



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

March 26, 2008
The Rouse Company Foundation Student
Services Hall – RCF-400 – 6:00 pm

GROUND RULES

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

Howard Community College's *Dragon Principles*

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

We pledge to...

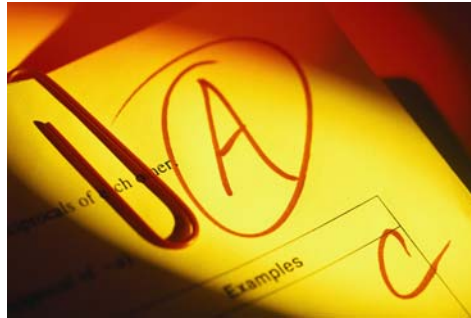
Be friendly

Be helpful to our students and community

Be considerate of each other

And we pledge to...

**Support Faculty as they Research Ways to
Improve Instruction and Generate Better Student
Learning Outcomes**



Board of Trustees
March 26, 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. Information Update: Learning Outcomes Assessment

Regular Meeting – Immediately following the work session

- A. Approval of March 26, 2008, Agenda
- B. Board Priority Items
 - 1. Report on Board End: Educational and Support Process Management
 - 2. Financial Statements
- C. President's Report
- D. Board Member Comments
- E. Report of the Audit and Finance Committee
- F. Approval of:
 - 1. February 27, 2008, Work Session Minutes
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 - 9. Continuing Education Furniture Purchase
 - 10. Audit Firm
 - 11. Waiver of Application Fee for Police Recruits
- H. Information Items
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 - 2. Board Calendar
 - 3. Agreements Signed by the Board Chair Disclosure
 - 4. Personnel Summary

Adjournment

I – Introduction of New Employees

For the trustees' information, newly hired employees approved by the board at its February 27, 2008, meeting will be introduced to the trustees by Dr. Hetherington and area vice presidents.

II – Learning Outcomes Assessment

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

The college's process that was developed and deployed (Learning Outcomes Assessment (LOA) projects) to be in compliance with standard 14: Assessment of Student Learning is discussed this evening.

Educational Effectiveness: Standard 14: Assessment of Student Learning

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

The HCC Board of Trustees has defined six goals for the college.

Institutional Level Goals **Source: Board Core Ends**

Howard Community College will:

(Goal 1) create a dynamic and effective learning environment for its students;

(Goal 2) provide useful educational support processes;

(Goal 3) display and develop leadership, fiscal and social responsibility;

(Goal 4) engage in beneficial planning;

(Goal 5) foster data-informed decision making; and

(Goal 6) design and deploy programs to support faculty and staff development.

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

Learning Outcomes Assessment (LOA)

The founding faculty and staff of HCC formulated an exceptional student-centered culture and embraced the continuous experimentation with instructional design to maximize student learning outcomes at the instructor level. In 1991, the board of trustees requested that the president create an office that would be devoted to helping faculty develop and execute research projects at both the individual course

and the program levels. Hence, HCC was well positioned in 2003 when the MSCHE decided to mandate such assessments.

Under the supervision of Zoe Irvin, executive director, planning, research, and organizational development, the LOA office consists of two research associates: Carie Mellies and Dr. Nidhi Srivastava. To execute its charges, the LOA office relies on the generous staff support of the teaching and learning services division (Linda Heinbauch and Angela Phillips) and utilizes the equipment in the mathematics division office located.

The LOA office executes the student evaluation of instruction instrument (the IDEA survey was chosen by a faculty committee in 1991) in at least half of all classes each semester and monitors the overall accomplishment of the HCC general education goals. HCC is piloting the Council for Aid to Education (CAE)'s Collegiate Learning Assessment (CLA) in FY 2008. LOA staff assists with the assessment of faculty-led initiatives on campus (i.e., Step-UP), as well as helping faculty formulate plans and conducting assessments within grants (i.e., NSF-TAP, STARTALK).

LOA Project Process

Each June, every division chairperson working with his/her faculty identifies potential projects and faculty leaders for those projects. Based on outcome metrics, the vice president of academic affairs may also suggest project ideas. Each division must begin two course level projects or one program review every year. The faculty names and their project ideas are forwarded to the LOA team.

A planning meeting is set up with the faculty to design a draft of the course or program level project. Projects average three years in length. Program reviews run the spectrum of one to five years. The research associate acts as the primary faculty contact for the project. She helps to brainstorm where the faculty can locate external benchmarking instruments, people for panels; design questions; and extract data from central databases pertinent to the project, assist faculty with setting-up norming (scoring) sessions and monitor project deliverables and timetable.

The current listing of projects is found in the board core end report included with this packet.

Two college faculty members, along with a student team, will present a very brief summary of their current student learning assessment projects at the work session.

First presentation: Wayne Swann, adjunct faculty, business and computer division

Project: Assessing student learning results for his new course **Taking Innovation to Market - ENTR-215**. Part of that process is that the students must present their technology assessment project. One group will present their **AeroCate™**

Technology Assessment:

Students: David Dawes, Elizabeth Ding, Jimmy Compton, Leo Carelle, S.P. Garcia, Jason Lee, and Peter Modlin

Course Description: Taking Innovation to Market: ENTR-215

This course is designed to enable teams of students to successfully complete the facets of technology transfer. Students will be able to proceed through the phases of technology transfer to include identifying, assessing, marketing, and determining licensing opportunities of innovations. Students will examine technology overviews prepared by participating research labs and will take the overviews through the technology transfer cycle. Class sessions will be divided into two to three segments: a lecture on specific phases of technology transfer by HCC instructors and guest speakers; full-class discussions of each team's project as it relates to the lecture and team working sessions. Each team evaluates a new invention made at a regional US Government Laboratory, prepares a written technology assessment report, and presents its findings as the capstone component of the course.

Overall Course Objectives

Upon successful completion of this course, the student will be able to:

1. Describe and discuss the basics of technology transfer including inventions, patents, technology marketing, and licensing.
2. Assess the commercial viability of a new invention developed from one of the regional US Government Laboratories.
3. Work in a team environment and develop a written technology assessment report of the invention.
4. Present findings and recommendations at an open event attended by students, researchers, prospective entrepreneurs, local business representatives, and technology transfer experts.
5. Analyze career options in science, technology, research, and business.
6. Exhibit beginning skills required to work in an innovative enterprise.

Major topics to be covered during the course

- I. Introduction to Technology Transfer
 - A. Background on Technology Transfer
 - B. The Technology Transfer Cycle
- II. Invention Evaluation and Assessment
 - A. Review of Inventions: Novelty and Utility
 - B. Intellectual Property Basics: Patent, Copyright, Trademark

- C. Assessing Licensing/New Business Opportunities
- III. Technology Marketing
 - A. Product and Market Assessment
 - B. Marketing Strategy
 - C. Targeting Companies
- IV. Technology Licensing
 - A. Valuation
 - B. Licensing Agreements
 - C. Negotiation
- V. Technology Assessment Report and Presentation

Wayne E. Swann's Biography

Mr. Swann has twenty years of university technology transfer experience and is the founding director of the technology transfer offices at the Johns Hopkins University, Applied Physics Laboratory and the University of Maryland College Park. He has overseen the management of more than 1,600 inventions; 500 license agreements; 30 start-up companies; and \$40 million in total income.

Prior to his career in technology transfer, Mr. Swann spent fourteen years in the commercial world as a research scientist, marketing manager and business development manager, where his research led to ten US patents. A number of his inventions have been developed into commercial products, including the enzymatic production of L-aspartic acid and L-phenylalanine, the two main components in the production of aspartame (NutraSweet®).

Mr. Swann holds a bachelor of science degree in natural science from Towson University. He is a member of the Licensing Executive Society, the Association of University Technology Managers, and the National Business Incubator Association. He is a former voting delegate for the National Association of State University and Land Grant Colleges (NASULGC). Mr. Swann is past chair of the Howard County NeoTech Incubator Advisory Committee and is a member of the adjunct faculty at Howard Community College, where he teaches a class on technology transfer.

Mr. Swann has been an invited speaker at a number of forums in the U.S., Europe, Africa, and Australia and has testified before the Maryland legislature and the U.S. Congress. He has served as a consultant to a number of institutions including the American Association for the Advancement of Science (AAAS) and the Smithsonian Institute.

**Second presentation: Benjamin C. Myers, DMA, assistant professor of music,
arts and humanities division**

Project: Developing and Implementing an Assessment Instrument for Applied Music Majors

The purpose of this project was to develop an objective outcomes assessment instrument for the applied (instrumental and vocal) courses in the music department. Such an instrument was needed because it would be invaluable in aiding the applied faculty in that the college would:

1. be better equipped to assess musical and technical improvement for each individual student.
2. be better equipped to provide an objective grade due to the standardization of the evaluative criteria.
3. have a basis for the setting of benchmarks for performance.

The project was started in the fall of 2005 and is now complete. It affected all music majors (currently 89) at HCC, as well as minors, and anyone taking a music jury. Led by Ben Myers, contributions were taken from nearly the entire music faculty. In addition for the first year, Dr. Nancy Barry, previously of the University of Oklahoma, was hired to oversee, provide advice, and critique the project.

Howard Community College is an open-enrollment institution so there is no admissions audition for the music department. The department is faced with the challenge of serving students at many levels. They may teach a student who has studied piano for ten years and who is highly skilled and experienced; or they may have a student with very little musical background who decides to major in music.

Regardless of the specialization within the major, all transfers will have to audition on a major instrument. HCC must serve the needs of students whose levels vary greatly to prepare for that audition. Although the faculty had been successful in this endeavor, this new assessment instrument now aids them in standardizing the approach both to the teaching of and preparing for transfer of HCC music majors.

Benjamin Myers' Biography

Emotional power, sparkling technique, and a burnished tone are the qualities that have made Benjamin Myers an audience favorite. *The New Yorker* magazine said of a concert with the Hartt Symphony in Alice Tully Hall, "*The best soloist was the first cello, Benjamin Myers, who added a romantic line to the duet.*" *Music Monthly* said of another performance that he was "*riveting and delightful to behold.*"

At the age of nineteen, Benjamin Myers took top prize in the 1987 Emerson String Quartet Competition that resulted in a guest appearance as the cellist of that quartet. Since then, Myers has appeared as soloist and chamber musician in major halls in America and Europe. He has given three solo and chamber performances in New

York's Carnegie Hall (Weill Recital Hall) under the auspices of the LaGesse Foundation.

As a founding member of the nationally acclaimed Gemini Piano Trio, he has taken top prizes in the 1997 Chamber Music Yellow Springs National Competition, MTNA Chamber Music Competitions, the 1997 Baltimore Chamber Music Awards Competition, and its subsequent Year 2000 Winners' Competition. The Gemini Piano Trio's first CD was praised by *The American Record Guide*, which noted, "There is an admirable balance between confidence, polished technique, and impulsive, romantic ardor in this performance." Along with its first disc, music from the trio's recently released second disc can be heard on radio stations nationwide.

Benjamin Myers has the distinction of being the first person to earn a doctoral degree in cello performance from the highly selective program at the New England Conservatory where he also earned his master's degree. He earned a bachelor's degree (summa cum laude) from the Hartt School of Music. He has studied with David Finckel of the Emerson Quartet, and soloists David Wells and Colin Carr. He has also played in master classes for cellists such as Steven Doane and Yo-Yo Ma. Myers has also appeared as principal cello of many orchestras, including the Aspen Concert Orchestra, Concert Artists of Baltimore, and the Baltimore Chamber Orchestra.

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Board of Trustees
March 26, 2008
The Rouse Company Foundation Student Services Hall
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B-1 Report on Board Core End: Educational and Support Process Management

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

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

At its September 27, 2006, meeting, the trustees approved all the current benchmarks for the most recent list of required Maryland Higher Education Commission (MHEC) indicators. If an indicator was dropped or added, it is indicated. Since these are five-year goals, most of the current flags will naturally be red. [The visiting Maryland Performance Excellence Award \(MPEA\) 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

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 affirms the design of this core end and accepts this report on its key performance indicators.

Category 6 - Educational and Support Process Management





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



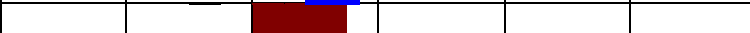
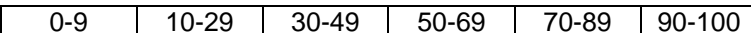
Source	Item	Current	Benchmark
External Quality Feedback	<i>How does HCC identify and manage its key learning-centered processes for delivering student and stakeholder value and maximizing student learning and success?</i>	Baldrige 30-45%	30-45%
		MPEA 50-65%	
	<i>How does HCC manage key processes that support its learning-centered processes? What is the HCC process for budgetary and financial management and continuity of operations in an emergency?</i>	Baldrige 50-65%	30-45%
		MPEA 70-85%	
MHEC	Licensure exam passing rate NCLEX RN	93%	93%
	Licensure exam passing rate NCLEX PN	94%	97%
	Emergency Medical Technician (EMT-B) Written	80%	90%
	Emergency Medical Technician (EMT-B) Practical	70%	90%
Internal Measures	Paramedic - Written	78%	70%
	Paramedic - Practical	67%	70%
	Cardiovascular Technology (CVT) Not required for employment at this time.	86%	90%
	Geriatric Nursing Assistant (GNA) - Written	100%	86.4%
	Geriatric Nursing Assistant (GNA) - Skills	82%	73.8%


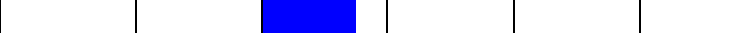




Also see the listing of current Learning Outcomes Assessment projects.

External Measures

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

Maryland Performance Excellence Award		Baldrige	
	Range of total applicant scores		Oct 2005 -HCC's score Score given as an interval, e.g. Total: 376-475
	2003- Score interval in which HCC was rated		
	2006-Score interval		

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

			0-9	10-29	30-49	50-69	70-89	90-100
C A T E G O R Y 6	Educational and Support Process Management (85 points)	6.1 45 points						
								
								
		6.2 40 points						
								
								

Action: The college receives a detailed feedback report delineating strengths and weaknesses in the category. A team reviews those reports, collects information on the process improvements that occur in the intervening months, and submits a new application. 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 at least site visits. Therefore, the administration recommended a category benchmark aligned with that: **The college will receive a rating for category 6 of 45 percent on the Maryland Performance Excellence Award by 2007 or Baldrige by 2009.**

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

Percentage of graduates who, on their first try, passed licensing and certification examinations in each academic field offered for which such tests are conducted and mandatory for employment in the field.

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	Benchmark FY 2010
Licensure exams passing rate						
NCLEX RN	98%	94%	91%	94%	93%	93%
	n=48/ 49	n=49/ 52	n=39/ 43	n=65/ 6	n=92/ 99	
Peer AVG:	89%	88%	91%	89%	88%	
State AVG:	90%	88%	89%	92%	93%	
Nat'l AVG:	87%	87%	86%	88%	88%	
NCLEX PN	100%	100%	92%	100%	94%	97%
	n=16/ 16	n=24/ 24	n=22/ 24	n=15/ 15	n=17/ 18	
Peer AVG:	100%	100%	100%	100%	94%	
State AVG:	99%	97%	97%	98%	98%	
Nat'l AVG:	87%	89%	90%	88%	88%	

Percentage of graduates who, on their first try, passed licensing and certification examinations in each academic field offered for which such tests are conducted.

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	Benchmark FY 2010
Emergency Medical Technician (EMT-B)						
Written	97%	95%	94%	100%	80%	90%
	n=30/ 31	n=20/ 21	n=16/ 17	n=20/ 20	n=16/ 20	
Practical	81%	76%	100%	100%	70%	90%
	n=25/ 31	n=16/ 21	n=17/ 17	n=20/ 20	n=14/ 20	
State AVG:	94%	88%	93%	95%	n/a*	

*State data are not available at this time.

Internal Measures

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

<i>Percentage of graduates who, on their <u>first try</u>, passed licensing and certification examinations in each academic field offered for which such tests are conducted.</i>						
	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	Benchmark FY 2010
Paramedic						
Written	43% n=3/7	0%* n=0/1	58% n=7/12	60% n=3/5	78% N=7/9	70%
Practical	57% n=4/7	0% n=0/1	16.7% n=2/12	20% n=1/5	67% n=6/9	70%
State AVG:	69%	58%	58%	73%	n/a*	
Nat'l AVG:	n/a*	64%	n/a*	n/a*	n/a*	

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

<i>Percentage of graduates who, on their <u>first try</u>, passed licensing and certification examinations in each academic field offered for which such tests are conducted.</i>						
	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	Benchmark FY 2010
Cardiovascular Technology (CVT)	100%	100%	100%	75%	86%	90%
Not required for employment at this time. **						
	n=2/2	n=2/2	n=5/5	n=6/8	n=6/7	

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

<i>Percentage of graduates who, on their <u>first try</u>, passed licensing and certification examinations in each academic field offered for which such tests are conducted.</i>						
	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	Benchmark FY 2010
Geriatric Nursing Assistant (GNA)						
Written	99% n=142/143	99% n=78/79	100% n=34/34	98% n=56/57	100% n=39/39	86.4%
State AVG:	95%	95%	96%	n/a*	n/a*	
Skills	63% n=11/176	66% n=68/103	61% n=38/62	89% n=51/57	82% n=32/29	73.8%
State AVG:	56%	56%	59%	n/a*	n/a*	

*State data are not available at this time

The following is a short overview of the **Learning Outcomes Assessment Projects** for courses and programs during 2007-2008. Shading is provided simply to ease the reading transition from one academic division to the next.

Year	Division	Course or Program	Focus of Study	Lead Faculty
1	Arts and Humanities	Acting Program	Create an assessment rubric to determine if all students exiting with same skills.	Kasi Campbell Lisa Wilde
1	Business and Computers	Business Management 130	Assess curriculum content and expectations and student achievement in reference to these elements.	Mary Beth Furst
1	Business and Computers	Hospitality Management 120	Assess if and to what degree students are achieving the theoretical and practical objectives of the course.	Vinnie Rege
1	English and World Languages	Composition Program ENGL121-122	Assess the impact of 122 on student success in subsequent general education courses.	Tara Hart Jude Opkala
1	Health Sciences	Sport and Exercise Nutrition EXSC-209	Assess if and to what degree students are achieving the theoretical and practical objectives of the course.	Patrick Finley
1	Mathematics	MATH 061	Assess the impact of a pilot course in 061 on student success and confidence.	Consuelo Stewart
1	Mathematics	MATH 121	Explore viability of Math 121 as a prerequisite for Math 145.	Caroline Torcaso
1	Science and Technology	CHEM 103	Assess if and to what degree students are achieving the objectives of the course.	Susan Morgan
1	Science and Technology	PHYS 101	Evaluation of CVT program.	Dave Rader
1	Social Sciences	Rouse Scholars Program	Evaluation of the Rouse Scholars Program.	Laura McHugh

Year	Division	Course or Program	Focus of Study	Lead Faculty
2	Arts and Humanities	Digital Media program	Examine students' progression through curriculum, benchmark with external 4-yr /other programs.	Dave Beaudoin
2	Business and Computers	Business Administration	Examine students' progression through curriculum, benchmark with external 4-yr programs.	Judith Kizzie
2	English and World Languages	Information Literacy	Survey writing intensive and composition instructors to determine infusion level of information literacy objectives.	Jude Opkala Tara Hart
2	Mathematics	Calculus Sequence	Benchmarking calculus curriculum externally.	Roger Hartman
2	Science and Technology	Environmental Science BIOL-105	Experiment with new instructional methods/interventions to improve student retention and success.	Debby Luquette
2	Science and Technology	Intro to Physical Geology Lab GEOL 117/GEOL 177N	Compare student progress in regular vs. online course.	Sharon Lyons
2	Social Sciences	Connects to Critical Thinking Review	Inclusion of human development in critical thinking project.	Peggy Armitage

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

Talking Points for the Board of Trustees

- As determined by external examiners, HCC identifies and effectively manages its key learning-centered processes and services to maximize student learning.
- HCC students perform very well on board certification exams. HCC nursing student graduate scores exceed the national average, which includes everyone who takes the exam, not just community college students!

Board End 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 tenants of Servant Leadership and Sustainability and the reporting requirements of the Maryland Higher Education Commission.

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

Category 6 is now called: Process Management

The process management category examines how an organization determines its core competencies* (areas of greatest expertise) and work systems (how is the work accomplished) and how it designs, manages and improves its key (most important) processes for implementing those work systems to deliver student and stakeholder value and achieve organizational success and sustainability. Also examined is the college's readiness for emergencies.

The educational excellence criteria now asks these questions:

6.1 Work System Design

How does HCC determine its core competencies and design its work systems and key processes to deliver student and stakeholder value, maximize student learning and success, prepare for potential emergencies, and achieve organizational success and sustainability?

6.2 Work Process Management and Improvement

How does HCC implement, manage, and improve its key work processes to deliver student and stakeholder value and achieve organizational success and sustainability?

*NOTE: At HCC the term "core competencies" has been used to mean the "basic training" mandated for all new employees, so a new term for that training may be necessary.

B-2 Financial Statements

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

Purpose: Disclosure to the board of trustees.

Timeline: January 2008

◆————— Recommendation —————◆

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

HOWARD COMMUNITY COLLEGE
CURRENT INCOME & EXPENSE SUMMARY - FUND 10

	YTD Expended & Encumbered** 1/31/2008	YTD Budget 1/31/2008	YTD Budget Variance 1/31/2008	1/31/2008 Percent Variance From Budget	Total Budget FY2008
OPERATING BUDGET REVENUE					
TUITION					
Summer II & III	\$597,692	550,000	\$47,692	8.67% 1	\$550,000
Fall	8,053,259	7,274,968	778,291	10.70% 2	7,274,968
Intersession	459,345	353,005	106,340	30.12% 3	353,005
Spring	7,028,582	6,415,478	613,104	9.56% 4	6,415,478
Summer I & Extended Fees	(741) 2,131,019	0 2,303,902	(741) (172,883)	5 na -7.50% 6	754,583 2,362,527
TOTAL TUITION AND FEES	\$18,269,155	\$16,897,353	\$1,371,802	8.12%	\$17,710,561
GOVERNMENTAL AND OTHER					
Howard County	\$13,787,094	13,787,094	(\$0)	0.00% 7	\$23,635,010
State of Maryland	5,556,390	5,625,387	(68,997)	-1.23% 8	9,643,517
Other Income	611,734	408,333	203,400	49.81% 9	700,000
Unrestricted appropriations	68,997	0	68,997	na 10	495,373
Continuing Education Support	0	0	0	0.00% 11	463,475
TOTAL GOV'T AND OTHER	\$20,024,214	\$19,820,814	\$203,400	1.03%	\$34,937,375
TOTAL OPERATING REVENUE	\$38,293,369	\$36,718,168	\$1,575,202	4.29%	\$52,647,936
OPERATING BUDGET EXPENSES					
Instruction	\$19,090,552	\$19,127,958	37,406	0.20%	\$24,058,507
Public Service	287,466	329,357	41,891	12.72% 12	374,215
Academic Support	2,995,946	3,007,221	11,276	0.37%	3,524,121
Student Services	4,244,506	4,247,187	2,682	0.06%	5,337,353
Institutional Support	7,924,187	7,945,802	21,615	0.27%	10,154,413
Plant	6,227,873	6,231,360	3,487	0.06%	8,073,147
Scholarship/Waivers	678,845	679,330	486	0.07%	1,126,180
TOTAL OPERATING EXPENSES	\$41,449,374	\$41,568,216	\$118,842	0.29%	\$52,647,936

n/c = not comparable

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

FUND 10 - OPERATING BUDGET
HIGHLIGHTS AND CURRENT DEVELOPMENTS

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

January 2008

Tuition and Fees

- 1) Summer II & III tuition revenue is ahead of budget by **8.67%, or \$47,692**. 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 **10.7%, or \$778,291**. 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) **Intersession revenue is ahead of budget by 30.12% or \$106,340. While a 3% FTE increase was budgeted, enrollment was flat for this term. The higher tuition revenue is the result of higher out-of-county and out-of-state enrollments. Headcount increased 1% over the prior year.**
- 4) These amounts represent pre-registrations for spring. Final revenues for intersession will be presented in the February statements.
- 5) These figures represent adjustments for prior year semesters made this year.
- 6) Fee revenues are under budget by **7.5%, or \$172,883**. 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 **\$1,375,412** or 65%; consolidated fees **\$664,173** or 31%; other student fees **\$91,434** or 4%.

FUND 10 - OPERATING BUDGET
HIGHLIGHTS AND CURRENT DEVELOPMENTS

Governmental Revenue and Other Revenue

- 7) Howard County's contribution to the FY2008 operating budget increased by 16% over the prior year and has no variance to the budget.
- 8) 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.
- 9) Other income is ahead of budget by **49.81%, or \$203,400**. Investment income represents **\$539,868 or 88%** of other income. Interest rates are higher than anticipated and interest revenue is currently causing this excess budget balance. Service revenues for administration of contracts and small misc. revenue make up the other **12%** of other income.
- 10) 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.
- 11) 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.
- 12) The public service function is under budget by **12.72% or \$41,891**. 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 **seven** 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** 1/31/2008	YTD Budget 1/31/2008	YTD Budget Variance 1/31/2008	1/31/2008 Percent Variance From Budget	Total Budget FY2008
FUND 11 REVENUES					
TUITION					
Credit Fall/Summer II & III	\$180,649	154,689	\$25,960	16.78%	1 \$154,689
Credit Intersession	36,005	48,950	(12,945)	-26.44%	2 48,950
Credit Spring/Summer I & Extended	168,585	120,542	48,043	39.86%	3 172,900
Non-Credit/Continuing Ed	2,604,658	2,471,477	133,180	5.39%	4 3,087,278
Fees	956,280	800,279	156,001	19.49%	5 1,119,538
TOTAL TUITION AND FEES	\$3,946,177	\$3,595,938	\$350,239	9.74%	\$4,583,355
GOVERNMENTAL AND OTHER					
State of Maryland	\$1,028,759	\$1,028,759	(\$0)	0.00%	6 \$1,763,587
Service Revenues & Other Income	\$191,138	\$263,951	(\$72,814)	-27.59%	7 \$452,488
Unrestricted appropriation	\$0	\$0	\$0	0.00%	8 400,000
Transfer to Operating Fund	0	0	0	0.00%	9 (463,475)
TOTAL GOV'T. AND OTHER	\$1,219,897	1,292,710	(\$72,814)	-5.63%	\$2,152,600
TOTAL FUND 11 REVENUES	\$5,166,073	\$4,888,648	\$277,425	5.67%	\$6,735,955
EXPENDITURES					
Instruction	\$4,395,698	\$4,935,671	\$539,973	10.94%	10 \$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	511,817	512,034	218	0.04%	521,337
TOTAL OPERATING EXPENSES	\$4,907,514	\$5,447,705	\$540,191	9.92%	\$6,563,913

n/c = not comparable

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

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

January 2008

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) **Intersession tuition revenues are under budget by 26.44% or \$12,945. This was due to lower than anticipated enrollment for this term. The budget was built on a 3% FTE increase and overall intersession FTE was flat from the prior year. Headcount increased by 1%.**
- 3) These amounts present pre-registration revenue for spring. Final spring revenues will be presented in the February statements.
- 4) Non-credit tuition revenues are ahead of budget by **5.39% or \$133,180**. 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%.
- 5) Fees are ahead of budget by **19.49% or \$156,001**. This is due to fees earned in excess of budget for classes where enrollment is higher than anticipated mentioned in #2 above.

Governmental Revenue

- 6) 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

- 7) Service revenues relate to administrative overhead charged to contracts and consulting revenues earned. Currently this category is **27.59% under budget or \$72,814**. 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.
- 8) This unrestricted appropriation allows the division to use carryover funds to support upgrades in labs and repairs to the hickory ridge building as needed.

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

Service and Other Income (con't)

- 9) 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.

- 10) Instructional expenses are under budget by **10.94% or \$539,973**. 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
1/2008
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		
Instruction							
11200	Schoenbrodt honors	8,903	23,701	23,701	-	0%	
11300	Mathematics	1,643,308	1,920,062	1,930,614	10,552	1%	Additional hours allocated for student lab employee.
11310	Health	206,848	242,621	242,371	(250)	0%	
11400	Social sciences	1,639,697	1,783,637	1,782,137	(1,500)	0%	
11410	Eng/world languages	2,552,097	2,744,992	2,744,992	-	0%	
11450	Arts & humanities	2,151,351	2,270,155	2,270,155	-	0%	
11480	Rouse scholars	84,009	94,283	94,283	-	0%	
11600	Distance learning	292,674	385,152	388,940	3,788	1%	
12100	Nursing	1,613,084	1,774,229	1,771,729	(2,500)	0%	
12118	Rad Tech Program	57,126	74,760	74,760	-	0%	
12120	Emergency medical technology	110,388	179,550	179,550	-	0%	
12150	Cardiovascular program	137,776	171,574	171,324	(250)	0%	
12200	Business & computers	1,523,511	1,806,751	1,806,751	-	0%	
12250	Science & technology programs	2,118,425	2,307,201	2,314,901	7,700	0%	
12280	Cooperative education	4,275	12,848	12,848	-	0%	
13500	Service Learning	67,415	79,732	79,732	-	0%	
13550	Instr. International program	131,603	129,529	136,529	7,000	5%	
44010	User computer services	393,371	437,968	442,232	4,264	1%	
44020	Student computer services	936,305	1,024,953	1,034,117	9,164	1%	
44030	Student labs	221,258	299,742	299,742	-	0%	
46100	1st floor support	149,523	160,407	163,907	3,500	1%	
46200	2nd floor support	101,531	103,470	103,470	-	0%	
46300	Hickory ridge	69,966	85,003	85,003	-	0%	
46400	Evening services		1,325	1,325	-	0%	
46700	ELB divisions support	116,080	130,078	130,078	-	0%	
46800	Arts & humanities support	68,235	66,638	68,235	1,597	2%	
47500	Faculty learning community	3,134	16,500	17,500	1,000	6%	
48000	Outcomes assessment	139,333	187,781	187,781	-	0%	
48500	Instructional direction	41,673	260,742	246,805	(13,937)	-5%	Funded additional hours for employee (11300).
48501	Learning communities	221,902	243,169	243,169	-	0%	
48502	Program development	42,225	82,879	70,073	(12,806)	-15%	Covered costs in international education and software purchase for science and technology.
51100	Webmaster		3,894	-	(3,894)	-100%	
52102	Pool guards	37,656	68,929	68,929	-	0%	
53200	Learning assistance center	557,772	632,970	637,458	4,488	1%	
99970	Benefits/chargebacks	1,648,096	3,782,658	3,764,743	(17,915)	0%	Various Hendricks approved reclassifications funded.
99970	Reserve for fee shortfall		172,883	172,883	-	0%	
99980	Division support	-	163,276	163,276	-	0%	
99990	Furniture/equipment	-	132,464	132,464	-	0%	
	Total instruction	19,090,552	24,058,507	24,058,507	0	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		
Public Service							
33250	Cable studio	255,912	286,188	286,188	-	0%	
99970	Benefits/chargebacks	31,554	84,098	84,098	-	0%	
99990	Furniture/equipment	-	3,928	3,928	-	0%	
	Total public service	287,466	374,215	374,215	-	0%	
Academic Support							
33400	Cultural theater	108,325	110,428	112,552	2,124	2%	
33500	Student alumni productions	97,615	108,158	111,069	2,911	3%	
41001	Library services	726,409	760,592	760,592	-	0%	
41002	Teaching & learning center	222,669	239,304	239,304	-	0%	
43100	Education technology	255,168	294,614	290,384	(4,230)	-1%	
43200	Video services	47,165	75,352	75,352	-	0%	
43300	Instructional Technology	2,344	-	12,010	12,010	n/a	New cost center established for instructional technology
46000	VP of academic affairs	288,638	314,964	314,964	-	0%	
47000	Faculty development	53,556	111,747	111,747	-	0%	
48100	Interactive classroom	16,000	23,980	16,200	(7,780)	-32%	
65001	Academic promotions	120,500	143,016	143,016	-	0%	
99970	Benefits/chargebacks	1,057,556	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	2,995,946	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		
Student Services							
46500	Advising, academic	440,571	457,426	462,433	5,007	1%	
46600	Welcome center & telephone adv.	140,603	170,555	173,929	3,374	2%	
51000	VP of student services	225,781	255,598	259,245	3,647	1%	
51200	Student ambassador program	6,823	9,232	9,232	-	0%	
52000	Student activities	-	2,603	2,603	-	0%	
52100	PE facility	293,132	313,117	323,058	9,941	3%	
53000	Career services	414,402	462,791	462,791	-	0%	
53100	Test center	239,828	257,513	257,513	-	0%	
53500	Retention	76,273	89,380	92,151	2,771	3%	
53555	Career links	15,430	26,396	26,396	-	0%	
54000	Financial aid services	541,723	642,079	647,673	5,594	1%	
55000	Admissions	690,985	738,507	739,507	1,000	0%	
55001	Workgroup	319,282	363,815	365,720	1,905	1%	
56000	Records	413,538	419,933	433,031	13,098	3%	Positions reclassified
65002	Student services promotions	1,385	35,392	35,392	-	0%	
99970	Benefits/chargebacks	422,750	982,451	936,114	(46,337)	-5%	Various Hendricks approved reclassification funded.
99980	Part time coverage	2,000	15,114	15,114	-	0%	
99990	Furniture/equipment	-	95,451	95,451	-	0%	
	Total student services	4,244,506	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		
Institutional Support							
61000	President	564,737	600,206	606,642	6,436	1%	
61100	Board of trustees	67,277	133,979	133,979	-	0%	
61200	Research, planning and org. dev.	381,988	427,457	427,457	-	0%	
61900	Senior administration	8,257	13,617	13,617	-	0%	
62000	VP of administration & finance	309,590	320,462	320,462	-	0%	
62100	Finance office	1,099,737	1,140,339	1,153,609	13,270	1%	Positions reclassified
63101	Human resources	568,856	585,414	591,378	5,964	1%	
63102	Recruitment	41,939	56,546	56,546	-	0%	
63103	Unemployment	29,744	47,253	47,253	-	0%	
63150	Diversity programs	6,641	12,000	12,000	-	0%	
63200	Reprographics	157,374	180,540	180,540	-	0%	
63400	Security	975,636	1,107,061	1,107,061	-	0%	
63500	Telecommunications	107,668	262,541	262,541	-	0%	
63554	Mediation & conflict resolution center	20,000	20,000	20,000	-	0%	
63600	Risk management	251,049	296,149	296,149	-	0%	
63700	General administration	269,223	774,197	774,197	-	0%	
63800	Commencement/award programs	30,163	35,489	35,489	-	0%	
64000	Administrative information systems	1,088,116	1,200,087	1,206,305	6,218	1%	
64001	Enterprise network	479,707	526,440	529,095	2,655	1%	
64002	Web Enterprise	273,204	283,662	283,662	-	0%	
64100	Information technology adm.	266,253	297,947	297,947	-	0%	
65000	Public relations & marketing	526,499	567,095	567,095	-	0%	
65100	Development & alumni relations	606,222	638,468	641,558	3,090	0%	
65900	Fundraising	-	30,000	30,000	-	0%	
99970	Benefits/chargebacks	(205,693)	591,642	554,009	(37,633)	-6%	Various Hendricks approved reclassifications funded
99990	Furniture/equipment	-	5,824	5,824	-	0%	
	Total institutional support	7,924,187	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		
Plant							
71000	Plant administration**	68,898	93,177	93,177	-	0%	
71100	General services**	2,978,592	3,494,584	3,496,345	1,761	0%	
71150	Recycling	7,077	25,000	25,000	-	0%	
71500	Safety	71,469	72,500	72,500	-	0%	
72000	Engineering	980,232	1,090,258	1,089,225	(1,033)	0%	
72500	Preventive maintenance	148,438	199,667	198,477	(1,190)	-1%	
73000	Housekeeping	1,091,941	1,417,500	1,393,384	(24,116)	-2%	Position reallocated to grounds Position reallocated from housekeeping
75000	Grounds	320,375	331,449	359,455	28,006	8%	
76000	Renovations	58,762	163,929	159,229	(4,700)	-3%	
99970	Benefits/chargebacks	502,087	1,175,911	1,177,182	1,271	0%	
99990	Furniture/equipment	-	9,173	9,173	-	0%	
	Total plant	6,227,873	8,073,147	8,073,147	0	0%	
Scholarships							
81000	Scholarships	291,645	659,280	659,280	-	0%	
82000	Waivers	387,200	466,900	466,900	-	0%	
	Total scholarships	678,845	1,126,180	1,126,180	-	0%	
	Grand totals	41,449,374	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
11/07
Cost Center Spending Percentages

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
Instruction					
11200	Schoenbrodt honors	8,614	23,701	36%	1
11300	Mathematics	919,411	1,930,614	48%	
11310	Health	106,560	242,371	44%	
11400	Social sciences	854,143	1,782,137	48%	
11410	Eng/world languages	1,420,086	2,744,992	52%	
11450	Arts & humanities	1,221,995	2,271,753	54%	
11480	Rouse scholars	52,586	94,283	56%	
11600	Distance learning	223,092	388,940	57%	
12100	Nursing	940,698	1,771,729	53%	
12118	Rad Tech Program	21,457	74,760	29%	2
12120	Emergency medical technology	64,048	179,550	36%	3
12150	Cardiovascular program	85,164	171,324	50%	
12200	Business & computers	869,961	1,806,751	48%	
12250	Science & technology programs	1,168,576	2,314,901	50%	
12280	Cooperative education	4,275	12,848	33%	1
13500	Service Learning	42,444	79,732	53%	
13550	Instructional international program	83,646	136,529	61%	
44010	User computer services	250,731	442,232	57%	
44020	Student computer services	594,753	1,034,117	58%	
44030	Student labs	154,920	299,742	52%	
46100	1st floor support	92,572	163,907	56%	
46200	2nd floor support	69,861	103,470	68%	
46300	Hickory ridge	43,596	85,003	51%	
46400	Evening services	-	1,325	0%	1
46700	ELB divisions support	71,187	130,078	55%	
46800	Arts & humanities support	47,217	66,638	71%	
47500	Faculty learning community	1,366	17,500	8%	4
48000	Outcomes assessment	81,285	187,781	43%	
48500	Instructional direction	41,673	246,805	17%	5
48501	Learning communities	130,929	243,169	54%	
48502	Program development	42,225	70,073	60%	
52102	Pool guards	37,656	68,929	55%	
53200	Learning assistance center	357,809	637,458	56%	
99970	Benefits/chargebacks	1,626,070	3,764,743	43%	
99970	Reserve for fee shortfall	-	172,883	0%	6
99980	Division support	-	163,276	0%	5
99990	Furniture/equipment	-	132,464	0%	7
	Total instruction	11,730,606	24,058,507	49%	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
Public Service					
33250	Cable studio	148,902	286,188	52%	
99970	Benefits/chargebacks	31,554	84,098	38%	8
99990	Furniture/equipment	-	3,928	0%	7
	Total public service	180,457	374,215	48%	
Academic Support					
33400	Cultural theater	86,332	112,552	77%	9
33500	Student alumni productions	64,244	111,069	58%	
41001	Library services	519,002	760,592	68%	
41002	Teaching & learning center	128,264	239,304	54%	
43100	Education technology	162,214	290,384	56%	
43200	Video services	32,190	75,352	43%	10
43300	Instructional Technology	2,344	12,010	20%	11
46000	VP of academic affairs	163,159	314,964	52%	
47000	Faculty development	53,233	111,747	48%	
48100	Interactive classroom	16,000	16,200	99%	12
65001	Academic promotions	-	143,016	0%	13
99970	Benefits/chargebacks	605,862	1,296,031	47%	
99980	VP's Allocation	-	5,924	0%	5
99990	Furniture/equipment	-	34,977	0%	7
	Total academic support	1,832,843	3,524,121	52%	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
Student Services					
46500	Advising, academic	274,697	462,433	59%	
46600	Welcome center & telephone adv.	94,740	173,929	54%	
51000	VP of student services	127,550	259,245	49%	
51200	Student ambassador program	6,823	9,232	74%	
52000	Student activities	-	2,603	0%	1
52100	PE facility	172,535	323,058	53%	
53000	Career services	258,782	462,791	56%	
53100	Test center	163,903	257,513	64%	
53500	Retention	49,318	92,151	54%	
53555	Career links	11,630	26,396	44%	
54000	Financial aid services	348,089	647,673	54%	
55000	Admissions	403,944	739,507	55%	
55001	Workgroup	214,971	365,720	59%	
56000	Records	265,781	433,031	61%	
65002	Student services promotions	1,385	35,392	4%	13
99970	Benefits/chargebacks	416,903	936,114	45%	
99980	Part time coverage	2,000	15,114	13%	5
99990	Furniture/equipment	-	95,451	0%	7
	Total student services	2,813,050	5,337,353	53%	

Cost Center	FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date		
Institutional Support					
61000	President	374,959	606,642	62%	
61100	Board of trustees	56,329	133,979	42%	
61200	Research, planning and org. dev.	228,641	427,457	53%	
61900	Senior administration	7,100	13,617	52%	
62000	VP of administration & finance	184,263	320,462	57%	
62100	Finance office	670,738	1,153,609	58%	
63101	Human resources	341,370	591,378	58%	
63102	Recruitment	18,981	56,546	34%	13
63103	Unemployment	5,034	47,253	11%	14
63150	Diversity programs	6,641	12,000	55%	
63200	Reprographics	76,033	180,540	42%	
63400	Security	540,080	1,107,061	49%	
63500	Telecommunications	68,255	262,541	26%	15
63554	Mediation & conflict resolution cen	20,000	20,000	100%	16
63600	Risk management	225,347	296,149	76%	17
63700	General administration	269,223	774,197	35%	18
63800	Commencement/award programs	2,828	35,489	8%	13
64000	Administrative information system:	785,579	1,206,305	65%	
64001	Enterprise network	318,779	529,095	60%	
64002	Web Enterprise	169,045	283,662	60%	
64100	Information technology adm.	167,757	297,947	56%	
65000	Public relations & marketing	361,583	567,095	64%	
65100	Development & alumni relations	372,182	641,558	58%	
65900	Fundraising	-	30,000	0%	13
99970	Benefits/chargebacks	177,119	554,009	32%	8
99990	Furniture/equipment	-	5,824	0%	7
	Total institutional support	5,447,864	10,154,413	54%	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
Plant					
71000	Plant administration	68,898	93,177	74%	
71100	General services	1,036,148	3,496,345	30%	19
71150	Recycling	6,447	25,000	26%	20
71500	Safety	43,044	72,500	59%	
72000	Engineering	590,770	1,089,225	54%	
72500	Preventive maintenance	85,369	198,477	43%	
73000	Housekeeping	716,396	1,393,384	51%	
75000	Grounds	202,473	359,455	56%	
76000	Renovations	40,064	159,229	25%	21
99970	Benefits/chargebacks	492,510	1,177,182	42%	
99990	Furniture/equipment	-	9,173	0%	7
	Total plant	3,282,119	8,073,147	41%	
Scholarships					
81000	Scholarships	291,645	659,280	44%	
82000	Waivers	387,200	466,900	83%	22
	Total scholarships	678,845	1,126,180	60%	
	Grand totals	25,965,783	52,647,936	49%	

Notes: We have only noted variance greater than **75%**, or less than **40%** 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 **Annual insurance policies have been paid to date.**
- 18 The annual bad debt expense will be recorded at year-end and is causing this variance.
- 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 County government.
- 21 Renovations are scheduled and expenditures will occur later in the year.
- 22 **Scholarships are disbursed as students register for courses; expenses include the majority of spring term.**

C – President's Report

Spring 2008 Credit Enrollment

Credit enrollment at HCC is up in both headcount and full-time equivalent enrollments (FTE). The chart below shows spring enrollment at HCC as of February 15, 2008. Most students are enrolled in day classes (76 percent with 5,372 students), and 31 percent of the total number of students receive financial aid. Female students comprise 58 percent (4,117 students) of the total population and most students are under the age of 24 (56 percent with 3,927 students).

Term	Headcount	FTE
Spring 2008	7040	1849.533
Spring 2007	6734	1774.8
% Change	+4.5%	+4.2%

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

Year	FTE	Increase	Headcount	Increase
2003	1482.5		5800	
2004	1528.8	3%	5993	3%
2005	1631.77	7%	6322	5%
2006	1663.4	2%	6428	2%
2007	1774.8	6.69%	6734	4.8%
2008	1849.533	4.2%	7040	4.5%

Additional comparative enrollment data on demographics between the spring 2008 and 2007 semesters is listed below:

Demographics Spring 2008 (as of 2/15/08)				Spring 2007	
Status	Full-time	2375	34%	2307	34%
	Part-time	4665	66%	4427	66%
	Total	7040	100%	6734	100%
Gender	Male	2921	42%	2779	41%
	Female	4117	58%	3953	59%
Ethnic	Asian	860	12%	791	12%
	African American	1589	23%	1470	22%
	American Indian	40	1%	35	1%
	Hispanic	328	5%	302	4%
	White	3677	52%	3677	55%
	Other	546	8%	459	7%
Age	17 and under	196	3%	173	3%
	18 - 23	3731	53%	3474	52%
	24 - 40	2029	29%	2026	30%
	41 - 59	760	11%	732	11%
	60 >	317	5%	323	5%
	Unknown	3	0%	4	0%
Credit Hours	1 hr	294	4%	285	4%
	2 - 3 hr	1115	16%	1125	17%
	4 - 6 hr	1490	21%	1328	20%
	7 - 9 hr	1363	19%	1281	19%
	10 - 11 hr	403	6%	408	6%
	12 -15 hr	2044	29%	2034	30%
	16 or more	331	5%	273	4%
Financial Aid		2201	31%	2049	30%
First-time Full-time Freshmen		114	33%	112	32%
First-time Part-time Freshmen		228	67%	233	68%

*Rounding of numbers resulted in total percentage of some categories to be in excess of 100%. Spring 2008 data are as of the census date.

The following chart lists the programs of study for students enrolled for the spring 2008 semester. Although some students select more than one program of study, this report shows the one most recently selected.*

Program of Study	Count	Percentage	Count	Percentage	Count	Percentage
	2008SP	2008SP	2007SP	2007SP	2006SP	2006SP
Arts and Sciences	1821	25.9%	1650	24.5%	1563	24.3%
Business Administration	616	8.8%	579	8.6%	527	8.2%
Computer Science	88	1.3%	111	1.6%	114	1.8%
Engineering	166	2.4%	135	2.0%	127	2.0%
Nursing/LPN Pathway	1013	14.4%	970	14.4%	915	14.2%
Teacher Education	372	5.3%	419	6.2%	398	6.2%
General Studies	1455	20.7%	1367	20.3%	1293	20.1%
Accounting	31	0.4%	26	0.4%	30	0.5%
Biomedical Engineering Technology	21	0.3%	24	0.4%	17	0.3%
Business Management	118	1.7%	114	1.7%	117	1.8%
CAD Technology	21	0.3%	22	0.3%	27	0.4%
Cardiovascular Technology	41	0.6%	56	0.8%	56	0.9%
Computer Tech and Support	61	0.9%	57	0.8%	83	1.3%
Early Childhood Development	45	0.6%	44	0.7%	50	0.8%
E-Commerce/E-Business	0	0.0%	2	0.0%	0	0.0%
Electronics Technology	18	0.3%	12	0.2%	10	0.2%
EMT/Paramedic	40	0.6%	45	0.7%	41	0.6%
Graphic Design/Gaming/Multimedia	30	0.4%	26	0.4%	15	0.2%
Health Care for the Professional	7	0.1%	8	0.1%	9	0.1%
Hospitality/Culinary Management	82	1.2%	61	0.9%	30	0.5%
Human Services	10	0.1%	9	0.1%	10	0.2%
Information Technology	104	1.5%	83	1.2%	60	0.9%
Licensed Practical Nursing	93	1.3%	82	1.2%	81	1.3%
Network Administration	36	0.5%	39	0.6%	39	0.6%
Office Technology	39	0.6%	38	0.6%	41	0.6%
Personal Training Certificate	0	0.0%	3	0.0%	3	0.0%
Photonics Technology	0	0.0%	0	0.0%	2	0.0%
Radiological Technology	61	0.9%	0	0.0%	0	0.0%
Retailing	0	0.0%	0	0.0%	2	0.0%
Web Development/Internet Prof	8	0.1%	7	0.1%	10	0.2%
NCU Programs	0	0.0%	1	0.0%	2	0.0%
Undeclared	631	9.0%	715	10.6%	710	11.0%
Programs with other Comm College	12	0.2%	29	0.4%	46	0.7%
Total	7040	100.0%	6734	100.0%	6428	100.0%

*0% represents less than 1% of enrollment. All data is as of the census date for that term.

The following charts show the combined spring credit enrollment trends for Prince George's Community College (PGCC) and Howard Community College (HCC) at the Laurel College Center for the last three years. All years are as of the census date for the spring term.

Institution	Headcount				% Change
	Spring 05	Spring 06	Spring 07	Spring 08	Spring 07-08
HCC	213	240	229	279	22%
PGCC	371	556	512	468	-8.6%
Total	584	796	741	747	1%

Institution	FTE				% Change
	Spring 05	Spring 06	Spring 07	Spring 08	Spring 07-08
HCC	28.1	32.8	29.13	36.233	25%
PGCC	55.0	83.7	72.0	67.13	-6.76%
Total	83.1	116.5	101.03	103.363	2.31%

Combined non-credit enrollments for PGCC and HCC at the Laurel College Center are flat in FTE and down in headcount enrollment compared to the same time last year. However, spring registration is still in progress and final numbers will be presented at a future date.

Who's Who Among Students in American Junior Colleges

Eighteen Howard Community College (HCC) students were selected for inclusion in the 2007-2008 *Who's Who Among Students in American Junior Colleges*. Factors considered for selection of this national recognition include outstanding service contributions to campus life and involvement in student activities while maintaining a minimum 3.0 grade point average (GPA). Selected students have served in various roles on campus including student leaders, student ambassadors, peer mentors, volunteers, club members, and the Phi Theta Kappa Honor Society.

The HCC students selected for the 2007-2008 *Who's Who Among Students in American Junior Colleges* are:

Jessica E. Abell	Angelique C. Graham	Michelle B. Malnik
Eric L. Bigger	Ashley V. Hawkins	Paul J. Mitchell
Regina Bryant	Emily Joo	Gail Riddic
Allison E. Bucca	Melissa J. Kennedy	David C. Trent
Christine Conover	Jannelee S. Klipsteen	Jennifer R. Weathers
Amber N. Golden	Stuart J. Knazik	Ritta J. Zeilah

Information Session for Veterans and Their Families

The college is hosting an information session for veterans and their families on Thursday, April 3, at 7:00 p.m. The event will include an overview of the college, the many services available to veterans, information about paying for college, transfer partnerships, and an optional campus tour. Staff from across the college and current

veteran students will be on hand to provide additional information and answer questions. The office of admissions and advising should be contacted by those people who want to attend this information session (adm-adv@howardcc.edu).

The websites for admissions and advising and veteran's affairs contain more detailed information about the information session or college's services for military personnel, veterans, and their dependents:

www.howardcc.edu/admissions/apply/veteranadm

www.howardcc.edu/admissions/pay/veteran_benefits

Development Update

February 2008 Foundation Revenue

\$71,830

February 2007 Foundation Revenue

\$187,826

February 2008 Endowment, Scholarship, and Grant Revenue

\$38,723 (\$306,179 raised to date toward endowment goal of \$400,000)

\$15,380 (\$158,237 raised to date toward scholarship goal of \$600,000)

\$0 (\$1,739,624 raised to date toward grant goal of \$2.5 million; this is the baseline year for establishing a grant goal)

February 2007 Endowment, Scholarship, and Grant Revenue

\$5,490 (\$381,349 raised to date in FY07 toward year-end endowment amount of \$445,568)

\$45,840 (\$381,704 raised to date in FY07 toward year-end scholarship amount of \$395,630)

No comparable numbers for grants

Silas Craft Collegians Fundraiser at Hunan Manor Restaurant

On Monday, March 10, 2008, 402 individuals joined us to raise funds for the Silas Craft Collegians Program Endowment held each year at the Hunan Manor Restaurant. As of March 12, this event raised approximately \$17,585. We anticipate that this number will increase slightly over the next month as outstanding funds are collected. Last year, \$21,410 was raised from this event. We are thankful to the owners of Hunan Manor who cover all the expenses so that all the money raised goes directly to scholarships!

Emergency Notification System

The Howard Community College mobile alert system enables people to receive instant notification of important campus information to cell phones, email, pager, or desktop RSS application. Only messages related to emergencies and any optional message groups chosen (weather closings, college deadlines, and parking alerts) will be sent. Subscribing to the service is free and easy (however, standard text messaging charges from cell phone carriers may apply). Additional information and sign up instructions are available at www.howardcc.edu/alerts or in the [About HCC/News and Events](#) section of

the web. It has been reported that a college employee received a text message regarding the college closing while he was in Europe during recent inclement weather.

County Executive Budget Hearing

There was a terrific turnout to support the college's budget on March 6, and what a great surprise for people to clap when everyone from HCC stood to be recognized! A special thank you to student Linda Morris for testifying on behalf of HCC – she did a fabulous job!

Project Access College Fair

The Project Access college fair for students with disabilities, held on March 1, 2008, was very successful. Approximately 250 people attended the fair, with 35 colleges and universities represented. Thanks to the many individuals in the print shop, plant operations, AV services, the mailroom, housekeeping, and the academic support and career services offices, who made the success of this college fair possible. Special thanks go to Linda Schnapp for organizing the fair, as well as Darryl Allen, Ann Kukulies, Anne Marie Lee, Carol Manchester, Janice Marks, Kathy McSweeney, Cynthia Schultz, Parul Shah, and Chris Thomson.

Grants and Reviews

Kyle Coughlin, faculty clarinetist and saxophonist, received a grant from the Maryland State Arts Council for 2008 for "Solo Instrumental Performance" for classical clarinet work. He also just received a very positive review of his Beginning Jazz Clarinet Studies in *The Clarinet* magazine. Congratulations, Kyle!

Blood Drive

The office of student life and the student government association (SGA) had a goal to collect 31 units of useable blood for the March 5th blood drive. The goal was exceeded with 32 useable units donated! There were 35 appointments scheduled and 44 donors showed up to give. A BIG thank you to everyone who donated blood and volunteered to make the SGA blood drive a success! Due to the critical shortage of blood donations in the local area and across the country, your efforts went a long way in contributing to the cause. Congratulations to the SGA and student life for reaching your goal!

V-Day and Clothesline Project

On Wednesday, March 5, 2008, the office of student life, center for service learning, and diversity committee commemorated the tenth anniversary of V-Day with two showings of *Until the Violence Stops*. Growing from Eve Ensler's *The Vagina Monologues*, V-Day is a grassroots movement to end violence against women and girls. *Until the Violence Stops* is a documentary that traces this blossoming movement, addressing issues of violence against women across the globe. Over 50 students, staff, and community members attended one of two showings, raising \$180 through community ticket sales and donations. Proceeds will be donated to the V-Day Spotlight Organization: Women of New Orleans, the Domestic Violence Center, and STTAR Center.

The HCC Clothesline Project was also on display, honoring those who have experienced domestic violence. The HCC community had the opportunity to learn more about domestic violence and/or create a shirt for themselves or someone else. Special thanks go to Carol Parreco, Suzie Friedman, and Tracie Palm, as well as counseling and career services, the Kaiser Permanente Wellness Center at HCC, the Domestic Violence Center, and the STTAR Center.

Café on the Quad Features Recipes from the HCC Cookbook

On Wednesday, March 5, the Café on the Quad began featuring a “Chef of the Week” from the all-HCC cookbook, *Now You’re Cooking*. The first week was a cake submitted by history professor, Vlad Marinich, which received rave reviews. Each week a new recipe from the cookbook will be featured on Wednesdays.

Motorcycle Season Opening

This year, HCC will be running a full schedule of new and experienced rider classes again, and adding the advanced riding class, “Total Control.” In addition, HCC will be expanding operations to include public education, instructor training, and traffic safety policy development. HCC’s program is starting its third year and is already the second largest program in the state. Much of the credit for the high quality student experience goes to Jim Schmidt, director of motor vehicle safety programs, Carol Rea, who provides a wide range of support services and the 25 seasoned instructors who ensure that over 1,000 new riders get off to a safe start every year. Congratulations to the continuing education department for doing such a great job with this program!

April is Financial Literacy Month in Howard County

This April, HCC will host the county’s second annual Financial Literacy Summit on Saturday, April 19, 2008, from 11:00 am to 2:00 pm. In addition to tables and booths, there will also be a panel presentation of organizations that serve as vehicles for the vision of a more financially literate Howard County. Participants include the Board of Education, Howard County Association of Realtors, Maryland Cooperative Extension, Howard County Library, and Howard County Chamber of Commerce as well as HCC. Members of the college’s financial wellness committee plan to organize an HCC table for the summit. This event is free and open to the public.

HCC will support the county’s financial literacy month by presenting a variety of workshops, events, and activities during April. These offerings include a screening and panel discussion of the movie “Maxed Out,” a financial success seminar, and inclusion of financial literacy during Math Awareness Week, which will be held March 31 through April 4 this year.

Morgan State University Doctoral Information Session

On Thursday, March 6, 2008, over 30 faculty and staff from HCC and Prince George’s Community College attended a Morgan State University Community College Leadership Doctoral Program information session at the Laurel College Center. Morgan State University is planning to offer a doctoral program cohort at the Laurel College Center beginning this fall.

Horizon Foundation Award

Each year, the Horizon Foundation gives awards to recognize leadership, health education, and work with young people in the community. This year, the Health Sciences Division has been selected to receive the Horizon Foundation Award for Health Education. This is a great honor and public recognition of the division's mission: "to develop students' knowledge, attitudes and skills required to promote, restore, and maintain optimal health for individuals, families, and communities." Many thanks to the faculty and staff of the health sciences division for all they do for students, and congratulations on this wonderful recognition!

Report on Contract Employee Tuition Waivers

As previously indicated to the board, the administration will report annually on contract employees who have benefited by tuition waivers. Sodexo has one employee currently taking three credit hours. Allied Security had one employee who took a continuing education course in the fall of 2007. In addition, an employee took six credits in the winter of 2008. Currently, Allied Security has nine employees taking courses for the spring 2008 semester. The administration is pleased that these contract employees are able to benefit from this policy.

Capital Projects Update

The Rouse Company Foundation Student Services Hall

The contractor is completing the remaining punchlist items for the building. In addition, the interior signage package is in production and installation will begin next month. The brick pavers used to create the Dragon Walk will be re-dyed as soon as weather conditions permit and then the final sealant will be applied following the dye application. This work is expected to begin in April and be completed by early May 2008. College staff continues to work with the contractor to finalize the remaining items in preparation for project close-out.

Athletic Fields Renovations

It was necessary to redesign the original duct banks around the athletic fields in order to correct the utility issues. This issue caused a delay in the completion of the project as inclement weather prevented the required work. It is anticipated that the final work will begin in late March and be completed by early May 2008.

Planning meetings for the last phase of the athletic fields renovations are being scheduled in late 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 last fall starting with the lower levels of McCuan Hall and the Smith Theatre. The television studio construction is now 65 percent complete and that area is

proposed to be finished at the beginning of May. The television studio and media arts areas anticipate moving to the new spaces in mid-May.

Demolition on the first and second floors of McCuan Hall began just before winter break. Construction remains 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

Comments from the 95 percent construction documents (CDs) were received from the Maryland Department of General Services (DGS) on February 27, 2008. Responses to the questions have been prepared by the architects and are being submitted to DGS.

The contractor is developing the guaranteed maximum price (GMP), which is expected to be completed and submitted to the board for approval at its April 23, 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. Construction is scheduled to begin in June 2008, following BPW approval.

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

Belmont Conference Center Barn Renovations

Design is well underway and the architects are completing the 50 percent CDs. The civil engineers are developing the site development plan as well as providing the topographic survey and geotechnical services needed to support the design of the parking lot associated with the project.

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 that is environmentally and socially responsible.

It is anticipated that the barn renovations will be completed for the spring 2009 semester. The architects, contractor, and college staff continue to work closely to resolve issues and move the project forward.

Children's Learning Center Renovations

Design is complete and demolition began on March 7, 2008. The guaranteed maximum price was approved by the college's board at its meeting on February 26, 2008. The construction phase is underway and the contractors will be on-site the week of March 17 over spring break. It is anticipated that construction will be completed by mid-July in preparation for the required inspections prior to the start of the fall 2008 semester.

The college looks forward to completing the renovations to existing shell space, which 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;
- Installation of new carpet on the second floor of the science and technology (ST) building to be completed over spring break;
- Rad Tech lab renovations underway in room N-200 will continue over spring break and are anticipated to be complete for usage by summer 2008;
- Permitting is in progress for the installation of two modular classroom buildings to be placed in the Hickory Ridge parking lot; and
- Proposals are being reviewed for the parking garage design.

Recently completed:

- ST lab conversion completed and occupied;
- ST classrooms conversion completed and occupied;
- Carpet replacement projects recently completed; and
- Campus-wide ADA modifications and development of RFP based on full survey completed.

D – Board Member Comments

E – Report of the Audit and Finance Committee

- March 12, 2008, Meeting Minutes

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

Meeting Minutes
March 12, 2008

Rouse Company Foundation Student Services Hall 120B

- Present:** Patrick L. Huddle, chair, and Katherine K. Rensin and Mary Beth Tung, committee members and trustees were in attendance.
- Staff:** Kathleen Hetherington, president; Lynn Coleman, vice president of administration and finance; Janet Cullison, associate vice president of finance, and Linda Emmerich, assistant to the president emeritus, were in attendance.
- Guests:** Representatives of SB & Company, LLC including: Graylin Smith, engagement partner; Monique Booker, concurring partner; William Seymour, audit partner, and Todd Simpson, audit senior, were present.

Topic	Outcome
1. Interview with Potential Audit Firm	<p>Chairman Huddle called the meeting of the audit and finance committee to order at 8:37 a.m.</p> <p>The audit and finance committee considered potential audit firms to conduct the FY08 audit and prepare the college and foundation financial statements and college enrollment reports as is required under the Maryland Higher Education Commission (MHEC) and federal guidelines. As part of this process, the committee interviewed representatives from the audit firm of SB & Company, LLC, one of the two lowest bidders. It was not necessary to interview representatives of the second low bidder firm, Clifton Gunderson, LLP, as this firm has audited the college in previous years, and the board is familiar with the firm's work.</p> <p>Following the interview session with SB & Company, LLC, the audit and finance committee recommended that the board of trustees approve the award of the audit contract to SB & Company at the March 26, 2008, regular meeting of the board.</p>
2. Quarterly Sole Source Report (October 1, 2007 – December 31, 2007)	The committee reviewed the report. This item was for information only and no committee action was requested.
3. Semi-Annual Non-Purchasing Agreement Disclosure	The committee reviewed the disclosure. This item was for information only and no committee action was requested.
4. Audit Areas for Review	The committee reviewed a list of possible areas/items that would receive special emphasis in the audit process. While the audit firm will be asked to conduct a comprehensive audit, it was suggested that the auditors place added emphasis on the review of cash controls and of Belmont.
5. Committee of Sponsoring Organizations (COSO) Internal Control Checklist Items	The committee reviewed the administration's responses to the COSO internal control checklist that is noted in the AICPA audit committee toolkit. A revision was made to the administrative comments that responded to the question, "Is there follow-up on recommendations from the internal and

	<p><i>external auditors for improvements to the internal control system?</i> The comment should read, "The board of trustees and the college administration acknowledge this question. The board's governance system does not support the establishment of an internal audit team. Under the college's current structure, the vice president of administration and finance and the president's team serve as the college's internal audit mechanism."</p>
6. Waiver of Application Fee for Police Recruits	<p>The audit and finance committee recommended that the board of trustees approve the waiver of the application fee for police recruits entering the police science program at its March 26, 2008, meeting.</p>
7. Outstanding College Debt	<p>The committee reviewed a schedule that listed the debt for which the college currently has responsibility. Also included on the schedule is potential future debt that the college may incur. This was an information item and required no board action.</p>
8. Other	<p>The March 12, 2008, meeting of the audit and finance committee was adjourned at 10:04 a.m. The next meeting of the audit and finance committee will take place on May 14, 2008, at noon in RCF120B.</p>

F – Approval of Minutes

1. February 27, 2008, Work Session
2. February 27, 2008, Regular Session

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
WORK SESSION MINUTES
February 27, 2008**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, February 27, 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 vice chair T. James Truby, and trustees Roberta E. Dillow, Kevin J. Doyle, and Louis G. Hutt, Jr. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustees Katherine K. Rensin and Mary B. Tung were absent.

I. Introduction of New Employees

Ronald Roberson, vice president of academic affairs, introduced Dennis Gilbert, campus community mediation program coordinator, and Andrew Haag, theatre instructor.

Cindy Peterka, vice president of student services, introduced Yvonne Everett, executive assistant to the vice president of student services, and Noriko Maitland, international student admissions counselor.

II. United Way Contribution from Students

The student program board, under the leadership of its advisor, Schnell Garrett, assistant director of student life, donated all proceeds from its annual Halloween costume ball ticket sales to the HCC United Way campaign. A check for \$252.50 was presented to the board of trustees. Chair Huddie thanked the students present.

III. Facilities and Sustainability Team (FAST) Efforts

Michelle Bilello, program administrator, and Robert Marietta, facility renovations and safety manager, a.k.a “Safety and Sustainability Bob”, made a presentation on “Sustainability in Our Hands” that provided updates on ten categories: reduce and recycle, purchase green products, energy conservation, hazardous materials, transportation, food and foodservice, campus grounds and land use, new construction, campus planning and design and teaching and education. The team has decided to focus on three areas: to conduct an awareness campaign to inform the college community of sustainability efforts; to spread the sustainability message across campus; and to submit an RFP for greenhouse gas emissions.

The underlying theme of the FAST team is: Live It, Advocate It, Teach It. Vice chair Truby asked about efforts to reach beyond the college community. HCC is working with Josh Feldmark of the county’s commission on environment and sustainability and General Growth Properties on Columbia downtown development. Laurel College Center is also participating in recycling efforts.

The work session adjourned at 6:30 p.m.

The above constitutes the official minutes of the February 27, 2008, work session of the Howard Community College Board of Trustees as approved on March 26, 2008, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
REGULAR SESSION MINUTES
February 27, 2008**

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, February 27, 2008, in The Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. Patrick L. Huddie, chair, brought the regular session to order at 6:40 p.m. Other board members present included T. James Truby, vice chair, and trustees Roberta E. Dillow, Kevin J. Doyle, Louis G. Hutt, Jr., and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustee Katherine K. Rensin was absent.

A. Approval of January 30, 2008, Agenda

Chair Huddie asked for item I.4. Financial Statements to be moved to Board Priority Items as item B.4. He also added a discussion item, H.2. Recognition of Leola Dorsey, deceased former board member.

A recommendation to approve the February 27, 2008, agenda as amended, was moved by Trustee Hutt, seconded by Trustee Dillow, and unanimously approved.

B. Board Priority Items

1. Awards

Vice Chair Truby gave an overview of the legislative and community relations committee's discussions on honorary degrees, trustee awards and the awarding of the Clark Medal.

Pat and Jill McCuan were selected last year to receive honorary degrees. The McCuans were not able to attend the commencement ceremony last year and they will be invited to this year's commencement on May 16, 2008, to receive honorary degrees. The board was reminded of its earlier decision to award just two honorary degrees each year.

Mary Armiger, Abby Glassberg, and Barb Van Winkle were approved to receive the Trustees' Award for Outstanding Service to Howard Community College at the March 28, 2007, board meeting. They will receive their awards at the spring convocation on May 22, 2008. Since the trustee award is "presented for accomplishment or contribution to the college that year" the board voted to give an award to Mary Ann Scully for her work as chair of the Commission on the Future for FY08. She will also receive her award at the spring convocation.

A recommendation to 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, was moved by Trustee Rensin, seconded by Trustee Dillow, and unanimously approved.

2. Report on Board End: Faculty and Staff

Zoe Irvin, executive director of planning, research and organizational development, gave an overview and discussed the educational excellence criteria used by Baldrige and the Maryland State Quality Award. The trustees and staff spoke about the value of servant leadership and importance of how the tenants of servant leadership are practiced in the college community.

A recommendation to affirm the design of this core end and accept this report on its key performance indicators, was moved by Trustee Dillow, seconded by Trustee Doyle, and unanimously approved.

3. The Howard Community College Fiscal Year 2007 Workforce Snapshot

The human resources staff was commended for the excellent job on the report.

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

4. Financial Statements

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

C. President's Report

Kate Hetherington announced that Tom Glaser, vice president of information technology, was honored as one of ten area CIO/CTOs by the *Baltimore SmartCEO* magazine. Mr. Glaser will be recognized at the next board meeting. Governor O'Malley will be HCC's commencement speaker this year. Dr. Hetherington thanked trustees Dillow, Truby, and Huddie for attending the Association of Community College Trustees (ACCT) legislative seminar earlier this month. She also thanked all the trustees for a productive retreat session. Dr. Hetherington mentioned that she attended the Community Colleges for International Development (CCID) annual conference in Long Beach, California, and now serves on its board. John Halder, executive director of CCID, and Art Scott, president of Northampton Community College, will visit Howard Community College May 5-6, 2008, as part of CCID's visit to colleges with new presidents. The board of trustees was asked to be available during this time. Dr.

Hetherington also met with Dr. Sabahattin Balci from Turkey and discussed initiatives such as faculty exchanges and distance education as part of the troika agreement. She reminded the board of the county executive's budget hearing on March 6, 2008, at 7:30 pm; she and student Linda Morris will testify. She also noted that a copy of *The Speed of Dark*, the book connection's FY09 selection, was included in the board's take-home packet; several events and courses will focus on the book's theme of autism.

Cindy Peterka, vice president of student services, shared the latest spring enrollment data. Headcount is up 4.5 percent and FTE is up 4.2 percent. Credit enrollment for HCC at the Laurel College Center is 368 headcount, which is an increase of 22 percent over last year.

D. Board Member Comments

Trustee Dillow congratulated Tom Glaser on his smart CIO recognition mentioned earlier in the president's verbal report. She also commended Jerry Casway, professor, history; division chair, social sciences/education; director, Rouse Scholars, and Michael Stebbins, artistic director/producer, Rep Stage, on their recent awards mentioned in the president's written report. Ms. Dillow mentioned that the board retreat was interesting and the discussion was valuable.

Trustee Doyle said that the board retreat was meaningful and a good learning experience.

Trustee Tung also congratulated Tom Glaser and commended Zoe Irvin and her staff for the report on the board end discussed earlier.

Vice Chair Truby also congratulated Tom Glaser and agreed with the comments made earlier by board members. He mentioned that the college's partnership with Turkey is an opportunity to advance its mission by building a strong relationship with a country that is a vital ally in that region.

Chair Huddie was pleased with the global theme of the recent board meeting dinners. He appreciated the rapid response on comments made at the board retreat that were integrated into the board end agenda item discussed earlier. He said the FAST report was good and right on target. Referring to the data on the board end: faculty and staff focus presented earlier, he said it was obvious that employees respect each other, which helps to harness each person's talent for the good of the institution. He mentioned that it was good to see Dr. and Mrs. Balci again.

E. Report of the Legislative and Community Relations Committee

David Buonora, director of government affairs and resource development, gave an update on the budget discussions in Annapolis. He reported that the

department of legislative services is looking to trim back the 12.6 percent fully funded Cade formula, which will mean a decrease of \$483,000 for HCC. When adjusted for inflation, the increase on the governor's budget would be the equivalent to the FY02 funding level. He pointed out that when the economy moves toward a recession, enrollments go up, which is when community colleges need full funding to provide more access to students.

Capital budget hearings are scheduled in March. The current textbook legislation has detailed language that dictates how colleges and universities should put profits from textbook sales back in to lower the price of textbooks. Community colleges are working with the University of Maryland System to reach a compromise since the bill, as currently drafted, is not acceptable.

F. Approval of Minutes

A recommendation to approve January 30, 2008, work session, regular session and closed session minutes, and the February 18, 2008, retreat notes, was moved by Trustee Dillow, seconded by Trustee Truby, and unanimously approved.

G. Consent Items

1. Proposed new hires;
2. Grants and scholarships:

Non-competitive Grants:	\$3,770,857.00
Competitive Grants:	\$1,544,021.00
Scholarships:	\$ 146,223.90
3. Colleague Advancement implementation awarded to Datatel, Inc. in the amount of \$164,800;
4. Security equipment purchase for parking lots B, C, and E awarded to TAC-Capital, Inc. in the amount of \$115,087.56;
5. Security camera installation for parking lots B, C, and E awarded to Cutting Edge Builders, Inc, D.B.A. Sirius Systems in the amount of \$98,600;
6. Modular classroom lease: authorize the board chair to approve the quote for the lease and installation of a modular classroom currently being negotiated with William Scottsman; and
7. Cooling tower refurbishment contract additional work awarded to CT/HX Engineering Repair Services, Inc. in the amount of \$9,612 in addition to the previously approved amount of \$124, 073 for a total of \$133,685.

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

H. Discussion Item

1. **Guaranteed Maximum Price for Design-Build Construction Services of Children’s Learning Center Renovations**

A recommendation to approve Riparius Construction, Inc. for the renovations in the amount of \$701,000, was moved by Trustee Dillow, seconded by Trustee Truby, and unanimously approved.

2. **Recognition of Leola M. Dorsey, former board member, recently deceased**

Chair Huddie commented on the life of Leola May Dorsey, one of the founding board members of Howard Community College, and her life as a community activist and her regular attendance at commencement for 33 years until her health declined. Chair Huddie led a moment of silence in memory of Ms. Dorsey.

In recognition of Ms. Dorsey’s lifetime of service and commitment to Howard Community College, the 2008 commencement exercises will be dedicated to her; announcements will be made in the program and in comments. Trustee Dillow suggested giving the Clark Medal to Ms. Dorsey posthumously to be presented to her son, Charles Dorsey, at commencement. Although the board generally awards the Clark Medal at a fall volunteer event, an exception was made this time.

A recommendation to approve the award of the Clark Medal posthumously to Leola Dorsey, was moved by Trustee Dillow, seconded by Trustee Doyle, and unanimously approved.

I. Information Items

1. **Issue Bin**

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

2. **Board Calendar**

Linda Emmerich, executive associate to the president emeritus, brought the board’s attention to the following dates.

April 3, from 6:00-8:00 p.m. – Alumni Social

April 7, ceremony: 12 noon to 2:00 pm - Maryland Performance Excellence Awards

April 23 – board work session and regular meeting will be held at the Laurel College Center

May 5-6 – CCID visit by John Halder and Art Scott

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. Personnel Summary

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

Adjournment

A recommendation to adjourn the February 27, 2008, regular meeting, was moved by Trustee Doyle, seconded by Trustee Dillow, and unanimously approved.

The regular meeting was adjourned at 8:15 pm.

The above constitutes the official minutes of the February 27, 2008, regular meeting of the Howard Community College Board of Trustees as approved on March 26, 2008, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

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

H-1 Issue Bin

Background: In an effort to organize meetings and better utilize board members' time, an issue bin 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.

Board Liaisons to Ongoing Projects	
Project	Liaison(s)
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.

Committees	
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.

H-2 Board Calendar

Date	Event	Tentative Agenda Items
April 2008		
April 3, 2008 Thursday 6:00-8:00 pm	Alumni Social Event <i>RCF-400</i>	<ul style="list-style-type: none"> • Trustees Invited • Mingle with Alumni, Faculty, and HCCEF Board Members <p style="text-align: right; color: magenta;">NEW!</p>
April 7, 2008 Monday 8:30 am-3:30 pm	MD Performance Excellence Awards <i>University of Maryland, College Park</i>	<ul style="list-style-type: none"> • Trustees Invited and Encouraged to Attend • RSVP to president's office by March 14 • Ceremony 12:00 noon – 2:00
April 9, 2008 Wednesday 6:00-8:00 pm	Former Board Social <i>RCF-400</i>	<ul style="list-style-type: none"> • Trustees Invited • Current and Former HCCEF Board Members, Former Board of Trustees Members, Former Capital Campaign Council Members, and Former Howard Business Ventures Board Invited <p style="text-align: right; color: magenta;">NEW!</p>
April 23, 2008 Wednesday 6:00 pm	Work Session <hr style="border-top: 1px dashed #000;"/> Regular Meeting <i>Laurel College Center</i>	<ul style="list-style-type: none"> • Introduction of New Employees • Tour: Laurel College Center <hr style="border-top: 1px dashed #000;"/> <ul style="list-style-type: none"> • FY09 Operating Budget Approval (if necessary) • FY09 Faculty Promotions • Candidates for Commencement • Report on Board End: Leadership • Legislative Report • Calendar of FY09 Meetings
April 26, 2008 Saturday 7:00 -10:00 pm	Vino Scholastico <i>RCF-400</i>	<ul style="list-style-type: none"> • Trustees Invited • A ticketed special pre-tasting event with Danny Haas will be offered from 6:00 – 6:45 p.m. • Tickets cost \$75 per event.
May 2008		
May 2, 2008	Student Awards Banquet	<ul style="list-style-type: none"> • Welcome from Board Chair

Date	Event	Tentative Agenda Items
Friday 6:30-9:00 pm	<i>Sheraton Columbia</i>	<ul style="list-style-type: none"> • Trustees invited and participate in presenting awards
May 5-6, 2008 Monday-Tuesday TBD	Community Colleges for International Development (CCID) Site Visit <i>TBD</i>	<ul style="list-style-type: none"> • Trustees Invited • John Halder, CCID President/ Executive Director, and Dr. Arthur Scott, President, Northampton Community College will be the visiting team.
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"> • Quarterly Sole Source Report (January – March) • Meeting with Auditors (FY08 Report) • Year-end Purchases
May 16, 2008 Friday 11:00 am	Nursing Recognition Ceremony <i>HCC Campus/Grand Prix Field</i>	<ul style="list-style-type: none"> • Trustees Invited
May 16, 2008 Friday 2:45 pm	Reception for Platform Party <i>RCF – 400</i>	<ul style="list-style-type: none"> • Trustees Invited
May 16, 2008 Friday 4:00 pm	Commencement <i>HCC Campus/Grand Prix Field</i>	<ul style="list-style-type: none"> • Trustees Invited • Board Members Confer Degrees
May 22, 2008 Thursday 12:00 noon	Pre-Convocation Lunch <i>RCF-400</i>	<ul style="list-style-type: none"> • Trustees Invited • Preceded by Innovation Fair • Trustees' Award for Outstanding Service to Howard Community College Presentation
May 22, 2008 Thursday 1:30 pm	Convocation <i>RCF-400/401</i>	<ul style="list-style-type: none"> • Trustees Invited • Welcome from Board Chair (1:30 pm) • Recognition event for retired employees, degree recipients, and new employees.
May 22, 2008 Thursday 4:00 pm	<i>Dragon on the Quad Unveiling Quad</i>	<ul style="list-style-type: none"> • Trustees Invited • Followed by Dessert Reception (Café/Patio)
May 28, 2008 Wednesday 6:00 pm	Work Session	<ul style="list-style-type: none"> • Introduction of New Employees • Informational Tour: Crisis Communications
	Regular Meeting	<ul style="list-style-type: none"> • FY10 Vision, Mission, Values and Beliefs and Strategic Initiatives and Goals • FY09 Faculty Appointments

Date	Event	Tentative Agenda Items
		<ul style="list-style-type: none"> Election of FY09 Board Officers Authorization for Board Chair to Approve on Behalf of Board until next Regular Meeting MHEC Report on Indicators
	Closed Session <i>RCF-400</i>	<ul style="list-style-type: none"> Review President's Contract
June 2008		
June 9, 2008 Monday	Board Retreat <i>Belmont</i>	<ul style="list-style-type: none"> Agenda – TBD Time - TBD
September 2008		
September 4, 2008 Thursday TBD	Rouse Scholars Presidential Reception <i>Room TBD</i>	<ul style="list-style-type: none"> Welcome from Board Chair Trustees and spouses/guests invited Dinner served <p style="text-align: right;">NEW!</p>
September 12, 2008 Friday 6:00 – 9:00 pm	Major Donor Party <i>Location: TBD</i>	<ul style="list-style-type: none"> Trustees Invited Major donors will be invited Remarks by Board Chair <p style="text-align: right;">NEW!</p>
September 20, 2008 Saturday 10:00 am – 4:00 pm	21 st Annual Columbia Classic Grand Prix <i>HCC Grounds</i>	<ul style="list-style-type: none"> Trustees and Spouses/Guests Invited Major Community and Fundraising Event

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.

H-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: February 15, 2008, through March 13, 2008

Disclosure

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

H-4 Personnel Summary

Background: The following document contains personnel summaries.

Purpose: Disclosure to the board

Timeline: February 2008

◆————— Recommendation —————◆

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

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

February 1, 2008 – February 29, 2008

Section I – Change in Status

SPECIAL ASSIGNMENT

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Eff. Date	End Date
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

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
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

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
Housekeeper	Plant Operations	N/A	N/A	N/A	N/A	Green, Desmond	3/06/07*

*ING Employee Benefits

Section II – Leaves

SABBATICAL LEAVE

Name	Position	Beginning Date of Leave	Ending Date of Leave
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

Name	Position	Beginning Date of Leave	Ending Date of Leave
Durham, Cindy	Program Manager, Professional Development and Training	1/28/08	2/01/08
Srivastavas, Nidhi	Research Associate	2/14/08	2/19/08