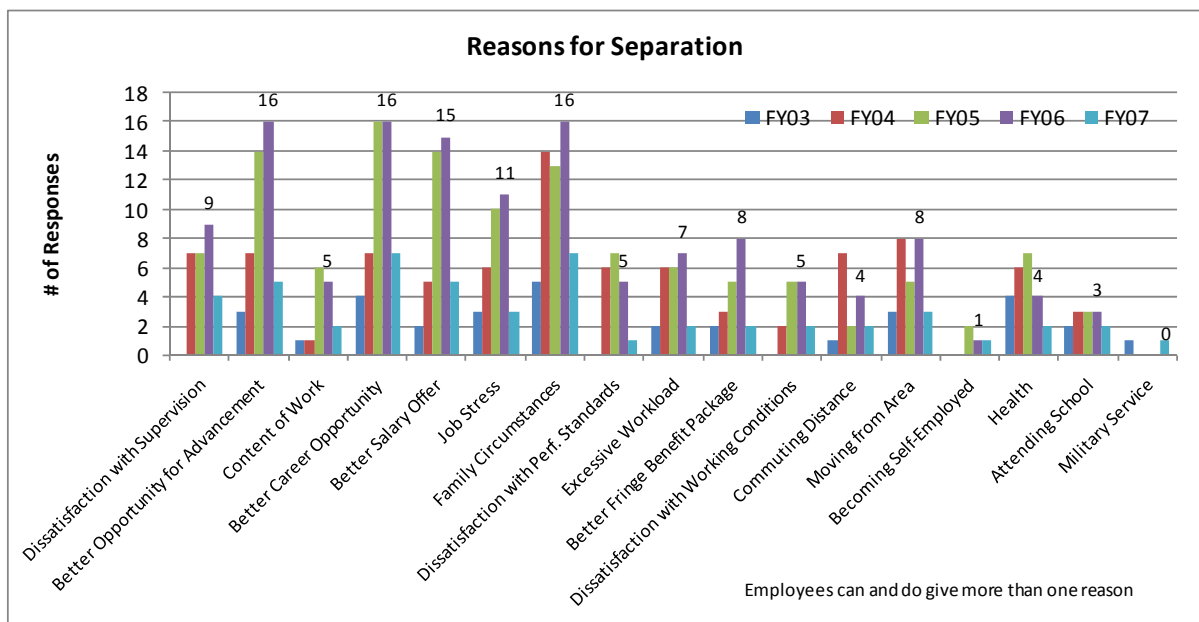
1. a. Better career opportunity (7)
- b. Family circumstances (7)
2. a. Better opportunity for advancement (5)
- b. Better salary offer (5)
3. Dissatisfaction with supervision (4)

#### FY06

1. a. Better career opportunity (16)
- b. Better opportunity for advancement (16)
- c. Family circumstances (16)
2. Better salary offer (15)
3. Job stress (11)

#### FY05

1. Better career opportunity (16)
2. a. Better salary offer (14)
- b. Better opportunity for advancement (14)
3. Family circumstances (13)



## Organizational/Professional Development

The comprehensive professional development and training program is designed to deliver learning opportunities for employees to enhance their current skills, acquire and use new skills, and develop their talents, thus increasing personal and organizational effectiveness. Programs offered during FY07 covered a variety of topics including leadership, professional development, personal enrichment, wellness, and safety.

There were 2,603 attendees participating in 235 professional development, wellness, and training sessions. The number of attendees consists of employees who may have participated in multiple sessions and attendees participating in wellness exercise programs. These numbers do not include employees completing online training.

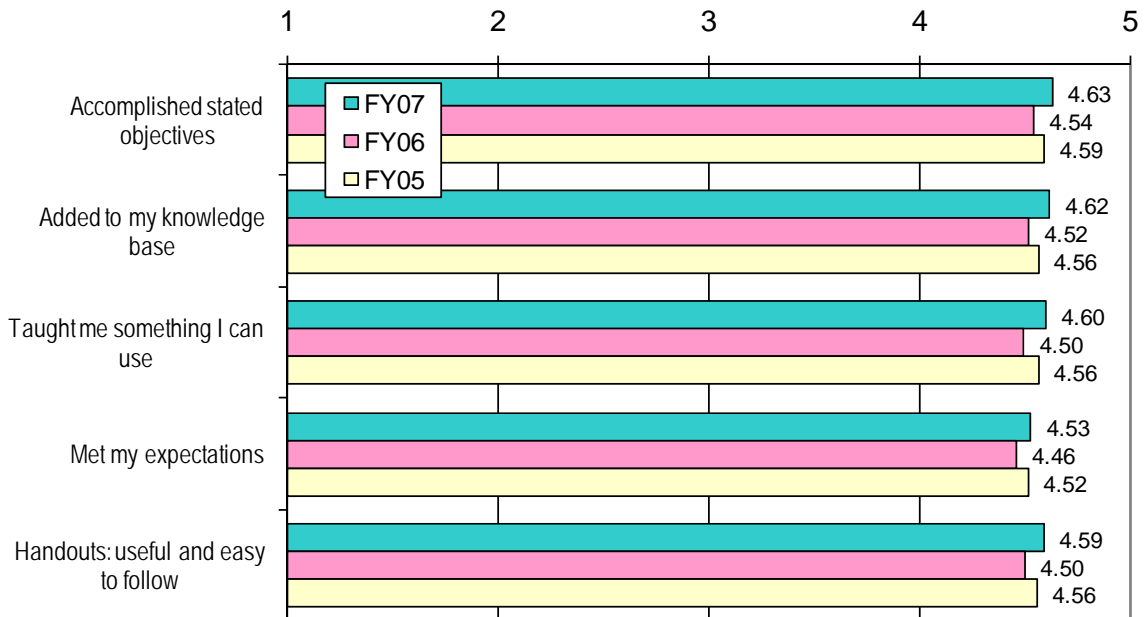
Highlights of the FY07 program include:

- HCC partnered with Howard County Library and offered “Choosing Civility.”
- The continuing education/workforce development and professional development partnership continued to offer non-credit technology training to HCC employees via the professional development program.
- A newly developed technology series was offered campus-wide, targeting Microsoft Office applications most utilized by staff and focusing on very specific functionalities designed to perform specific tasks, resulting in better understanding and ease of use by employees.
- The inclusion of additional external training opportunities via the webinar leadership series offered through Microsoft.
- The expansion of services to provide/coordinate customized training to meet the specific needs of various departments.
- A Family Educational Rights and Privacy Act (FERPA) presentation for faculty and staff.
- Financial planning sessions offered to all employees with independent financial advisors.

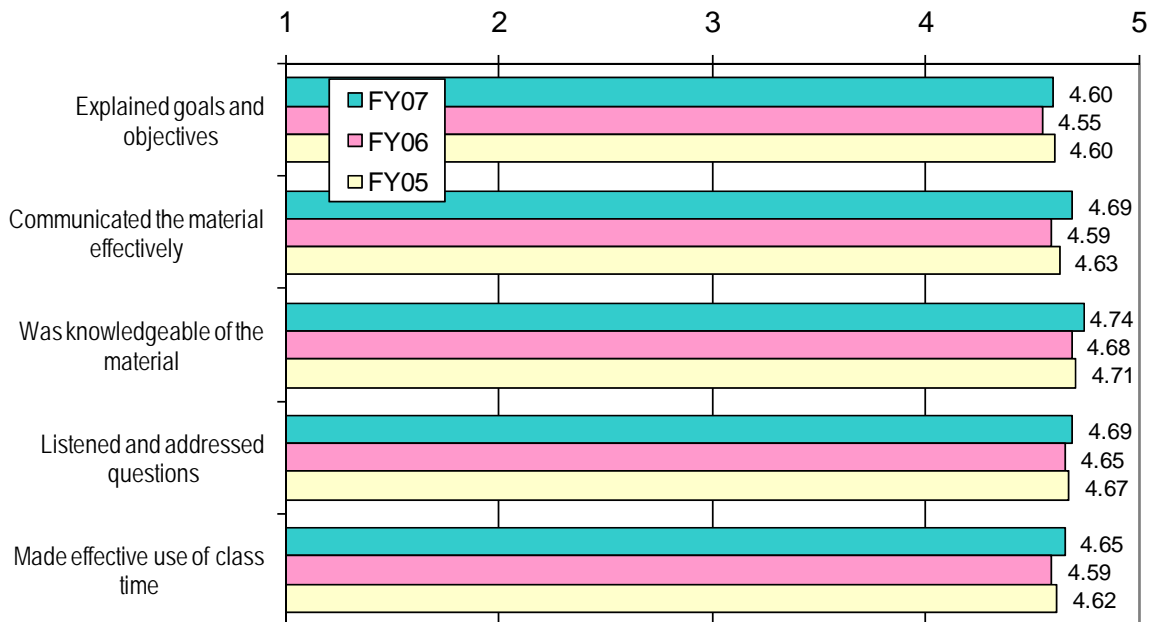
### Professional Development – Instructor

FY07 professional development and training programs received an overall rating of 4.67. See mean ratings received on other rating criteria for professional development and training programs and instructors in the following charts:

**Professional Development and Training Post Evaluation  
Average Ratings of Workshop (FY07 N=1562)  
1=low 5=high**



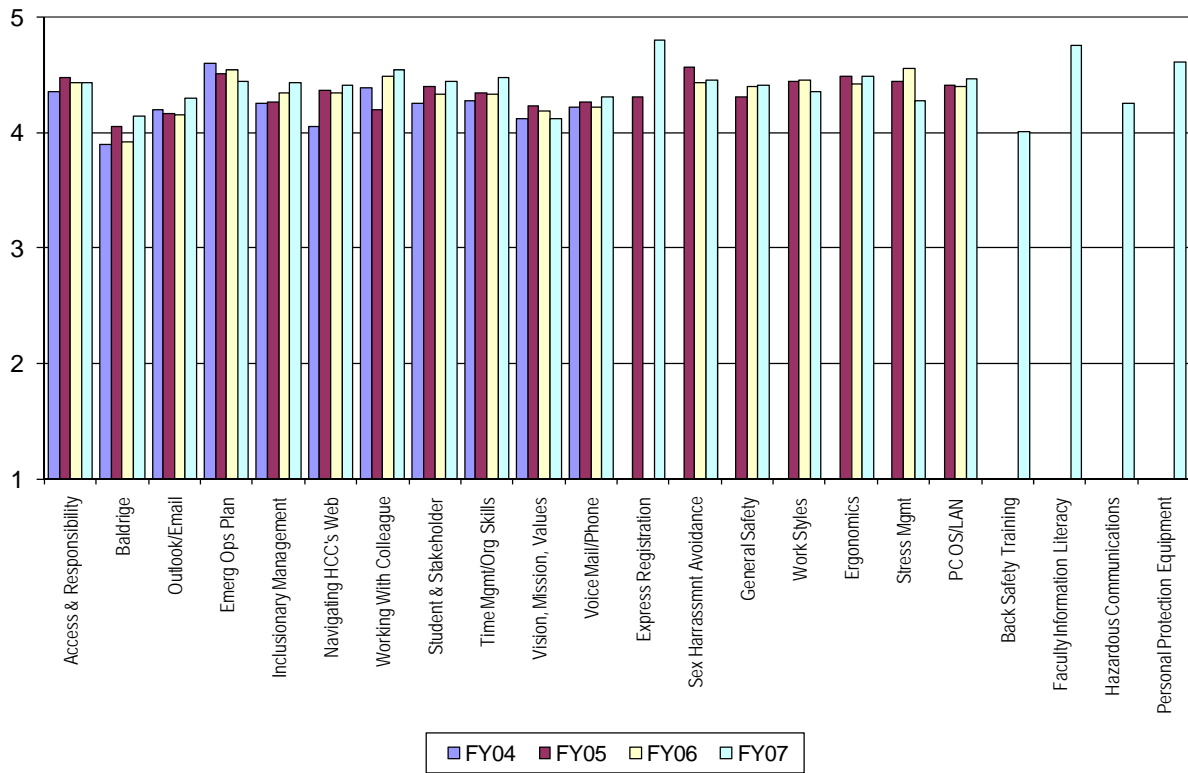
**Professional Development and Training Post Evaluation  
Average Ratings of Instructor (FY07 N=1562)  
1=low 5=high**



Professional Development – Online

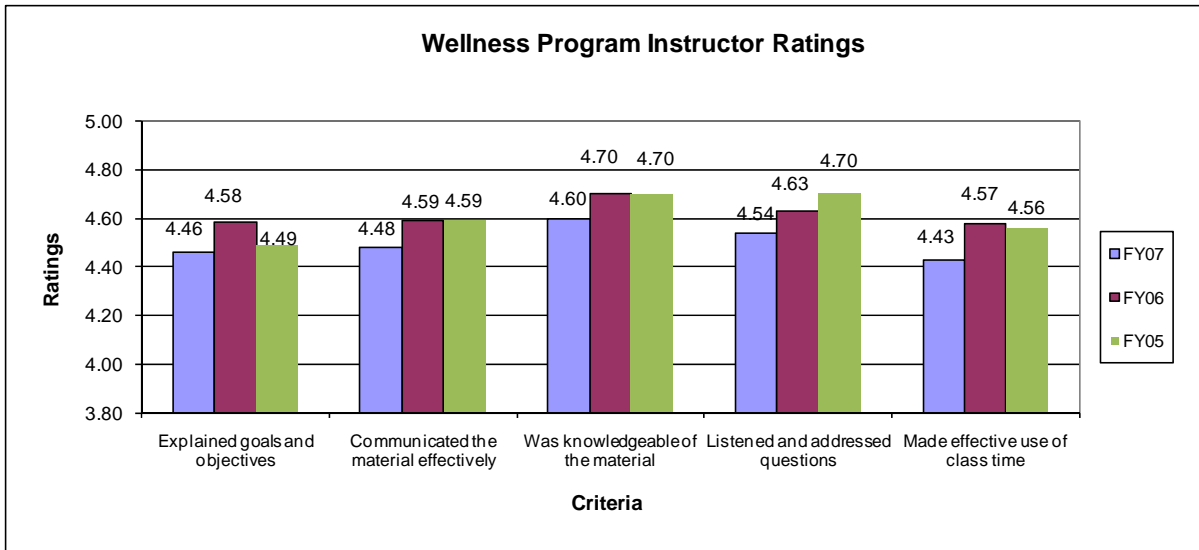
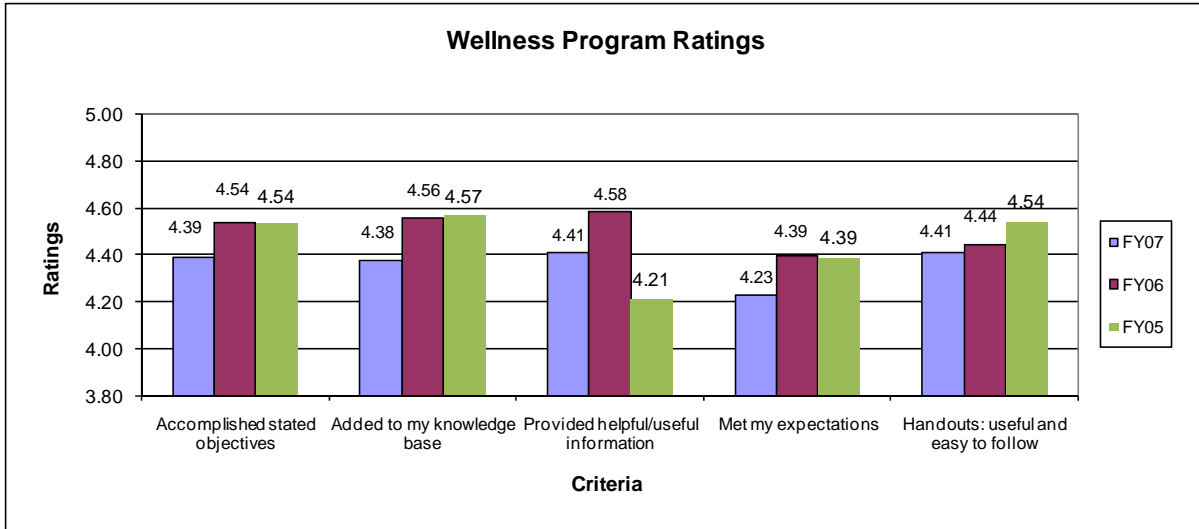
Online programs received an overall rating of 4.6 from 1,928 participants. See following chart for mean ratings of online training and delivery evaluation criteria.

**Online Training Post Evaluation Overall Ratings (FY07 N=1928)**  
1=low 5=high



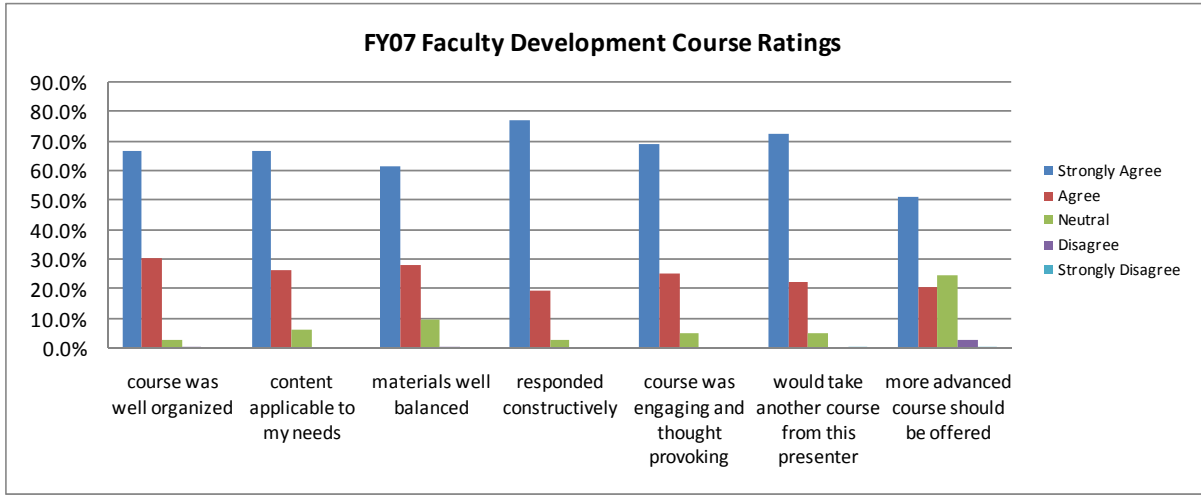
Wellness

There were 23 wellness programs offered during FY07. Of the 359 attendees, 269 completed and submitted the post evaluation. The number of attendees includes participants in wellness exercise classes, individual foot reflexology, and zero balancing sessions. FY07 wellness programs evaluated received an overall rating of 4.42. See wellness program and instructor charts for details.



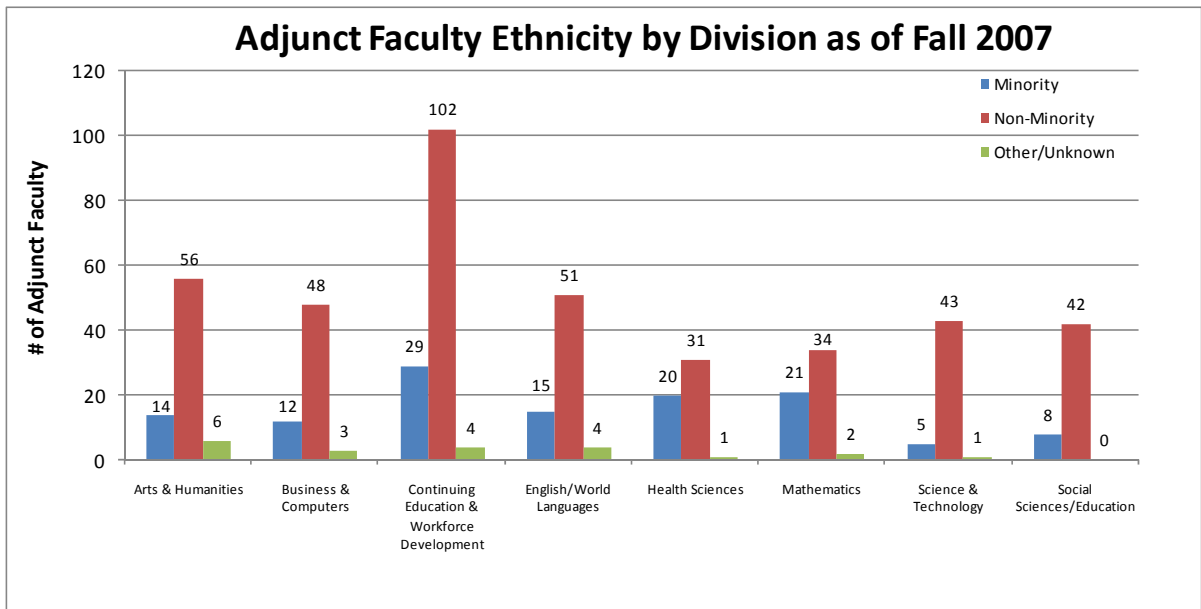
**Professional Development – Faculty**

One thousand five hundred five full-time and adjunct faculty members participated in 119 workshops. Of the attendees, 899 completed post evaluations. Sixty-six percent of the respondents rated programs “strongly agree” in response to a variety of post-evaluation statements. See the following chart:



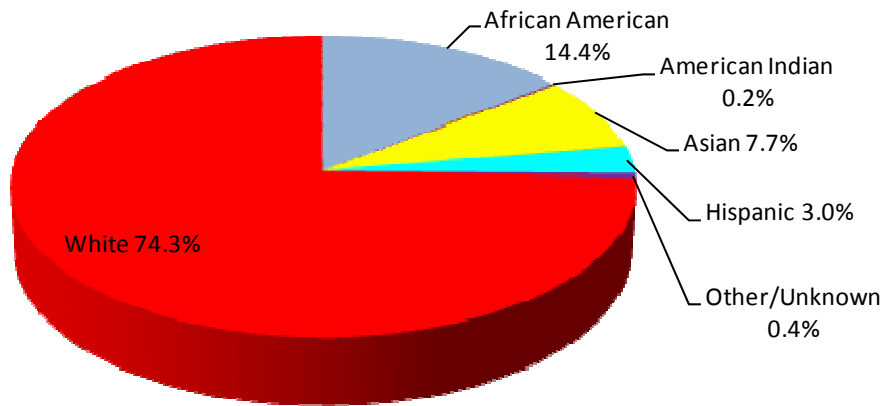
## Adjunct Faculty

Howard Community College is fortunate to be located in a community of highly educated and talented professionals who continue to contribute their time and expertise as adjunct faculty members to its students. The extensive professional and life experience they bring to the classroom enhances the quality of instruction at the college. Adjunct credit and non-credit faculty represented 44 percent of the total workforce in FY07.

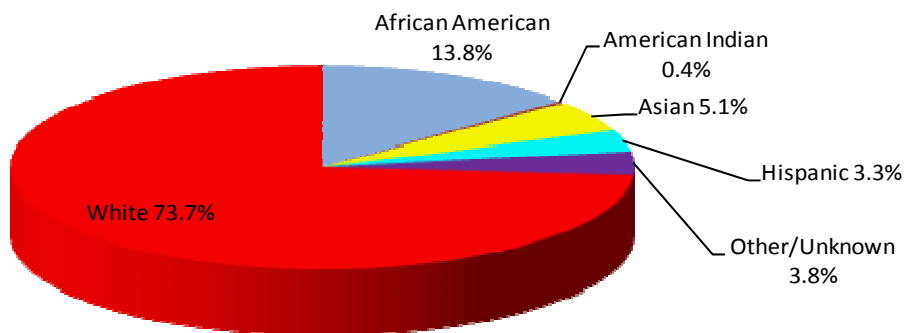


The representation of ethnic groups among credit and non-credit adjunct faculty at Howard Community College is slightly below the general Howard County population based on the US Census Bureau, Census 2000 report as shown in the following two tables:

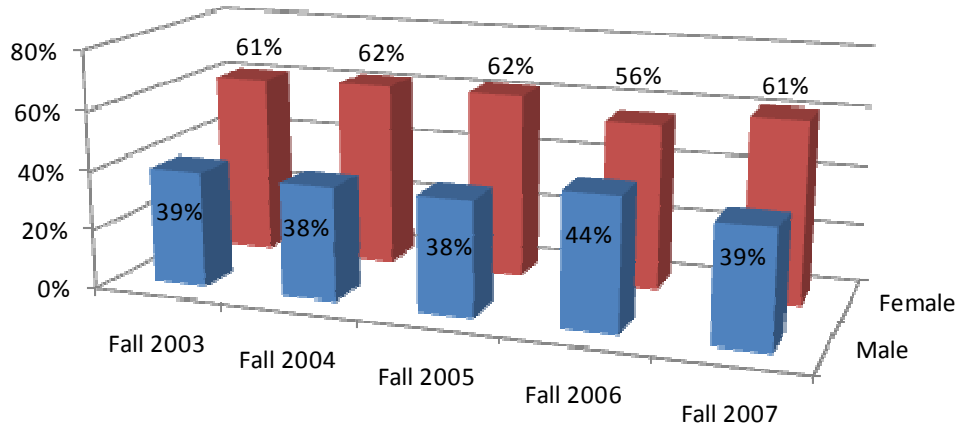
### Ethnicity of Howard County (Census 2000)



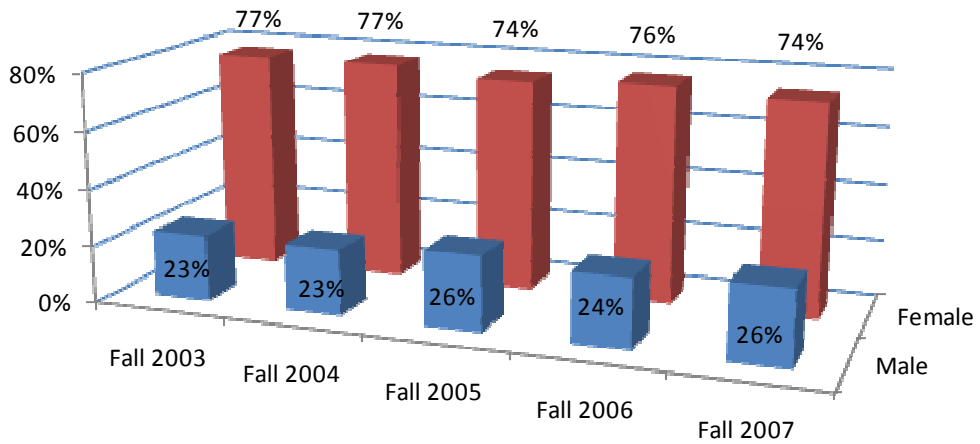
### Ethnicity of Credit and Non-Credit Adjunct Faculty as of Fall 2007

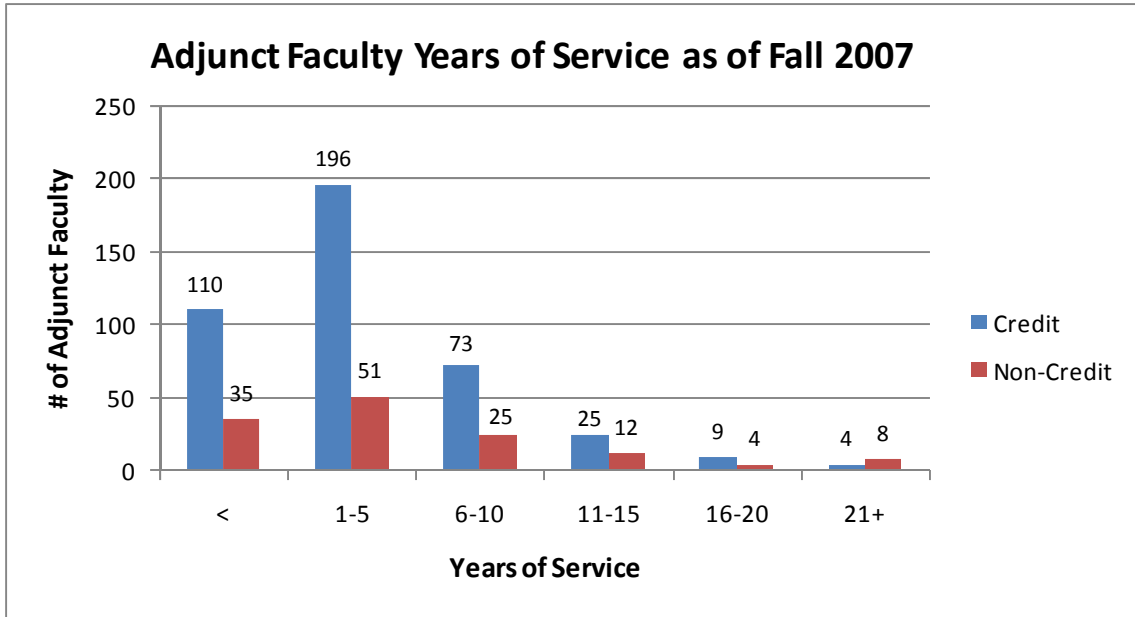


### Gender of Credit Adjunct Faculty as of Fall 2007



### Gender of Non-Credit Adjunct Faculty as of Fall 2007

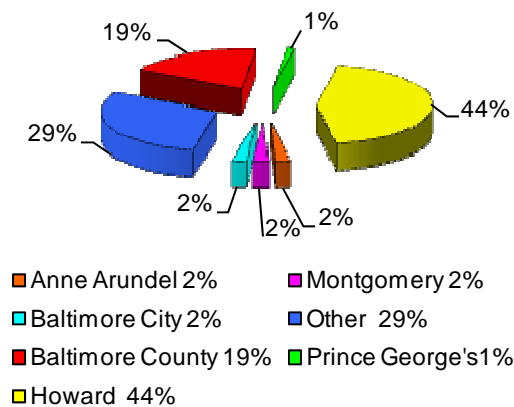




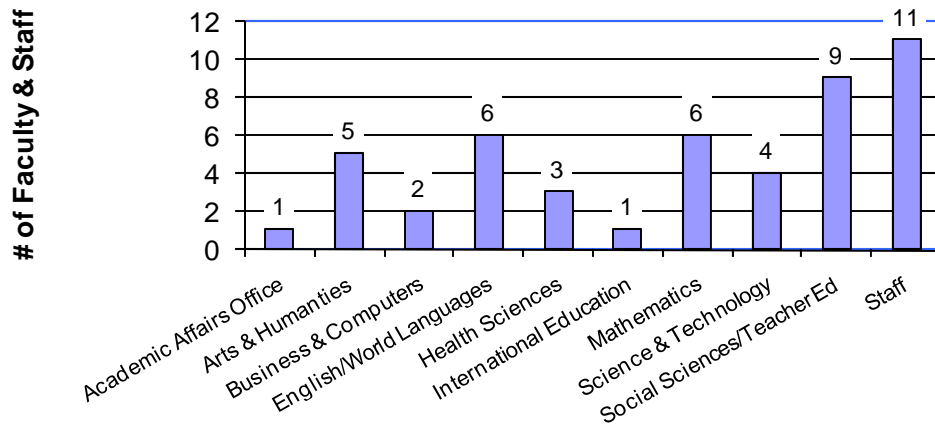
### Characteristics of College Employees

As of October 31, 2007, there were 97 of the college's 466 core workforce employees that possessed a degree from a community college as part of their educational growth. Of those who graduated from a community college, 69 percent obtained their associate degree from a Maryland community college. In addition, 41 of HCC's core workforce employees possess a doctoral degree.

### Community College Degree Recipients



### Doctoral Degree Recipients



### Howard Community College WHERE EMPLOYEES LIVE

#### All Employees\*

	Howard County		Out of County		Out of State		TOTAL
	N	%	N	%	N	%	
<b>Faculty</b>	88	62%	50	35%	3	2%	141
<b>Administrators</b>	33	59%	23	41%	0	0%	56
<b>Professional/Technical</b>	138	60%	93	40%	0	0%	231
<b>Support</b>	79	72%	30	27%	1	1%	110
<b>Adjunct Faculty</b>	323	56%	248	43%	7	1%	578
<b>Temporary</b>	280	76%	86	23%	4	1%	370
	941	63%	530	36%	15	1%	1486

**Employees Hired FY04 to FY08\***

	Howard County		Out of County		Out of State		TOTAL
	N	%	N	%	N	%	
<b>Faculty</b>	22	46%	25	52%	1	2%	48
<b>Administrators</b>	6	43%	8	57%	0	0%	14
<b>Professional/Technical</b>	58	57%	43	43%	0	0%	101
<b>Support</b>	40	73%	15	27%	0	0%	55
<b>Adjunct Faculty</b>	183	50%	179	49%	2	1%	364
<b>Temporary</b>	225	75%	72	24%	3	1%	300
	534	61%	342	39%	6	1%	882

**Employees Hired in FY08\***

	Howard County		Out of County		Out of State		TOTAL
	N	%	N	%	N	%	
<b>Faculty</b>	6	43%	8	57%	0	0%	14
<b>Administrators</b>	0	0%	1	100%	0	0%	1
<b>Professional/Technical</b>	11	58%	8	42%	0	0%	19
<b>Support</b>	3	100%	0	0%	0	0%	3
<b>Adjunct Faculty</b>	56	55%	45	44%	1	1%	102
<b>Temporary</b>	67	75%	19	21%	3	3%	89
	143	63%	81	36%	4	2%	228

\* data shown for employees paid on 9/30/07

Note: Adjunct Faculty includes credit and non-credit

Tables showing the characteristics of full-time faculty, non-teaching staff and part-time credit faculty are accessible through the planning, research and organizational development web page:

[http://www.howardcc.edu/about\\_hcc/campus\\_profile/data\\_snapshots\\_and\\_trend\\_charts/college\\_personnel.html](http://www.howardcc.edu/about_hcc/campus_profile/data_snapshots_and_trend_charts/college_personnel.html)

The data for these tables is based on the employee data system (EDS) report submitted to the Maryland Higher Education Commission (MHEC) as of October 31, 2006, which is fall FY07.

**CHARACTERISTICS OF PART-TIME CREDIT FACULTY  
HOWARD COMMUNITY COLLEGE  
FALL 2003 - 2007**

	2003	FALL 2004	2005	2006	FALL 2007	% Change 2006-2007	
Total Part-time Faculty	364	369	382	398	# 417	% 100%	5%
Gender							
Male	143	142	148	174	164	39%	-6%
Female	221	227	234	224	253	61%	13%
Ethnicity							
African American	41	40	49	46	58	14%	26%
Asian	22	20	23	23	23	6%	0%
Hispanic	6	7	8	9	12	3%	33%
Native American	4	2	2	1	2	0%	100%
White	278	288	281	302	305	73%	1%
Other/Unknown	13	12	19	17	17	4%	0%

**CHARACTERISTICS OF NON-TEACHING STAFF**  
**HOWARD COMMUNITY COLLEGE**  
**FALL 2003 - 2007**

	FALL				FALL		% Change 2006-2007
	2003	2004	2005	2006	2007		
					#	%	
Total Non-Teaching Staff	324	328	351	370	402	100%	9%
Full-time	294	294	318	330	360	90%	9%
Part-time	30	34	33	40	42	10%	5%
Gender							
Male	87	84	93	99	113	28%	14%
Female	237	244	258	271	289	72%	7%
Ethnicity							
African American	80	78	85	80	97	24%	21%
Asian	24	25	25	31	28	7%	-10%
Hispanic	4	5	6	8	7	2%	-13%
Native American	1	0	0	0	0	0%	0%
White	214	219	231	245	261	65%	7%
Unknown/Other	1	1	4	6	9	2%	50%
Employment Category							
Exec/Admin	36	35	40	46	50	12%	9%
Other Professional	139	144	149	159	154	38%	- 3%
Tech/Paraprofessional	43	42	55	55	79	20%	44%
Clerical	70	72	65	64	60	15%	- 6%
Skilled Crafts	13	13	15	14	17	4%	21%
Service/Maintenance	23	22	27	32	42	10%	31%
Years at HCC							
Average Years	7.60	7.96	7.93	8.16	7.94		
<1	40	31	50	40	63	16%	58%
1 - 5	135	141	131	141	144	36%	2%
6 - 10	60	67	77	89	85	21%	- 4%
11 - 15	40	34	30	32	43	11%	34%
16 - 20	31	32	36	34	22	5%	-35%
>20	18	23	27	34	45	11%	32%

**CHARACTERISTICS OF FULL-TIME CREDIT FACULTY  
HOWARD COMMUNITY COLLEGE  
FALL 2003 - 2007**

	2003	FALL			FALL		% Change 2006-2007
		2004	2005	2006	2007		
Total Full-time Faculty	112	112	115	127	# 141	% 100%	11%
10-month	95	95	99	106	118	84%	11%
12-month	17	17	16	21	23	16%	10%
Gender							
Male	42	41	44	45	51	36%	13%
Female	70	71	71	82	90	64%	10%
Ethnicity							
African American	15	15	15	17	21	15%	24%
Asian	5	7	7	6	9	6%	50%
Hispanic	1	1	1	1	1	1%	0%
Native American	0	0	0	0	0	0%	
White	91	89	92	103	109	77%	6%
Other	0	0	0	0	1	1%	
Highest Degree							
Less Than Bachelor's	1	1	1	1	0	0%	-100%
Bachelor's	5	6	5	6	8	6%	33%
Master's	79	76	79	88	95	67%	8%
First Professional	0	0	0	0	0	0%	
Doctorate	27	29	30	32	38	27%	19%
Academic Rank							
Professor	44	46	42	43	44	31%	2%
Associate Professor	22	24	27	33	31	22%	-6%
Assistant Professor	30	26	29	28	41	29%	46%
Instructor	13	13	15	21	23	16%	10%
Lecturer	3	3	2	2	2	1%	0%
Years at HCC							
Average Years	11.9	12.7	11.9	11.55	10.96		
<1	10	5	13	15	17	12%	13%
1 - 5	33	36	31	34	43	30%	26%
6 - 10	19	15	18	23	26	18%	13%
11 - 15	15	21	21	20	17	12%	-15%
16 - 20	10	8	10	14	11	8%	-21%
>20	25	27	22	21	27	19%	29%

## **C – President's Report**

### **STARTALK Funding**

The college has been notified that the “Intensive Critical Language Learning Experience for Howard County Students,” proposal has been selected for funding in fiscal year 2008 under the STARTALK project contract. Kudos go to Cheryl Berman, professor, world languages, Sarah Angerer, grants coordinator/writer, and Christy Thomson, assistant director of admissions, for their successful work on obtaining this funding.

### **HCC Center for Service Learning Wins Award**

For the second year in a row the Howard Community College Center for Service Learning has been placed on the President’s Higher Education Community Service Honor Roll. This is a wonderful acknowledgement of the fantastic Service Learning projects our faculty and students completed in 2007!

The Community Service Honor Roll is the highest federal recognition a school can achieve for its commitment to service-learning and civic engagement. Honorees for the award were chosen based on a series of selection factors including scope and innovativeness of service projects, percentage of student participation in service activities, incentives for service, and the extent to which the school offers academic service-learning courses.

Congratulations to Carol Parreco, director of service learning, and all of the faculty and students who participate in service learning projects.

### **Development Update**

#### January 2008 Foundation Revenue

\$136,037

#### January 2007 Foundation Revenue

\$47,547

#### January 2008 Endowment, Scholarship, and Grant Revenue

\$44,129 (\$276,696 raised to date toward endowment goal of \$400,000)

\$3,100 (\$142,857 raised to date toward scholarship goal of \$600,000)

\$131,228 (\$1,739,624 raised to date toward grant goal of \$2.5 million)

#### January 2007 Campaign Revenue

\$28,400

### **Maryland Community Colleges' Student Advocacy Day a Success!**

On February 13, approximately 300 students from Maryland community colleges (including students from HCC) spent the day in Annapolis visiting elected officials and advocating for community college issues. This advocacy day was the seventh year that community college students were organized in a statewide effort to raise awareness among the legislators about the value of a community college education and the need to have the appropriate funding to support the community college mission.

The Maryland Community Colleges' Student Advocacy Day is organized by the vice presidents of student services across the state. The community college presidents also provided full support and many of us were present at the event as well. Special thanks go to Dave Buonora, Cindy Peterka, Randy Bengfort, Kimberly McNair, Llatetra Brown, Schnell Garrett, Melodie Gale, Darryl Allen, Mike Scrivener, Errick Henlon, Arla Webb, the SGA leaders and the many students from HCC who participated in the program.

### **HCC Administers Statewide MEEC RFP**

Howard Community College is administering the Adobe agreement request for proposal (RFP) process for the Maryland Educational Enterprise Consortium (MEEC). Mitchell Norris, director of purchasing, and the finance staff are managing the RFP process. Since the college is managing the RFP for statewide use by MEEC member institutions, the HCC board of trustees will be asked to approve the final bid. Staff expects that this approval item will be on the trustees' March 26, 2008, meeting agenda.

The Adobe RFP development and review processes are being completed by a committee of MEEC institutions' procurement and technical personnel. This contract is the first MEEC agreement with Adobe and the first time an agreement is being administered by a member institution. MEEC is a consortium that includes all Maryland educational institutions, libraries, and museums that provide information technology enterprise software licensing and technology contracts. Tom Glaser, vice president of information technology, serves on and is a founding member of the MEEC board.

### **HCC Book Connection**

Inspired by successful nationwide models such as "One Book, One Community" and "The Book Bridges Project," the Howard Community College Book Connection was successfully launched in the 2004-2005 academic year with the selection of Anne Fadiman's *The Spirit Catches You and You Fall Down: A Hmong Child, Her American Doctors, and the Collision of Two Cultures*. Since then, the college has made the following selections:

*Reservation Blues*, by Sherman Alexie (2005-2006)  
*The Kite Runner*, by Khaled Hosseini (2006-2007)  
*Small Wonder*, by Barbara Kingsolver (2007-2008)

The 2008-2009 academic year marks the fifth year of the HCC Book Connection. The entire community was invited to participate in the nomination process for the new book. In addition to new submissions, the HCC Book Connection Steering Committee also considered the finalists from previous year's nominations, which now total over 100 books.

The steering committee reviewed and evaluated the suggestions based upon the degree to which the proposed book met the following criteria:

- Suggests feasible possibilities for furthering the HCC Book Connection goals;
- Expresses ideas and engages issues that are contemporary and timely; and
- Provides the opportunity to reach different kinds of readers and community populations than in previous years of the HCC Book Connection.

The book selected for the 2008-2009 year is Elizabeth Moon's, *The Speed of Dark*. The book is included in board member's take home materials.

### **Network Security Student Passes CISSP Exam**

Patrick Fallon, a student in our Network Security curriculum, has recently distinguished himself by passing the (ISC)2 Certified Information System Security Professional (CISSP) certification test. CISSP is a globally recognized gold standard certification, and sets him apart as one of a special few information assurance professionals in the world.

Patrick has been taking network security classes at HCC over the past 18 months, and has proven himself to be a focused and motivated student. Patrick displays great leadership qualities and has consistently exceeded our expectations. While working full-time and attending class part-time, he has maintained a high cumulative GPA.

Patrick has worked in the information technology department for the law firm of Venable LLP since April 2000. He is interested in sharing his knowledge with future HCC students by teaching courses in the network security curriculum next fall. The network security program at HCC is continuing to grow and has been aligned with NSA 4011 Standards in Information Assurance. Dale Schnepf, faculty member and network security curriculum coordinator, has been instrumental in moving this program forward and providing valuable skills and experience to our students.

### **Michael Stebbins featured in book, *How to be a Working Actor***

Michael Stebbins, HCC's own artistic director/producer, has been featured in the newest edition of *How to be a Working Actor*, the unofficial "bible of the biz," now in its fifth edition. Michael is profiled in the chapter "Finding a Vehicle to Showcase Your Talent," where he shares some of his experiences in theatre and offers insight into running a diverse and successful theatre company. Rep

Stage's many achievements and awards are also highlighted in the chapter. Kudos to Michael!

### **Jerry Casway – Top Author!**

Dr. Jerry Casway, professor of history; social sciences/education division chair; and Rouse Scholars director, has just been named by *Irish America Magazine* as one of the Top 100 authors for 2008! He will be honored at a reception at the New York Athletic Club on March 14. His picture and biography will appear in the March issue of the magazine. Congratulations, Jerry!

### **Faculty Members Help Write *The Paramedic***

*The Paramedic* represents a new arena for McGraw Hill Publishing. The publishing company launched a public safety line three years ago and signed several projects – this one is the biggest of the line and also has the most ancillary materials. In addition to the text there is a student workbook and DVD, instructor support materials (DVD, test bank, interactive presentations, PowerPoint, etc.) and a website for students and instructors.

The four editors coordinated the writing team that included over 50 contributors from across the country. Experts were sought for each topic area and the review team included physicians and other subject matter experts. This project is the first paramedic book that is heavily referenced and every attempt was made to seek out evidence of good clinical practices in the writing of the work.

Many individuals from Maryland are represented in this book, and HCC has three faculty members who contributed to this book: Patrick Finley wrote chapter 2: *The Well-Being of the Paramedic*, Patti Turner wrote chapter 8: *Physiology Overview* and Angel Burba edited the entire book and wrote three chapters: 1: *The EMS Profession*, 5: *Clinical Decision-Making*, and 15: *Pharmacology*. Howard County Fire and Rescue Service members contributed as authors and reviewers, and it also supported the audiovisual components for videotaping some skills and still photography. Congratulations to all!

### **Capital Projects**

#### The Rouse Company Foundation Student Services Hall

While the installation of the pavers for the Dragon Walk is complete, the college is evaluating the brick dye for the pavers, which will be treated and sealed later this spring. The final sealant will need to be applied when temperatures increase and weather conditions permit. In addition, final building interior signage is in production and college staff continues to work with the contractor to finalize the remaining items in preparation for the project closeout.

#### Athletic Fields Renovations

Due to two utility issues, the original duct banks were redesigned around the athletic fields causing a delay in the completion of this project. This project will be completed in March, followed by final grading and seeding in April 2008.

Planning meetings for the last phase of the athletic fields renovations are being scheduled in March. These meetings will determine the final renovations required with consideration to the project's budget balance. The college expects to complete the project by fall 2009.

#### McCuan Hall and Smith Theatre Renovations

Construction began in October 2007, starting with the lower levels of McCuan Hall and the Smith Theatre. The television studio construction is now sixty percent complete. This area is proposed to be finished at the beginning of May with the television studio and media arts areas moving to the new space by mid-May.

Demolition on the first and second floors of McCuan Hall began on December 18, 2007. Construction is currently on schedule and the departments are slated to return to the building by mid-summer 2008.

The college continues to work closely with the architect, contractor, and regulatory agencies to resolve issues and move the project forward.

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

The design phase for this project is well underway. The 95 percent construction documents were prepared and submitted to the state for review. Following the review, responses to questions from the Maryland Department of General Services (DGS) will be submitted.

The college is developing the guaranteed maximum price (GMP), with expected completion and submission to the board for approval at its March 26, 2008, meeting. Following approval, the GMP, along with a request for state participation for the construction phase of the project, will be submitted to DGS for the next Board of Public Works (BPW) meeting. The college projects construction to begin in June 2008, following BPW approval.

Project meetings continue with college staff, the architects, and the construction management firm to resolve issues and move the project forward.

#### Belmont Conference Center Barn Renovations

Design is underway and the project is progressing. During the design process, the preliminary cost estimates based on the original design exceeded the approved project budget. This renovation and expansion project incorporates new technological advances using green technology and geothermal energy principles that will enhance building efficiency, decrease operating costs, and provide a superior educational facility.

The college proposes this project to be one that will demonstrate its commitment to the advancement of sustainability and climate neutrality through environmentally responsible design and construction practices. For this reason, the college's board of trustees has approved an increase in the budget of \$1.4 million. While the original budget for the project was not fully funded to support the costs associated with the

inclusion of geothermal technologies, the college has committed to funding these additional costs. The college has submitted a request to the county to increase the FY09 capital budget by the \$1.4 million and increase the expenditure limit for the project. These additional funds will come from donations, grants, and student fees, but will not include county bond or Paygo funds.

While the initial plan was to have the renovations completed for fall 2008 classes, it is now anticipated the barn will be completed for the spring 2009 semester. The architects, contractor, and college staff continues to working closely to resolve issues and move the project forward.

#### Children's Learning Center Renovations

Design is underway and construction is scheduled to begin the week of March 17, 2008, over spring break. The design-build team has been working diligently to ensure a smooth process during the construction phase. The guaranteed maximum price is being developed and the project is currently undergoing value engineering. It is anticipated that construction will be completed by mid-summer in preparation for the start of the fall 2008 semester.

The college looks forward to completing the renovations to existing shell space that will support the Children's Learning Center operations and enhance the teacher education, early childhood education, and early childhood development disciplines.

#### 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 are listed below.

In progress:

- On-going deferred maintenance items;
- On-going exterior signage design and installation;
- On-going campus-wide ADA modifications and development of a request for proposal (RFP) based on a full survey to be completed in February 2008;
- Rad Tech lab renovations underway in room N-200 in anticipation for usage in summer 2008; and
- RFP previously issued for modular classroom buildings received no response; the college is now obtaining the buildings from the National Joint Powers Alliance (NJPA) contract, which is a public service through the cooperative purchasing program that creates a business and service alliance between buyers and suppliers.

Recently completed:

- Science and technology building lab conversion completed and occupied.

**D – Board Member Comments**

## **E – Report of the Legislative and Community Relations Committee**

- February 6, 2008, Meeting Minutes

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

Meeting Notes

February 6, 2008, 8:30 a.m.

Rouse Company Foundation Student Service Hall, Room 120B

**Present:** T. James Truby, committee chair and trustee; Roberta E. Dillow, committee member and trustee, and Kathleen Hetherington, president. Committee member and trustee, Louis G. Hutt, Jr. was absent.

**Staff:** David A. Buonora, director of government affairs and resource development and Linda Emmerich, assistant to the president emeritus

Topic	Outcome
Trustee Truby brought the meeting to order at 8:30 a.m.	
1. Award Nominations	<p>Committee members reviewed candidates for honorary degrees and the Trustees' Award. Pat and Jill McCuan were selected by the board to receive an honorary degree in 2007, but were unable to attend commencement and accept the degree. The McCuans will be honored at the 2008 commencement exercises. The committee recommended that Roger Caplan be considered for an honorary degree in 2009.</p> <p>Mary Armiger, Abby Glassberg, and Barb Van Winkle were selected in 2007 as trustee award recipients, but were not recognized at the May 2007 Convocation due to the previous president's retirement activities. They will be recognized at the May 2008 Convocation. Mary Ann Scully will be recommended to the board of trustees by the legislative and community relations committee as a 2008 Trustee Award recipient in recognition of her service to the college as chair of the Commission on the Future.</p> <p>The committee chose not to make recommendations for the Clark Medal this year.</p> <p>Committee members talked about the importance of recognizing people for their service to the college and community. The award should focus on those who give their time and expertise.</p>
2. Posthumous Recognition of a Student Procedure	The committee supported the draft procedure for recognizing a student posthumously. Since the awarding of degrees is the purview of the board of trustees, this procedure will be brought to the full board for approval at its February 27, 2008, regular meeting.
3. National Legislative Summit	<p>The committee reviewed the agenda for the February 11-13, 2008, Community College National Legislative Summit. Issues of importance to community colleges at the Federal level include:</p> <ul style="list-style-type: none"> <li>• Reauthorization of the Higher Education Act</li> <li>• Pell grant funding</li> <li>• Community-based job training grant</li> <li>• Reauthorization of the Carl D. Perkins Act</li> <li>• Reauthorization of the Workforce Investment Act</li> </ul>
4. Progress of	Dave Buonora reported that Cade funding issues are being

<b>Topic</b>	<b>Outcome</b>
Annapolis Session	<p>considered. Budget hearings are scheduled for February 21 and 25.</p> <p>Indications are that the Clark Library building renovations project will be funded in the capital budget. If the Prince George's Community College project is funded in the capital budget, the base will increase from \$81 to \$104 million. This much funding is needed for all community colleges to have their priority 1 project funded. Capital budget hearings will take place in March.</p> <p>The committee reviewed collateral material that MACC had produced as part of its legislative strategy. The committee emphasized that the pieces need an overarching theme: affordability and accessibility.</p> <p>Dave Buonora also spoke about the possible shift of the administration of Adult Basic Education from Maryland State Department of Education to Department of Labor, Licensing and Regulation (DLLR). Community colleges are in favor of this change as the transition from ABE courses into further education and training can best be coordinated by DLLR.</p>
5. Student Advocacy Day in Annapolis	<p>Staff reported on plans for Student Advocacy Day, which will take place in Annapolis on February 13, 2008. Trustee Dillow complimented the staff on the successful legislative breakfast that was held on January 28, 2008.</p>
<p>The meeting adjourned at 10:00 a.m.</p>	

## **F – Approval of Minutes**

1. January 30, 2008, Work Session
2. January 30, 2008, Regular Session
3. January 30, 2008, Closed Session
4. February 18, 2008, Retreat Notes

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
WORK SESSION MINUTES  
January 30, 2008**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, January 30, 2008, 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 6:05 p.m. Other board members present included trustees Roberta E. Dillow, Louis G. Hutt, Jr. and Katherine K. Rensin. Kathleen B. Hetherington, secretary-treasurer, was also present. Vice chair T. James Truby and trustees Kevin J. Doyle and Mary B. Tung were absent.

Chair Patrick Huddie welcomed trustee Louis Hutt back from his leave of absence.

**I. Introduction of New Employees**

Missy Matthey, director of development and executive director, educational foundation, introduced Lee Tydings, gift processor.

Ron Roberson, vice president of academic affairs, introduced Evelyn Gary, associate professor, radiologic technology.

Lynn Coleman, vice president of administration and finance, introduced Karina Meier, office associate.

Cindy Peterka, vice president of student services, introduced Jason McGinnis, financial aid counselor.

**II. Recognition of Commission on the Future Chair**

Chair Huddie recognized Mary Ann Scully, president and chief executive officer of Howard Bank, and presented her with a certificate of appreciation for her work as chair of the 2007 Commission on the Future. Ms Scully commented that it was an honor to serve the college.

The work session adjourned at 6:15 p.m.

The above constitutes the official minutes of the January 30, 2008, work session of the Howard Community College Board of Trustees as approved on February 27, 2008, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
REGULAR SESSION MINUTES  
January 30, 2008**

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, January 30, 2008, in The Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. Patrick L. Huddle, chair, brought the regular session to order at 6:18 p.m. Other board members present included trustees Roberta E. Dillow, Louis G. Hutt, Jr., Katherine K. Rensin and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present. Vice chair T. James Truby and trustee Kevin J. Doyle were absent.

**A. Approval of January 30, 2008, Agenda**

*A recommendation to approve the January 30, 2008, agenda, was moved by Trustee Dillow, seconded by Trustee Hutt, and unanimously approved.*

**B. Board Priority Items**

**1. Fiscal Year 2009 Integrated Operating Budget and Strategic Plan**

Chair Huddle reviewed the key issues.

*A recommendation to approve the FY09 budget, which includes 15 new faculty positions, all mid-year hires adjusted to full-year hires and a 5.5 percent merit increase, was moved by Trustee Rensin, seconded by Trustee Dillow, and unanimously approved.*

**2. Other Post Employee Retirement Benefits**

Lynn Coleman, vice president of administration and finance, reviewed the three trust options. The administration recommended option 3, which is the single employer trust that covers all five entities. No board action was needed at this time.

**3. Resolution to Borrow Funds from the Howard Community College Educational Foundation**

Lynn Coleman gave an overview. At the time the board packet was prepared, the administration's estimate for funds to be borrowed for the project was \$1,100,000. Additional cost information was received by the administration before the meeting. In order for the college to demonstrate its commitment to the advancement of sustainability and climate neutrality through environmentally responsible design and construction practices, the amount of funds to be borrowed increased to \$1,400,000.

*A recommendation to approve the resolution to borrow \$1,400,000 from the Howard Community College Educational Foundation (HCCEF) to fund the addition and renovation to the Belmont Conference Center barn, was moved by Trustee Dillow, seconded by Trustee Hutt, and unanimously approved.*

### **C. President's Report**

Kate Hetherington welcomed Trustee Lou Hutt back from his leave of absence. She also thanked the trustees who attended the winter convocation on January 22, the Horowitz portrait unveiling on January 26 and the legislative breakfast on January 28. She mentioned that she had met with Greg Hamm, the new president of General Growth Properties. Dr. Hetherington also noted that she met with Senator Cardin along with the presidents of Carol and Frederick Community Colleges to talk about the joint health facility in Mt. Airy.

Cindy Peterka, vice president of student services, gave an enrollment update. Headcount and FTE have increased by 4 percent from the same time last year. Laurel College Center has seen a significant increase in headcount (21 percent) and FTE (24 percent) since last year.

Kate Hetherington also pointed out an article about Jim Adkins, associate professor of art and director of visual arts, which was included in the board's take-home packet.

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

All the board members welcomed Trustee Lou Hutt back from his leave of absence.

Trustee Dillow noted an article in the *Baltimore Sun* about St. Mary's College completion of a "green building" and the fact that the Governor has proposed legislation that would require using energy and resource-efficient building design and materials in all newly constructed or significantly renovated state buildings, as well as in all state-financed public school buildings – even if they cost more to build. She also noted the comment on earmarks in President Bush's State of the Union address and that Senator Cardin supports earmarks for community colleges. She mentioned that Delegate Bobo was impressed by the slide shown at the legislative breakfast that illustrates the self-reported household income of HCC students.

Trustee Rensin commented on how impressed she was by the parents and students who participated in the legislative breakfast, especially student Regina Bryant.

Trustee Hutt said he was glad to be back.

Trustee Tung commented that she had missed some meetings but was glad to be back.

Chair Huddie commented on the winter convocation and the presentation of the Commission on the Future report. He said there was a good turnout of legislators at the legislative breakfast and commended Dave Buonora, director of government affairs and resource development, and Randy Bengfort, director of public relations and marketing, for arranging the event. He mentioned Paul and Anita Gottschalk speaking in support of Howard Community College (HCC); their three daughters attended HCC and two participated in a study abroad program. Chair Huddie also mentioned the three books the board has been asked to read in preparation for the board retreat on February 18.

#### **E. Approval of Minutes**

*A recommendation to approve November 28, 2007, work session, regular session and closed session minutes, the December 12, 2007, work session and closed session, and the January 16, 2008, budget work session, was moved by Trustee Hutt, seconded by Trustee Rensin, and unanimously approved.*

#### **F. Consent Items**

1. Proposed new hires;
2. Implementation of college-wide compensation study in the amount of \$205,641;
3. Increase in amount of nursing supplies expenditures from Physician's Sales and Services in the amount of \$40,000 per year;
4. Purchase of audiovisual projection systems for the Rouse Company Foundation Student Services Hall in the amount of \$40,000 awarded to CCS Presentation Systems;
5. Science and technology building lower level renovation furniture for lab "A," lab "B," and prep room change order 2 in the amount of \$718.02 awarded to VWR International;
6. IBM servers emergency purchase in the amount of \$200,000 awarded to Mainline Information Systems;
7. Purchasing emergency messaging clocks in the amount of \$29,970.00 awarded to W. W. Grainger;
8. Shuttle service expenses in the amount of \$36,720, with a not-to-exceed amount of \$55,080, awarded to Woodlawn Motor Coach, Inc.;
9. Furniture and equipment for McCuan Hall and Smith Theatre in the amounts of \$570,000 awarded to the Maryland Correctional Enterprises, \$395,000 awarded to vendor(s) authorized on the Baltimore regional cooperative purchasing contract, \$385,000 awarded to vendors to include

- Efron Computerized Studios, Echolab, Avitech, Textronix, Mackie, Avid, Sharp, Sony, Panasonic, and Evertz; \$680,000 awarded to Dell, Verizon, CCS, and vendors authorized under the Maryland Educational Enterprise Consortium (MEEC) agreement;
10. Increase in spending allowance for janitorial supplies in the amount of \$25,000 awarded to Fitch Co., Inc.;
  11. Increase in spending allowance of \$15,000 for a total of \$25,000 for landscaping management services miscellaneous items awarded to Brickman; and
  12. English as a Second Language/English Language Institute class materials in the amount of \$38,500 awarded to Pearson Education.

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

## **G. Information Items**

### **1. Issue Bin**

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

### **2. Board Calendar**

Chair Huddle brought the board's attention to the following dates.

February 6 – legislative and community relations committee meeting

February 18 – board retreat

March 10 – Silas Craft Collegians Hunan Manor fundraiser

April 26 – Vino Scholastico

September 20 – Grand Prix

Linda Emmerich, executive assistant to the president emeritus, noted the time change to 8:30 a.m. for the March 12 audit and finance committee meeting.

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

### **3. Agreements Signed by the Board Chair Disclosure**

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

### **4. Financial Statements**

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

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

## **5. Personnel Summary**

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

### **Adjournment and Closed Session**

Chair Huddle read the resolution for the board to move into closed session.

*A recommendation to adjourn the January 30, 2008, meeting and enter into closed session, was moved by Trustee Rensin, seconded by Trustee Dillow, and unanimously approved.*

The regular meeting was adjourned at 7:00 pm.

The above constitutes the official minutes of the January 30, 2008, regular meeting of the Howard Community College Board of Trustees as approved on February 27, 2008, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
CLOSED SESSION MINUTES  
January 30, 2008**

The Board of Trustees of Howard Community College (HCC) met in closed session on Wednesday, January 30, 2008, in The Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. At approximately 7:00 p.m., Chair Patrick L. Huddie read a resolution to enter into closed session at the conclusion of the public meeting, which was supported unanimously by the board. Other board members present included trustees Roberta E. Dillow, Kevin J. Doyle, Louis G. Hutt, Jr., Katherine K. Rensin, and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present. Vice chair T. James Truby was absent.

Additional attendees included: Kathleen Hetherington, president, Howard Community College and secretary/treasurer, board of trustees; Lynn Coleman, vice president of administration and finance; Anne Johnson, general manager, Belmont Conference Center; Jerrold Thrope, Searle Mitnick, and Valerie Albrecht from the law firm of Gordon, Feinblatt, Rothman, Hoffberger and Hollander, LCC; and Michael Davis from the law firm of Davis, Agnor, Rapaport & Skalny, LLC.

**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 January 30, 2008, at the conclusion of its regular meeting in The Rouse Company Foundation Student Services Hall (RCF 400) to consult with counsel to obtain legal advice as permitted under § 10-508 (a)(7) and that such meeting shall continue in closed session until the completion of business.

The meeting was adjourned at 9:00 p.m.

<p>The above constitutes the official minutes of the January 30, 2008, closed session of the Howard Community College Board of Trustees as approved on February 27, 2008, and is a true and correct copy of same.</p>
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<p>Kathleen B. Hetherington, secretary/treasurer</p>
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**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
RETREAT NOTES  
February 18, 2008**

**The Rouse Company Foundation Student Services Hall  
Room 401**

**Present:** Patrick L. Huddie, chair, T. James Truby, vice chair, and trustees Roberta E. Dillow, Kevin J. Doyle, Louis G. Hutt, Jr., Katherine K. Rensin, and Mary B. Tung and Kathleen Hetherington, secretary-treasurer were present. Lynn Coleman, vice president of administration and finance, Thomas Glaser, vice president of information technology, Cynthia Peterka, vice president of student services, Zoe Irvin, executive director of planning, research and organizational development, James Tschechtelin, retreat facilitator, and Linda Emmerich, assistant to the president emeritus, were also present.

The retreat began at 8:45 a.m. Dr. James Tschechtelin participated in the retreat as the facilitator. The purpose of the board retreat was to help the board continually improve its performance through a review and discussion of the John Carver policy governance model and the Robert Greenleaf servant leadership philosophy.

Dr. Tschechtelin reviewed the essential elements of the both the Carver model and the Greenleaf philosophy. The trustees talked about the degree to which the board's current ends, policies, and bylaws reflect the principles of Carver's and Greenleaf's works. The trustees agreed that the board's system for governance is a hybrid model that is shaped by the policy governance model, the servant leadership philosophy, Baldrige principles, and the Maryland Higher Education Commission indicators. Retreat participants considered and discussed two fictitious community college case studies as they relate to the fundamentals of both policy governance and servant leadership.

The board then discussed its next steps to continually improve its performance.

The next steps included:

- Conduct a review of the board's current core ends to enhance consistency with the Carver model.
- Examine the board governance documents to be sure they reflect the board's commitment to environmental sustainability and servant leadership.
- Consider ways the board and college seek community input, reflect those efforts in the board's policies and core ends, and consider additional avenues for community involvement.
- Enhance the board's self-evaluation process by considering a new evaluation tool, reflecting on the board's performance on a regular basis throughout the year (e.g., conducting a mid-year evaluation), and elevating the significance of the evaluation process by dedicating more time to and greater focus on evaluation activities.

The retreat participants engaged in an evaluation of the program. Positive elements of the retreat included its content, the facilitator, the inclusion of both trustees and staff, the date choice and half-day format, the open discussion and positive climate, and learning about the Carver model and Greenleaf philosophy. Opportunities for improvement included considering other venues, inclusion of best practices case studies, additional time to discuss case studies, addition of case studies that reflect some of Howard Community College's past challenges, and having a summary of the readings.

The retreat concluded at 1:25 p.m.

The above constitutes the notes of the February 18, 2008, retreat of the Howard Community College Board of Trustees as approved on February 27, 2008, and is a true and correct copy of same.

Kathleen Hetherington, secretary/treasurer

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

## H-1 Guaranteed Maximum Price for Design-Build Construction Services of Children's Learning Center Renovations

**Background:** Proposals were solicited for design-build construction services for the renovations to the Children's Learning Center (CLC). Originally, the CLC was constructed with an area consisting of approximately 4,400 gross square feet (GSF) of "shell space." The proposed renovation to the existing shell space of the CLC will support the college's child care program, the social sciences and teacher education division, specifically the teacher education, early childhood education, and early childhood development programs, as well as other educational programs. This renovation will complete the unfinished shell space and provide the addition of interactive instructional teaching rooms.

The request for proposal (RFP) was issued in July 2007. The technical proposal submission was required on August 9, 2007, followed by interviews on August 17, 2007, and the price proposal submission on August 29, 2007. A competitive best-evaluated proposal process was used resulting in six firms responding to the RFP.

On September 19, 2007, the board approved the contract for design-build services to Riparius Construction, Inc. and awarded preconstruction fees in the amount of \$99,000 thus initiating the start of the design phase. The construction phase, which includes the construction management fee, general conditions, construction costs, and contingencies are included as part of the guaranteed maximum price (GMP) and are being presented to the board for discussion following the completion of the design phase.

**Purpose:** To obtain board approval of the GMP and award the construction phase of the design-build services for the renovations to the CLC.

**Location:** Main campus

**Timeline:** Pre-construction services began on September 20, 2007. Construction services are scheduled to commence immediately following approval of the guaranteed maximum price (GMP) with a five-month construction schedule.

**Specifications:** Construction services, which includes construction management (CM) fee, general conditions, construction costs, and contingencies

**Bids:** The board awarded preconstruction services in the amount of \$99,000 at its meeting on September 19, 2007. The categories outlining the preconstruction services are shown below.

The GMP is proposed at \$800,000, which is lower than the approved budget amount. Unlike other CM at risk proposals with a GMP, the design-build proposal includes all preconstruction and construction services contained within the GMP. The amount proposed for the construction services phase includes the remaining categories shown in italics below in the amount of \$701,000.

<b>Price Categories for GMP</b>	<b>Costs</b>
Preconstruction Services Fee	6,000
Architecture Fee + Reimbursables	72,000
MEP Engineer + Reimbursables	21,000
Preconstruction Reimbursables	0
<b>SUBTOTAL FOR DESIGN PHASE</b>	<b>\$99,000</b>
Construction Services Fee	31,900
General Conditions	82,500
Construction Cost of Work	537,463
CM Construction Contingency	20,000
Owner Construction Contingency	29,137
<b>SUBTOTAL FOR CONSTRUCTION PHASE</b>	<b>\$701,000</b>
<b>TOTAL GUARANTEED MAXIMUM PRICE</b>	<b>\$800,000</b>

◆————— Recommendation —————◆

The administration requests that the board of trustees approve:

**Amount:** \$701,000 (\$800,000 GMP less preconstruction services of \$99,000)

**Vendor:** Riparius Construction, Inc.

**Source of funds:** FY08 Capital Budget, Children’s Learning Center

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

## I-1 Issue Bin

**Background:** In an effort to organize meetings and better utilize board members' time, an issue bin has 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>	
<b>Project</b>	<b>Liaison(s)</b>
Capital Projects	T. James Truby
Entrepreneurial Center	Louis G. Hutt, Jr.
Foundation Board	Roberta E. Dillow
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; Katherine K. Rensin; Mary Beth Tung
Legislative and Community Relations	T. James Truby, committee chair; Roberta E. Dillow; Louis G. Hutt, Jr.

### ◆————— Recommendation —————◆

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

## I-2 Board Calendar

Date	Event	Tentative Agenda Items
<b>March 2008</b>		
March 10, 2008 Monday 5:00-8:30 pm	Hunan Manor Fundraiser <i>Hunan Manor</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• <b>Board Chair Remarks</b></li> <li>• Fundraiser for the college</li> </ul>
March 11, 2008 Tuesday 12:30 pm & 6:00 pm	Dean's Reception <i>Location TBD</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Recognition for Dean's List and Distinguished Students</li> </ul>
March 12, 2008 Wednesday <b>8:30 am</b>	Audit and Finance Committee  <i>Café on the Quad - RCF-120B</i>	<ul style="list-style-type: none"> <li>• Interviews with potential audit firms</li> <li>• Areas for Audit Review</li> <li>• Semi-Annual Non-Purchasing Agreement Disclosure</li> <li>• Quarterly Sole Source Report (October – December)</li> <li>• Committee of Sponsoring Organizations Checklist Items</li> </ul>
March 17-23, 2008 Monday-Sunday	HCC Spring Break	
March 26, 2008 Wednesday 6:00 pm	Work Session  ----- Regular Meeting <i>RCF-400</i>	<ul style="list-style-type: none"> <li>• Introduction of New Employees</li> <li>• Informational Tour: Learning Outcomes Assessments</li> </ul> <ul style="list-style-type: none"> <li>• Auditor Recommendation</li> <li>• Auditor Areas for Review</li> <li>• Report on Board End: Educational and Support Process Management</li> </ul>
<b>April 2008</b>		
April 7, 2008 Monday 8:30-3:30	MD Performance Excellence Awards <i>University of Maryland, College Park</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• <b>RSVP by March 14</b></li> <li>• Ceremony 12:00 noon – 2:00</li> </ul> <p style="text-align: right; color: purple; font-weight: bold; font-size: 1.2em;">NEW!</p>
April 23, 2008 Wednesday 6:00 pm	Work Session  ----- Regular Meeting	<ul style="list-style-type: none"> <li>• Introduction of New Employees</li> <li>• Tour: Laurel College Center</li> </ul> <ul style="list-style-type: none"> <li>• FY09 Operating Budget Approval (if necessary)</li> </ul>

Date	Event	Tentative Agenda Items
	<i>Laurel College Center</i>	<ul style="list-style-type: none"> <li>• FY09 Faculty Promotions</li> <li>• Candidates for Commencement</li> <li>• Report on Board End: Leadership</li> <li>• Legislative Report</li> <li>• Calendar of FY09 Meetings</li> </ul>
April 26, 2008 Saturday 7:00 -10:00 pm	Vino Scholastico  <i>RCF-400</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• A ticketed special pre-tasting event with Danny Haas will be offered from 6 – 6:45 p.m.</li> <li>• Tickets cost \$75 per event.</li> </ul>
<b>May 2008</b>		
May 2, 2008 Friday 6:30-9:00 pm	Student Awards Banquet  <i>Sheraton Columbia</i>	<ul style="list-style-type: none"> <li>• <b>Welcome from Board Chair</b></li> <li>• <b>Trustees invited and participate in presenting awards</b></li> </ul>
May 5-6, 2008 Monday-Tuesday TBD	Community Colleges for International Development (CCID) Site Visit  <i>TBD</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• John Halder, CCID President/ Executive Director, and Dr. Arthur Scott, President, Northampton Community College will be the visiting team.</li> </ul> <p style="text-align: right;"><b>NEW!</b></p>
May 14, 2008 Wednesday 12:00 noon	Audit and Finance Committee <i>Café on the Quad - RCF-120B</i>	<ul style="list-style-type: none"> <li>• Quarterly Sole Source Report (January – March)</li> <li>• Meeting with Auditors (FY08 Report)</li> <li>• Year-end Purchases</li> </ul>
May 16, 2008 Friday 12:00 noon	Nursing Recognition Ceremony <i>HCC Campus/Grand Prix Field</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
May 16, 2008 Friday 2:30 pm	Reception for Platform Party <i>RCF – 2<sup>nd</sup> Floor Lobby</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
May 16, 2008 Friday 4:00 pm	Commencement <i>HCC Campus/Grand Prix Field</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• <b>Board Members Confer Degrees</b></li> </ul>
May 22, 2008 Thursday 12:00 noon	Annual Retiree and New Employee Recognition Lunch <i>TBD</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Reception to Honor College Faculty and Staff who Retired During FY08</li> </ul>
May 22, 2008 Thursday 1:30 pm	Convocation	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• <b>Welcome from Board Chair (1:30 pm)</b></li> <li>• Recognition event for retired</li> </ul>

Date	Event	Tentative Agenda Items
	<i>TBD</i>	employees, degree recipients. New employees recognized at lunch.
May 22, 2008 Thursday 3:30 pm	Employee Appreciation Activity  <i>TBD</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> </ul>
May 28, 2008 Wednesday 6:00 pm	Work Session	<ul style="list-style-type: none"> <li>Introduction of New Employees</li> <li>Informational Tour: Crisis Communications</li> </ul>
	Regular Meeting	<ul style="list-style-type: none"> <li>FY10 Vision, Mission, Values and Beliefs and Strategic Initiatives and Goals</li> <li>FY09 Faculty Appointments</li> <li>Election of FY09 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>
	Closed Session <i>RCF-400</i>	<ul style="list-style-type: none"> <li>Review President's Contract</li> </ul>
<b>June 2008</b>		
June 9, 2008 Monday	Board Retreat <i>Belmont</i>	<ul style="list-style-type: none"> <li>Agenda – TBD</li> <li>Time - <i>TBD</i></li> </ul>
<b>September 2008</b>		
September 20 Saturday 10:00 am – 4:00 pm	21 <sup>st</sup> Annual Columbia Classic Grand Prix <i>HCC Grounds</i>	<ul style="list-style-type: none"> <li>Trustees and Spouses/Guests Invited</li> <li>Major Community and Fundraising Event</li> </ul>

Notes:

All work sessions and regular meetings will be held in The Rouse Company Foundation Student Services Hall (RCF-400) at 6 p.m., unless otherwise noted. All Audit and Finance Committee and Legislative and Community Relations Committee meetings will be held in the Cafe on the Quad (RCF-120B), unless otherwise noted. 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 personnel 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.

## I-3 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:** January 18, 2008, through February 14, 2008

### ◆———— Disclosure ———◆

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

## I-4 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:** December 2007

### ◆———— Recommendation —————◆

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

HOWARD COMMUNITY COLLEGE  
CURRENT INCOME & EXPENSE SUMMARY - FUND 10

	YTD Expended & Encumbered** 12/31/2007	YTD Budget 12/31/2007	YTD Budget Variance 12/31/2007	12/31/2007 Percent Variance From Budget	Total Budget FY2008
<b>OPERATING BUDGET REVENUE</b>					
<b>TUITION</b>					
Summer II & III	\$597,581	550,000	\$47,581	8.65% 1	\$550,000
Fall	8,380,607	7,274,968	1,105,639	15.20% 2	7,274,968
Intersession	452,643	353,005	99,638	28.23% 3	353,005
Spring	4,756,026	4,089,630	666,396	16.29% 3	6,415,478
Summer I & Extended	(1,074)	0	(1,074) 4	na	754,583
Fees	1,803,818	1,958,447	(154,629)	-7.90% 5	2,362,527
<b>TOTAL TUITION AND FEES</b>	<b>\$15,989,600</b>	<b>\$14,226,050</b>	<b>\$1,763,551</b>	<b>12.40%</b>	<b>\$17,710,561</b>
<b>GOVERNMENTAL AND OTHER</b>					
Howard County	\$11,817,509	11,817,509	(\$0)	0.00% 6	\$23,635,010
State of Maryland	4,762,620	4,821,760	(59,140)	-1.23% 7	9,643,517
Other Income	529,325	350,000	179,325	51.24% 8	700,000
Unrestricted appropriations	59,140	0	59,140	na 9	495,373
Continuing Education Support	0	0	0	0.00% 10	463,475
<b>TOTAL GOV'T AND OTHER</b>	<b>\$17,168,594</b>	<b>\$16,989,269</b>	<b>\$179,325</b>	<b>1.06%</b>	<b>\$34,937,375</b>
<b>TOTAL OPERATING REVENUE</b>	<b>\$33,158,194</b>	<b>\$31,215,318</b>	<b>\$1,942,876</b>	<b>6.22%</b>	<b>\$52,647,936</b>
<b>OPERATING BUDGET EXPENSES</b>					
Instruction	\$17,439,196	\$17,444,679	5,483	0.03%	\$24,058,507
Public Service	279,599	322,097	42,498	13.19% 11	374,215
Academic Support	2,824,577	2,850,717	26,140	0.92%	3,524,121
Student Services	4,095,603	4,100,713	5,111	0.12%	5,337,353
Institutional Support	7,667,566	7,677,929	10,363	0.13%	10,154,413
Plant	6,171,068	6,175,778	4,710	0.08%	8,073,147
Scholarship/Waivers	585,828	588,631	2,803	0.48%	1,126,180
<b>TOTAL OPERATING EXPENSES</b>	<b>\$39,063,437</b>	<b>\$39,160,545</b>	<b>\$97,108</b>	<b>0.25%</b>	<b>\$52,647,936</b>

n/c = not comparable

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

02/15/2008

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

For ease of reading, all new information appears in red ink.

**December 2007**

**Tuition and Fees**

- 1) Summer II & III tuition revenue is ahead of budget by **8.65%, or \$47,581**. Overall, a 3% FTE enrollment increase was budgeted. FTE enrollment for Summer II was up 30% (or 15.7 FTE's) and Summer III was up 21% (or 22.06 FTE's) from the prior year. Headcounts were also up 18% and 21%, respectively. In-county tuition increased from \$110 per credit hour to \$114 per credit hour, or 3.6%. Out-of-county and out-of-state tuition increased by \$4 each to \$197 and \$242, respectively. For each credit hour of tuition paid, \$3 goes towards paying the debt on the Horowitz Visual and Performing Arts center.
- 2) Fall revenue is ahead of budget by **15.20%, or \$1,105,639**. A 3% FTE enrollment increase was budgeted; however, FTE enrollment growth was 4.4% and headcount increased by 5.1% as of the census date of September 14th. The high variance to budget is due to higher than anticipated enrollment in Statewide/manpower shortage programs and revenues from out-of-state students. (See note #1 for tuition rate information.)
- 3) These amounts represent pre-registrations for intersession and spring. Final revenues for intersession will be presented in the January statements and for spring will be presented in the February statements.
- 4) These figures represent adjustments for prior year semesters made this year.
- 5) Fee revenues are under budget by **7.9%, or \$154,629**. 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 **\$1,166,471** or 65%; consolidated fees **\$567,024** or 31%; other student fees **\$70,323** or 4%.

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

**Governmental Revenue and Other Revenue**

- 6) Howard County's contribution to the FY2008 operating budget increased by 16% over the prior year and has no variance to the budget.
- 7) The State's appropriation to the FY2008 operating budget increased by 19.9% over the prior year. In FY08 the College received a cut from the State's appropriation of \$118,276. Funds were reserved from last year to cover this deficit and are shown as unrestricted appropriations. The entire cut was taken from the Fund 10 Operating budget and no cuts were taken from Fund 11 – Continuing Education.
- 8) Other income is ahead of budget by **51.24%, or \$179,325**. Investment income represents **\$461,713 or 87%** of other income. Interest rates are higher than anticipated and interest revenue is currently causing this excess budget balance. Service revenues for administration of contracts and small misc. revenue make up the other **13%** of other income.
- 9) We had budgeted to use \$495,373 of the continuing education fund balance which represents the unrestricted appropriations line. If enrollment revenues continue to exceed budget, these funds will not be used. Subsequent to finalizing the FY08 budget but prior to closing the FY07 books, we learned that the state would reduce their FY08 appropriation by \$118,276. Hence these funds were also held at year end (in addition to the \$495,373) to cover this anticipated shortfall. The \$118,276 is also being shown on this line.
- 10) The \$463,475 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 6.86% over FY2007.
- 10) The public service function is under budget by **13.19% or \$42,498**. Unspent funds are allocated for replacement equipment for the cable studio.
- Overall, the operating budget's functions are within budget and spending for the first **six** months of this year is on target with projected expenditures.

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

	YTD Expended & Encumbered** 12/31/2007	YTD Budget 12/31/2007	YTD Budget Variance 12/31/2007	12/31/2007 Percent Variance From Budget		Total Budget FY2008
<b>FUND 11 REVENUES</b>						
<b>TUITION</b>						
Credit Fall/Summer II & III	\$180,649	154,689	\$25,960	16.78%	1	\$154,689
Credit Intersession	37,084	45,089	(8,005)	-17.75%	2	48,950
Credit Spring/Summer I & Extended	85,411	64,948	20,463	31.51%	2	172,900
Non-Credit/Continuing Ed	2,112,838	1,940,479	172,359	8.88%	3	3,087,278
Fees	782,025	658,645	123,380	18.73%	4	1,119,538
<b>TOTAL TUITION AND FEES</b>	<b>\$3,198,006</b>	<b>\$2,863,850</b>	<b>\$334,156</b>	<b>11.67%</b>		<b>\$4,583,355</b>
<b>GOVERNMENTAL AND OTHER</b>						
State of Maryland	\$881,793	\$881,794	(\$0)	0.00%	5	\$1,763,587
Service Revenues & Other Income	\$113,144	\$226,244	(\$113,101)	-49.99%	6	\$452,488
Unrestricted appropriation	\$0	\$0	\$0	0.00%	7	400,000
Transfer to Operating Fund	0	0	0	0.00%	8	(463,475)
<b>TOTAL GOV'T. AND OTHER</b>	<b>\$994,937</b>	<b>1,108,038</b>	<b>(\$113,101)</b>	<b>-10.21%</b>		<b>\$2,152,600</b>
<b>TOTAL FUND 11 REVENUES</b>	<b>\$4,192,943</b>	<b>\$3,971,887</b>	<b>\$221,056</b>	<b>5.57%</b>		<b>\$6,735,955</b>
<b>EXPENDITURES</b>						
Instruction	\$4,257,974	\$4,687,161	\$429,186	9.16%	9	\$6,042,576
Academic Support	0	0	0	0.00%		0
Plant	0	0	0	0.00%		0
Institutional Support	0	0	0	0.00%		0
Scholarship	393,145	393,831	686	0.17%		521,337
<b>TOTAL OPERATING EXPENSES</b>	<b>\$4,651,119</b>	<b>\$5,080,991</b>	<b>\$429,872</b>	<b>8.46%</b>		<b>\$6,563,913</b>

n/c = not comparable

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

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

**December 2007**

**Tuition and Fees**

- 1) Credit fall/summer II & III tuition revenues are ahead of budget by **16.78% or \$25,960**. Credit enrollment in this division is primarily telecourses and tele-web classes. Tele-web classes use an on-line feature along with the pre-recorded lectures used by telecourses. Credit enrollment increases were budgeted to be 3% but were higher than anticipated. Credit enrollment statistics are discussed on the financial statements for fund 10 and apply to both divisions.
- 2) These amounts present pre-registration revenue for intersession and spring. Final intersession revenues will be presented in the January statements, and final spring revenues will be presented in the February statements.
- 3) Non-credit tuition revenues are ahead of budget by **8.88% or \$172,359**. Enrollment in adult basic education and the English Language Institute courses continue to grow beyond budgeted expectations. On average, growth for summer and fall has been 20%.
- 4) Fees are ahead of budget by **18.73% or \$123,380**. This is due to fees earned in excess of budget for classes where enrollment is higher than anticipated mentioned in #2 above.

**Governmental Revenue**

- 5) The state contribution for FY2008 for continuing education increased 18.58% over the prior year, and has no variance to budget. Funding for FY2008 is based on an FTE formula related to enrollments from FY2006. The college made the decision to take all the state cuts from the Fund 10 operating budget

**Service and Other Income**

- 6) Service revenues relate to administrative overhead charged to contracts and consulting revenues earned. Currently this category is **49.99% under budget or \$113,101**. Budgeted revenues in this area were based on FY06 contracts and contracts at this time are requiring less administrative charges. Work continues to target new markets to identify business in this area.
- 7) This unrestricted appropriation allows the division to use carryover funds to support upgrades in labs and repairs to the hickory ridge building as needed.

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

**Service and Other Income (con't)**

- 8) Continuing education's annual contribution to the operating fund will occur at year-end. For FY08 it will be \$463,475.

**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 6.86% for FY2008.

- 9) Instructional expenses are under budget by **9.16% or \$429,186**. This budget includes the \$400,000 in contingency funds (see note 3). Some of this reserve has been used to offset needs due to unanticipated growth in the adult basic education program.

**Howard Community College  
12/2007  
Cost Center Variances**

Cost Center	FY2008 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original* B-A	Projected Percentage Variance from Original FY2008		
<b>Instruction</b>							
11200	Schoenbrodt honors	7,410	23,701	23,701	-	0%	
<b>11300</b>	<b>Mathematics</b>	<b>1,490,050</b>	<b>1,920,062</b>	<b>1,930,614</b>	<b>10,552</b>	<b>1%</b>	<b>Additional hours allocated for student lab employee.</b>
11310	Health	159,696	242,621	242,371	(250)	0%	
11400	Social sciences	1,496,057	1,783,637	1,782,137	(1,500)	0%	
11410	Eng/world languages	2,330,817	2,744,992	2,744,992	-	0%	
11450	Arts & humanities	1,946,712	2,270,155	2,270,155	-	0%	
11480	Rouse scholars	82,275	94,283	94,283	-	0%	
11600	Distance learning	257,246	385,152	388,940	3,788	1%	
12100	Nursing	1,522,039	1,774,229	1,771,729	(2,500)	0%	
12118	Rad Tech Program	56,075	74,760	74,760	-	0%	
12120	Emergency medical technology	95,544	179,550	179,550	-	0%	
12150	Cardiovascular program	136,727	171,574	171,324	(250)	0%	
12200	Business & computers	1,367,370	1,806,751	1,806,751	-	0%	
12250	Science & technology programs	1,876,708	2,307,201	2,314,901	7,700	0%	
12280	Cooperative education	4,045	12,848	12,848	-	0%	
13500	Service Learning	65,340	79,732	79,732	-	0%	
13550	Instr. International program	131,329	129,529	136,529	7,000	5%	
44010	User computer services	389,558	437,968	442,232	4,264	1%	
44020	Student computer services	924,756	1,024,953	1,034,117	9,164	1%	
44030	Student labs	218,940	299,742	299,742	-	0%	
46100	1st floor support	147,824	160,407	163,907	3,500	1%	
46200	2nd floor support	98,457	103,470	103,470	-	0%	
46300	Hickory ridge	68,983	85,003	85,003	-	0%	
46400	Evening services	-	1,325	1,325	-	0%	
46700	ELB divisions support	114,930	130,078	130,078	-	0%	
46800	Arts & humanities support	65,053	66,638	66,638	-	0%	
47500	Faculty learning community	(194)	16,500	17,500	1,000	6%	
48000	Outcomes assessment	138,899	187,781	187,781	-	0%	
<b>48500</b>	<b>Instructional direction</b>	<b>24,149</b>	<b>260,742</b>	<b>248,402</b>	<b>(12,340)</b>	<b>-5%</b>	<b>Funded additional hours for employee (11300).</b>
48501	Learning communities	217,895	243,169	243,169	-	0%	
<b>48502</b>	<b>Program development</b>	<b>41,742</b>	<b>82,879</b>	<b>70,073</b>	<b>(12,806)</b>	<b>-15%</b>	<b>Covered costs in international education and software purchase for science and technology.</b>
51100	Webmaster	-	3,894	-	(3,894)	-100%	
52102	Pool guards	32,715	68,929	68,929	-	0%	
53200	Learning assistance center	552,966	632,970	637,458	4,488	1%	
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>1,376,351</b>	<b>3,800,912</b>	<b>3,782,997</b>	<b>(17,915)</b>	<b>0%</b>	<b>Various Hendricks approved reclassifications funded.</b>
99970	Reserve for fee shortfall	-	154,629	154,629	-	0%	
99980	Division support	-	163,276	163,276	-	0%	
99990	Furniture/equipment	-	132,464	132,464	-	0%	
	<b>Total instruction</b>	<b>17,439,196</b>	<b>24,058,507</b>	<b>24,058,507</b>	<b>0</b>	<b>0%</b>	

Cost Center	FY2008 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2008		
<b>Public Service</b>							
33250	Cable studio	252,968	286,188	286,188	-	0%	
99970	Benefits/chargebacks	26,631	84,098	84,098	-	0%	
99990	Furniture/equipment	-	3,928	3,928	-	0%	
	Total public service	279,599	374,215	374,215	-	0%	
<b>Academic Support</b>							
33400	Cultural theater	106,003	110,428	112,552	2,124	2%	
33500	Student alumni productions	93,646	108,158	111,069	2,911	3%	
41001	Library services	724,252	760,592	760,592	-	0%	
41002	Teaching & learning center	220,417	239,304	239,304	-	0%	
43100	Education technology	250,503	294,614	290,384	(4,230)	-1%	
43200	Video services	42,126	75,352	75,352	-	0%	
<b>43300</b>	<b>Instructional Technology</b>	<b>1,286</b>	<b>-</b>	<b>12,010</b>	<b>12,010</b>	<b>n/a</b>	<b>New cost center established for instructional technology</b>
46000	VP of academic affairs	287,464	314,964	314,964	-	0%	
47000	Faculty development	48,749	111,747	111,747	-	0%	
48100	Interactive classroom	16,000	23,980	16,200	(7,780)	-32%	
65001	Academic promotions	-	143,016	143,016	-	0%	
99970	Benefits/chargebacks	1,034,129	1,301,066	1,296,031	(5,035)	0%	
99980	VP's Allocation	-	5,924	5,924	-	0%	
99990	Furniture/equipment	-	34,977	34,977	-	0%	
	Total academic support	2,824,577	3,524,121	3,524,121	-	0%	

Cost Center	FY2008 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2008		
<b>Student Services</b>							
46500	Advising, academic	435,006	457,426	462,433	5,007	1%	
46600	Welcome center & telephone adv.	136,911	170,555	173,929	3,374	2%	
51000	VP of student services	223,043	255,598	259,245	3,647	1%	
51200	Student ambassador program	5,827	9,232	9,232	-	0%	
52000	Student activities	-	2,603	2,603	-	0%	
52100	PE facility	292,038	313,117	323,058	9,941	3%	
53000	Career services	408,322	462,791	462,791	-	0%	
53100	Test center	232,570	257,513	257,513	-	0%	
53500	Retention	74,786	89,380	92,151	2,771	3%	
53555	Career links	11,853	26,396	26,396	-	0%	
54000	Financial aid services	530,027	642,079	647,673	5,594	1%	
55000	Admissions	683,774	738,507	739,507	1,000	0%	
55001	Workgroup	308,619	363,815	365,720	1,905	1%	
<b>56000</b>	<b>Records</b>	<b>406,328</b>	<b>419,933</b>	<b>433,031</b>	<b>13,098</b>	<b>3%</b>	<b>Positions reclassified</b>
65002	Student services promotions	1,385	35,392	35,392	-	0%	
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>343,113</b>	<b>982,451</b>	<b>936,114</b>	<b>(46,337)</b>	<b>-5%</b>	<b>Various Hendricks approved reclassification funded.</b>
99980	Part time coverage	2,000	15,114	15,114	-	0%	
99990	Furniture/equipment	-	95,451	95,451	-	0%	
	Total student services	4,095,603	5,337,353	5,337,353	-	0%	

Cost Center	FY2008 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2008		
<b>Institutional Support</b>							
61000	President	544,547	600,206	606,642	6,436	1%	
61100	Board of trustees	64,763	133,979	133,979	-	0%	
61200	Research, planning and org. dev.	377,202	427,457	427,457	-	0%	
61900	Senior administration	5,686	13,617	13,617	-	0%	
62000	VP of administration & finance	307,409	320,462	320,462	-	0%	
<b>62100</b>	<b>Finance office</b>	<b>1,085,862</b>	<b>1,140,339</b>	<b>1,153,609</b>	<b>13,270</b>	<b>1%</b>	<b>Positions reclassified</b>
63101	Human resources	568,543	585,414	591,378	5,964	1%	
63102	Recruitment	38,064	56,546	56,546	-	0%	
63103	Unemployment	29,744	47,253	47,253	-	0%	
63150	Diversity programs	594	12,000	12,000	-	0%	
63200	Reprographics	179,176	180,540	180,540	-	0%	
63400	Security	974,294	1,107,061	1,107,061	-	0%	
63500	Telecommunications	81,671	262,541	262,541	-	0%	
63554	Mediation & conflict resolution center	20,000	20,000	20,000	-	0%	
63600	Risk management	240,602	296,149	296,149	-	0%	
63700	General administration	217,848	774,197	774,197	-	0%	
63800	Commencement/award programs	30,064	35,489	35,489	-	0%	
64000	Administrative information systems	1,084,976	1,200,087	1,206,305	6,218	1%	
64001	Enterprise network	476,702	526,440	529,095	2,655	1%	
64002	Web Enterprise	273,159	283,662	283,662	-	0%	
64100	Information technology adm.	267,064	297,947	297,947	-	0%	
65000	Public relations & marketing	510,138	567,095	567,095	-	0%	
65100	Development & alumni relations	595,912	638,468	641,558	3,090	0%	
65900	Fundraising	-	30,000	30,000	-	0%	
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>(306,452)</b>	<b>591,642</b>	<b>554,009</b>	<b>(37,633)</b>	<b>-6%</b>	<b>Various Hendricks approved reclassifications funded</b>
99990	Furniture/equipment	-	5,824	5,824	-	0%	
	Total institutional support	7,667,566	10,154,413	10,154,413	-	0%	

Cost Center	FY2008 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2008		
<b>Plant</b>							
71000	Plant administration**	67,670	93,177	93,177	-	0%	
71100	General services**	2,980,210	3,494,584	3,496,345	1,761	0%	
71150	Recycling	6,737	25,000	25,000	-	0%	
71500	Safety	71,439	72,500	72,500	-	0%	
72000	Engineering	964,177	1,090,258	1,089,225	(1,033)	0%	
72500	Preventive maintenance	145,847	199,667	198,477	(1,190)	-1%	
<b>73000</b>	<b>Housekeeping</b>	<b>1,108,547</b>	<b>1,417,500</b>	<b>1,393,384</b>	<b>(24,116)</b>	<b>-2%</b>	<b>Position reallocated to grounds</b>
<b>75000</b>	<b>Grounds</b>	<b>321,723</b>	<b>331,449</b>	<b>359,455</b>	<b>28,006</b>	<b>8%</b>	<b>Position reallocated from housekeeping</b>
76000	Renovations	54,612	163,929	159,229	(4,700)	-3%	
99970	Benefits/chargebacks	450,107	1,175,911	1,177,182	1,271	0%	
99990	Furniture/equipment	-	9,173	9,173	-	0%	
	Total plant	6,171,068	8,073,147	8,073,147	0	0%	
<b>Scholarships</b>							
81000	Scholarships	283,944	659,280	659,280	-	0%	
82000	Waivers	301,884	466,900	466,900	-	0%	
	Total scholarships	585,828	1,126,180	1,126,180	-	0%	
	Grand totals	39,063,437	52,647,936	52,647,936	(0)	0%	

Note 1:  
When the budget was originally developed, all salaries were budgeted to increase at the rate of 6.86%. As final salaries increases may have fluctuated based on performance levels and the relation of the individual's FY07 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.

\* Variance greater than \$10,000 are explained.

\*\* A position was identified miscoded between these two account and these starting budgets have been revised to reflect this change.

**Howard Community College  
12/07  
Cost Center Spending Percentages**

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Instruction</b>					
11200	Schoenbrodt honors	7,120	23,701	30%	1
11300	Mathematics	766,909	1,930,614	40%	
11310	Health	95,215	242,371	39%	
11400	Social sciences	721,755	1,782,137	40%	
11410	Eng/world languages	1,222,778	2,744,992	45%	
11450	Arts and humanities	1,066,289	2,270,155	47%	
11480	Rouse scholars	44,268	94,283	47%	
11600	Distance learning	201,700	388,940	52%	
12100	Nursing	821,571	1,771,729	46%	
12118	Rad Tech Program	13,633	74,760	18%	2
12120	Emergency medical technology	55,539	179,550	31%	3
12150	Cardiovascular program	73,463	171,324	43%	
12200	Business and computers	759,817	1,806,751	42%	
12250	Science and technology programs	1,010,717	2,314,901	44%	
12280	Cooperative education	4,045	12,848	31%	1
13500	Service Learning	35,374	79,732	44%	
13550	Instructional international program	70,195	136,529	51%	
44010	User computer services	217,152	442,232	49%	
44020	Student computer services	487,630	1,034,117	47%	
44030	Student labs	136,079	299,742	45%	
46100	1st floor support	79,170	163,907	48%	
46200	2nd floor support	60,350	103,470	58%	
46300	Hickory Ridge	36,938	85,003	43%	
46400	Evening services	-	1,325	0%	1
46700	ELB divisions support	60,852	130,078	47%	
46800	Arts and humanities support	39,832	66,638	60%	
47500	Faculty learning community	(2,032)	17,500	-12%	4
48000	Outcomes assessment	70,856	187,781	38%	
48500	Instructional direction	24,149	248,402	10%	5
48501	Learning communities	110,289	243,169	45%	
48502	Program development	41,742	70,073	60%	
52102	Pool guards	32,715	68,929	47%	
53200	Learning assistance center	314,394	637,458	49%	
99970	Benefits/chargebacks	1,349,920	3,782,997	36%	
99970	Reserve for fee shortfall	-	154,629	0%	6
99980	Division support	-	163,276	0%	5
99990	Furniture/equipment	-	132,464	0%	7
	<b>Total instruction</b>	<b>10,031,153</b>	<b>24,058,507</b>	<b>42%</b>	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Public Service</b>					
33250	Cable studio	127,557	286,188	45%	
99970	Benefits/chargebacks	26,631	84,098	32%	8
99990	Furniture/equipment	-	3,928	0%	7
	Total public service	154,188	374,215	41%	
<b>Academic Support</b>					
33400	Cultural theater	82,242	112,552	73%	9
33500	Student alumni productions	54,581	111,069	49%	
41001	Library services	476,999	760,592	63%	
41002	Teaching and learning center	107,039	239,304	45%	
43100	Education technology	136,411	290,384	47%	
43200	Video services	25,209	75,352	33%	10
43300	Instructional Technology	950	12,010	8%	11
46000	VP of academic affairs	137,769	314,964	44%	
47000	Faculty development	48,679	111,747	44%	
48100	Interactive classroom	16,000	16,200	99%	12
65001	Academic promotions	-	143,016	0%	13
99970	Benefits/chargebacks	582,096	1,296,031	45%	
99980	VP's Allocation	-	5,924	0%	5
99990	Furniture/equipment	-	34,977	0%	7
	Total academic support	1,667,974	3,524,121	47%	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Student Services</b>					
46500	Advising, academic	236,354	462,433	51%	
46600	Welcome center and telephone adv.	81,867	173,929	47%	
51000	VP of student services	104,186	259,245	40%	
51200	Student ambassador program	5,827	9,232	63%	
52000	Student activities	-	2,603	0%	1
52100	PE facility	148,578	323,058	46%	
53000	Career services	221,720	462,791	48%	
53100	Test center	141,461	257,513	55%	
53500	Retention	42,515	92,151	46%	
53555	Career links	9,453	26,396	36%	
54000	Financial aid services	296,717	647,673	46%	
55000	Admissions	343,962	739,507	47%	
55001	Workgroup	184,241	365,720	50%	
56000	Records	229,127	433,031	53%	
65002	Student services promotions	1,385	35,392	4%	13
99970	Benefits/chargebacks	336,096	936,114	36%	
99980	Part time coverage	2,000	15,114	13%	5
99990	Furniture/equipment	-	95,451	0%	7
	<b>Total student services</b>	<b>2,385,490</b>	<b>5,337,353</b>	<b>45%</b>	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Institutional Support</b>					
61000	President	321,323	606,642	53%	
61100	Board of trustees	49,585	133,979	37%	
61200	Research, planning and org. dev.	196,254	427,457	46%	
61900	Senior administration	4,523	13,617	33%	1
62000	VP of administration and finance	157,534	320,462	49%	
62100	Finance office	568,071	1,153,609	49%	
63101	Human resources	295,989	591,378	50%	
63102	Recruitment	18,831	56,546	33%	13
63103	Unemployment	5,034	47,253	11%	14
63150	Diversity programs	594	12,000	5%	13
63200	Reprographics	63,350	180,540	35%	
63400	Security	443,128	1,107,061	40%	
63500	Telecommunications	62,306	262,541	24%	15
63554	Mediation and conflict resolution ctr	20,000	20,000	100%	16
63600	Risk management	195,826	296,149	66%	
63700	General administration	217,848	774,197	28%	17
63800	Commencement/award programs	2,207	35,489	6%	13
64000	Administrative information systems	676,217	1,206,305	56%	
64001	Enterprise network	287,405	529,095	54%	
64002	Web Enterprise	148,168	283,662	52%	
64100	Information technology adm.	136,362	297,947	46%	
65000	Public relations and marketing	317,311	567,095	56%	
65100	Development and alumni relations	317,653	641,558	50%	
65900	Fundraising	-	30,000	0%	13
99970	Benefits/chargebacks	99,481	554,009	18%	8
99990	Furniture/equipment	-	5,824	0%	7
	<b>Total institutional support</b>	<b>4,605,001</b>	<b>10,154,413</b>	<b>45%</b>	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Plant</b>					
71000	Plant administration	67,670	93,177	73%	18
71100	General services	810,052	3,496,345	23%	19
71150	Recycling	6,107	25,000	24%	20
71500	Safety	37,389	72,500	52%	
72000	Engineering	500,221	1,089,225	46%	
72500	Preventive maintenance	70,006	198,477	35%	
73000	Housekeeping	647,395	1,393,384	46%	
75000	Grounds	179,325	359,455	50%	
76000	Renovations	32,107	159,229	20%	21
99970	Benefits/chargebacks	437,792	1,177,182	37%	
99990	Furniture/equipment	-	9,173	0%	7
	Total plant	2,788,064	8,073,147	35%	
<b>Scholarships</b>					
81000	Scholarships	283,944	659,280	43%	
82000	Waivers	301,884	466,900	65%	
	Total scholarships	585,828	1,126,180	52%	
	Grand totals	22,217,698	52,647,936	42%	

Notes: Only variances greater than 70%, or less than 35% have been noted at this time. Annual expenses paid early caused higher than expected variances in some cost centers. Also, in some cost centers expenses are low until the start of the fall term.

- 1 These cost centers have relatively small budgets. Spending occurs for supplies and services as needed.
- 2 Rad Tech is a new program and faculty was recently hired. The first courses will start in summer.
- 3 This budget included expected funding from Howard County Government that will not be realized. Expenditures are lower than anticipated because of this reduced funding.
- 4 The credit represents transfers from other cost centers to support this effort.
- 5 These programs, which support instruction and student services, will expend funds as needed during the year.
- 6 This budget is reserved for any fee shortfalls.
- 7 Furniture and equipment budgets are typically spent later in the year.
- 8 Savings is expected in this function due to lower than anticipated benefits costs.
- 9 Hourly costs, special supplies, and contracted wages are causing this high variance.
- 10 Expenditures for software and equipment are encumbered but not spent to date, causing this low variance.
- 11 This is a new cost center and little spending has occurred to date.
- 12 An annual fee for the UMAT membership (video conferencing) was paid early in the year.
- 13 These programs will expend funds later in the year.
- 14 An accrual from the prior year is causing this variance, expenditures are incurred quarterly.
- 15 Timing of payments is causing this temporary variance.
- 16 The mediation center has it's operating budget in the special funds. This amount supplements that budget.
- 17 The annual bad debt expense will be recorded at year-end and is causing this variance.
- 18 Annual property insurance payments have been made and are the primary expense in this cost center.
- 19 Utilities budgets have not been fully committed. Encumbrances may increase after winter costs are assessed.
- 20 Recycling costs have been eliminated through efforts with the Howard County Government.
- 21 Renovations are scheduled and expenditures will occur later in the year.

**Belmont Conference Center  
Projected Working Quarterly Budgets  
FY2008**

**Comparison to Prior Year**

	<b>December Actuals</b>	<b>Through 2nd Quarter- Budget</b>	<b>Budget Variance</b>	<b>December Prior year</b>	<b>Variance to prior year</b>
<b>Revenue:</b>					
Conference revenue	\$ 817,073	\$ 845,000	\$(27,927)	\$ 826,995	(9,922)
HCC Facility use fee	75,000	75,000	0	75,000	0
Total conference revenue	892,073	920,000	(27,927)	901,995	(9,922)
Pass through revenue	175,559	110,000	65,559	133,465	42,094
Credit tuition	14,149	0	14,149	27,163	(13,014)
Non-credit tuition	0	0	0	4,235	(4,235)
Misc. revenue	353	0	353	221	132
<b>Total Revenue</b>	<b>\$ 1,082,134</b>	<b>\$ 1,030,000</b>	<b>\$ 52,134</b>	<b>\$ 1,067,079</b>	<b>15,055</b>
<b>Expenses:</b>					
<b>Cost of Sales</b>					
Food purchases	\$ 115,082	\$ 108,000	\$ (7,082)	\$ 107,851	7,231
Beverage purchase	20,317	24,000	3,683	21,020	(703)
Pass through expenses	175,559	110,000	(65,559)	133,465	42,094
Kitchen supplies	16,171	12,000	(4,171)	11,790	4,381
<b>Direct Wages</b>					
Food & Beverage FT	49,095	51,034	1,939	47,696	1,399
Food & Beverage Hourly	94,906	104,000	9,094	121,318	(26,412)
Housekeeper PT & Hourly	10,240	13,500	3,260	10,033	207
Commissions	9,196	27,000	17,804	19,189	(9,993)
Faculty salaries	3,250	0	(3,250)	3,250	0
<b>Indirect Wages</b>					
Admin-FT	150,608	156,988	6,380	128,441	22,167
Admin-PT	13,698	13,876	178	12,968	730
Grounds Temp	0	6,000	6,000	0	0
Grounds FT	53,651	56,814	3,163	36,692	16,959
<b>General Operating</b>					
Benefits	95,519	103,030	7,511	81,215	14,304
Contracted Services	26,792	30,000	3,208	22,924	3,868
Printing, Publications	8,967	7,000	(1,967)	11,981	(3,014)
Recruitment	4,589	2,000	(2,589)	3,467	1,122
Credit card commissions	7,702	8,000	298	9,837	(2,135)
Promotional services	5,114	11,000	5,886	75	5,039
Promotional supplies	5,490	4,000	(1,490)	2,709	2,781
General office supplies	2,327	6,000	3,673	2,573	(246)
Special supplies	16,425	8,000	(8,425)	4,499	11,926
Grounds supplies	27,745	13,000	(14,745)	15,559	12,186
Telephone services	5,809	11,000	5,191	5,950	(141)
Rentals	1,628	2,500	873	1,414	214
Postage	1,309	4,000	2,691	2,099	(790)
Conferences & Meetings	1,835	4,000	2,165	3,942	(2,107)
Training	952	1,000	48	683	269
Insurance	18,154	20,600	2,446	18,967	(813)
License & Permits & Dues	5,149	7,000	1,851	6,427	(1,278)
Heat & Gas	16,899	20,000	3,101	13,167	3,732
Electricity	<u>25,377</u>	<u>30,000</u>	<u>4,623</u>	<u>22,770</u>	<u>2,607</u>
<b>Operating expenses</b>	<b>989,554</b>	<b>975,342</b>	<b>(14,212)</b>	<b>883,971</b>	<b>105,583</b>
<b>Operating Profit or (Loss)</b>	<b>92,580</b>	<b>54,658</b>	<b>37,922</b>	<b>183,108</b>	<b>(90,528)</b>
<b>Support and fixed changes</b>					
HCC share of loan	139,321	283,000	(143,679)	131,906	7,415
Loan	(139,321)	(283,000)	143,679	(131,906)	(7,415)
Facility repairs	(13,406)	(30,000)	16,594	(5,814)	(7,592)
Furniture & Fixtures	<u>(25,154)</u>	<u>(20,000)</u>	<u>(5,154)</u>	<u>(26,319)</u>	<u>1,165</u>
<b>Support and fixed charges</b>	<b>(38,559)</b>	<b>(50,000)</b>	<b>11,441</b>	<b>(32,133)</b>	<b>(6,426)</b>
<b>Net Profit or (Loss)</b>	<b>\$ 54,021</b>	<b>\$ 4,658</b>	<b>\$ 49,363</b>	<b>\$ 150,975</b>	<b>(96,954)</b>

## I-5 Personnel Summary

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

**Purpose:** Disclosure to the board

**Timeline:** January 2008

### ◆———— Recommendation ———◆

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

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

**January 1, 2008 – January 31, 2008**

*Section I – Change in Status*

**SPECIAL ASSIGNMENT**

<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>Eff. Date</b>	<b>End Date</b>
Interim Director, Mediation & Conflict Resolution Center (25 Hours)	Mediation/Conflict Resolution Center	Existing Position Replacement	13	\$54,974-\$87,958	\$36,651	Rockefeller, Kathryn	9/3/07	6/30/08
Acting Division Chair, English & World Languages; Associate Professor, ESL	English & World Languages	Existing Position Replacement	Acting Division Chair	\$78,458-\$125,533	\$86,546	Svacina, Jean	12/17/07	TBD

**PHASED RETIREMENT**

<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>
Professor, Accounting	Business & Computer Systems	N/A	N/A	N/A	N/A	Gardner, Mary	8/05
Professor, Computer Systems	Business & Computer Systems	N/A	N/A	N/A	N/A	Stewart, Sharon	8/06

**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>
Administrative Office Associate	Continuing Education	N/A	N/A	N/A	N/A	Golden, Noreen	1/15/08
Reference Assistant	Teaching and Learning Services	N/A	N/A	N/A	N/A	Peck, Susan	1/24/08
*Interim Asst. Professor, Sociology	Social Sciences/Teacher Ed	N/A	N/A	N/A	N/A	O'Tang, Johnnie	12/17/07

\*December Personnel Activity Report Omission

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

**January 1, 2008 – January 31, 2008**

*Section II – Leaves*

**SABBATICAL LEAVE**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
Jeffrey, Jeanette	Associate Professor, Health/Life Fitness	8/06/07	6/06/08
Lowe, William	Assistant Professor, English	8/06/07	6/06/08

**LEAVE WITHOUT PAY**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
Durham, Cindy	Program Manager, Professional Development and Training	1/28/08	2/1/08
Hicks, Emily	ESL Instructor	1/21/08	1/25/08
Maitland, Noriko	International Student Admissions Officer & Academic Advisor	11/16/07	01/04/08
St. Hilaire, Marie	Housekeeper	1/14/08	Undetermined
Sun, Samien	Housekeeper	10/04/07	1/06/08