



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

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April 23, 2008  
Laurel College Center – 6:00 pm  
(Dinner - 5:30 pm)  
Conference Room – First Floor

# 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...

**Inspire Students, Faculty, and  
All Members of Our Learning  
Community to Develop Their  
Talents and Discover  
Their Greatness**



**Board of Trustees**  
**April 23, 2008**  
**Laurel College Center**

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

- I. Recognition of Alternative Break Participants
- II. Informational Update: Laurel College Center

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

**A.** Approval of April 23, 2008, Agenda

**B.** Board Priority Items

- 1. Report on Board End: Leadership
- 2. Fiscal Year 2009 Capital Budget Reallocation
- 3. Fiscal Year 2009 Operating Budget
- 4. Financial Statements

**C.** President's Report

**D.** Board Member Comments

**E.** Approval of:

- 1. March 26, 2008, Work Session Minutes
- 2. March 26, 2008, Regular Session Minutes

**F.** Consent Items

- 1. Proposed New Hires
- 2. Fiscal Year 2009 Faculty Promotions
- 3. Candidates for Commencement
- 4. Housekeeping and Engineering Supplies
- 5. Landscaping Management Services
- 6. Athletic Fields Management
- 7. Extension of Trade Services Contracts for Carpentry, HVAC, Painting, and Plumbing
- 8. James Clark, Jr. Library Building Renovations Guaranteed Maximum Price
- 9. Janitorial Supply Contract
- 10. Technical Support Service Contract
- 11. Telecommunications Services
- 12. Telephone System Software Upgrade
- 13. Waste Management Service Agreement
- 14. Elevator Maintenance Services Contract
- 15. Belmont Design Phase Change Order 1
- 16. Electricity Delivery and Supply Contract
- 17. Natural Gas Delivery and Supply Charges
- 18. Ratify and Confirm Hickory Ridge Modular Classroom Civil Engineering Work

**G.** Information Items

- 1. Issue Bin
- 2. Board Calendar
- 3. Agreements Signed by the Board Chair Disclosure
- 4. Personnel Summary

**Adjournment**

## **I – Recognition of Alternative Break Participants**

### **Groups/People being Introduced:**

#### 2008 Alternative Winter Break Participants

- |                             |                            |
|-----------------------------|----------------------------|
| 1. Dorian Davis             | 6. Carol Parreco (advisor) |
| 2. Maura Dunnigan (advisor) | 7. Kim Rivera              |
| 3. Sieun Kook               | 8. Mency Wang              |
| 4. Pam Olney                | 9. Nikki Roberts           |
| 5. Wesley Parlette          | 10. Ashley Watkins         |

#### 2008 Alternative Spring Break Participants

- |                          |                             |
|--------------------------|-----------------------------|
| 1. Lindsay Brezler       | 7. Shelli Kamaka            |
| 2. Nhaomie Douyon        | 8. Sieun Kook               |
| 3. Dan Jaskulsky         | 9. Dae Hyun Lee             |
| 4. Heather Johnson       | 10. Linda Morris            |
| 5. Julie Jones (advisor) | 11. Carol Parreco (advisor) |
| 6. Eun Sol Jung          | 12. Ashleigh Pettus         |

**Background:** Alternative break (AB) trips provide students the opportunity to travel to different communities and engage in direct service to benefit their host community. AB trips strive to promote a life long service ethic by encouraging students to examine their roles in community.

For the winter break (January 13-19, 2008), the group traveled to Franklin, West Virginia to work with Almost Heaven, a local chapter of Habitat for Humanity. Habitat for Humanity International (HFHI) is a nonprofit, ecumenical Christian housing ministry that seeks to eliminate poverty housing and homelessness from the face of the earth and to make simple, decent shelter a matter of conscience and action. In three days the group removed the flooring and bathroom in a single family home, removed the siding, front porch, and deck. This work was slated to take two weeks. The home the group worked on will be renovated for a new resident. They also completed various projects at the Almost Heaven Volunteer Center, including painting, cleaning, and minor repairs.

For the spring break (March 16-22, 2008) the group traveled to Perryville, Arkansas, to engage in a journey of personal growth as they committed to serving others through interactive learning, community building, and service projects at the Heifer Ranch, a division of Heifer International. Heifer International is a non-profit organization that helps people throughout the world obtain a sustainable source of food and income in an effort to end world hunger and to care for the earth. While at the ranch, the group participated in the Heifer Ranch Global Gateway program, a village simulation that provided the group with the opportunity to experience some of the realities of life for many of Heifer's world neighbors. The service the group provided included working in the organic gardens, caring for livestock, forestry, and

clearing out barns. Throughout the trip they engaged in activities that helped them gain a better understanding of world hunger and what each person can do to end it.

After service learning's last meeting with the board, trustees asked the administration to explore ways of supporting students in this endeavor. During the 2007-2008 academic year, the educational foundation provided \$10,000 for alternative break trips. The funds were used to reduce costs for students. The winter break trip cost students \$50 and the spring break trip cost \$100. The funding for the spring trip was especially helpful as it allowed participants to stay in climate-controlled housing.

## **II – Informational Update: Laurel College Center**

### **Tour Overview:**

In an effort to familiarize Howard Community College (HCC) trustees with the Laurel College Center (LCC), the April 23, 2008, work session will be held at LCC.

Nancy Grinberg, program supervisor for the LCC, will present an overview of the center and LCC students will discuss their experiences with trustees.

**Background:** The establishment of a college site in Laurel is in keeping with the goals of Prince George’s Community College (PGCC) and Howard Community College (HCC): to serve the educational needs of students in both counties. In an effort to increase access to academic, continuing education, and workforce development programs and initiatives, the two colleges formed a partnership, the result of which was the establishment of the Laurel College Center in June 2001. The center is in a facility that formerly housed the Computer Learning Center, a for-profit organization that closed its doors to the public.

The colleges crafted a mission statement of the nature and purpose of the site:

*The Laurel College Center will provide the region with credit and non-credit courses that advance workforce development, provide for personal enrichment, and support the attainment of lower and upper division college degrees.*

In this shared vision statement, the Laurel College Center is more than the traditional higher education centers because partners are not only sharing space, they are sharing integrated and articulated programs.

Senior management teams from both institutions formed to create the Policy and Coordinating Committee, which handles the administrative functions of the Laurel College Center. The committee was charged to initiate a recruitment process to provide leadership for the site, to develop and offer credit and non-credit courses to meet the needs of the citizens of Prince George’s and Howard Counties, and to develop marketing campaigns to ensure visibility and opportunities for access by the targeted populations. In the fall of 2001, the Laurel College Center began offering credit and non-credit courses. On June 18, 2002, the Middle States Commission on Higher Education accepted the joint request to include the Laurel College Center within the scope of the colleges’ accreditation processes.

The Laurel College Center has significantly expanded educational opportunities for the Laurel region. This new partnership provides pathways for citizens with a variety of different needs – from workforce training, allied health certificates or coursework

through the associate degree to bachelor degrees and the masters' degree. The center provides an important option for the citizens of the region at a time when the nearest transfer institutions, University of Maryland, College Park and University of Maryland Baltimore County, are becoming increasingly more selective and restrictive in their admissions.

**Goals and Outcomes:**

The Laurel College Center partnership benefits the Laurel region by the following short-term and long-term goals and resultant outcomes:

Short-term Goals

- Responding to the other workforce training needs of the region.
- Providing a host of non-credit personal enrichment offerings.

Long-term Goals

- Providing articulated associate degree programs.
- Providing articulated bachelor degree and master degree programs.

PGCC and HCC have established a memorandum of understanding for the center that outlines the responsibilities for both institutions, including the fiscal operation of the center. An amendment in State law allows Laurel College Center students from either county to pay in-county rates regardless of which college offers or teaches a course. Additionally, in summer 2004, the Maryland Higher Education Center granted regional higher education center status to the Laurel College Center.

Degrees currently offered at the Laurel College Center include:

- AA in General Studies (HCC and PGCC)
- AA in Business Administration (HCC and PGCC)
- AA in Criminal Justice (HCC and PGCC)
- AA in Teachers Elementary Education Program (HCC and PGCC)
- Bachelors of Elementary and Special Education (Towson University) – program ending after Spring 2008 semester
- Bachelors of Elementary and Special Education (College of Notre Dame of Maryland) – began Spring 2008
- Bachelors of Business Administration (College of Notre Dame of Maryland) – began Fall 2006
- Masters of Mathematics Education (Towson University)\*

\*Targeted to elementary and middle school math teachers. This program began in spring 2005 and includes a cohort from Howard County and a cohort from Prince George's County.

University of Maryland University College (UMUC) also offers courses toward Bachelors degree programs in criminal justice and information technology at the Laurel College Center.

Enrollment reports for the Laurel College Center follow this item.



# LCC by the Numbers – Spring 2008

*A partnership of Prince George's Community College (PGCC) and  
Howard Community College (HCC)  
A Maryland Regional Higher Education Center*

For more information, visit: [www.laurelcollegecenter.org](http://www.laurelcollegecenter.org)

## Credit PGCC/HCC Courses

### Number of Spring 2008 PGCC/HCC Credit Enrollments and Credit Hours/Full-Time Equivalents (FTE):

- **974 enrollments**, a combined increase of **0.8%** from spring 2007 (HCC: +29%, PGCC: -11%)
- **747 headcount**, a combined increase of **0.8%** from spring 2007 (HCC: +22%, PGCC: -8.6%)
- **3,101 credit hours, 103.4 FTEs**, a combined increase of **2.3%** from spring 2007 (HCC: +25%, PGCC: -6.8%)

### Number of Spring 2008 PGCC/HCC Credit Sections:

- **102 sections of 75 courses** ran in spring 2008.
- **Course breakdown:**
  - **31 day** (30.5%)-sections beginning weekdays between 8:00am and 4:30pm,
  - **52 evening** (51.0%)-sections beginning after 4:30pm,
  - **19 weekend** (18.5%)-sections held Friday evenings and Saturday.
- **Enrollment breakdown:** 299 day (30.2%), 535 evening (54.1%), 155 weekends (15.7%)

### Top 10 Departments in Spring 2008: (enrollments in parentheses)

1. **Biology (168)** - up 47% from spring 2007!
2. **Math (117)**
3. **English (105)**
4. **Developmental Math (69)**
5. **Psychology (65)**
6. **Speech (49)**
7. **Education (47)**
8. **Computer Information (38)**
9. **Economics (35)**
10. **Sociology (31)**

## Workforce Development and Continuing Education (WDCE) Courses

### Number of Fall 2007 WDCE Enrollments and FTEs:

- **118 courses** offered
- **1,208** combined enrollments
- **37.29** FTEs

## **WDCE Courses Offered in Fall 2007 included Classes in:**

Certified nursing assistant, medicine aide, child care, real estate, appraisal, languages, medical billing, computer software, small business, food service management, commercial driver's license, and many special interest classes.

## **Four Year Partners – Spring 2008**

### **Towson University:**

1. **Elementary Education/Special Education Program (Bachelors)**
2. **Masters in Mathematics Education Program:**
  - a. Prince George's County Cohort
  - b. Howard County Cohort

### **University of Maryland University College:**

1. **Two undergraduate courses:**
  - a. HRMN-302, *Organizational Communication*
  - b. IFSM-300, *Information Systems in Organizations*

### **College of Notre Dame of Maryland:**

1. **Accelerated Business Administration Program (Bachelors):** began fall 2006
2. **Accelerated Elementary Education Program (Bachelors):** began spring 2008

## **General Information**

LCC opened in August 2001 and occupies 32,857 usable square feet.

### **Number of Classrooms:**

- **26 classrooms**, including 18 standard classrooms, 8 instructional computer labs,
- **2 laboratories**, including 1 open computer lab, and 1 biology lab.
- **1 faculty workroom** and **1 student lounge**.

### **Number of Employees:**

- Center Administration: one full-time supervisor, three part-time coordinators, and two full-time and one part-time administrative clerks
- Student Services: two part-time academic advisors (one from PGCC, one from HCC)
- Technology and Academic Support: one full-time systems engineer, two part-time technicians, and one part-time biology lab technician
- Environmental Services: one full-time (contracted)
- Credit Faculty: 75 instructors (42 PGCC, 33 HCC).
- WDCE: one full-time coordinator
- Security: four off-duty Prince George's County sheriff officers provided for evenings and Saturdays

# Laurel College Center Credit Enrollment Report Spring 2007/2008

Official Third Week Report  
(does not include winter/intersession data)

## Spring 2007/Spring 2008:

### A. Enrollment:

Institution	Enrollment		Change in Enrollments	% Change
	Spring 2007 Final	Spring 2008 Final		
HCC	285	368	+83	+29.1%
PGCC	681	606	-75	-11%
<b>Total</b>	966	974	+8	+0.8%

### B. Headcount:

Institution	Headcount		Change in Headcount	% Change
	Spring 2007 3rd week	Spring 2008 3rd week		
HCC	229	279	+50	+21.8%
PGCC	512	468	-44	-8.6%
<b>Total</b>	741	747	+6	+0.8%

### C. Credit Hrs/FTEs:

Institution	Credit Hours		FTEs (Credit hrs /30)		Change in FTEs	% Change
	Spring 2007 Final	Spring 2008 Final	Spring 2007 Final	Spring 2008 Final		
HCC	870.90	1,086.90	29.03	36.23	+7.20	+24.8%
PGCC	2,160.00	2,013.90	72.00	67.13	-4.87	-6.8%
<b>Total</b>	3,030.90	3,100.80	101.03	103.36	+2.33	+2.3%

Date of Report: 4-07-08

## **A – Approval of April 23, 2008, Agenda**

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**Adjournment**

## B-1 Report on Board End: Leadership

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

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

At its September 27, 2006, meeting, the trustees approved all the current benchmarks for the most recent list of required Maryland Higher Education Commission (MHEC) indicators. If an indicator was dropped or added it is so indicated. Since these are 5-year goals, most of the current flags will naturally be red. [The visiting Maryland team rated the college as operating within a higher scoring band than the national Baldrige examiners.](#)

At its November 29, 2006, meeting, the trustess 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 discusson is included at the end of the report.

Once viewed by the board, this report will be posted on the college's website so that members of the college community can become familiar with the measures that are part of the board core end (key performance indicator) system. The website address is: [www.howardcc.edu/about\\_hcc/campus\\_profile/board\\_core\\_ends/index.html](http://www.howardcc.edu/about_hcc/campus_profile/board_core_ends/index.html)

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

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

**Timeline:** Annual

### ◆————— Recommendation —————◆

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





## Category 1 - Leadership




This category examines how the college's senior leaders guide and sustain the college. Also examined in this category are HCC's governance and how the college addresses its ethical, legal, and community responsibilities.











Source	Item	Current	Benchmark
External Quality Feedback	<b>Senior Leadership</b> How do senior leaders guide and sustain the organization? How do senior leaders communicate with our workforce and encourage high performance?	Baldrige 30-45%	30-45%
		MPEA 70-85%	
	<b>Governance and Social Responsibility</b> What is our governance system? How does the organization address its responsibilities to the public, ensure ethical behavior and practice good citizenship?	Baldrige 30-45%	30-45%
		MPEA 70-85%	
MHEC	<b>Tuition and fees as a percent of tuition and fees at Maryland public four-year institutions*</b>  * (less than 55% is better in this measure)	56.0%*	55.0%
	<b>Percentage of expenditures on instruction</b>	53.0%	50.0%
	<b>Percentage of expenditures on instruction and selected academic support</b>	59.5%	58.0%
QUEST (Employee Survey)	<b>Express open viewpoints</b>	3.99	3.50
	<b>Overall ratings of the VPs as a team</b>	4.11	3.50
	<b>Overall rating of the Board of Trustees</b>	4.26	3.50
	<b>Overall rating of the President</b>	4.46	3.50

## External Measures

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

Maryland State Quality Award		Baldrige	
	Range of all applicant scores		Oct 2005 -HCC's score
	2006- Score interval in which HCC was rated		Score given as an interval, e.g., Total: 376-475
	2007- Score interval in which HCC was rated		No comparison data provided.

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

			0-9	10-29	30-49	50-69	70-89	90-100	
<b>1:</b>	<b>Leadership (120 points)</b>	<b>1.1 70 points</b>							
									
									
		<b>1.2 50 points</b>							
									
									

**Action:**

The college receives a detailed feedback report delineating strengths and weaknesses in the category. A team reviews those reports, collects information on the process improvements that occur in the intervening months, and submits a new application. [On April 7, 2008, HCC was honored with the highest of the Maryland Performance Excellence Awards: the U.S. Senate Productivity Award.](#) 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 goal: **The college will receive a rating for category 1 of 45 percent on the Maryland Performance Excellence Award by 2007 or Baldrige by 2009.**

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

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

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	Benchmark FY 2011
<b>Tuition and fees as a percent of tuition and fees at Maryland public four-year institutions</b>	53.9%	51.3%	52.8%	52.4%	<b>56.0%</b>	<b>55.0%</b>
	n=2,915/ 5,406	n=3,067/ 5,978	n=3,408/ 6,451	n=3,604/ 6,896	n=3,853/ 6,877	
Peer AVG:	49.4%	48.1%	43.6%	42.0%	43.0%	
State AVG:	47.4%	45.7%	44.8%	43.2%	44.3%	
Best in State (lower is better)		35.0%	33.0%	33.0%	34.0%	

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

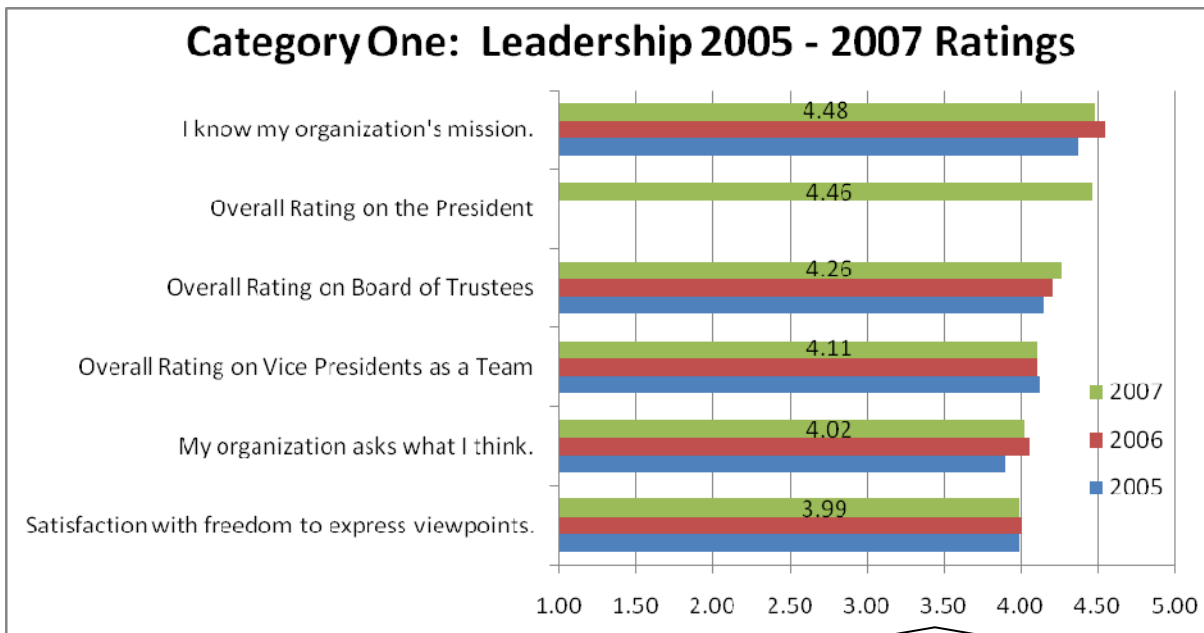
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	Benchmark FY 2010
<b>Percentage of expenditures on instruction</b>	51.6%	51.5%	53.6%	53.8%	53.2%	<b>53.0%</b>	<b>50.0%</b>
Peer AVG:	47.4%	46.7%	46.6%	46.0%	46.0%	n/a	
State AVG:	45.7%	44.6%	44.0%	43.6%	43.4%	n/a	
Best in State		51.5%	53.6%	53.8%	53.2%	n/a	

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

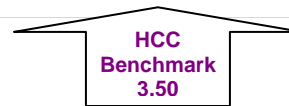
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	Benchmark FY 2010
<b>Percentage of expenditures on instruction and selected academic support.</b>	58.7%	58.9%	60.8%	61.4%	60.1%	<b>59.5%</b>	<b>58.0%</b>
Peer AVG:	56.6%	55.6%	55.5%	56.3%	55.6%	n/a	
State AVG:	55.2%	54.4%	53.5%	53.6%	53.0%	n/a	
Best in State		65.1%	64.5%	65.0%	66.1%	n/a	

## Internal Measures

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



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



Talking Points for the Board of Trustees
<ul style="list-style-type: none"> <li>• HCC is the recipient of the 2007 U.S. Senate Productivity Award!</li> </ul>
<ul style="list-style-type: none"> <li>• As determined by external review, HCC's senior leadership utilizes an effective, systematic, well-aligned and deployed fact-based approach to guiding and improving the organization and ensuring it meets its societal responsibilities and exhibits legal and ethical behavior</li> </ul>
<ul style="list-style-type: none"> <li>• HCC directs the majority of its resources to instructional activity. The college works to keep the tuition and fees affordable to its students.</li> </ul>
<ul style="list-style-type: none"> <li>• HCC employees rate the senior leadership highly and indicate that there exists a positive climate in which to express their ideas.</li> </ul>

Board End Discussion
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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.

There were few changes in this category for the 2008 Baldrige Educational Excellence Criteria so the edits were indicated in blue on the dashboard page.

## B-2 Fiscal Year 2009 Capital Budget Reallocation

**Background:** The FY09 Executive Proposed Capital Budget was released by the County Executive on March 28, 2008. Below is a summary of the college's capital request, the capital funds authorized by the county, and the college's proposed reallocation of funds request to the county.

Projects Requested	Capital Funds Requested	Projects and Funds Approved by County	College Reallocation Request to County
M-0532 Health Sciences Building	1,982,000 (county) 1,982,000 (state)	0 0	
M-0533 Clark Library Renovations	7,889,000 (county) 7,889,000 (state)	7,889,000 (county) 7,889,000 (state)	
M-0526 Parking Garages	15,000,000 (county)	0	
M-0537 Belmont Conference Center	1,400,000 (college)*	1,400,000 (college)*	
M-0540 Safety, Compliance, Facilities	1,370,000 (county)	1,111,000 (county)	811,000 (county)
M-0541 Telecommunications Upgrades	300,000 (county)	0	300,000 (county)
M-0542 Campus Roadways	520,000 (county)	0	
Total County Funds Requested / Received	\$27,061,000	\$9,000,000	

\*Note: this amount is spending authority, not new funds.

The college is met with the County Executive on April 9, 2008, to discuss the capital budget and requested the reallocation of funds from project M-0540 to project M-0541 in the amount of \$300,000 to which he agreed. The telecom capital project will address the college's need to upgrade and replace its cable plant, phone system, and network infrastructure to achieve consolidation and enhancement of its telecommunication capabilities, security, scalability, and reliability. The college is dependent on its telecommunications infrastructure to deliver instruction; control utilities, communication systems, and business operations; and achieve continuity. The project will build out over multiple phases a telecom infrastructure technology that will provide connectivity and delivery of services and instruction to the college's multiple campus sites and within the buildings at each location. This project will include the installation of fiber optic and wireless technologies capacities to successfully carry data, voice, security camera, smart card technology, audiovisual, music, video, and any other data driven instructional and business applications.

The final FY09 capital budget as proposed by the County Executive is subject to County Council approval.

**Purpose:** To obtain board approval of reallocation of funds in the FY09 capital budget

**Timeline:** FY09

◆————— Recommendation —————◆

The administration requests that the board of trustees approve the reallocation of funds in the FY09 capital budget for telecommunications upgrades.

**Source of funds:** FY09 Capital Budget

**Compliance:** This request is in support of the board of trustees' policies and Governance Process: Board's Role and Presidential Boundaries: Budgeting/Forecasting.

## B-3 Fiscal Year 2009 Operating Budget

**Background:** The college has received revised budget numbers from both the state and county. Although the state legislative session is over, the Governor still must cut another \$50 million out of the budget to balance the final budget. At this point, the community college funding is not being considered as part of the additional cuts, but this may change if the state revenue projections continue to decline. The number shown below from the state is the number the college received at the close of the legislative session.

The administration met with the County Executive about the college's FY09 operating budget. The County Executive explained that due to the economic outlook, the county is experiencing one of the lowest budget increases in recent years. The county has been looking at various areas and has made the decision to layoff some people in the administrative area in county government. Below are the current proposed changes in both the state and county funding.

Description	Original Budget	Original Anticipated Percentage Increase
State	\$13,352,535	14.90%
County	\$26,230,150	10.98%

Description	Revised Budget	Revised Percentage Increase	Budget Decrease
State	\$12,869,489	10.78%	\$483,046
County	\$25,195,480	6.60%	\$1,034,670
<b>TOTAL</b>			\$1,517,716

The administration has reviewed the proposed budget and is recommending the changes noted on the following sheet.

In the revenue area, additional funds will be taken from the continuing education fund balance of \$100,000. At June 30, 2007, continuing education had \$796,284 in its fund balance. The administration is also recommending a tuition increase of \$2.00 in FY09. However, this increase will not begin until the winter semester of FY09. If the fall 2008 revenues exceed projections, the administration will reconsider the need for a tuition increase.

In the expenditure area, cuts as noted on the following sheet were made to furniture and equipment. Eight faculty positions will be cut from the budget; however, seven

faculty positions will remain. The programmer analyst position will not be hired this year and several other positions were moved to mid-year hires.

The decision was made to not fill the director of government affairs and resource development position. The duties will be handled by the new executive director of public relations. Due to a savings in the audit bid, the fees budgeted for the new auditors will not be needed. The merit package was reduced from 5.5 percent to 5.0 percent.

The administration is currently revising the summary budget pages, which will be presented to the board at the April meeting. Additional changes will also need to occur in the budget for the cable operations that HCC will be picking up from the county.

**Purpose:** To obtain board approval of the FY09 operating budget

**Location:** College-wide

**Timeline:** FY09

◆————— Recommendation —————◆

The administration requests that the board of trustees approve the cuts to the budget totaling \$1,517,716 as outlined on the following page. A revised budget total, including the unrestricted and the restricted budget, will be presented to the board at the meeting.

**Amount:** Budget cuts of \$1,517,716  
A revised budget total will be presented to the board at the meeting.

**Source of funds:** FY09 Unrestricted and restricted budget

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

## FY09 Budget Cuts

State Reduction	\$ 483,046
County Reduction	1,034,670
<b>Total Cut</b>	<b><u>1,517,716</u></b>

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## Proposed Budget Changes

### Increases in Revenue

Tuition - \$2.00 mid year	86,700	
Con Ed fund balance	<u>100,000</u>	
<b>Total revenue changes</b>		<b>\$ 186,700</b>

### Decreases in Expenses

Furniture and equipment	386,450
Faculty - cut 8 positions	508,764
Other positions	
Cut - programmer analyst	62,537

### Hire mid-year

Web projects assistant	36,515	
Disabled student services counselor	33,572	
Admission/advising specialist	27,233	
Financial aid counselor	<u>29,161</u>	
Mid-year hires		126,481

Do not fill position - director of government affairs and resource development	90,296
Audit fee	20,000
Merit decreased from 5.5 to 5.0%	<u>136,488</u>

**Total Expense cuts** **\$ 1,331,016**

**Grand Total** **\$ 1,517,716**

## B-4 Financial Statements

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

**Purpose:** Disclosure to the board of trustees.

**Timeline:** February 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** 2/29/2008	YTD Budget 2/29/2008	YTD Budget Variance 2/29/2008	2/29/2008 Percent Variance From Budget	Total Budget FY2008
<b>OPERATING BUDGET REVENUE</b>					
<b>TUITION</b>					
Summer II & III	\$598,025	550,000	\$48,025	8.73% 1	\$550,000
Fall	8,050,111	7,274,968	775,143	10.65% 2	7,274,968
Intersession	458,207	353,005	105,202	29.80% 3	353,005
Spring	7,262,900	6,415,478	847,422	13.21% 4	6,415,478
Summer I & Extended	(297)	0	(297) 5	na	754,583
Fees	2,143,539	2,318,497	(174,958)	-7.55% 6	2,362,527
<b>TOTAL TUITION AND FEES</b>	<b>\$18,512,485</b>	<b>\$16,911,948</b>	<b>\$1,600,538</b>	<b>9.46%</b>	<b>\$17,710,561</b>
<b>GOVERNMENTAL AND OTHER</b>					
Howard County	\$15,756,680	15,756,680	\$0	0.00% 7	\$23,635,010
State of Maryland	6,350,160	6,429,013	(78,854)	-1.23% 8	9,643,517
Other Income	677,805	466,667	211,139	45.24% 9	700,000
Unrestricted appropriations	78,854	0	78,854	na 10	495,373
Continuing Education Support	0	0	0	0.00% 11	463,475
<b>TOTAL GOV'T AND OTHER</b>	<b>\$22,863,499</b>	<b>\$22,652,360</b>	<b>\$211,139</b>	<b>0.93%</b>	<b>\$34,937,375</b>
<b>TOTAL OPERATING REVENUE</b>	<b>\$41,375,985</b>	<b>\$39,564,308</b>	<b>\$1,811,677</b>	<b>4.58%</b>	<b>\$52,647,936</b>
<b>OPERATING BUDGET EXPENSES</b>					
Instruction	\$19,880,458	\$19,908,378	27,920	0.14%	\$24,058,507
Public Service	290,342	334,593	44,251	13.23% 12	374,215
Academic Support	3,064,787	3,070,194	5,407	0.18%	3,524,121
Student Services	4,386,610	4,387,815	1,204	0.03%	5,337,353
Institutional Support	8,089,062	8,118,566	29,503	0.36%	10,154,413
Plant	6,329,781	6,333,065	3,284	0.05%	8,073,147
Scholarship/Waivers	915,129	932,590	17,461	1.87%	1,126,180
<b>TOTAL OPERATING EXPENSES</b>	<b>\$42,956,169</b>	<b>\$43,085,200</b>	<b>\$129,031</b>	<b>0.30%</b>	<b>\$52,647,936</b>

n/c = not comparable

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

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

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

**February 2008**

**Tuition and Fees**

- 1) Summer II & III tuition revenue is ahead of budget by **8.73%, or \$48,025**. 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 **10.65%, or \$775,143**. 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 **29.80% or \$105,202**. 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) Spring revenue is ahead of budget by **13.21% or \$847,422**. A 3% FTE enrollment increase was budgeted; however, FTE enrollment growth was 4.54% and headcount increased by 4.21% as of the census date of February 21<sup>st</sup>. The high variance to budget is due to higher than anticipated out-of-county and out-of-state enrollments. (See note #1 for tuition rate information)
- 5) These figures represent adjustments for prior year semesters made this year.
- 6) Fee revenues are under budget by **7.55%, or \$174,958**. 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 **\$1,379,584 or 64%**; consolidated fees **\$660,817 or 31%**; other student fees **\$103,138 or 5%**.

**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 **45.24%, or \$211,139**. Investment income represents **\$603,424 or 89%** 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 **11%** 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 **13.23% or \$44,251**. 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 **eight** 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** 2/29/2008	YTD Budget 2/29/2008	YTD Budget Variance 2/29/2008	2/29/2008 Percent Variance From Budget		Total Budget FY2008
<b>FUND 11 REVENUES</b>						
<b>TUITION</b>						
Credit Fall/Summer II & III	\$180,649	154,689	\$25,960	16.78%	1	\$154,689
Credit Intersession	36,005	48,950	(12,945)	-26.44%	2	48,950
Credit Spring/Summer I & Extended	163,370	122,753	40,617	33.09%	3	172,900
Non-Credit/Continuing Ed	2,762,967	2,562,007	200,960	7.84%	4	3,087,278
Fees	1,024,994	859,504	165,489	19.25%	5	1,119,538
<b>TOTAL TUITION AND FEES</b>	<b>\$4,167,985</b>	<b>\$3,747,904</b>	<b>\$420,082</b>	<b>11.21%</b>		<b>\$4,583,355</b>
<b>GOVERNMENTAL AND OTHER</b>						
State of Maryland	\$1,175,725	\$1,175,725	(\$0)	0.00%	6	\$1,763,587
Service Revenues & Other Income	\$206,809	\$301,659	(\$94,849)	-31.44%	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)
<b>TOTAL GOV'T. AND OTHER</b>	<b>\$1,382,534</b>	<b>1,477,383</b>	<b>(\$94,849)</b>	<b>-6.42%</b>		<b>\$2,152,600</b>
<b>TOTAL FUND 11 REVENUES</b>	<b>\$5,550,519</b>	<b>\$5,225,287</b>	<b>\$325,232</b>	<b>6.22%</b>		<b>\$6,735,955</b>
<b>EXPENDITURES</b>						
Instruction	\$4,669,000	\$5,209,551	\$540,550	10.38%	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	536,266	521,337	(14,929)	-2.86%	11	521,337
<b>TOTAL OPERATING EXPENSES</b>	<b>\$5,205,266</b>	<b>\$5,730,888</b>	<b>\$525,622</b>	<b>9.17%</b>		<b>\$6,563,913</b>

n/c = not comparable

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

04/10/2008

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

**February 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) Currently, spring/summer credit tuition revenues are ahead of budget by **33.09% or \$40,617**. Spring FTE increased 4.21% over the prior year and headcount increased 4.54%. The spring/summer credit budget was built on 3% growth and hence is ahead of budget. Summer revenues are pending in this category. Registration will begin late March for summer.
- 4) Non-credit tuition revenues are ahead of budget by **7.84% or \$200,960**. 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%. The spring term runs April through June; registrations began in February and therefore some spring revenues are in this number.
- 5) Fees are ahead of budget by **19.25% or \$165,489**. 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

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

**Service and Other Income**

- 1) Service revenues relate to administrative overhead charged to contracts and consulting revenues earned. Currently this category is **31.44%** under budget or **\$94,849**. 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.
- 2) This unrestricted appropriation allows the division to use carryover funds to support upgrades in labs and repairs to the hickory ridge building as needed.
- 3) 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.

- 4) Instructional expenses are under budget by **10.38% or \$540,550**. 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.
- 5) **Scholarships are over budget by 2.86% or \$14,929**. It is anticipated that for the year, scholarships will be higher than budgeted due to the increase in tuition and the associated waiver for adult basic education courses. Spending authority for growth is budgeted in the special funds and will cover this overage.

**Howard Community College  
2/2008  
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		
<b>Instruction</b>							
11200	Schoenbrodt honors	12,589	23,701	23,701	-	0%	
<b>11300</b>	<b>Mathematics</b>	<b>1,662,445</b>	<b>1,920,062</b>	<b>1,934,514</b>	<b>14,452</b>	<b>1%</b>	<b>Additional hours allocated for student lab employee.</b>
11310	Health	221,594	242,621	244,971	2,350	1%	
11400	Social sciences	1,694,894	1,783,637	1,786,037	2,400	0%	
11410	Eng/world languages	2,595,672	2,744,992	2,748,892	3,900	0%	
11450	Arts & humanities	2,262,697	2,270,155	2,274,055	3,900	0%	
11480	Rouse scholars	84,342	94,283	94,283	-	0%	
11600	Distance learning	318,871	385,152	388,940	3,788	1%	
12100	Nursing	1,645,715	1,774,229	1,771,729	(2,500)	0%	
12118	Rad Tech Program	57,477	74,760	74,760	-	0%	
12120	Emergency medical technology	113,068	179,550	179,550	-	0%	
12150	Cardiovascular program	148,076	171,574	171,324	(250)	0%	
12200	Business & computers	1,578,169	1,806,751	1,810,651	3,900	0%	
<b>12250</b>	<b>Science &amp; technology programs</b>	<b>2,174,659</b>	<b>2,307,201</b>	<b>2,318,801</b>	<b>11,600</b>	<b>1%</b>	<b>LOA* stipends and funds for software</b>
12280	Cooperative education	6,150	12,848	12,848	-	0%	
13500	Service Learning	68,082	79,732	79,732	-	0%	
13550	Instr. International program	134,221	129,529	136,529	7,000	5%	
44010	User computer services	416,368	437,968	442,232	4,264	1%	
44020	Student computer services	974,440	1,024,953	1,034,117	9,164	1%	
44030	Student labs	229,185	299,742	299,742	-	0%	
46100	1st floor support	141,635	160,407	163,907	3,500	1%	
<b>46200</b>	<b>2nd floor support</b>	<b>105,834</b>	<b>103,470</b>	<b>125,332</b>	<b>21,862</b>	<b>14%</b>	<b>Hourly support funded by division support</b>
46300	Hickory ridge	70,596	85,003	85,003	-	0%	
46400	Evening services		1,325	1,325	-	0%	
46700	ELB divisions support	117,120	130,078	130,078	-	0%	
46800	Arts & humanities support	53,608	66,638	68,235	1,597	2%	
47500	Faculty learning community	4,347	16,500	17,500	1,000	6%	
<b>48000</b>	<b>Outcomes assessment</b>	<b>137,113</b>	<b>187,781</b>	<b>161,781</b>	<b>(26,000)</b>	<b>-14%</b>	<b>Distribution of LOA* (learning outcomes assessment) stipends</b>
<b>48500</b>	<b>Instructional direction</b>	<b>50,884</b>	<b>260,742</b>	<b>246,805</b>	<b>(13,937)</b>	<b>-5%</b>	<b>Funded additional hours for employee (11300).</b>
48501	Learning communities	223,364	243,169	243,169	-	0%	
<b>48502</b>	<b>Program development</b>	<b>44,675</b>	<b>82,879</b>	<b>70,073</b>	<b>(12,806)</b>	<b>-15%</b>	<b>Covered costs in international education and software purchase for science and technology.</b>
51100	Webmaster		3,894	-	(3,894)	-100%	
52102	Pool guards	44,712	68,929	68,929	-	0%	
53200	Learning assistance center	570,800	632,970	637,458	4,488	1%	
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>1,917,056</b>	<b>3,780,583</b>	<b>3,762,668</b>	<b>(17,915)</b>	<b>0%</b>	<b>Various Hendricks approved reclassifications funded.</b>
99970	Reserve for fee shortfall		174,958	174,958	-	0%	
<b>99980</b>	<b>Division support</b>	<b>-</b>	<b>163,276</b>	<b>141,414</b>	<b>(21,862)</b>	<b>-13%</b>	<b>Division office supported for hourly costs (46200)</b>
99990	Furniture/equipment	-	132,464	132,464	-	0%	
	Total instruction	19,880,458	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		
<b>Public Service</b>							
33250	Cable studio	253,837	286,188	286,188	-	0%	
99970	Benefits/chargebacks	36,505	84,098	84,098	-	0%	
99990	Furniture/equipment	-	3,928	3,928	-	0%	
	Total public service	290,342	374,215	374,215	-	0%	
<b>Academic Support</b>							
33400	Cultural theater	109,790	110,428	112,552	2,124	2%	
33500	Student alumni productions	100,400	108,158	111,069	2,911	3%	
41001	Library services	738,512	760,592	760,592	-	0%	
41002	Teaching & learning center	222,369	239,304	239,304	-	0%	
43100	Education technology	259,093	294,614	290,384	(4,230)	-1%	
43200	Video services	55,753	75,352	75,352	-	0%	
<b>43300</b>	<b>Instructional Technology</b>	<b>3,415</b>	<b>-</b>	<b>12,010</b>	<b>12,010</b>	<b>n/a</b>	<b>New cost center established for instructional technology</b>
46000	VP of academic affairs	291,169	314,964	314,964	-	0%	
47000	Faculty development	63,608	111,747	111,747	-	0%	
48100	Interactive classroom	16,000	23,980	16,200	(7,780)	-32%	
65001	Academic promotions	124,113	143,016	143,016	-	0%	
99970	Benefits/chargebacks	1,080,567	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	3,064,787	3,524,121	3,524,121	-	0%	

Cost Center	FY2008 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2008		
<b>Student Services</b>							
46500	Advising, academic	449,592	457,426	462,433	5,007	1%	
46600	Welcome center & telephone adv.	145,876	170,555	173,929	3,374	2%	
51000	VP of student services	230,933	255,598	259,245	3,647	1%	
51200	Student ambassador program	8,124	9,232	9,232	-	0%	
52000	Student activities	-	2,603	2,603	-	0%	
52100	PE facility	294,534	313,117	323,058	9,941	3%	
53000	Career services	421,667	462,791	462,791	-	0%	
53100	Test center	246,825	257,513	257,513	-	0%	
53500	Retention	78,844	89,380	92,151	2,771	3%	
53555	Career links	17,766	26,396	26,396	-	0%	
54000	Financial aid services	556,896	642,079	647,673	5,594	1%	
55000	Admissions	696,742	738,507	739,507	1,000	0%	
55001	Workgroup	332,478	363,815	365,720	1,905	1%	
<b>56000</b>	<b>Records</b>	<b>421,306</b>	<b>419,933</b>	<b>433,031</b>	<b>13,098</b>	<b>3%</b>	<b>Positions reclassified</b>
65002	Student services promotions	1,385	35,392	35,392	-	0%	
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>481,642</b>	<b>982,451</b>	<b>936,114</b>	<b>(46,337)</b>	<b>-5%</b>	<b>Various Hendricks approved reclassification funded.</b>
99980	Part time coverage	2,000	15,114	15,114	-	0%	
99990	Furniture/equipment	-	95,451	95,451	-	0%	
	Total student services	4,386,610	5,337,353	5,337,353	-	0%	

Cost Center	FY2008 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2008		
<b>Institutional Support</b>							
<b>61000</b>	<b>President</b>	<b>570,027</b>	<b>600,206</b>	<b>612,642</b>	<b>12,436</b>	<b>2%</b>	<b>Funds for hourly support from unallocated funds.</b>
61100	Board of trustees	68,874	133,979	133,979	-	0%	
61200	Research, planning and org. dev.	385,099	427,457	427,457	-	0%	
61900	Senior administration	10,196	13,617	13,617	-	0%	
62000	VP of administration & finance	310,971	320,462	320,810	347	0%	
<b>62100</b>	<b>Finance office</b>	<b>1,107,893</b>	<b>1,140,339</b>	<b>1,153,609</b>	<b>13,270</b>	<b>1%</b>	<b>Positions reclassified</b>
63101	Human resources	567,327	585,414	591,378	5,964	1%	
63102	Recruitment	44,083	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	158,224	180,540	180,540	-	0%	
63400	Security	976,190	1,107,061	1,107,061	-	0%	
63500	Telecommunications	108,611	262,541	262,541	-	0%	
63554	Mediation & conflict resolution center	20,000	20,000	20,000	-	0%	
63600	Risk management	251,580	296,149	295,802	(347)	0%	
63700	General administration	289,935	774,197	774,197	-	0%	
63800	Commencement/award programs	30,163	35,489	35,489	-	0%	
64000	Administrative information systems	1,088,799	1,200,087	1,206,305	6,218	1%	
64001	Enterprise network	493,369	526,440	529,095	2,655	1%	
64002	Web Enterprise	273,379	283,662	283,662	-	0%	
64100	Information technology adm.	269,598	297,947	297,947	-	0%	
65000	Public relations & marketing	529,792	567,095	567,095	-	0%	
65100	Development & alumni relations	611,326	638,468	641,558	3,090	0%	
65900	Fundraising	-	30,000	30,000	-	0%	
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>(112,759)</b>	<b>591,642</b>	<b>548,009</b>	<b>(43,633)</b>	<b>-7%</b>	<b>Various Hendricks approved reclassifications funded</b>
99990	Furniture/equipment	-	5,824	5,824	-	0%	<b>Unallocated funds moved to support hourly costs.</b>
	Total institutional support	8,089,062	10,154,413	10,154,413	-	0%	

Cost Center	FY2008 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2008		
<b>Plant</b>							
71000	Plant administration**	69,633	93,177	93,177	-	0%	
71100	General services**	2,977,182	3,494,584	3,498,345	3,761	0%	
71150	Recycling	7,577	25,000	25,000	-	0%	
71500	Safety	71,592	72,500	72,500	-	0%	
72000	Engineering	1,022,337	1,090,258	1,089,225	(1,033)	0%	
72500	Preventive maintenance	144,342	199,667	198,477	(1,190)	-1%	
<b>73000</b>	<b>Housekeeping</b>	<b>1,102,433</b>	<b>1,417,500</b>	<b>1,393,384</b>	<b>(24,116)</b>	<b>-2%</b>	<b>Position reallocated to grounds</b>
<b>75000</b>	<b>Grounds</b>	<b>321,325</b>	<b>331,449</b>	<b>359,455</b>	<b>28,006</b>	<b>8%</b>	<b>Position reallocated from housekeeping</b>
76000	Renovations	61,297	163,929	159,229	(4,700)	-3%	
99970	Benefits/chargebacks	552,063	1,175,911	1,175,182	(729)	0%	
99990	Furniture/equipment	-	9,173	9,173	-	0%	
	Total plant	6,329,781	8,073,147	8,073,147	0	0%	
<b>Scholarships</b>							
81000	Scholarships	530,135	659,280	659,280	-	0%	
82000	Waivers	384,994	466,900	466,900	-	0%	
	Total scholarships	915,129	1,126,180	1,126,180	-	0%	
	Grand totals	42,956,169	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	
<b>Instruction</b>					
11200	Schoenbrodt honors	10,893	23,701	46%	1
11300	Mathematics	1,070,096	1,934,514	55%	
11310	Health	131,351	244,971	54%	
11400	Social sciences	1,013,819	1,786,037	57%	
11410	Eng/world languages	1,649,624	2,748,892	60%	
11450	Arts & humanities	1,435,398	2,274,055	63%	
11480	Rouse scholars	58,454	94,283	62%	
11600	Distance learning	246,805	388,940	63%	
12100	Nursing	1,127,254	1,771,729	64%	
12118	Rad Tech Program	29,121	74,760	39%	2
12120	Emergency medical technology	75,264	179,550	42%	3
12150	Cardiovascular program	100,083	171,324	58%	
12200	Business & computers	1,029,083	1,810,651	57%	
12250	Science & technology programs	1,388,186	2,318,801	60%	
12280	Cooperative education	6,150	12,848	48%	
13500	Service Learning	48,105	79,732	60%	
13550	Instructional international program	95,440	136,529	70%	
44010	User computer services	284,116	442,232	64%	
44020	Student computer services	672,517	1,034,117	65%	
44030	Student labs	176,032	299,742	59%	
46100	1st floor support	105,610	163,907	64%	
46200	2nd floor support	80,417	125,332	64%	
46300	Hickory ridge	49,591	85,003	58%	
46400	Evening services	-	1,325	0%	1
46700	ELB divisions support	81,107	130,078	62%	
46800	Arts & humanities support	36,794	68,235	54%	
47500	Faculty learning community	3,211	17,500	18%	4
48000	Outcomes assessment	93,673	161,781	58%	
48500	Instructional direction	50,884	246,805	21%	5
48501	Learning communities	149,894	243,169	62%	
48502	Program development	44,675	70,073	64%	
52102	Pool guards	44,712	68,929	65%	
53200	Learning assistance center	409,264	637,458	64%	
99970	Benefits/chargebacks	1,899,435	3,740,806	51%	
99970	Reserve for fee shortfall	-	174,958	0%	6
99980	Division support	-	163,276	0%	5
99990	Furniture/equipment	-	132,464	0%	7
	Total instruction	13,697,056	24,058,507	57%	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Public Service</b>					
33250	Cable studio	170,229	286,188	59%	
99970	Benefits/chargebacks	36,505	84,098	43%	8
99990	Furniture/equipment	-	3,928	0%	7
	Total public service	206,734	374,215	55%	
<b>Academic Support</b>					
33400	Cultural theater	91,668	112,552	81%	
33500	Student alumni productions	72,515	111,069	65%	
41001	Library services	566,460	760,592	74%	
41002	Teaching & learning center	146,829	239,304	61%	
43100	Education technology	184,750	290,384	64%	
43200	Video services	42,758	75,352	57%	
43300	Instructional Technology	3,227	12,010	27%	9
46000	VP of academic affairs	189,829	314,964	60%	
47000	Faculty development	63,608	111,747	57%	
48100	Interactive classroom	16,000	16,200	99%	10
65001	Academic promotions	38,703	143,016	27%	11
99970	Benefits/chargebacks	629,212	1,296,031	49%	
99980	VP's Allocation	-	5,924	0%	5
99990	Furniture/equipment	-	34,977	0%	7
	Total academic support	2,045,560	3,524,121	58%	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Student Services</b>					
46500	Advising, academic	316,769	462,433	69%	
46600	Welcome center & telephone adv.	108,992	173,929	63%	
51000	VP of student services	150,469	259,245	58%	
51200	Student ambassador program	8,124	9,232	88%	1
52000	Student activities	-	2,603	0%	1
52100	PE facility	201,715	323,058	62%	
53000	Career services	296,840	462,791	64%	
53100	Test center	186,085	257,513	72%	
53500	Retention	57,580	92,151	62%	
53555	Career links	13,966	26,396	53%	
54000	Financial aid services	401,491	647,673	62%	
55000	Admissions	469,825	739,507	64%	
55001	Workgroup	248,226	365,720	68%	
56000	Records	303,002	433,031	70%	
65002	Student services promotions	1,385	35,392	4%	11
99970	Benefits/chargebacks	476,964	936,114	51%	
99980	Part time coverage	2,000	15,114	13%	5
99990	Furniture/equipment	-	95,451	0%	7
	<b>Total student services</b>	<b>3,243,435</b>	<b>5,337,353</b>	<b>61%</b>	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Institutional Support</b>					
61000	President	420,911	612,642	69%	
61100	Board of trustees	60,608	133,979	45%	
61200	Research, planning and org. dev.	266,446	427,457	62%	
61900	Senior administration	9,314	13,617	68%	
62000	VP of administration & finance	210,890	320,810	66%	
62100	Finance office	764,323	1,153,609	66%	
63101	Human resources	384,939	591,378	65%	
63102	Recruitment	26,645	56,546	47%	
63103	Unemployment	15,154	47,253	32%	12
63150	Diversity programs	6,641	12,000	55%	
63200	Reprographics	78,341	180,540	43%	13
63400	Security	621,225	1,107,061	56%	
63500	Telecommunications	74,576	262,541	28%	14
63554	Mediation & conflict resolution cer	20,000	20,000	100%	15
63600	Risk management	230,882	295,802	78%	
63700	General administration	289,935	774,197	37%	16
63800	Commencement/award programs	2,828	35,489	8%	12
64000	Administrative information system	846,613	1,206,305	70%	
64001	Enterprise network	342,955	529,095	65%	
64002	Web Enterprise	190,052	283,662	67%	
64100	Information technology adm.	189,875	297,947	64%	
65000	Public relations & marketing	410,994	567,095	72%	
65100	Development & alumni relations	423,052	641,558	66%	
65900	Fundraising	-	30,000	0%	12
99970	Benefits/chargebacks	294,530	548,009	54%	
99990	Furniture/equipment	-	5,824	0%	7
	Total institutional support	6,181,728	10,154,413	61%	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Plant</b>					
71000	Plant administration	69,633	93,177	75%	
71100	General services	1,205,797	3,498,345	34%	17
71150	Recycling	6,447	25,000	26%	18
71500	Safety	48,792	72,500	67%	
72000	Engineering	684,679	1,089,225	63%	
72500	Preventive maintenance	83,844	198,477	42%	19
73000	Housekeeping	788,283	1,393,384	57%	
75000	Grounds	228,919	359,455	64%	
76000	Renovations	44,036	159,229	28%	20
99970	Benefits/chargebacks	544,322	1,175,182	46%	8
99990	Furniture/equipment	-	9,173	0%	7
	Total plant	3,704,751	8,073,147	46%	
<b>Scholarships</b>					
81000	Scholarships	530,135	659,280	80%	
82000	Waivers	384,994	466,900	82%	
	Total scholarships	915,129	1,126,180	81%	
	Grand totals	29,994,393	52,647,936	57%	

Notes: Only variances greater than 83%, or less than 47% are noted at this time. Annual expenses paid early caused higher than expected variances in some cost centers. Also, in some cost centers expenses are low until the start of the fall term.

- 1 These cost centers have relatively small budgets. Spending occurs for supplies and services as needed.
- 2 Rad Tech is a new program and faculty was recently hired. The first courses will start in summer.
- 3 This budget included expected funding from Howard County Government that will not be realized. Expenditures are lower than anticipated because of this reduced funding.
- 4 Transfers made into this cost center to support this effort will be spent later in the year.
- 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 This is a new cost center and little spending has occurred to date.
- 10 An annual fee for the UMAT membership (video conferencing) was paid early in the year.
- 11 These programs will expend funds later in the year.
- 12 An accrual from the prior year is causing this variance, expenditures are incurred quarterly.
- 13 Savings is anticipated in this cost center due to chargebacks to other areas.
- 14 Timing of payments is causing this temporary variance.
- 15 The mediation center has its operating budget in the special funds. This amount supplements that budget.
- 16 The annual bad debt expense will be recorded at year-end and is causing this variance.
- 17 Utilities budgets have not been fully committed. Encumbrances may increase after winter costs are assessed.
- 18 Recycling costs have been eliminated through efforts with the County government.
- 19 Preventive maintenance projects are scheduled. Funds will be expended by year end.
- 20 Renovations are scheduled and expenditures will occur later in the year.

## **C – President's Report**

### **March 2008 Foundation Revenue**

\$136,273

### **March 2007 Foundation Revenue**

\$163,929

### **March 2008 Endowment, Scholarship, and Grant Revenue**

\$ 2,014 (\$287,052 raised to date toward endowment goal of \$400,000)

\$ 8,385 (\$228,122 raised to date toward scholarship goal of \$600,000)

\$284,030 (\$2,023,654 raised to date toward grant goal of \$2.5 million)

### **March 2007 Endowment, Scholarship and Grant Revenue**

\$27,074 (\$408,423 raised to date in FY07 toward year-end endowment amount of \$445,568)

\$ 3,875 (\$385,579 raised to date in FY07 toward year-end scholarship amount of \$395,630)

\$5,562,783 raised to date in FY07 toward year-end grant amount of \$6,096,110

### **March 2007 Campaign Revenue**

\$1,559,038

### **Event Updates**

#### Former Board Social

On Wednesday, April 9, over 40 individuals from current and former boards representing the Board of Trustees, HCCEF Board of Directors, Capital Campaign and Howard Business Ventures reunited in RCF-400 for a social gathering. President Kate Hetherington brought everyone up-to-date on what has been happening at the college. Michael Nagle talked about connections to the college and the new campaign.

#### President's Circle Dinner

Thursday, June 5, 2008, 6:00 to 8:00 p.m. – RCF 400

### **HCC and MPEA Award**

As you know, HCC received the U.S. Senate Productivity Award on April 7 at the Maryland Performance Excellence Awards ceremony at University of Maryland, College Park. This award, announced by Senators Mikulski and Cardin, is Maryland's most prestigious award for quality and organizational performance excellence!

Congratulations to all the faculty and staff at HCC for this incredible accomplishment. Additionally, I would be remiss if I did not also thank the board of trustees – first for their leadership in inspiring us to implement the Malcolm Baldrige criteria and second for their support as we worked at continually improving HCC. Thanks to Zoe Irvin, Jean Frank, Dr. Shirin Nazma, and Susan Hellenbrand for preparing our application and to all who helped during our site visit.

Now that we have achieved the state award, we will continue our quality improvement journey and strive for the national Baldrige!

### **Academy for Leadership and Development Program**

Congratulations to **Sharon Pierce** for graduating from the Academy for Leadership and Development after successfully completing the program requirements! This program, developed by the Chair Academy, a division of the Maricopa Community College District in Mesa, Arizona, included a yearlong curriculum. The program incorporated onsite training, a practicum experience, and a mentor and coaching program. Some of the topics she learned about were: the complex role of the organizational leader, leading and managing effective teams, facilitating, integrating, and celebrating strengths, valuing diversity and cultural competence, hiring and orienting for excellence, and coaching, developing, and talent management. Well done!

### **County Recognition**

I am pleased to report that **Sara Baum** has been recognized by the Howard County Office of Children's Services because "her dedication and caring have made a difference in the lives of children in our community." Sara will be honored at the Celebrating Success for Children awards ceremony on April 29, 2008. The County recognized what we have known all along! Congratulations Sara!

### **United Way Campaign**

The HCC United Way campaign was very successful. Over \$21,000 was collected to help people in our communities. The generous support from the HCC community is greatly appreciated. The success of the campaign can be attributed to volunteers who organized and promoted the campaign. Thank you to HCC campaign volunteers **Carol Egan, Jackie Ely-Boyd, Tom Glaser, Heather Joseph, Mary Newberger, Linda Rampolla, Karim Schuyler, and Anjna Sharma** for their enthusiasm and efforts with making this year's campaign a great success.

### **SGA Election Results are In**

The SGA presidential elections were held on April 2 and 3. This year, the candidates were **Linda Morris** and **Mirlan Niftulaev**. The students both ran a good race and did an outstanding job during the SGA debates held on Tuesday, April 1. After the votes were tallied from the 215 students who voted, Linda Morris was the winner. Linda will officially begin her term as SGA president on May 19, 2008. This year, students were able to vote via HCC Express thanks to the following individuals in the office of student life and information technology office: **Llatetra Brown, Schnell Garrett, Tabitha Herry, Julie Jones, Roger Stott, and Linda Wu**.

### **2008 Dean's List Students**

HCC had a total of 1,391 full-time and part-time students on the Dean's List for the spring and/or fall semesters in 2007. On March 11, Ron Roberson hosted the annual Dean's Reception, which gave recognition to these academically outstanding students. I was honored to welcome the Dean's List students, their families, and friends, along with **Ron Roberson, Barbara Greenfeld, and Cindy Peterka**. The guest speaker was HCC's outstanding faculty member, **Patrick O'Guinn**. As a part of the ceremony, the students received an honors pin to recognize their academic achievement.

Thanks to everyone who helped make this event a success – **Donna Brunne, Melinda Moore, Daryl Beard, Scott Bohandy, Mike Hatcher, Travis Hopkins, Quent Kardos, Karim Schuyler, Arla Webb, security, plant operations, housekeeping, and the Welcome Center**.

### **Job/Career Fair**

On Friday, March 28, the office of counseling and career services hosted its annual spring job/career fair. The fair was well attended with **74 registered employers** and approximately **600 job seekers!** Several new employers attended this spring's event including ACC Telecom and Rsignia. Counselors were also on hand to review resumes for participants. Job seekers can continue to identify job leads through the HCC Jobs Online database going to <http://www.collegecentral.com/howard>. Overall evaluation survey feedback indicated a high satisfaction with the quality of the event. Kudos go to **Mary Fuller, Suzie Friedman, Sheri Hawes, Ann Kukulies, Betsy Lew, Janice Marks, Paul Martin, Tonya Osmond, and Irma Rosado**. A big thank you to the **student and community volunteers** who kept this event running smoothly. Also, the job/career fair planners always count on and appreciate the significant contributions of the **business office, housekeeping, plant operations, print shop, and security**.

### **Student to Intern**

One of **Kathy Criston's** German students, **Michael Rothleutner**, has been accepted into a three-month work immersion study program (WISP) internship, which awards community college students the opportunity to further their language skills, learn about culture and intern in the field they are studying. Michael will spend this summer in Germany!

### **Test Center**

The test center provides the college community and members of the larger community with secure, accessible, and professional testing services and resources. Among the exams administered by the test center are academic, placement and professional certification exams, including the College-Level Examination Program (CLEP), DANTES Subject Standardized Test (DSST), and Microsoft Office Specialist (MOS). The test center is an authorized Prometric testing center and a Pearson VUE testing center and administers industry-based certification examinations for information technology (IT). It also offers proctoring services for students attending other national and international postsecondary institutions. In FY08, the test center will administer approximately 25,000 exams. It has increased its volume by approximately 11 percent in each of the last three years.

Pearson VUE delivers over four million high-stakes tests a year across the globe for clients in the licensure, certification, academic admissions, regulatory, and government testing service markets. It boasts the world's leading test center network, with over 5,200 test centers in 162 countries.

Recently, a "secret shopper" from the corporate office came to the Howard Community College Test Center. The purpose for this visit was to ensure that all policies and procedures for VUE testing were practiced correctly, and that the overall experience at the site was a pleasant one. The test center received an award for outstanding achievement after scoring 100 percent in all three areas of the national inspection, which included facilities, security, and customer service.

The test center has also been recognized by the National College Testing Association (NCTA) as a model test center for national and international examination services.

Congratulations and thank you to all of the staff at the test center – **Rickie Coffey, Elaine Ott, Eli Stav, Caroline Wood, Buck Setter, Olanda Dupleich, Irma Rosado, Clif Quinn,**

and **Nancy Pickard** – for doing such a great job and achieving these well-deserved honors!

### **Veteran's Information Session**

On Thursday evening April 3, 2008, HCC hosted an information session in the Transfer Center for veterans of the Armed Forces and their dependents. The session was one component of a special initiative to assist and support those who have served our nation through the military, particularly veterans of the Iraq and Afghanistan conflicts. The initiative was launched earlier in the year.

Attendees included members of a Maryland National Guard unit that has just returned from Iraq, active duty personnel preparing for transition to civilian life, and the spouse of an active duty Army officer interested in HCC's overall services for veterans, active duty military, and dependents. The attendees received an overview of HCC, the admissions process, academic programs, student services, veterans affairs, and numerous ways to pay for college. Student speaker and veteran, **Roxanna Berkheimer**, spoke about her experiences at HCC and her reasons for traveling from another county to attend here. A wide range of materials was provided and several college staff attended to provide additional information. Special thanks to **Marie Janiszewski, Emily Owen, Olayta Rigsby, Martha Sunderland** and our student speaker for their presentations and to **Laura Cripps, Suzie Friedman, Barbara Greenfeld, Janice Marks, Joe Mason, Kathy McSweeney, Cindy Peterka, and Jane Sharp** who also participated that evening. The rest of the committee for this initiative includes **Randy Bengfort, Judi Bulliner, Dave Buonora, Mary Beth Furst, Tom Glaser, Patty Keeton, and Rick Pollard**. To learn more about HCC's services for veterans, active duty military and their dependents, go to: <http://www.howardcc.edu/admissions/apply/veteranadm/index.html> or <http://www.howardcc.edu/admissions/pay/>.

### **Math Awareness Week**

Each year, math awareness week highlights the connections between mathematics and another field. The theme of "Mathematics and Voting" was both timely and interesting. More than 100 students and 23 employees attended the speaker session held on April 2. Dan Ullman from George Washington University provided a humorous presentation on the quest for a perfect voting system and Mary Batcher, a statistician from Ernst and Young, provided a more sobering description of the use of statistics to audit our current process. Thanks to **Betty Anderson** for arranging for these two great speakers! Betty was also responsible for checking the 109 submittals to the daily puzzles.

On Thursday afternoon the galleria was overflowing with spectators and participants, as 24 teams participated in the math awareness competition. Question categories included topics related to the electoral college, voting processes, ecology, and everyday financial situations. Prizes were awarded to the top six student teams. The first place team included **Wesley Myers, Ethan Myers, Stuart Knazik, and Wendy Alberg**; the second place student team included **Alexei Beresnev, Amber Butler, Laura Powell, and Aaron Criss**. The competition was also supported by employees on the learning assistance center tutors team, president's team, and two faculty teams. The faculty teams captured 2<sup>nd</sup> and 3<sup>rd</sup> place in the overall scoring! Thanks to **Betty Anderson, Russ Baker, Guy Bunyard, John Esenwa, Catherine LeFerriere, Paula Mikowicz, Jenny Penniman, Bernie Sandruck, Consuelo Stewart, and Serah Zaw** for putting together this great event!

## **Diversity Week**

April 7-11, 2008, was diversity week. There were numerous events and activities available for students, faculty, and staff to attend and to gain new insights and perspectives on a variety of social, cultural, and historic issues. The members of the diversity committee are committed to helping us remember and reflect on the diverse perspectives of thoughts, ideas, experiences, and beliefs found on campus and in the larger community. I would like to sincerely thank the diversity committee for all of the hard work they put into sponsoring this year's Diversity Week. The diversity committee members are **Todd Allen, Llatetra Brown, Ruth Eichorn, John Esenwa, Greg Fleisher, Melodie Gale, Rita Guida, Farida Guzdar, Roger Hartman, Mike Heffren, Mike Heinmuller, Julie Jones, Janice Marks, Kimberly McNair, Karen Paris, Carol Parreco, Alissa Putman, Cynthia Sikorski, Eli Stav, KarylN Young, and student representative Ashleigh Pettus.** The committee would also like to acknowledge assistance during diversity week and throughout the year from the following individuals and departments: **Darryl Allen, Dave Beaudoin, Schnell Garrett, Tracie Palm, the audiovisual staff, housekeeping, plant operations, security, Sodexo, television studio, and the Welcome Center.**

## **Letter about a Good Samaritan**

"My name is Supryia Ray, and I am an ESL instructor in the Continuing Education dept. at HCC. I wanted to write and let you know about the incredible support that **Bonnie Printz** (Arts & Humanities Faculty) provided last week when I found myself stranded in the parking lot outside the Hickory Ridge Building with car trouble after teaching my night class. It was late Tuesday night--around 10 p.m.--and raining steadily, and there was no way my car was going anywhere, much less 25 miles back to Baltimore, where I live.

Bonnie, who was returning to her own car at the time, saw that I was having problems, came over, and called security for me. She then proceeded to stay with me until the problem was resolved, which took about an hour and a half. During this period, while I was on the phone on and off with my husband and AAA, Bonnie was extremely helpful and supportive; she even offered to drive me home if needed, an offer I particularly appreciated given the distance, the circumstances, and the fact that my husband and I only have one car.

I'm not sure if there's any means of recognizing Bonnie's exceptional efforts to help a colleague in need, but I wanted to let you know how much I appreciated her support in a very trying and unpleasant situation. We all like to think we would stop and help when someone needs it, but she really did!"

Thank you, Bonnie, for being such a great example to us all in showing human kindness!

## **Capital Projects Update**

### The Rouse Company Foundation Student Services Hall

The remaining punchlist items for the building are being completed including the signage package installation. 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 closeout.

### Athletic Fields Renovations

It was necessary to redesign the original duct banks around the athletic fields in order to correct the utility issues. While the work was anticipated to begin late March, inclement weather continues to delay the project. It is now anticipated the final work will begin by mid-April and be completed by May 2008.

Planning meetings for the last phase of the athletic fields renovations are being scheduled in April. 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 80 percent complete and that area is proposed to be finished at the beginning of May. The television studio and media arts areas are scheduled to move to the new areas beginning the week of May 12. Construction remains on schedule and the college is working with the contractors to finalize the move dates for the remaining departments.

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 recently developed the guaranteed maximum price (GMP) and is completing the add-alternates list. Following approval of the GMP by the board, the college will request state participation for the construction phase of the project to be submitted to DGS in May for the next Board of Public Works (BPW) meeting in June 2008. 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 underway. 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. Additionally, the engineers are completing plans to incorporate the geothermal energy principles that will enhance building efficiency, decrease operating costs, and provide an environmentally and socially responsible educational facility.

It is anticipated that the barn renovations will be completed by summer 2009. The architects, contractor, and college staff continue to working closely to resolve issues and move the project forward.

### Children's Learning Center Renovations

The construction phase is underway and the contractors are on-site. Construction is scheduled for completion 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;
- On-going campus-wide ADA modifications;
- Rad Tech lab renovations underway in N200 anticipated to be complete for usage summer 2008; and
- Permitting is in progress for the installation of two modular classroom buildings to be placed in the Hickory Ridge parking lot.

Recently completed:

- Science and technology building lab conversion completed and occupied;
- Science and technology building classrooms conversion completed and occupied; and
- Installation of new carpet on second floor of the science and technology building.

**D – Board Member Comments**

## **E – Approval of Minutes**

1. March 26, 2008, Work Session
2. March 26, 2008, Regular Session

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
WORK SESSION MINUTES  
March 26, 2008**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, March 26, 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 Mary B. Tung. Trustee Katherine K. Rensin called into the meeting from off-campus. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustee Louis G. Hutt, Jr. was absent.

**I. Introduction of New Employees**

No new employees were in attendance to be introduced.

**II. Information Update: Learning Outcomes Assessment**

Wayne Swann, adjunct faculty, business and computer division, introduced the learning outcomes presentation related to his new course, *Taking Innovation to Market – ENTR-215*. Students David Dawes, Elizabeth Ding, Jimmy Compton, Leo Carelle, S.P. Garcia, Jason Lee and Peter Modin talked about their project *AeroCate with Terrabeam Technology* developed through the NSF partnership grant. Dr. Nidhi Srivastava, the research associate who supported this project, was introduced by Zoe Irvin.

Benjamin Myers, assistant professor of music, arts and humanities division, presented his learning outcomes project on *Developing and Implementing an Assessment Instrument for Applied Music Majors*. Carie Mellies, research associate, supported this project.

Final reports from both projects were shared with the board.

The work session adjourned at 6:50 p.m.

The above constitutes the official minutes of the March 26, 2008, work session of the Howard Community College Board of Trustees as approved on April 23, 2008, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
REGULAR SESSION MINUTES  
March 26, 2008**

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, March 26, 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 7:00 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. Trustee Katherine K. Rensin called into the meeting from off-campus. Kathleen B. Hetherington, secretary-treasurer, was also present.

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

Chair Huddie asked for item G-5 Legal Fees to be moved to discussion item H-1.

*A recommendation to approve the March 26, 2008, agenda as amended, was moved by Trustee Dillow, seconded by Trustee Hutt, and unanimously approved.*

**B. Board Priority Items**

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

Zoe Irvin, executive director of planning, research and organizational development, gave an overview. Board members provided feedback and affirmed the design of this core end and accepted the report on its key performance indicators.

**2. Financial Statements**

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

**C. President's Report**

President Hetherington announced that Dave Buonora, director of government affairs and resource development, would be leaving HCC to take a new position at a national association in Washington D.C. The board commended Mr. Buonora on his work in legislative relations at the county and state levels. President Hetherington announced a gift of \$50,000 from Howard County General Hospital in support of Howard, Carroll, and Frederick Community Colleges' health sciences project in Mt. Airy. She also announced that the HCC

health sciences division has been selected to receive the Horizon Foundation Award for Health Education at its annual awards breakfast on June 5. She mentioned that Jerry Casway, professor, history; division chair, social sciences/education; director, Rouse Scholars program, was featured in the April/May issue of *Irish America* in the writers and media column and Genie Wessel, adjunct faculty in the health sciences division, was featured in the National Aquarium newsletter as a volunteer who “credits her employer, Howard Community College, for encouraging her to continue to grow and learn.”

President Hetherington also mentioned that she received a note from Howard County’s chief of police, William McMahon, applauding the college and members of our faculty and staff who have worked on the Associate of Applied Science (AAS) degree in police science. Ron Roberson, Jerry Casway and Patrick O’Guinn were acknowledged. Tom Glaser, vice president of information technology, who was recognized at last month’s board meeting on his selection as SmartCIO by *SmartCEO* magazine, was presented with a certificate of recognition. In commemoration of the 40<sup>th</sup> anniversary of the assassination of Dr. Martin Luther King, Jr., Dr. Freeman Hrabowski, president of University of Maryland Baltimore County, will speak to HCC students and staff on April 15 about his own experiences as a child involved in the civil rights movement.

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

Trustee Rensin thanked Dave Buonora for his work with legislative relations and wished him well in his next position; she congratulated Tom Glaser on his selection as SmartCIO; she thanked the board and the president for the flowers she received during her recent illness; and she mentioned that she liked the coordinated t-shirts worn by the Silas Craft Collegians at the Hunan Manor event.

Trustee Hutt commented that the Hunan Manor event is an extraordinary community event.

Trustee Dillow thanked the board and the president for the flowers sent to her mother during her recent illness; she said the individual comments made by the Silas Craft Collegians at the Hunan Manor event was a good idea; she congratulated Tom Glaser; and she extended good wishes to Dave Buonora in his next position.

Vice Chair Truby commended Dave Buonora on his work with legislative relations and said he has enjoyed working with him; he commended Tom Glaser on his recognition by *SmartCEO* magazine two years in a row; he commented that the Hunan Manor event has become a community institution; and he said that he was awed by the learning outcomes projects and the creative thinking behind the core ends discussion. Following up on the president’s announcement of the health sciences division receiving the health education award from the

Horizon Foundation, he mentioned that he serves on the selection committee of the Horizon board and the decision was unanimous. He encouraged a good turnout from HCC for the awards ceremony at the Howard County Conservancy on June 5, 2008.

Trustee Tung related an incident where she overheard high school students discussing why HCC is a good choice for the freshman and sophomore years. She thanked Dave Buonora for his work at HCC and commended Zoe Irvin and her staff for their work on board ends.

Trustee Doyle commended Dave Buonora and thanked him for his help when he was a new board member. He said he was impressed by the outcomes assessment reports and was looking forward to his first HCC commencement in May.

Chair Huddle also commended the learning outcomes assessment presentation; he related an incident where he was waiting to be seated at a restaurant and saw someone wearing an HCC t-shirt who said she was very happy to be a student and employee at HCC; and he also talked about the reduction in state funds and the textbook legislation.

#### **E. Report of the Audit and Finance Committee**

Chair Huddle reported that the committee had interviewed a new audit firm, SB & Company, LLC.

*A recommendation to accept the audit and finance committee's recommendation to award the audit contract to SB & Company, was moved by Trustee Hutt, seconded by Trustee Dillow, and unanimously approved.*

#### **F. Approval of Minutes**

*A recommendation to approve February 27, 2008, work session and regular session minutes, was moved by Trustee Truby, seconded by Trustee Hutt, and unanimously approved.*

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

1. Proposed new hires;
2. Audit areas for review;
3. Maryland Education Enterprise Consortium adobe purchase agreement awarded to Bell Industries;
4. Information technology security audit awarded to Presidio Networked Solutions, Inc. in the amount of \$33,000;
5. ~~Legal Fees~~; moved to discussion item H1
6. Commencement and nursing pinning expenses awarded to Party Plus in

- the amount of \$73,129;
7. Radiology laboratory construction awarded to Emjay Engineering (\$41,010), Chesapeake Medical Systems (\$10,874), Reedy Electric (\$49,880);
  8. Greenhouse gas emissions professional consulting services awarded to Lorax Partnerships, LLC, not to exceed \$61,500;
  9. Continuing education furniture purchase awarded to Douron in the amount of \$31,502.79;
  10. Audit firm awarded to SB & Company, LLC in the amount of \$32,400; and
  11. Waiver of application fee for police recruits.

*A recommendation to approve the consent items with item G5 Legal Fees removed, was moved by Trustee Rensin, seconded by Trustee Dillow, and unanimously approved.*

## **H. Discussion Item**

### **1. Legal Fees**

Chair Huddle explained to the board that the requested increase is expected to cover expenses through the end of the fiscal year.

*A recommendation to approve an increase of \$50,000 for Howard Community College Educational Foundation and \$210,000 for Howard Community College for a grand total of \$360,000 in legal expenses through June 30, 2008, was moved by Trustee Truby, seconded by Trustee Hutt, 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, 6:00-8:00 p.m. – Alumni Social  
April 9, 6:00 – 8:00 p.m. – Board Social for current and former boards  
April 15, 12:00 noon – Diversity Event with Dr. Freeman Hrabowski  
May 5, 6:00 – 9:00 p.m. Dinner with CCID visiting team  
May 23, 8:30 – 10:00 a.m. Audit and Finance Committee Meeting rescheduled from May 14

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 March 26, 2008, regular meeting, was moved by Trustee Truby, seconded by Trustee Dillow, and unanimously approved.*

The regular meeting was adjourned at 8:25 pm.

The above constitutes the official minutes of the March 26, 2008, regular meeting of the Howard Community College Board of Trustees as approved on April 23, 2008, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

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

## G-1 Issue Bin

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

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

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

<b>Committees</b>	
Audit and Finance	Patrick L. Huddie, committee chair; Katherine K. Rensin; Mary Beth Tung
Legislative and Community Relations	T. James Truby, committee chair; Roberta E. Dillow; Louis G. Hutt, Jr.

### ◆————— Recommendation —————◆

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

## G-2 Board Calendar

Date	Event	Tentative Agenda Items
<b>April 2008</b>		
April 26, 2008 Saturday 7:00 -10:00 pm	Vino Scholastico  <i>RCF-400</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li>Tickets cost \$75 per event.</li> <li>A ticketed special pre-tasting event with Danny Haas will be offered from 6:00 – 6:45 p.m. Cost is \$75 for the pre-tasting event.</li> </ul>
April 30, 2008 Wednesday 1:30 – 3:00 pm	Silas Craft Collegians Graduate and Transfer Recognition Ceremony <i>Kittleman Room</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> </ul> <p style="text-align: right; color: purple;"><b>NEW!</b></p>
<b>May 2008</b>		
May 2, 2008 Friday 6:30-9:00 pm	Student Awards Banquet  <i>Sheraton Columbia</i>	<ul style="list-style-type: none"> <li><b>Welcome from Board Chair</b></li> <li><b>Trustees invited and participate in presenting awards</b></li> </ul>
May 5, 2008 Monday 6:00 pm	Community Colleges for International Development (CCID) Site Visit <b>Dinner</b> <i>Sheraton Columbia</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li>John Halder, CCID President/ Executive Director, and Dr. Arthur Scott, President, Northampton Community College will be the visiting team.</li> </ul>
May 16, 2008 Friday 11:00 am	Nursing Recognition Ceremony <i>HCC Campus/Grand Prix Field</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> </ul>
May 16, 2008 Friday 2:45 pm	Reception for Platform Party <i>RCF – 400</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> </ul>
May 16, 2008 Friday 4:00 pm	Commencement <i>HCC Campus/Grand Prix Field</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li><b>Board Members Confer Degrees</b></li> </ul>
May 22, 2008 Thursday 12:00 noon	Pre-Convocation Lunch  <i>RCF-400</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li><b>Lunch Preceded by Innovation Fair</b></li> <li><b>Trustees' Award for Outstanding Service to Howard Community College Presentation</b></li> </ul>
May 22, 2008 Thursday 1:30 pm	Convocation  <i>RCF-400/401</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li><b>Welcome from Board Chair (1:30 pm)</b></li> <li>Recognition event for retired employees, degree recipients, and new employees.</li> </ul>
May 22, 2008 Thursday 3:45 pm	<b>Dragon on the Quad Unveiling</b>  <i>Quad</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li><b>Ribbon Cutting, Speeches, Student Musical Presentation</b></li> <li><b>Followed by Dessert Reception (Café/Patio)</b></li> </ul>


Date	Event	Tentative Agenda Items
May 23, 2008 Friday 8:30-10:00 am	Audit and Finance Committee <i>Café on the Quad – RCF-120B</i>	<ul style="list-style-type: none"> <li>Quarterly Sole Source Report (January – March)</li> <li>Meeting with Auditors (FY08 Report)</li> <li>Year-end Purchases</li> </ul>
May 28, 2008 Wednesday 6:00 pm	Work Session	<ul style="list-style-type: none"> <li>Introduction of New Employees</li> <li>Informational Tour: Crisis Communications</li> </ul>
	Regular Meeting	<ul style="list-style-type: none"> <li>FY10 Vision, Mission, Values, and Strategic Goals</li> <li>FY09 Faculty Appointments</li> <li>Election of FY09 Board Officers</li> <li>Authorization for Board Chair to Approve on Behalf of Board until next Regular Meeting</li> </ul>
	Closed Session <i>RCF-400</i>	<ul style="list-style-type: none"> <li>Review President's Contract</li> </ul>
<b>June 2008</b>		
June 5, 2008 Thursday 8:00 am	Horizon Foundation Breakfast <i>Howard County Conservancy-Gudelsky Center</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li>HCC's Health Science Division Receiving Award</li> </ul>
June 9, 2008 Monday 8:30 am	Board Retreat <i>Belmont</i>	<ul style="list-style-type: none"> <li>Agenda – TBD</li> <li>Time - TBD</li> </ul>
<b>September 2008</b>		
September 4, 2008 Thursday TBD	Rouse Scholars Presidential Reception <i>Room TBD</i>	<ul style="list-style-type: none"> <li><b>Welcome from Board Chair</b></li> <li>Trustees and spouses/guests invited</li> <li>Dinner served</li> </ul>
September 12, 2008 Friday 6:00 – 9:00 pm	Major Donor Party <i>Location: TBD</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li>Major donors will be invited</li> <li><b>Remarks by Board Chair</b></li> </ul>
September 20, 2008 Saturday 10:00 am – 4:00 pm	21 <sup>st</sup> Annual Columbia Classic Grand Prix <i>HCC Grounds</i>	<ul style="list-style-type: none"> <li>Trustees and Spouses/Guests Invited</li> <li>Major Community and Fundraising Event</li> </ul>

Notes:

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

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

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

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

Red denotes information change from original posting.

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



## G-4 Personnel Summary

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

**Purpose:** Disclosure to the board

**Timeline:** March 2008

### ◆———— Recommendation —————◆

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

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

**March 1, 2008 – March 31, 2008**

*Section I – Change in Status*

**SPECIAL ASSIGNMENT**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	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

**POSITION CHANGE**

Old Title	New Title	Department	Old Grade	New Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Acting Division Chair, English & World Languages; Associate Professor, ESL*	Associate Division Chair, English & World Languages; Associate Professor, ESL	English & World Languages	Division Chair	Associate Division Chair	\$72,539-\$116,062	\$82,425	Svacina, Jean	3/03/08

\*End of Acting Division Chair Special Assignment

**PHASED RETIREMENT**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	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
Benefits Manager	Human Resources	N/A	N/A	N/A	N/A	Heckler, Sharon	3/08

**SEPARATIONS**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Inventory/Grants Coordinator	Finance	N/A	N/A	N/A	N/A	Zhang, Qingling	3/07/08

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

**March 1, 2008 – March 31, 2008**

*Section II – Leaves*

**SABBATICAL LEAVE**

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

**LEAVE WITHOUT PAY**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
Tyler-Smith, Elviria	Housekeeper	3/19/08	3/28/08
Durham, Cindy	Program Manager, Professional Development and Training	2/20/08	Undetermined