



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

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November 28, 2007  
The Rouse Company Foundation Student  
Services Hall – 6:00 pm

# GROUND RULES

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

# Howard Community College's *Dragon Principles*

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

We pledge to...

Be friendly

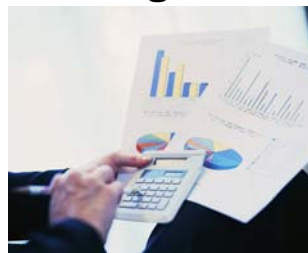
Be helpful to our students and community

Be considerate of each other



And we pledge to...

**Gather, analyze, manage, and  
improve data, information, and  
knowledge assets**



**Board of Trustees**  
**November 28, 2007**  
**The Rouse Company Foundation Student Services Hall**  
**Room 400**

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

- I. Introduction of New Employees
- II. Recognition of Fall Athletic Teams
- III. Introduction of Cross-Functional Team Leaders
- IV. Howard Community College Educational Foundation Annual Report
- V. Informational Tour: Computer Forensics

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

- A. Approval of November 28, 2007, Agenda
- B. Board Priority Items
  1. Board Core End: Information and Analysis
  2. Fiscal Year 2009 Legislative Agenda
  3. Disbursement of Funds Agreement with Howard County for the Belmont Inn and Conference Center Barn Renovations Project
- C. President's Report
- D. Board Member Comments
- E. Report of the Audit and Finance Committee
- F. Report of the Legislative and Community Relations Committee
- G. Approval of:
  1. October 24, 2007, Work Session Minutes
  2. October 24, 2007, Regular Session Minutes
- H. Consent Items
  1. Proposed New Hires
  2. Fiscal Year 2009 Sabbatical Leave Recommendations
  3. December 2007 Graduates
  4. Fiscal Year 2009 Proposed Fee Changes for Courses
  5. Application Fees for the Clinical Radiologic Technology and Cardiovascular Technology Programs
  6. Consulting Agreement for Rep Stage
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  9. Nursing Supplies
  10. Athletic Fields Phase IV, Change Order 6
  11. Cooling Tower Refurbishment Contract
  12. Science and Technology Building Lower Level Renovation Furniture for Lab "A", Lab "B" and Prep Room Change Order 1
  13. Fiscal Year 2009 Capital Budget
- I. Information Items
  1. Issue Bin
  2. Board Calendar
  3. Agreements Signed by the Board Chair Disclosure

4. Financial Statements
5. Full-time/Part-time Enrollment Ratios by Division
6. Personnel Summary

**Closed Session**

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

For the trustees' information, newly hired employees approved by the board at its October 24, 2007, meeting will be introduced to the trustees by Dr. Hetherington and area vice presidents.

## **II – Recognition of Fall Athletic Teams**

### **Group being Introduced:**

The Howard Community College (HCC) men's soccer and cross country teams, women's soccer and volleyball teams, the All-Region and All-American performers, and their coaches.

### **Background:**

The men's soccer team, under head coach Stefan Draganov, finished sixth place overall in the Region XX conference. Student athlete Ameen Hady was named to the National Junior College Athletic Association (NJCAA) Division III All-Region Men's Soccer team. Also named to the All-Region team were student athletes Mike Carey and Jason Parfit, who also received All-Maryland JUCO honors.

At the national cross-country conference held at Suffolk Community College in New York, the men's cross-country finished twelfth overall in the Region XX conference. Student athlete Colin Fearn, a freshman, placed fourth overall, which earned him All-American status. Colin's place was the highest finish by any HCC runner at the cross-country championships in HCC history.

The women's soccer team, under head coach Kate Seagroves, has won both the Region XX Championship by defeating Montgomery College, Rockville campus, and the District Championship by defeating Springfield Technical Community College. The women's soccer team is currently ranked third in the nation. They traveled to Herkimer, NY for the NJCAA Division III National Championships on November 10 – 11, 2007. They lost to Broome Community College and in the consolation game, tied Richland Community College from Texas in regulation, thus finishing fourth overall. Student athletes Emily Birzak and Whitney Rhodes were selected to the tournament All-American team and received All-Maryland Junior College Conference (JUCO) honors. Students Stephanie Settle and Ashley Wendler also received All-Maryland JUCO honors. In addition, these student athletes, along with Sarah Lloyd and Laura Iriarte-Miguel, also received All-Region XX honors.

Women's volleyball is ranked fifth in the conference with a 7-4 record. They lost in the Region XX first round tournament against Montgomery College, Rockville campus in the consolation to finish fourth. Sophomores Crystal D'Amore and Danielle Helwig were both named to the NJCAA Division III All-Region and the All-Tournament teams.

The teams and their coaches will attend the November 28, 2007, meeting of the board so that the trustees may have the opportunity to acknowledge the teams' success.

### **III – Introduction of Cross-Functional Team Leaders**

Cross-functional teams at Howard Community College are represented by the following:

**Curriculum and Instruction**

Chair  
Sharon Lyon

**Health and Safety**

Chair  
Robert Marietta

**Diversity**

Chair  
Kimberly McNair

**Professional Development**

Co-Chairs  
Todd Allen  
Stephen Horvath

Vice Chair  
Cindy Durham

**Salary and Benefits**

Co-Chairs  
Daniel Friedman  
Yoseph Gutema

**Enrollment Management**

Co-chairs  
Randall Bengfort  
Barbara Greenfeld

Vice Chair  
Anna Hamilton

**Facilities and Sustainability**

Co-Chairs  
Michelle Bilello  
Robert Marietta

**Technology**

Chair  
Richard Pollard

The leaders of these groups are responsible for representing the college's employees in matters related to the various groups. At the November 28, 2007, board of trustees' work session, the 2007 – 2008 leadership of the cross-functional teams will be introduced to the trustees by their president's team liaisons.

## **IV – Howard Community College Educational Foundation Annual Report**

**Background:** The Howard Community College Educational Foundation (HCCEF), Inc. provides an informational report to the Howard Community College Board of Trustees once a year. At the November 28, 2007, meeting of the trustees, a representative of the HCCEF will provide an additional update of current activities.

### ◆———— Recommendation —————◆

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



HOWARD  
COMMUNITY COLLEGE  
EDUCATIONAL  
FOUNDATION, INC.

*You Can Get There From Here.*

# **Annual Report to the Howard Community College Board of Trustees**

Presented  
November 28, 2007

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# Summary of Foundation Highlights for Fiscal Year 2007

## **General to the HCC Educational Foundation**

1. Net asset base of \$9,149,934, up from \$6,066,352 in FY06
2. Private gifts totaled \$4,475,644, up from \$1,756,910 in FY06
3. Special events generated gross revenue of \$747,319, up from \$595,473 in FY06
4. Net profit from specific events include:
  - Grand Prix - \$182,000
  - Hunan Manor Event - \$21,410
  - President's Gala - \$6,000
  - Vino Scholastico - \$15,000
5. Grants, competitive and non-competitive, generated revenue of \$6,096,110, up from \$5,909,360 in FY06
6. Overall support provided to HCC for scholarships and programs equaled \$1,465,097, down from \$1,867,799 in FY06. (This \$402,702 difference is the amount of pledge payments received in FY06 over FY07 and paid to the college for the construction of the Horowitz Center.)
7. In-kind donations totaled \$236,048, up from \$56,444 in FY06

## **Specific to the Capital Campaign (July 1, 2000 – June 30, 2007)**

1. Raised \$14,290,578 to surpass the original goal of \$12 million compared to having raised \$10,203,044 in FY06
2. Total in-kind donations totaled \$2,360,865 compared to \$2,024,147 in FY06
3. Faculty and staff contributions totaled \$363,470 representing a 44% overall participation rate compared to \$297,338 and 43% in FY06
4. Total of \$3,216,108 was raised for the construction of the Peter & Elizabeth Horowitz Visual and Performing Arts Center compared to \$2,714,361 in FY06

## **State Matching Funds** (Private Donations Incentive Program)

From July 1, 2000, through June 30, 2007, \$199,381 was received from the state match program that began in FY 2000; \$50,657 is still due to various HCCEF endowments.

## **Campaigns Contributions by Constituency Type**

(July 1, 2000 – June 30, 2007)

Employees	\$363,470
HCCEF Board	\$1,431,575
HCC Trustees	\$50,225
Community Organizations	\$707,664
Retirees	\$3,655
Individuals	\$1,646,699
Corporations	\$2,347,307
Foundations/Grants (Private)	\$4,839,499
HCC Alumni	\$149,717
HCC Departmental Contributions	\$327,854

## **Campaign Contributions by Project**

(July 1, 2000 – June 30, 2007)

### **Endowments**

	<b>Funds Raised</b>
Silas Craft Collegians Endowment	\$154,864
Rouse Scholars Endowment	\$189,134
Health Careers Scholars Endowment	\$12,400
Students with Learning/Physical Disabilities Endowment	\$305,145
Science, Math, Engineering and Technology Endowment	\$41,295
Other Endowment Funds	\$1,094,124
Charles Ecker Scholarship Endowment	\$57,272
Non-endowed Scholarships	\$910,314

### **Buildings**

Visual and Performing Arts Center	\$3,216,108
Student Services Building	\$7,945
Athletic Fields	\$354,915
Children's Learning Center	\$185,671

### **Other Designations**

(scholarships, unrestricted funds and programs, state technology match)	\$5,400,525
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### **In-kind Donations**

	\$2,360,865
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<b>TOTAL</b>	<b>\$14,290,578</b>
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## Summary of Foundation Goals for Fiscal Year 2007

- Increase private giving to endowments and scholarships – **private giving increased 155% from FY06.**
- Increase public giving to college programs through federal, state and local grants – **grants increased 3% from FY06.**
- Implement the President's Circle recognition society – **inaugural meeting took place in April 2007; Legacy Society, for planned gifts, met in January 2007.**
- Continue to increase the diversity of the Foundation Board – **six new members were added. The strategic plan listed two categories: members that are under-40 and diverse ethnicity. Of the six new members, one was an under-40 male and the other an African-American male.**
- Research and purchase prospect software – **researched several software products and contracted with Wealth Engine.**
- Research and purchase new integrated development software for donor database and accounting systems for the Foundation – **Colleague Advancement to be purchased by HCC and implementation to occur through FY08 and FY09.**
- Design and implement a new strategic plan – **with the assistance of a new committee, a new plan was designed and is being implemented in FY08.**
- Continue the documentation of all named gifts – **in process**
- Implement and increase annual giving with all stakeholders – **in process**
- Celebrate the opening of the Peter and Elizabeth Horowitz Visual and Performing Arts Center – **President's Gala in December 2006 celebrated the opening and raised an unexpected \$6,000.**
- Research the inclusion of an additional major fundraiser – **Vino Scholastico was implemented in FY07 and will continue as an additional fundraiser for the Foundation.**

## **Additional Activities the Development Office and Foundation Were Involved in During Fiscal Year 2007**

- Major Donor Party
- Nursing Recognition Ceremony (RN and LPN programs)
- Commencement Ceremony
- Distinguished Alumni Program (6 new members added in FY 2007)
- Rep Stage Receptions with Donors
- Horowitz Center Ribbon Cutting
- President's Gala Grand Opening of Horowitz Center
- The Rouse Company Foundation Student Services Hall Ribbon Cutting
- Parking Garage Ribbon Cutting
- Vino Scholastico Wine Tasting Event
- Columbia Classic Grand Prix
- Silas Craft Collegians Program Fundraiser hosted by Hunan Manor Restaurant
- Student/Donor Luncheon
- Implemented the President's Circle recognition society and held inaugural meeting
- Implemented the Legacy Society and held inaugural meeting
- Friends of Mary Ellen Duncan Luncheon
- Cinco de Mayo Duncan Retirement Party
- Researched prospect management software systems and forwarded final decision for FY08 purchase
- Designed a new strategic plan
- Foundation Committees: Executive, Finance & Investment, Education & Marketing, New Ventures, Alumni, Silas Craft/Hunan Manor, Nominating, Strategic Planning, Grand Prix, Athletics, Arts, Rep Stage/Theatre and Capital Campaign

## Proposed Foundation Goals for Fiscal Year 2008

- Raise \$400,000 in private giving to endowments
- Raise \$600,000 in private giving to scholarships
- Raise \$2.5 million through public giving to college programs through federal, state and local grants
- Continue to convene the President's Circle and Legacy Society recognition societies
- Continue to increase the diversity of the Foundation Board
- Implement new strategic plan
- Research possible new investment management with University System of Maryland Foundation
- Purchase prospect software and use in cultivation of new donors and stewardship of existing donors
- Begin implementation of integrated development software for donor database and accounting systems for the Foundation through purchase of Datatel Colleague Advancement
- Continue the documentation of all named gifts
- Implement and increase annual giving with all stakeholders
- Celebrate the opening of The Rouse Company Foundation Student Services Hall with the President's Gala
- Hold bi-annual alumni New York City bus trip
- Implement and hold the inaugural social/HCC update/soft ask for former HCCEF directors and Board of Trustees board members
- Assist with the president's inauguration activities and installation event
- Continue with existing fundraising events: Columbia Classic Grand Prix, Silas Craft Collegians/Hunan Manor Fundraiser, Vino Scholastico, Rep Stage receptions with donors
- Assist with Mary Ellen Duncan Hall naming event

## **VI – Informational Tour: Computer Forensics**

**Department:** Science and Technology  
Social Sciences and Teacher Education

Patrick O’Guinn, Professor of Criminal Justice  
Vinitha Nithianandam, Professor of Technology

**Core Work Mission:** The mission of the social sciences/teacher education division is to provide a variety of general education, social and behavioral science, and education courses that are required for the mastery and fulfillment of degree and certificate work at Howard Community College (HCC). The social science/teacher education disciplines contribute a significant number of the college’s core transfer courses. These courses emphasize specific aptitudes like critical thinking skills, cultural diversity experiences and writing intensive skills. In teacher education, the college provides the first two years of courses required for transfer to a four-year college teacher education program in accordance with the new associate of arts in teaching (AAT) degrees. Forty-five hours of field experience in HCC’s partnership schools are provided for all teacher education transfer students. Teacher certification courses, except student teaching, are offered for Maryland State Department of Education (MSDE) licensure. The division also promotes multiple deliveries of these courses through the medium of interactive, on-line, weekend, fast track, custom class, and telecourse and honors courses.

The mission of the science and technology division is to initiate and develop curricula for those students who seek to transfer to a baccalaureate degree program, as well as those who seek technological skills for immediate employment. The curricula focus on the fundamental scientific principles and problem-solving techniques, which are essential for future student success in their courses. The division provides a variety of general education, biological and physical science, and technology courses that are required for the mastery and fulfillment of degree and certificate work at HCC.

**Background:** The computer forensics program is one of the two options in the college’s criminal justice program. The computer forensics option is for those students who plan to pursue entry-level careers in the emerging field of computer forensics or are seeking advanced skills in the examination and preservation of electronic evidence using computer forensics standards and documentation. Computer forensics involves the examination and preservation of electronic evidence for use in legal proceedings, administrative hearings, information technology, and business. Articulation has been established with the University of Baltimore, and it is recommended that students acquaint themselves with the course requirements of the institution to which they plan to transfer. Computer forensics is

a relatively new program option having been initiated in fall 2005. Because the program has elements of criminal justice and elements of technology, it was jointly developed by two departments in different academic divisions—a growing trend. Computer forensics is an emerging subject. The two faculty involved in the development of the program attended the following national training programs to learn the essentials of program and lab design:

### **Conferences Attended**

1.	NTI (Intro Computer Forensics), Oregon, spring 2005	32 hours
2.	NTI (Expert Witness Training), Oregon, spring 2005	24 hours
3.	Guidance Software (Encase Intro) fall 2005, VA	32 hours
4.	Guidance Software (Encase Intermediate), spring 2006, VA	32 hours
5.	X-Ways (File Systems Training), summer 2006, VA	16 hours
6.	Access Data Forensic Tool Kit (FTK) Bootcamp, VA	32 hours
7.	Paraben Cell Phone, PDA's and Handheld Devices, TN	32 hours
8.	Cyber Security Conference, Crystal City, VA	16 hours
9.	NIST-Techno Conference fall 2006, VA	16 hours
10.	Guidance Software (Encase Intrusion Detection I), summer 2007	32 hours
11.	Guidance Software (Encase Intrusion Detection II), 2007	32 hours
12.	NIST- Techno Conference, October 2007	16 hours

### **Certifications Obtained:**

New Technologies, Inc. (NTI) certification, certified handheld, cell phone, and personal digital assistant (PDA) examiner by Paraben

The two faculty have established a dedicated computer forensics lab where the courses are taught. For fall 2007, 48 students are enrolled in five computer forensics courses. This program is a demanding one that requires a high level of critical thinking and information technology skills. Professors Nithanandam and O'Guinn will give board members a tour of the computer forensics lab and introduce them to students engaged in hands-on activities.

### **Special Recognitions (Program and Individuals):**

Vinitha Nithanandam was the college-wide outstanding faculty person in FY07.

### **Future Plans and Goals:**

Staff plans to develop additional articulation agreements for HCC computer forensics students. Currently under consideration is Johns Hopkins University bachelor of science degree in digital forensics.

## **COMPUTER FORENSICS**

### **CFOR-101 Computer Forensics I**

3 Semester Hours

This course focuses on the emerging role of the computer forensics examiner, forensic evidence preservation and introduces students to computer forensic tools. This course provides a comparative study of information technology, evidence analysis, chain of custody, and data retrieval from computer hardware and software applications. Students will have hands-on laboratory experience using various computer forensic tools, evidence preservation techniques and documentation. (2 hours lecture, 2 hours lab)

### **CFOR-200 Computer Forensics II**

3 Semester Hours

This course is designed to cover advanced concepts in computer forensic analysis, and the development of investigative thinking and awareness. This course covers basic criminal law concepts, related national electronic laws, and sources of electronic information as it applies to computer forensics. Study of data hiding techniques, encryption and password recovery will also be covered. Students will have hands-on laboratory experience using various computer forensic tools, evidence gathering and documentation techniques. Prerequisite: CFOR-101. (2 hours lecture, 2 hours lab)

### **CFOR-210 Computer Forensics III**

3 Semester Hours

This course covers topics related to advanced concepts in computer forensics and cross validating electronic case data analysis using popular software tools recognized in the computer forensics field. Students will examine electronic communications laws related to PDA's, cell phones and laptop devices. Students will examine how PDA's, cell phones and laptop devices operate, store electronic data, and will become familiar with the major manufacturers of these electronic storage devices. Students will develop basic computer forensic interview techniques and skills. Students will have hands-on laboratory experience using various computer forensic tools and prepare evidence. Prerequisite: CFOR-200. (2 hours lecture, 2 hours lab)

### **CFOR-250 Computer Network Forensic Technology**

3 Semester Hours

This course will cover computer forensics examination process in a network environment. The OSI model, TCP/IP model and IP addressing will be discussed and the relationship and how these layered approaches relate to the computer forensics examination process. Students will determine how various network devices such as servers, hubs, switches and routers create log files that can be used for forensic examination. Students will examine various log files, port scans, and packet sniffers, etc., from network devices for computer forensic analysis. Students will have hands-on experience with actual computer networks in the lab using various forensics tools and devices. Prerequisite: CFOR-210. (2 hours lecture, 2 hours lab)

# Social Sciences - Programs of Study

## Criminal Justice

### An Arts and Sciences A.A. Degree Program (Transfer)

For Curriculum Information Contact the Social Sciences and Teacher Education Division—Room ST-149—410-772-4832

The Criminal Justice option is designed as a guide for students planning to transfer to a four-year institution to complete a bachelor's degree in Criminology/Criminal Justice. It is designed to prepare students who plan to ultimately serve the community on a local, state, or national level in the fields of law enforcement, parole and probation, juvenile justice corrections, law or criminal justice research. Articulation has been established with the University of Baltimore and the University of Maryland, College Park and it is recommended that students acquaint themselves with the course requirements of the institution to which they plan to transfer. Police academy graduates may also receive credit for prior learning and should contact criminal justice coordinator.

The Computer Forensics option is for those students who plan to pursue entry level careers in the emerging field of computer forensics or are seeking advanced skill in the examination and preservation of electronic evidence using computer forensics standards and documentation. Computer Forensics involves the examination and preservation of electronic evidence for use in legal proceedings, administrative hearings, information technology and business. Articulation has been established with the University of Baltimore, and it is recommended that students acquaint themselves with the course requirements of the institution to which they plan to transfer.

#### GENERAL EDUCATION CORE

#### Credits

**(General education core credits in excess of 36 will transfer as general electives or courses related to the major. Each student's total of general education and required courses must equal at least 60 semester hours of credit.)**

Composition	ENGL-121 College Composition I	3
	ENGL-122 College Composition II	3
Arts & Humanities	Literature Core Course (see p. 51)	3
	Fine Arts Core Course (see p. 51)	3
	SPCH-105 Fundamentals of Public Speaking	3
History	History Core Course (see p. 52)	3

Social Sciences	PSYC-101 General Psychology	3
	SOCI-101 Introduction to Sociology	3
Science	Science Core Courses (see p. 52; must include one course with lab)	7-8
Mathematics	MATH-121, 122, 131 or higher	3-5
Interdisciplinary	Interdisciplinary and Emerging Issues Core Course (see p. 53)	2-3

### REQUIRED COURSES RELATED TO MAJOR

Choose one of the options and complete all courses listed for the option.

#### Criminal Justice Option

Application Code 90a

CRIM-101	Introduction to Criminal Justice	3
CRIM-102	Introduction to Criminology	3
POLI-101	American Federal Government	3
POLI-102	State and Local Government	3
Criminal Justice	Any two courses with a CRIM-prefix	6
Social Sciences	History Core Course (see p. 52)	3
CMSY-110	Software Applications for Micros	3
		60-64
REQUIRED COURSES RELATED TO MAJOR		Credits

#### Computer Forensics Option

Application Code 90b

CRIM-101	Introduction to Criminal Justice	3
CRIM-102	Introduction to Criminology	3
CFOR-101	Computer Forensics I	3
CFOR-200	Computer Forensics II	3
CFOR-210	Computer Forensics III	3
CFOR-250	Computer Network Forensics Technology	3
CRIM-210	Criminal Evidence and Procedure	3
CRIM-190	Criminal Justice Internship	
	OR	
CRIM-201	Introduction to Criminal Law	3
		60-64

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**Closed Session**

## **B-1 Board Core End: Information and Analysis**

**Background:** This report addresses the board core end – *Information and Analysis*. HCC aligns its operations with the two Educational Excellence criteria for this category. Measures were selected by the board in 2003. The dashboard was introduced as a vehicle to summarize the information in 2005. Green ■ – signals that HCC is operating above the benchmark, yellow ■ – performance is at the benchmark, and red ■ – the operating level is still below the benchmark. Detail pages follow the dashboard. Any updates are indicated in **blue**. Information concerning benchmarks is in **purple**.

At its September 27, 2006, meeting, the trustees reset and approved all the current benchmarks for the most recent list of required Maryland Higher Education Commission (MHEC) indicators. Since these are five-year goals, most of the current flags will naturally be red. For this category, the visiting Maryland Performance Excellence Award team rated the college as operating within a higher scoring band than the national Baldrige examiners.

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

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

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

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

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

**Timeline:** Annual

### ◆————— Recommendation —————◆

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

### Category 4 - Information and Analysis

This category examines how the college selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets.





Source	Item	Current	Benchmark
External Quality Feedback	<b>Measurement, Analysis, and Improvement of Organizational Performance</b> <i>How does your organization measure, align, review, and improve student and operational performance data and information at all levels and parts of the organization?</i>	Baldrige 30-45%	30-45%
		MPEA 50-65%	
	<b>Information and Knowledge Management</b> <i>How does the college ensure quality and availability of needed data and information for faculty and staff, student, and stakeholders including its supplier and partners? Describe how your organization builds and manages its knowledge assets.</i>	Baldrige 30-45%	30-45%
		MPEA 70-85%	
MHEC	Performance at transfer institutions: a. Percent with cumulative GPA after first year of 2.0 or above	83.4%	85%
	b. Mean GPA after 1 <sup>st</sup> year of transfer within University System of Maryland	2.73	2.74
	Developmental completers after four years	38.7%	40%
	Successful-persistor rate after four years: a. College-ready students	83.1%	90%
	b. Developmental completers	90.6%	90%
	c. Developmental non-completers	52.7%	60%
	d. All students in cohort	75%	80%
	Successful-persistor rate after four years (by race/ethnicity): a. African American	62.9%	65%
	b. Asian, Pacific Islander	88.1%	75%
	c. Hispanic	Too few-not reported	n/a





<b>MHEC</b>	Graduation-transfer rate after four years: a. College-ready students	68.7%		80%
	b. Developmental completers	66.9%		70%
	c. Developmental non-completers	36.7%		35%
	d. All students in cohort	56.6%		60%
	Graduation-transfer rate after four years (by race/ethnicity): a. African American	39.1%		50%
	b. Asian, Pacific Islander	69.7%		60%
	c. Hispanic	Too few- not reported		n/a
<b>Special Research Studies</b>	Overall fall-to-fall retention rate for first-time freshman	56.9%		52.3%


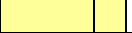






Note: MPEA = Maryland Performance Excellence Award

## External Measures

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

Maryland Performance Excellence Award		Baldrige	
	Range of total applicant scores		<b>Oct. 2005 – HCC’s Score</b> <b>Score given as an interval</b> <b>Total: 376-475</b> <b>No range is provided for other applicant scores</b>
	2003 - Score interval in which HCC was rated		
	August 2006 - Score interval in which HCC was rated		

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

			0-9	10-29	30-49	50-69	70-89	90-100
<b>4:</b>	<b>Measurement, Analysis and Knowledge Management (90 points)</b>	<b>4.1 45 points</b>						
								
								
		<b>4.2 45 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.

After receiving its Maryland Performance Excellence Award (MPEA) feedback report (and the Silver Level MPEA award) in March 2007, the college submitted a new application to the MPEA on August 15, 2007, and will receive its feedback report in March 2008. A new HCC team has begun work on a Baldrige application, which is due May 2008.

**Benchmark:**

When the benchmark was originally set, institutions receiving an overall score of 450 and above received at least site visits. Therefore, the administration recommended a category benchmark aligned with that: **The college will receive a rating for category #4 of 30-45 percent** on the Maryland Performance Excellence Award by 2007 or Baldrige by 2009.

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

<i>Percent of transfers at Maryland public four-year colleges and universities with cumulative grade point averages of 2.0 and above; mean GPA after first year.</i>					
	<b>AY 02-03</b>	<b>AY 03-04</b>	<b>AY 04-05</b>	<b>AY 05-06</b>	<b>Benchmark AY 09-10</b>
<b>Performance at transfer institutions</b>					
a. Percent with cumulative GPA after first year of 2.0 or above	87.3%	83.4%	78.9% <i>n=460/ 583</i>	83.4% <i>n=514 /616</i>	<b>85%</b>
		<i>State Avg:</i>	77.9%	80.0%	
		<i>Peer Avg:</i>	81.3%	81.9%	
b. Mean GPA after first year	2.73	2.74	2.55 <i>n=583</i>	2.73 <i>n=616</i>	<b>2.74</b>
		<i>State Avg:</i>	2.56	2.65	
		<i>Peer Avg:</i>	2.69	2.71	

<i>Percentage of students in entering fall cohort with at least one area of developmental need, who, after four years, have completed all recommended developmental coursework. Denominator is unduplicated headcount of students identified as needing developmental coursework in English, reading, and/or mathematics (excluding ESOL). Students in numerator have completed all recommended developmental courses.</i>				
	<b>Fall 2000 Cohort</b>	<b>Fall 2001 Cohort</b>	<b>Fall 2002 Cohort</b>	<b>Benchmark 2006 Cohort</b>
<b>Developmental completers after four years</b>	38.7%	37.3% <i>n=327/ 876</i>	38.7% <i>n=343/ 885</i>	<b>40%</b>
		<i>State Avg:</i>	43.0%	
		<i>Peer Avg:</i>	59.1%	

Percent of first-time fall entering students attempting 18 or more credit hours during their first two years, who graduated, transferred, earned at least 30 credits with a cumulative grade point average of 2.0 or above, or were still enrolled four years after entry.

	Fall 2000 Cohort	Fall 2001 Cohort	Fall 2002 Cohort	Benchmark 2006 Cohort
<b>Successful-persistor rate after four years:</b>				
a. College-ready students	94.9%	85.3% n=197/ 231	83.1% n=202/ 243	<b>90%</b>
	State Avg:	75.7%		
	Peer Avg:	84.5%		
b. Developmental completers	89.1%	89.3% n=275/ 308	90.6% n=298/ 329	<b>90%</b>
	State Avg:	79.1%		
	Peer Avg:	79.3%		
c. Developmental non-completers	55.0%	52.4% n=166/ 317	52.7% n=168/ 319	<b>60%</b>
	State Avg:	43.4%		
	Peer Avg:	47.3%		
d. All students in cohort	76.8%	74.5% n=638/ 856	75.0% n=668/ 891	<b>80%</b>
	State Avg:	67.5%		
	Peer Avg:	76.3%		

*Percent of first-time fall entering students attempting 18 or more credit hours during their first two years, who graduated, transferred, earned at least 30 credits with a cumulative grade point average of 2.0 or above, or were still enrolled four years after entry, by minority racial/ethnic category.*

	Fall 2000 Cohort	Fall 2001 Cohort	Fall 2002 Cohort	Benchmark 2006 Cohort
<b>Successful-persistor rate after four years (by race/ethnicity):</b>				
a. African American	55.8%	59.3% <i>n</i> =99/ 167	62.9% <i>n</i> =95/ 151	<b>65%</b>
	State Avg: Peer Avg:	56.0% 66.8%		
b. Asian, Pacific Islander	76.0%	70.2% <i>n</i> =59/ 84	88.1% <i>n</i> =96/ 109	<b>75%</b>
	State Avg: Peer Avg:	76.5% n/a		
c. Hispanic	<i>n</i> <50	<i>n</i> <50 <i>n</i> =25/ 29	<i>n</i> <50 <i>n</i> =33/ 49	<b>n/a</b>
	State Avg: Peer Avg:	62.1% n/a		

	Fall 2000 Cohort	Fall 2001 Cohort	Fall 2002 Cohort	Benchmark 2006 Cohort
<b>Graduation- transfer rate after four years</b>				
a. College-ready students	75.2%	72.7% <i>n=168/ 231</i>	68.7% <i>n=167/ 243</i>	<b>80%</b>
		<i>State Avg: 58.3%</i>		
		<i>Peer Avg: 68.5%</i>		
b. Developmental completers	65.0%	64.9% <i>n=200/ 308</i>	66.9% <i>n=220/ 329</i>	<b>70%</b>
		<i>State Avg: 52.1%</i>		
		<i>Peer Avg: 53.3%</i>		
c. Developmental non-completers	37.1%	35.0% <i>n=111/ 317</i>	36.7% <i>n=117/ 319</i>	<b>35%</b>
		<i>State Avg: 26.5%</i>		
		<i>Peer Avg: 29.1%</i>		
d. All students in cohort	56.0%	56.0% <i>n=479/ 856</i>	56.6% <i>n=504/ 891</i>	<b>60%</b>
		<i>State Avg: 46.8%</i>		
		<i>Peer Avg: 56.7%</i>		

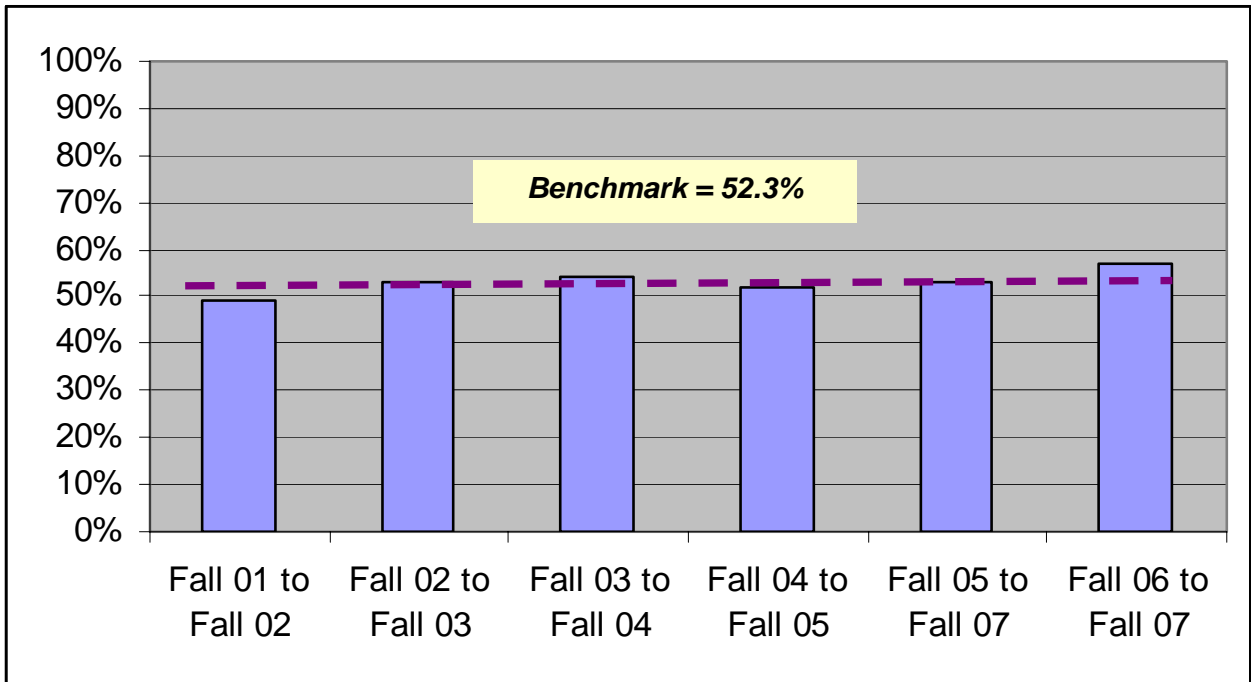
	Fall 2000 Cohort	Fall 2001 Cohort	Fall 2002 Cohort	Benchmark 2006 Cohort
<b>Graduation-transfer rate after four years (by race/ethnicity):</b>				
a. African American	40.0%	44.9% <i>n=75/167</i>	39.1% <i>n=59/151</i>	<b>60%</b>
	<i>State Avg:</i>	<b>33.4%</b>		
	<i>Peer Avg:</i>	<b>45.0%</b>		
b. Asian, Pacific Islander	65.6%	52.4% <i>n=44/84</i>	69.7% <i>n=76/109</i>	<b>60%</b>
	<i>State Avg:</i>	<b>51.8%</b>		
	<i>Peer Avg:</i>	<b>n/a</b>		
c. Hispanic	n<50	n<50 <i>n=19/29</i>	n<50 <i>n=27/49</i>	<b>n/a</b>
	<i>State Avg:</i>	<b>37.0%</b>		
	<i>Peer Avg:</i>	<b>n/a</b>		

## Internal Measure

Since MHEC indicators track only certain limited cohorts, HCC initiated its own tracking system for all new students.

### Overall Fall-to-Fall Retention Rate for First-time Freshmen

Fall 01- Fall 02	Fall 02- Fall 03	Fall 03- Fall 04	Fall 04- Fall 05	Fall 05- Fall 06	Fall 06- Fall 07	Fall 10- Fall 11	<i>Benchmark</i> <u>Current Benchmark</u>
49%	53.2%	54.2%	52.2%	52.8%	56.9%	52.3%	<b>Exceeded</b>



**Description of the Indicator:** The percentages shown on the chart are first-time HCC credit student freshmen (only students who have no other post secondary experience) who were enrolled in the fall semester and who returned the following fall. (Fall 2006-Fall 2007, n= 887/1,559)

**Benchmark:** The percent of first-time HCC students in the fall who return the following fall will meet or exceed the *American College Test, Inc. (ACT), 2006 benchmark of 52.3%*.

**Performance Outcome:** This retention figure includes those whose goal is to take a single course or two, as well as first-time HCC students with other goals. This cohort exceeded the benchmark.

**Data Source:** Data is from HCC's enrollment files prepared by IT and analyzed by the PROD Office.

### Board Talking Points:

- An external team has recognized HCC's information and knowledge management system as being effective, well deployed, and integrated with the organizational needs. (70-85% Baldrige scoring band)
- HCC students who transfer to Maryland public four-year colleges and universities attain a mean GPA after the first year *above* the means of its peers and the other state community colleges. (2.73 (HCC), 2.71 (State), 2.65 (Peer))
- The percent of first-time fall entering African-American students attempting 18 or more credit hours during their first two years, who graduated, transferred, earned at least 30 credits with a cumulative grade point average of 2.0 or above, or were still enrolled four years after entry is steadily rising. (2000 cohort -55.8%, 2001 cohort - 59.3%, 2002 cohort - 62.9%)

## **B-2 Fiscal Year 2009 Legislative Agenda**

**Background:** The Howard Community College (HCC) legislative agenda is included for board review. This agenda is designed to mesh with the agenda developed by the Maryland Association of Community Colleges (MACC). The legislative and community relations committee reviewed and approved the agenda at its November 15, 2007, meeting. An addition to the chart regarding full-time equivalent (FTE) increases was recommended and included in the following version.

**Purpose:** To discuss and approve the legislative agenda

**Timeline:** FY09

### ◆————— Recommendation —————◆

The administration requests that the board approve the following legislative agenda as recommended by the legislative and community relations committee at its November 15, 2007, meeting.

**Compliance:** This request is in support of board policy, Governance Process: Governance Commitment.

# **FY 2009 Legislative Agenda (DRAFT)**

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## OVERVIEW

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Enrollment at Howard Community College (HCC) is at an all-time high. These key statistics highlight the significant growth at the college:

- Full time equivalent (FTE) enrollment for fall 2007 is up 4.4 percent from last year.
- A total of 7,523 students enrolled in credit classes at HCC in fall 2007. This means headcount enrollment is up 5.1 percent.
- Over the last eight years, FTE enrollment at HCC has increased 46.1 percent.
- Almost one out of four graduates of Howard County Public Schools enrolled at HCC in fall 2007.

HCC offers 166 programs leading to a degree or certificate. New programs that have been added this year include computer forensics, sociology, theater performance, and photography. Future academic programs, which are under development and are scheduled to be offered in 2008, include radiologic technology, fire science, music technology, architecture and construction management, and police academy programs.

The continuing education and workforce development division continues to reach out to the community by offering many diverse classes and programs that attract learners of all ages. Fifteen thousand people enrolled in HCC continuing education classes last year. The popular Kids on Campus program enrolled 1,744 children from elementary age to high school. One thousand six hundred and eighty seven seniors (ages 60 and above) accounted for 3,528 enrollments in all non-credit courses in FY07.

HCC plays an important role in workforce development in Howard County by providing access to training. The college offers courses, certificates, and degree programs for entry-level and incumbent employees, industry certifications, advanced technical programs, and executive development, leadership, and management programs.

Last year, HCC provided customized training courses for 45 Howard County businesses to help give workers the skills needed to succeed. The college has also found that its open enrollment continuing education classes are being accessed by individuals who

want to strengthen their jobs skills. A survey conducted last year found that half of all open enrollment courses were being taken by individuals for work-related reasons. Many of these classes were in fields such as technology, health care, child care, and world languages.

HCC also offers courses and programs at three other locations:

- The Laurel College Center (LCC), operated jointly with Prince George's Community College (PGCC), continues to be a marked success for the community. Designated as a regional higher education center by the Maryland Higher Education Commission (MHEC), LCC provides students access to associate, baccalaureate, and master's degree programs through HCC, PGCC, Towson University, University of Maryland University College, and the College of Notre Dame of Maryland.
- The Belmont Inn and Conference Center provides unparalleled opportunities for HCC's culinary and hospitality management students. These programs train students to obtain professional and management level positions in the hospitality industry, a critical workforce need throughout Maryland.
- HCC's Charles I. Ecker Business Training Center, located in the Gateway building with its professional meeting spaces and computer labs, is a resource for the local business community to meet and train so they can continue to be regional, national, and international leaders in their respective industries.

HCC is an institution that strives for excellence. HCC is committed institutionally to continuous quality improvement and has adopted the Baldrige framework to measure and improve performance. HCC won a bronze Maryland Performance Excellence Award in both 2002 and 2003 and earned a silver award in 2007.

HCC is focused on the changes that will come to Howard County as a result of the federal Base Realignment and Closure (BRAC) initiative. The college is actively involved and taking leadership to ensure that Howard County is prepared for the influx of people and jobs that will be coming into the region.

HCC works in concert with the Maryland Association of Community Colleges (MACC) and the other fifteen community colleges in the state to pursue a state-focused legislative agenda that collectively addresses the needs of Maryland's community colleges. Over 120,000 students enroll in credit classes at community colleges across the state and another 350,000 enroll in continuing education classes. HCC encourages the Maryland General Assembly and the executive branch of state government to support the priorities developed by MACC. Statewide and local priorities of special concern to HCC are outlined in this legislative agenda.

## Operating Budget

**Position: Support funding for HCC at the state level through full statutory funding of the Cade community college formula and through county appropriations at the local level.**

HCC receives funding for its operating budget from multiple sources. State funding accounts for 15 percent of support, the county provides 31 percent, tuition and fees generate 34 percent, and 20 percent comes from other sources.

In addition to serving more students each year, HCC is working hard to manage recurring costs such as replacing and upgrading campus technology, increased health care costs, and serving students with documented disabilities.

Community colleges receive the state portion of their operating budget through the Cade funding formula. The FY09 budget marks the second year of a six-year commitment to enhance this formula. This year, the formula is scheduled to provide 26.25 percent of the state aid per full-time equivalent student (FTE) at select four-year public colleges and universities. Based on MHEC projections it is estimated that HCC would receive an increase of \$1,851,962 in state funding for FY09. **HCC requests that the state fund the Cade formula in the FY09 budget at the level set in statute of 26.25 percent.**

While the state must be committed to producing a balanced budget, it is important that an investment in community college students be made. Increased public funding for community colleges helps to keep tuition as low as possible.

Due to governmental budget constraints in the early 2000's and large enrollment increases at HCC, state funding has not kept up with student needs. In fact, state funding per FTE has increased minimally this decade. The chart following this document shows a graphic representation of the proportion of funding contributed to the HCC operating budget by the state, county, and tuition dollars.

Access and affordability of higher education are directly associated with the level of state and county operating funds received by the institution. Strong operating support from the state and county, coupled with prudent fiscal management by HCC, helps to keep student tuition as affordable as possible.

# Capital Budget

## Position: Support funding of HCC capital projects

Three significant capital projects built over the last five years have been of great benefit to HCC students. The Mary Ellen Duncan Hall for English, Languages, and Business, the Peter and Elizabeth Horowitz Visual and Performing Arts Center (HVPA), and The Rouse Company Foundation Student Services Hall (RCF) have added critically needed academic and student support space on campus. However, because of dramatic student enrollment increases over the last decade, these buildings have only prevented HCC from falling further behind in its capital inventory. Even after deducting these three buildings, the college continues to show a projected ten-year space deficit of 242,361 net assignable square feet.

Each year, the Maryland Department of Legislative Services conducts an analysis of the Governor's Executive Budget. The analysis includes an evaluation of each community college's academic square foot inventory-classrooms, labs, study space, and offices - and whether the space needs for those areas were met, yielding a percentage of need covered. The analysis shows that HCC maintains the lowest percentage of current need met of all 16 community colleges with only 52.2 percent of its need covered. Further, even if all of HCC's capital requests are funded and completed in the next ten years, after that time HCC would still be in the bottom third of all community colleges in Maryland in having its space needs met. Without the appropriate physical infrastructure, Howard County residents will see their higher education options limited.

### HCC requests support for the following projects included in its FY09 capital improvement plan:

- **Renovations to the James Clark, Jr. Library first floor**
  - State Request                      \$7,889,000
  - County Request                      \$7,889,000

Most of this space was vacated by the move of student support offices to The Rouse Company Foundation Student Services Hall. Because funding was not available for this project last year, this space has sat empty for several months. Obtaining funding for this project is HCC's number one capital priority.

This project is proposed to alleviate several facilities challenges, which include: (1) the renovation of the vacated space following the move into the new student services building; (2) the expansion of the science and technology disciplines including life sciences, wireless technology, biomedical engineering, and engineering transfer (3) the necessary improvements to the library and cultural center; (4) the consolidation of instructional areas; (5) the consolidation of administrative spaces and functions; and (6) the upgrading and/or replacement of building systems including Federal Pacific Energy equipment, which runs HCC's mechanical systems, heating/ventilation/air conditioning (HVAC), electrical, telecommunications, Americans with Disabilities Act (ADA) accessibility, security structures, restrooms, and elevators.

The current facilities are extremely inadequate and overcrowded with few amenities in a single area. The essential components of this project are to renovate the vacated spaces in order to provide additional instructional space, and to provide the needed modifications to the existing library. In order to serve both prospective and current students adequately, the college needs to expand the space relocating key services and renovating the vacated spaces, which will be converted into much needed classroom, lab, office, and service areas.

- **Design of the Health Sciences Building**
  - State Request                      \$1,982,000
  - County Request                      \$1,982,000

It is imperative that HCC design and construct a health sciences building. Of the nine instructional divisions at the college, health sciences has seen a dramatic increase in enrollment over the last decade. This new building will provide the facilities necessary to prepare students for a career in health sciences. In many of these fields—nursing, radiologic technology, cardiovascular technology, and emergency medical services—the community is in critical need of skilled professionals. The supply of graduates from Maryland postsecondary health care programs is less than 60 percent of the occupational demand projected.

Nursing is an area facing an acute crisis. According to a study done by the Maryland Hospital Association earlier this year, the nursing vacancy rates in Maryland are climbing. Nursing vacancy rates increased to 13 percent in 2006, up from 10 percent in 2005. To be fully staffed with permanent employees, Maryland hospitals would need approximately 2,340 more nurses. To help supply nurses for the region, HCC has added a mid-year admissions program for nursing as well as an accelerated twelve-month associate's degree in nursing program. This addition to the curriculum has allowed HCC to effectively double the size of its nursing program. Yet even with these additions, HCC has a waiting list for students who want to enroll in the nursing program. In the fall of 2007, one hundred-thirty students were on the waiting list. Of that number, sixty-five students will be offered a mid-year enrollment option. The remaining sixty-five students will have to wait a year to enter the program.

Enrollments in health fields over the last ten years have increased dramatically, showing a 31 percent increase in nursing disciplines and a 75 percent increase in cardiovascular programs, for example. Projections for these disciplines show overall growth is expected to continue over the next ten years.

The establishment of a radiologic technology program at HCC has been one of the college's highest priorities for new program development. Historically, HCC had an arrangement with Anne Arundel Community College (AACC) where students could complete the program's general education requirements at HCC and then complete their clinical coursework at AACC. Due to the strong demand for this program, AACC can no longer accommodate Howard County residents. As a result, HCC will be starting a radiologic technology program of its own in summer 2008. For this program to serve the numbers of students who will desire to enroll, a state-of-the-art facility will

be needed. HCC is currently creating a lab for these students that will be used until the program can be moved into the new health sciences building.

This proposed facility will provide the necessary space to support the health sciences, allied health, and medical careers disciplines. It will provide the needed instructional laboratory space and related administrative support functions. Specific areas include: classrooms; lecture hall; meeting room; general class labs; specialized class labs; administrative areas; faculty offices; and building support areas. It will also house a central utility plant that will provide the physical connectivity of utilities and allow for future expansion and development of the south end of campus. This central utility plant is supported in the college's ten-year facilities master plan.

The college's current programs, as well as others associated with the Mid-Maryland Allied Healthcare Education Consortium (a consortium of HCC, Frederick and Carroll Community Colleges, which works together jointly to offer health sciences programs to each other's students in order to alleviate the cost of these expensive programs), provide further justification for the immediate need for this facility. Based on the current and projected headcount, the current facilities are severely inadequate. The college must expand its physical space and renovate its existing buildings and utility services in order to accommodate its students. Without the space this building will provide, HCC will not be able to serve many of the Howard County residents who can successfully complete an academic career program in the health sciences and move into the workforce. This situation could have disastrous consequences for area citizens. As the population increases and ages, it will be important to have enough highly skilled health care professionals to serve its needs. HCC is preparing to meet these needs, but without a modern facility of adequate space and scope, it will be an almost impossible undertaking.

- **Telecommunications upgrades**
  - County Request                      \$300,000

Information technology modifications and upgrades are a necessary component of campus development since technology has a significant impact on academic programs, student services, and institutional support.

Currently, the college's computer cable infrastructure in each existing building needs to be evaluated and replaced to meet current industry standards. Cabling management systems should be installed in the ceilings and old cabling discarded. Blown fiber conduit should be installed to provide fiber connectivity within the buildings in order to meet future network capacity for video, voice, and data communication to classrooms and offices. In addition, the college's Private Branch Exchange (PBX) system needs to be replaced. The PBX system is a dependable, but dated, telephone system that provides a wide range of features and can be expanded as the college grows. The college's current PBX has reached its capacity.

The college must have the framework in place to assist in creating an infrastructure to support the present and future addition of technology into the college's environment.

While on-going modifications are necessary, the college will be developing a facilities program and requesting state support for the bulk of the infrastructure needs. This request will be proposed in the FY10 budget with the project being completed over two years.

- **Safety, Compliance and Facility Renewals**
  - County Request                      \$1,370,000

With the implementation of new state and county codes, ADA compliance, critical maintenance on aging facilities, and accommodations for the safety of faculty and staff, the following projects are requested:

Phased installation of campus security access/camera control system	\$281,000
ADA renovations	\$ 74,000
Phased public restroom upgrades	\$112,000
Phased deferred maintenance per building assessment study	\$324,000
Carpeting replacements	\$ 89,000
Interior improvements to classrooms and offices	\$140,000
Phase II radiologic technology classroom conversion	\$350,000

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Total	\$ 1,370,000
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- **Campus Roadways**
  - County Request                      \$520,000

With new facilities on campus, the college’s roadway infrastructure needs to be upgraded and adjusted to address new vehicular and pedestrian traffic patterns. The campus roadway upgrades and modifications have been identified as immediate needs in the revised facilities master plan. Generally, visibility from Little Patuxent Parkway is very limited with few site lines and the access off Hickory Ridge Road is inadequate. While the internal campus roads function well for automobiles, safety for pedestrians must be addressed.

The revised facilities master plan recommends a new campus road layout that keeps automobile traffic on the periphery of the campus, leaving a car-free learning environment. There would then be four entry points marked with signage, a change in paving materials, crosswalks, and other physical language indicating the entrance to an educational institution. Pick-up and drop-off points are planned along with new transit patterns to keep buses from traveling through the parking lots. Improvements to the service road, as well as modifications to the traffic circle, are the most immediate needs. The circle must be reconstructed in accordance with county design standards for a single-lane roundabout with mountable curbs enabling movement of buses and trucks.

These changes will produce a safer and more accessible campus.

- **Campus Parking Garage**
  - County Request                      \$15,000,000

One of the most critical issues on campus is a parking shortage. Even after the completion of the college's first parking garage, containing 518 spaces, based on State space guidelines the college's parking deficit remains at 1,576 spaces. Increased enrollment this semester has made parking an even greater challenge and students often have a difficult time finding a parking space between the peak hours of 10:00 a.m. and 2:00 p.m. during the week. These funds would allow HCC to build a 750-space parking garage on the site of the current surface lot next to the Hickory Ridge building.

# Laurel College Center

## Position: Support state funding for the Laurel College Center

The Laurel College Center (LCC) was formed as a partnership between Prince George's and Howard Community Colleges in 2001. LCC has expanded educational opportunities to many residents in the Laurel region. In addition to the courses offered by PGCC and HCC, several four-year institutions, including Towson University, University of Maryland University College, and the College of Notre Dame of Maryland, offer bachelors and masters programs at LCC. More than 135 sections of credit courses are offered at LCC. Students can study business administration, general studies, criminal justice, and applied information technology. More than 130 job-training and workforce-development courses are also offered at Laurel.

LCC provides an important access point to higher education. In fall 2007, there were 718 credit students and 1,203 noncredit students enrolled in courses offered by Howard and Prince George's Community Colleges. Enrollments in classes offered by the four-year institutions totaled 81 students.

At its inception, LCC was fully funded by both Prince George's and Howard Community Colleges. In the summer of 2005, the first direct appropriation of \$100,000 was provided by the state to support LCC. Last year, another \$100,000 was appropriated.

The Maryland Higher Education Commission (MHEC) has developed criteria to calculate a level of appropriate funding for each of the regional higher education centers in the state. The criteria take into account a fixed base funding allocation, incentive funding for enrollment, and an allowance for lease costs.

### Based on these criteria, the FY09 request for LCC is:

**\$200,000 base-funding**

**\$ 65,248 incentive funding based on FTE**

**\$ 31,516 lease funding**

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**\$296,764 total request**

## Financial Aid

### **Position: Support need-based student financial aid**

Howard Community College knows that attending college must be affordable for students. The college financial aid office works diligently to make sure students are aware of various federal and state aid programs. The college also dedicates funds from its operating budget to provide aid to students. Additionally, the Howard Community College Educational Foundation (HCCEF) raises scholarships funds. Last year, the HCCEF distributed \$238,185 in scholarships.

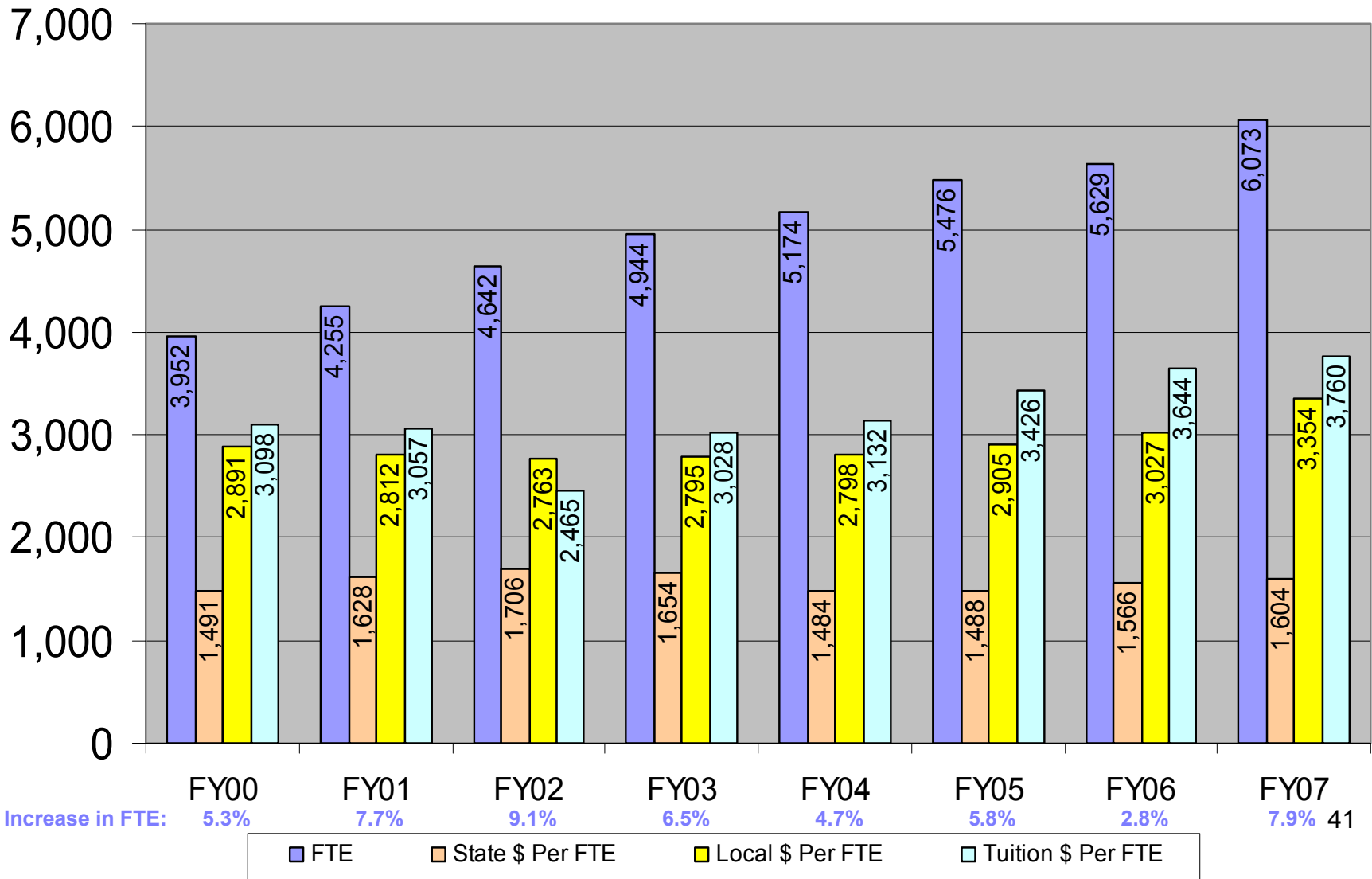
During FY08, HCC has disbursed just under seven million dollars in financial aid. The aid includes federal, state, and institutional grants, state and institutional scholarships, federal loans, and federal and institutional work-study. About one-third of the student body received some form of financial aid. This aid helps offset expenses for tuition, fees, books, supplies, child care, and other educational expenses. Even with this aid, many students still have unmet needs that make it a challenge for them to afford college.

The support the state provides in need-based financial aid programs is critical to helping students afford school. Affordability of higher education is a critical issue for Maryland. The National Center for Public Policy and Higher Education conducts a biennial assessment of the performance of higher education in each of the 50 states. In 2006, Maryland scored well in this analysis with the exception of one category, affordability, in which Maryland received a grade of F. Affordability is measured in the study by determining the percentage of income needed to pay for college expenses minus financial aid. Compared to the best performing states, families in Maryland devote a large share of their family income paying for higher education.

The state has increased the amount of aid it provides over the past several years, especially in important need-based programs like educational assistance grants, guaranteed access grants, part-time grants, and campus-based educational assistance grants. Overall funding for these programs has increased for Howard Community College from \$448,765 in FY06 to \$931,308 in FY08—the biggest increase being in educational assistance grants. However, even with this increase, there are many students who struggle to afford HCC. During FY07, the estimated unmet need of financial aid applicants at HCC was \$7.3 million. This amount is a 30 percent increase from FY06, indicating that even with increased state funding, unmet need is still increasing at a greater rate.

Because of this continuing need, HCC asks that the state make funding for need-based financial aid programs a priority. A workgroup of the Maryland Higher Education Funding Commission has recommended a doubling of the state's need-based financial aid programs. This change would move Maryland from below the median to the top quartile among the states in need-based aid per capita. HCC supports this approach.

# Local, State, and Tuition per FTE



## **B-3 Disbursement of Funds Agreement with Howard County for Belmont Inn and Conference Center Barn Renovations Project**

**Background:** As part of the Belmont Inn and Conference Center barn renovations project (capital project M-0537), the Howard County Council required that the college enter into a Disbursement of Funds Agreement with the county. This agreement stipulates that the college must obtain approval from the Maryland Historic Trust (MHT) for any renovations to the barn and the college must repay the county-allocated funds for the renovation if the college later sells or abandons the property. The following agreement has been developed with the county. This agreement reiterates the stipulations in the bill that was passed by the Howard County Council when it approved this project.

**Purpose:** To obtain board approval for the Disbursement of Funds Agreement between the college and the Howard County Government

**Location:** Belmont Inn and Conference Center

**Timeline:** Immediately

**Specifications:** Specifies that the college must be in compliance with MHT easements in the construction process and obtain appropriate approvals prior to the payment of contractors. If HCC later sells or abandons the property, the funds disbursed by the county for this project must be repaid.

### ◆———— Recommendation ———◆

The administration requests that the board of trustees approve the Disbursement of Funds Agreement between Howard Community College and the Howard County Government.

**Compliance:** This request is in compliance with college procedure, Purchasing – 62.05.01, Board Bylaw Article II – The Board of Trustees Responsibilities and Powers, and Board Policy: Board’s Role .



that HCC shall reimburse the County for the amount of funds expended if HCC does not (1) acquire the Belmont Property within the aforesaid three-year period, or (2) sells or abandons its use of the property after acquisition; and

**WHEREAS**, disbursement of the appropriated amounts prior to the acquisition of the Belmont Property by the Community College will preserve the market value of the property; and

**WHEREAS**, the parties desire to set forth their mutual covenants and agreement for disbursement of the funds to renovate improvements to existing structures on the Belmont Property in accordance with the conditions set forth in the FY 2008 Capital Budget for the Belmont Capital Project.

**NOW, THEREFORE**, in consideration of the mutual promises of HCC and the County herein, the receipt and sufficiency of which are hereby acknowledged, HCC and the County hereby agree as follows:

1. The recitals set forth above are hereby incorporated into the terms of this Agreement.
2. HCC shall perform all improvements to the existing buildings on the Belmont Property in accordance with the terms and conditions of the Belmont Capital Project (the "Work").
3. HCC shall submit a copy of the final construction drawings (the "Drawings") as approved by the Maryland Historical Trust ("MHT"). If there are any changes to the Drawings after approval by the MHT, HCC shall submit those changes to the County prior to submission of any invoices requesting disbursement of funds for the Work shown on the revised Drawings. Prior to receiving the final construction documents for the Work, the County shall approve disbursements for permits, architect fees, testing, engineering and other pre-construction expenses.
4. All expenditures of funds shall be solely for expenses arising from the Work.
5. After submission of the Drawings, the County agrees to disburse funds appropriated pursuant to the Belmont Capital Project upon receipt of an invoice for all or a portion of the Work, provided that the description of the Work (or portion thereof) for which reimbursement is requested is included within the description of the Work submitted in accordance with Paragraph 2 of this Agreement, as may be determined by the Howard County Department of Public Works.
6. HCC shall submit invoices for work performed for improvements to the existing buildings on the Belmont Property to:

Director of Finance, Howard County  
George Howard Building  
3430 Courthouse Drive

Ellicott City, Maryland 21043

7. HCC shall include documentation of MHT's approval of the Work shown on the Drawings at the time the Drawings are submitted to the County.
8. The County shall pay the invoices within twenty days of the date they are received by the Department of Finance.
9. Should HCC fail to acquire the Belmont Property by July 1, 2010, HCC shall repay the County all moneys advanced, without interest, on or before July 1, 2011.
10. Should HCC sell the Belmont Property or abandon the use described in the Belmont Capital Project, HCC shall repay the County all moneys advanced, without interest, either on the date of settlement or, if HCC abandons the use, within ninety (90) days after such abandonment of use.
11. The County Auditor, or another qualified person designated by the County Executive, shall conduct an annual audit of all HCC accounts and expenditures relating to the Belmont Capital Project. HCC, its agents, contractors, and subcontractors, shall make available to the individual or entity conducting the audit all records and files necessary for the conduct of the audit.
12. All amendments to this Agreement shall be in writing signed by both parties.

**IN WITNESS WHEREOF**, the parties hereto have set their hands and seals to this instrument in duplicate on the day and year first above written.

**BOARD OF TRUSTEES OF HOWARD  
COMMUNITY COLLEGE**

\_\_\_\_\_  
By: \_\_\_\_\_  
Title: \_\_\_\_\_

[COUNTY SIGNATURE PAGE FOLLOWS]

**ATTEST:**

**HOWARD COUNTY, MARYLAND**

\_\_\_\_\_  
Lonnie R. Robbins  
Chief Administrative Officer

By: \_\_\_\_\_(SEAL)  
Ken Ulman  
County Executive

**APPROVED FOR SUFFICIENCY OF FUNDS:**

\_\_\_\_\_  
Sharon F. Greisz, Director  
Department of Finance

**APPROVED FOR FORM AND LEGAL SUFFICIENCY**  
this \_\_\_\_ day of \_\_\_\_\_, 2007

\_\_\_\_\_  
Margaret Ann Nolan  
County Solicitor

**EXHIBIT A**

**DESCRIPTION OF CAPITAL PROJECT**

## EXHIBIT B

### **Howard County Charter Section 901. Conflict of Interest.**

(a) **Prohibitions.** No officer or employee of the County, whether elected or appointed, shall in any manner whatsoever be interested in or receive any benefit from the profits or emoluments of any contract, job, work, or service for the County. No such officer or employee shall accept any service or thing of value, directly or indirectly, from any person, firm or corporation having dealings with the County, upon more favorable terms than those granted to the public generally, nor shall he receive, directly or indirectly, any part of any fee, commission or other compensation paid or payable by the County, or by any person in connection with any dealings with the County, or by any person in connection with any dealings with or proceedings before any branch, office, department, board, commission or other agency of the County. No such officer or employee shall directly or indirectly be the broker or agent who procures or receives any compensation in connection with the procurement of any type of bonds for County officers, employees or persons or firms doing business with the County. No such officer or employee shall solicit or accept any compensation or gratuity in the form of money or otherwise for any act or omission in the course of his public work; provided, however, that the head of any department or board of the County may permit an employee to receive a reward publicly offered and paid for, for the accomplishment of a particular task.

(b) **Rules of construction; exceptions by Council.** The provisions of this Section shall be broadly construed and strictly enforced for the purpose of preventing officers and employees from securing any pecuniary advantages, however indirect, from their public associations, other than their compensation provided by law.

In order, however, to guard against injustice, the Council may, by resolution, specifically authorize any County officer or employee to own stock in any corporation or to maintain a business in connection with any person, firm or corporation dealing with the County, if, on full public disclosure of all pertinent facts to the County Council by such officer or employee, the Council shall determine that such stock ownership or connection does not violate the public interest.

The County Council may, by ordinance, delegate to the Howard County Ethics Commission the power to make such determinations and to authorize the ownership or connection. Any ordinance which delegates this power shall provide for procedures including a public hearing, and shall establish criteria for determining when the ownership or connection does not violate the public interest.

(c) **Penalties.** Any officer or employee of the County who willfully violates any of the provisions of this Section shall forfeit his office. If any person shall offer, pay, refund or rebate any part of any fee, commission, or other form of compensation to any officer or employee of the County in connection with any County business or proceeding, he shall, on conviction, be punishable by imprisonment for not less than one or more than six months or a fine of not less than \$100.00 or more than \$1,000.00, or both. Any contract made in violation of this Section may be declared void by the Executive or by resolution of the Council. The penalties in this Section shall be in addition to all other penalties provided by law.

**Howard County Code**  
**Section 22.204. Prohibited Conduct and Interests.**

(a) **Participation Prohibitions:** County official and employees subject to this subtitle shall not:

(1) Except in the exercise of an administrative or ministerial duty which does not affect the disposition or decision with respect to the matter, participate on behalf of the county in any matter which would, to their knowledge, have a direct financial impact as distinguished from the public generally, on them, their spouse, parent, child, sibling or upon any business interest with which they are affiliated;

(2) Except as exempted by the county council pursuant to Section 901(b) of the Howard County Charter, hold or acquire an interest in a business entity that has or is negotiating a contract with the county or is regulated by the official or employee;

(3) Except in the exercise of an administrative or ministerial duty which does not affect the disposition or decision with respect to the matter, participate in any matter involving a business entity with which they, their spouse, parent, child or sibling are negotiating or have an arrangement concerning prospective employment.

(b) **Employment Prohibitions:** Except as exempted by the county council pursuant to section 901(b) of the Howard County Charter or when the employment or interest does not create an actual or apparent conflict of interest, officials and employees shall not:

(1) Be employed by:

(i) Any entity subject to their official authority;

(ii) Any entity subject to the authority of the Howard County agency, board or commission with which they are affiliated;

(iii) Any entity which is negotiating or has entered into a contract with the Howard County agency, board or commission with which they are affiliated.

(2) Represent any party for a fee, commission or other compensation before any county body;

(3) Within one (1) year following termination of county service, act as a compensated representative of another in connection with any specific matter in which they participated substantially as a county official or employee.

The employment provisions listed above do not apply to:

(1) An official or employee who is appointed to a regulatory or licensing authority pursuant to a requirement that persons subject to its jurisdiction be represented in appointments to it;

(2) Subject to other provisions of law, a member of a board or commission who publicly disclosed a financial interest or employment to the appointing authority at the time of appointment;

(3) Employees or officials whose duties are ministerial, provided that the private employment or financial interest does not create a conflict of interest or the appearance of such a conflict.

(c) **Solicitation/Acceptance of Gifts or Compensation**: No employee or official shall solicit any gifts. No employee or official shall accept any gift or compensation, directly or indirectly from any person that he/she knows or has reason to know, has financial interests, distinguishable from the interest of the public that would be affected by the actions of the employee or official.

(d) **Use of Prestige of Office**: No county officials or employees subject to this subtitle shall intentionally use the prestige of their office for their own gain or that of another. The performance of usual and customary constituent services without additional compensation does not constitute the use of prestige of office for an official or employee's private gain or that of another.

(e) **Disclosure of Confidential Information**: Other than in the discharge of official duties, officials or employees may not disclose or use, for their own gain or that of another, confidential information acquired by reason of public position and which is not available to the public.

## **C – President's Report**

### **Inaugural Activities**

What an amazing month November has been for me! Beginning with the community breakfast and honoring Pat Kennedy with the Clark Medal, to the grand installation ceremonies and continuing with a myriad of celebratory activities and events -- I am awed and honored by this tremendous undertaking on which the trustees and so many faculty, staff, students and community members worked. Special thanks go to Dr. Mary Tung who served on the inaugural planning committee. All has been perfect and, to echo my inaugural comments, I am indeed the luckiest person on Earth! Thank you for your support and for making this time of celebration so very special and memorable.

### **Students thank donors for scholarships**

On November 8, I had the pleasure of attending the 7<sup>th</sup> annual student/donor luncheon - held for the first time in The Rouse Company Foundation Student Services Hall. This special event provided a wonderful opportunity for more than 175 students and donors to meet over lunch and share their personal stories. The students had a chance to meet donors and thank them for their generous contributions toward scholarships. Three student speakers (Mary Gottschalk, Christine Conover, and Melissa Di Marino) gave moving testimony about the positive impact that scholarships have had on their ability to stay in school and provide financial relief to them and their families. Many thanks to the numerous staff who organized and help make the event a success including: Kimberly McNair, Missy Matthey, Yvonne Everett, Cindy Peterka, Cynthia Sikorski, Sarah Angerer, Marge Cullison, Joyce Danzig, Karen Paris, Lee Tydings, Katherine Allen, Marie Janiszewski, Jackie Taylor, Dave Buonora, Arla Webb, Jean Anderson, Narinder Sharma, June Lui, Debbie Isner, Lillian Tabor, Pam Cornell, Greg Fleisher, Dorothy Gleit, Jimmy Robbins, plant operations staff, Sodexho staff, and student Regina Bryant. The *Baltimore Sun* provided coverage of the event with pictures that included Dr. Huddie.

### **Bob Marietta wins Silver Beaver Award!**

Established in 1931, the Silver Beaver Award is presented for distinguished service to young people within a Boy Scouts of America local council. HCC's, Bob Marietta, facilities renovations and safety manager, will receive this award at the Baltimore area council dinner held at Martins West on January 24, 2008. Congratulations, Bob!

### **Marc Fischer – Top 40 under 40**

Hats off to adjunct faculty member, Marc Fischer, who has been a long-time member of HCC's emergency medical technician (EMT) training program. I am pleased to

announce that Marc has been chosen by the *Baltimore Business Journal* as one of its "Top 40 under 40," an annual ranking of young and promising business people. Along with teaching at HCC, Marc is senior vice president of Transwestern Community Investments and a Howard County volunteer firefighter/paramedic.

### **Columbia History Author Joe Mitchell**

HCC's own Joe Mitchell, adjunct faculty, and his co-author, David Stebenne, held a luncheon discussion on October 25, focused on their book *New City on a Hill: A History of Columbia, Maryland*. One reviewer of the book said "this highly readable book is for Howard County and Columbia residents, for young people who want to learn about the founding of their hometown, and for those people who want to understand how a vibrant new city can be successfully created from scratch based on the extraordinary vision of one man." *New City on a Hill: A History of Columbia, Maryland* is available in the HCC bookstore.

### **Laurel College Center Visioning Event**

On November 16, 2007, the senior staffs from HCC and Prince George's Community College hosted a luncheon meeting with fourteen top business, community, government, and school system leaders from the Laurel region at the Laurel College Center (LCC). Within four focus group sessions, everyone contributed to a spirited discussion on how LCC could develop new courses, programs, services and facilities to serve the needs of the area over the next five years. Many ideas surfaced that will be shared with all participants and then sent to the policy and coordinating (PAC) council for the LCC for further action. This event is part of a yearlong effort to gather input from current and future students, staff, faculty, and community members to design a strategic plan for LCC.

### **Howard County Public School System/Howard Community College Semi-Annual Meeting**

On November 19, 2007, the president's team and selected faculty met with the senior administration of the Howard County Public School System (HCPSS). A rich discussion ensued on current and proposed collaborations in the areas of: implementing a new Algebra II exam, launching a college readiness initiative in the English area, partnering to infuse more critical language skills K-14, the launch of its science, technology, engineering, and math (STEM) center, HCC's (fall 2009) new STEM learning community, and the continuation of the National Science Foundation Technology Assessment Program. Updates were provided on: career and technology education (CTE) programs and articulation agreements, the new automotive program, the summer launch of the radiological technology program, survey results of HCPSS English teachers by HCC, teacher hiring update, and base realignment and closure (BRAC).

### **News from Development**

#### October Foundation Revenue

\$1,640,578

### October Endowment, Scholarship and Grant Revenue

\$28,729 (\$146,159 raised to date toward endowment goal of \$400,000)

\$48,260 (\$109,656 raised to date toward scholarship goal of \$600,000)

\$0 (\$1,209,048 raised to date toward grant goal of \$2.5 million)

### **Enrollment Update for Winter/Spring Terms**

Registration is underway for the winter and spring 2008 semesters. Last year, registration started a week earlier than this year. Numerical comparisons this early in the process are difficult because of differences in start dates and this point in the registration process. Advising and testing figures indicate that enrollment is healthy for the winter and spring terms. A comparison report will be provided to the board at its January meeting.

### **United Way Campaign**

The student program board (SPB) hosted its Annual Halloween Costume Ball on October 26, 2007, which included a costume contest, pictures, disc jockey, and goodies. All proceeds from tickets sales will be donated to the United Way. The SPB raised \$252.50 from the event. Thank you to the following students for planning this event: Andrew Giotis, SPB chairperson, Justin Megaughey, assistant SPB chairperson, David Orlena, Stephanie McNight, Timothy Shu, Alex Calvin and Heidi Stultz. Students will attend a future board meeting to present the donation.

### **Fall Job/Career Fair**

On Friday, November 2, 2007, the office of counseling and career services hosted its annual Fall Job/Career Fair. The fair was well attended with 78 registered employers and approximately 500 job seekers. Several new employers attended this fall's event including USDA/Beltsville Agricultural Research Center, T. Rowe Price, IMPAQ International, and L.L. Bean. Counselors were also on hand to review resumes for participants. Job seekers can continue to identify job leads through the HCC Jobs Online database by accessing <http://www.collegecentral.com/howard>. Overall evaluation survey feedback indicated a high satisfaction with the quality of the event. Kudos go to Tonya Osmond, Janice Marks, Sheri Hawes, Alissa Putman, Suzie Friedman, Paul Martin, Betsy Lew, Mary Fuller, Stacey Tash, and Rachel Freedman. A big thank-you goes out to our student and community volunteers who kept this event running smoothly. Special thanks also go to plant operations, housekeeping, security, the business office, and the print shop.

### **Project Access Fundraiser**

The professional development workshop held by Project Access on November 8, 2007, to raise funds for operating expenses was a huge success. The workshop had a two-pronged focus on risk factors for suicide and heightening school safety. Forty-five people attended this event, and \$1,595 was raised. Thank you to the three presenters who helped us to achieve this goal: Dr. Suzanne Miller Friedman, assistant director, mental health counseling, Pam Blackwell, director for student services, Howard County Public Schools, and Steve Drummond, coordinator, school security, Howard County Public Schools. Kudos go to Dr. Linda Schnapp, Mary

Fuller, Irma Rosado and Ann Marie Lee for planning and executing this successful event.

### **A. J. Harmon Named Chairperson of SAC**

A.J. Harmon, HCC's student representative to the Maryland Higher Education Commission's Student Advisory Council (SAC), is serving as chairperson of the community college student representatives. As chairperson, A.J. represents the voice of community college students when he meets monthly with the heads of other SAC constituent groups that include four-year public and four-year private institutions in Maryland. After SAC and constituency meetings, A.J. meets with Cindy Peterka, vice president of student services, to update her on topics of concern for students throughout the state. HCC appreciates A.J.'s participation in SAC and is proud of his leadership with the statewide constituency group.

### **Organic Food Options in the Café on the Quad**

HCC's food service provider, Sodexo Campus Services, has partnered with Albert's Organics. Beginning Wednesday, October 31, certified organic and natural items have been made available in the Café on the Quad's Express area. Organic vegetarian and macro vegan entrees, fruits, milk and soymilk products in the grab and go area, and organic snacks are available throughout the serving area.

### **What's Cooking?**

A collection of favorite recipes from the students, staff, and faculty of Howard Community College is now for sale. The cookbook called, *Now You're Cooking, HCC!*, contains almost 200 recipes, many of which would be delicious additions to your holiday table. The cost of the cookbook is \$15, \$10 for students, and recipe contributors can purchase their first copy for \$10. ALL proceeds from the sale of the cookbook benefit the HCC Educational Foundation's scholarship fund for international education. The cookbooks will be on sale in the development office and in the bookstore.

### **Data Visualization Techniques and Strategies Workshop**

A Data Visualization Techniques and Strategies (DVTS) - Microcomputer-Based Laboratories (MBL) workshop for high school and two-year college physics teachers was held in the Howard Community College physics lab from October 25<sup>th</sup> – 27<sup>th</sup>. Russ Poch, professor of physics, was the HCC workshop host and one of the workshop leaders. The physics teachers who attended taught in schools across the country including Arizona, Minnesota, Illinois, Pennsylvania, Maryland, Massachusetts, etc.

Each session was packed with technology-rich microcomputer-based labs (MBL) using probes or sensors currently used in HCC's physics classes. Data sensors collected motion, force, temperature, light, and electricity data. The data gave the students immediate presentation in both numerical and graphical formats so it could be interpreted to better understand the physical relationships, principles, and concepts that underlie their experiences to build models of what was studied. There

was plenty of time during the workshop to discuss how these tools helped students learn basic physical concepts and can be used in the assessment of students' learning of introductory physics topics based upon current research in cognitive science.

These tools were then integrated into the production of movies that were synchronized with the sensor data taken at the same time with an inexpensive digital camera and replayed. Then frame-by-frame video analysis was done to explain and study situations where sensors were not workable. Each student team made a video of their experiments and presented it to the class on Saturday as a final project. Video analysis topics varied from simplifying the complex motion of a rotating weight on a fixed axis (but varying radius) to the analysis of the forces, motion (distance, velocity, and acceleration), and impact times for the drop and rebound heights of a soccer ball dropped on a force scale. The teachers were made aware of with how computer technology in the lab can improve the teaching and learning of introductory physics concepts. In addition they were impressed with the technology available at HCC and its beautiful, clean campus.

Special thanks must be given to Dave Rader, Wayne Sear, Kathy Fisher, the print shop, and HCC office staff along with several student lab aides who assisted in the lab set-ups and takedowns, driving participants to and from their motel, making eating arrangements, last minute printing of materials for one manual that did not arrive on time, etc.

### **Community Readiness Week**

HCC helped kick-off Howard County's Community Readiness Week with an ice cream social event on October 29. During the social, Becky Maerten and Joan Dreseden of the Community Emergency Response Network (CERN) of Howard County spoke to faculty, staff, and students about Neighbor-to-Neighbor or N2N.

N2N is a grass roots program designed to help families and neighbors prepare for an emergency before it happens so a neighborhood will be self-reliant for up to three days after a disaster. Preparing for a disaster or terrorist attack depends on how good communication is with family and neighbors. The best way to prepare for a disaster is to develop relationships with your neighbors *before* a disaster strikes. It may be necessary for neighborhoods to shelter in place for up to three days without assistance from the Howard County Police Department, Howard County Fire and Rescue, and other emergency personnel. The session explained N2N and provided college staff with N2N instructions and materials to get a group started in their neighborhoods! Although N2N is primarily geared for people who live in Howard County, other counties are beginning to adopt N2N, so the lessons learned from this session can be used anywhere.

## **Capital Projects Update**

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

The final remaining items being addressed prior to project closeout include the sound system installation and electronic hardware installation. At the beginning of October, the college was informed that Maryland Sound and Image (MS&I), which was contracted to design and install the sound system, recently merged with Nelson White Company. After further investigation, MS&I remains a thriving company, but lost several key engineers to the Nelson White Company. The college is in discussion with MS&I, which is expected to complete the project by the end of the year. College staff will work closely with MS&I through this process. Project closeout is expected by December 2007.

### Athletic Fields Renovations

The project is 98 percent complete and the contractor expects to be off-site by December. The storm water management pond, storm sewer drain installations, and final grading have been completed. The athletic department has requested that the fence around the fields be relocated to create a larger field.

Planning meetings for the last phase of the athletic fields renovations have started. These meetings will determine the final renovations required with consideration to the project's budget balance. The college expects to complete the project by summer 2009.

### The Rouse Company Foundation Student Services Hall

The final component of the project is the "Dragon Walk" consisting of the college's mascot, the dragon, being artfully created in the quad using pavers to create a mosaic. The installation of the individual pavers has commenced with expected completion in December. The final building interior signage is on order and soon the paper signs will be replaced throughout the building. In addition, the installation of the plaques on the exterior of the building will be finalized shortly. College staff is working with the contractor to finalize the plaque schedule and installation.

### McCuan Hall and Smith Theatre Renovations

Preconstruction activities began in late September with construction beginning on October 8, 2007. The renovations are being phased beginning with the lower levels of McCuan Hall and the Smith Theatre. The lower levels are progressing and submittals are being processed accordingly.

The departments and offices housed in the senior administration area are scheduled to move the weeks of December 10 and December 17. Preliminary work for demolition will start on December 17 in preparation for demolition to begin on the remaining floors of McCuan Hall on January 2, 2008.

### James Clark, Jr. Library Building Renovations

The design phase for this project is progressing. The 50 percent construction documents were prepared and submitted to the state for review. Following the

review, responses to questions from the Maryland Department of General Services (DGS) will be prepared along with the development of the cost estimate. Following approval, the 95 percent construction documents will be developed. Initial furniture and equipment meetings have been held with the architects who will assist in the development of the construction documents.

Project meetings are currently scheduled with college staff, the architect, and the construction management (CM) firm to resolve issues and move the project forward.

#### Belmont Inn and Conference Center Barn Renovations

Design is progressing and the CM started preconstruction services. The architect, contractor, and college staff met with the Maryland Historic Trust (MHT) to present several different schemes for the conceptual design for the barn renovations. MHT gave approval of two of the schemes and, based on that approval, the architect has narrowed the project down to a basic plan. The architect has some remaining questions on the initial design and easement, and is meeting with MHT at the end of November to get these questions answered. After this meeting, the architect will complete the final conceptual drawings. The administration's initial plan was to have the construction completed for fall 2008 classes, but because the college is still awaiting the results of the septic study and staff needs to continue to meet with MHT, the administration now anticipates a spring 2009 opening.

The architects, contractor, and college staff continue to working closely with all entities to move the project forward.

#### Children's Learning Center Renovations

A kick-off meeting was held in October 2007 and college staff are working closely with the design-build team to ensure a smooth process during construction.

The conceptual plan has been completed and the college is working with the architect to develop the construction drawings. Currently, design is within budget and the project is progressing well.

The renovations to existing shell space support the college's child care program, while enhancing the social sciences and teacher education division disciplines in teacher education, early childhood education, and early childhood development.

#### 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;

- Science and technology (ST) building labs – the design is finished and the project is 70 percent complete;
- ST building ventilation system remains in design phase;
- On-going exterior signage design and installation; and
- On-going campus-wide ADA modifications based on full survey.

Recently completed:

- Belmont manager's house – modifications to correct current ADA deficiencies and code compliance, project began in May for proposed completion in November;
- ST classrooms conversion is complete and are occupied; and
- The ADA full survey by Penza is complete.

**D – Board Member Comments**

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

- November 14, 2007, Meeting Minutes

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

Meeting Minutes  
November 14, 2007

12pm – Rouse Company Foundation Student Services Hall 120B

**Present:** Patrick L. Huddie, chair, and trustee; Katherine K. Rensin, committee member and trustee were in attendance.

**Staff:** Todd Allen, director of human resources; Lynn Coleman, vice president of administration and finance; Janet Cullison, associate vice president of finance; Linda Emmerich, assistant to the president emeritus; Daniel Friedman, chairman, science and technology division; Anna Hamilton, computer specialist II; Cynthia Peterka, vice president of student services, and Ronald Roberson, vice president of instruction, were in attendance.

**Guests:**

<b>Topic</b>	<b>Outcome</b>
1. Quarterly Sole Source Report (July 1, 2007 – September 30, 2007)	The committee reviewed the report. This item was for information only and no committee action was requested.
2. Salary and Benefits	<p>Dan Friedman, chair of the college's salary and fringe benefits committee, and Anna Hamilton, vice chair of the committee, joined the board's audit and finance committee to present the salary and fringe benefits committee's recommendation for fiscal year 2009. The salary and fringe benefits committee recommended a salary increase of nine percent, six percent merit and three percent Cost of Living Adjustment (COLA), for FY 2009. Mr. Friedman and Ms. Hamilton shared extensive data, which included comparative data with other Maryland community colleges and the Howard County Public School System and historical data on salaries at Howard Community College. The salary and fringe benefits committee recommendation of a combined merit and COLA increase of nine percent is a continuing effort to close the merit gap which resulted from lower merit increases in fiscal years 2003, 2004 and 2005.</p> <p>In addition to the merit increase, Mr. Friedman and Ms. Hamilton recommended two benefit changes/additions. The increase of the tuition and fee waiver reimbursement from the current \$2000 level to \$2200 was considered. Also considered was extending the college's health and dental insurance program to eligible part-time, budgeted employees who work 18.75 hours a week or more. In this benefit, the eligible employees would pay for the entire premium.</p> <p>Trustee Huddie thanked Mr. Friedman and Ms. Hamilton for the thorough and well-done report. It was noted that the audit and finance committee would not make a recommendation to the full board on the merit recommendation until the results of the special session in Annapolis are known. The audit and</p>

	<p>finance committee will recommend approval of the tuition reimbursement increase and the part-time employee health benefits to the full board of trustees. Dr. Huddle emphasized that the college does not give a separate COLA increase since cost of living is taken into account in the merit formula.</p>
<p>3. Fiscal Year 2009 Proposed Fee Changes for Courses</p>	<p>The committee reviewed the proposal for increasing fees for a variety of radiologic technology, nursing and arts and humanities courses. Course level fees pay for materials and activities in courses for which there are no budgeted funds in the division. Course level fees are collected to cover actual costs and not to generate a surplus. The committee will recommend approval of the fee increases to the full board of trustees.</p> <p>The trustees and staff discussed the importance of continuing to seek institutional support from hospitals, and perhaps also from drug companies, for the radiologic technology and nursing programs.</p>
<p>4. Application Fees for the Clinical Radiologic Technology and Cardiovascular Technology Programs</p>	<p>The committee reviewed a proposal for a supplemental application fee for the cardiovascular technology and radiologic technology programs. The committee will recommend approval of the fee proposal to the full board of trustees.</p>
<p>5. Fiscal Year 2009 Budget Outlook and Discussion</p>	<p>The committee and staff acknowledged the uncertain budget picture in the state. All agreed that it is not possible at this moment to make a recommendation on the merit increase until the budget climate is more certain. Ms. Coleman indicated that as more information becomes available from Annapolis, the staff will develop various fiscal year 2009 funding request scenarios for the board's consideration.</p> <p>The trustees spoke about the importance of and their efforts to communicate with elected officials on supporting the community colleges and the Cade funding formula.</p>
<p>6. Fiscal Year 2007 Single Audit</p>	<p>The committee acknowledged receipt of the report. This item was for information only and no committee action was requested.</p>
<p>7. Committee of Sponsoring Organizations (COSO) Internal Control Checklist Items</p>	<p>The committee received the second of a three-part response to the Committee of Sponsoring Organizations internal control checklist as noted in the American Institute of Certified Public Accountants audit committee toolkit.</p>
<p>8. Governmental Accounting Standards Board Statement 45 – Other Post Employment Retirement Benefits</p>	<p>Staff informed the committee about a Governmental Accounting Standards Board (GASB) Statement 45, "Accounting and Financial Reporting by Employers for Post-Employment Benefits Other than Pensions," which requires public agencies to report their costs and obligations pertaining to health and other benefits of current and future retired employees. This item was for information only and did not require any committee action.</p>
<p>9. Salary Overpayment</p>	<p>The staff disclosed a salary overpayment issue that has been corrected. The administration sees this as an isolated incident that has been resolved and should not reoccur.</p>
<p>10. Other</p>	<p>The November 14, 2007, meeting of the audit and finance committee was adjourned at 1:06 p.m.</p>

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

- November 15, 2007, Meeting Minutes

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

Meeting Notes

November 17, 2007, 8:30 a.m.

Rouse Company Foundation Student Service Hall, Room 120B

**Present:** T. James Truby, committee chair; Roberta E. Dillow, trustee, and Kathleen Hetherington, president

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

Topic	Outcome
Trustee Truby brought the meeting to order at 8:37 a.m.	
1. Review of HCC Legislative Agenda	<p>The committee members, Dr. Hetherington and Dave Buonora reviewed and discussed the legislative agenda. The following points were highlighted:</p> <ul style="list-style-type: none"> <li>• A new addition to the capital budget request includes a 750-space parking garage. The new parking facility on campus is already at capacity.</li> <li>• The proposed fiscal year 2009 funding request for Laurel College Center is \$296,764. The LCC has been funded at the \$100,000 level in fiscal years 2007 and 2008.</li> <li>• The House of Delegates voted earlier in the week to place no burden on the county for retirement funding.</li> </ul> <p>Committee members asked that the funding chart that is included in the legislative agenda be enhanced to reflect the percentage increase in student enrollment growth as compared with the increase in funding that the college has received. It was also requested that estimated FY08 enrollment and funding data be added to the chart. (It was later determined that it would be confusing to add estimated data; board members were notified and rescinded this request.)</p> <p>The committee asked that a card be created for trustees that would reflect talking points for the college's top three to five legislative needs. The trustees would use the card as a reference for their discussions with elected officials and other leaders.</p> <p>The committee accepted the legislative agenda with the enhancements noted above. The legislative agenda will be taken to the full board for approval at its November 28, 2007, meeting.</p>
2. Important Issues Not Included in the Legislative Agenda	<p>Previously the committee had requested a paper that would include other legislative issues that are critical to the college, but that have not been included as part of the legislative agenda. The committee, Dr. Hetherington and Dave Buonora reviewed and discussed a draft of the paper on other topics of import to the college. The committee requested the following enhancements:</p> <ul style="list-style-type: none"> <li>• In the teacher's education segment, college administration will see if it can accurately quantify the number of community</li> </ul>

Topic	Outcome
	<p>college students who are graduating with the preparation and intent to pursue teacher's education as compared with the number of seats available to them at Maryland four-year schools.</p> <ul style="list-style-type: none"> <li>• The adult education segment should stress that community colleges want to be recognized by the state as one of the primary providers of workforce development.</li> <li>• The affordability segment of the paper should emphasize both the percentage of students who receive aid and an estimate of the unmet need.</li> </ul> <p>Trustee Truby commented that this paper is a strong start and will always be a work in progress. The paper, with the recommended enhancements, will be distributed to the board.</p> <p>Trustee Dillow commented that she would like to see the board and college focus on the long-term funding issue from a strategic perspective. Trustee Truby also noted the importance of looking at demographic changes that will impact the college. President Hetherington noted that the college factors public school enrollment projections, Maryland Higher Education Enrollment projections, and the impact of BRAC into its enrollment development efforts.</p>
3. Special Session of the Maryland General Assembly	<p>The committee discussed recent happenings in Annapolis resulting from the special session of the Maryland General Assembly. Dr. Hetherington has been contacting elected officials to encourage support of the community colleges and the Cade funding formula. The trustees are also in communication with elected officials on behalf of the community colleges and our funding.</p>
4. Recognizing Deceased Students Posthumously	<p>In response to the recent tragic death of a Howard Community College student, Dr. Hetherington noted that the college administration is developing a policy statement that would guide the college in recognizing deceased students posthumously. The policy will be presented to the board for approval once the policy has passed through the college's internal policy development process.</p>
<p>The meeting adjourned at 9:55 a.m.</p>	

## **G – Approval of Minutes**

1. October 24, 2007, Work Session
2. October 24, 2007, Regular Session

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
WORK SESSION MINUTES  
October 24, 2007**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, October 24, 2007, in The Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. Patrick L. Huddie, chair, brought the work session to order at 6:00 p.m. Other board members present included vice chair T. James Truby, trustees, Roberta E. Dillow, Kevin J. Doyle, Katherine K. Rensin, and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustee Louis G. Hutt, Jr. was absent.

**I. Introduction of New Employees**

In the absence of Ron Roberson, vice president of academic affairs, Steve Horvath, professor, English and associate vice president of academic affairs, introduced Jeffrey Fairbanks, lead instructional technologist; David King, interim assistant professor, accounting; Christine Lewis, English as a Second Language (ESL) instructor; Betty Noble, assistant professor, entrepreneurial and coaching studies; and Mary Barton, basic skills intake/assessment specialist (ESL).

Cindy Peterka, vice president of student services, introduced Robert Leyva, admissions and recruitment counselor.

**II. Recognition of the Grand Prix Board Chair**

Chair Huddie recognized Michael M. Drummond, 2007 Grand Prix board chair, and presented him with a plaque and a gift certificate in recognition of his work as the chair.

**III. Recognition of Award Recipient, Diane Schumacher**

Cindy Peterka introduced Diane Schumacher, director of athletics, who was recognized by the board. Ms. Schumacher was recently named the 2006-2007 Administrator of the Year by the National Association of Collegiate Women Athletics Administrators (NACWAA) and the Athletic Director of the Year by the Maryland Junior College Athletic Association (MD-JUCO).

**IV. Meeting the Auditors**

Lynn Coleman, vice president of administration and finance, introduced Mark Gillett from Clifton Gunderson, the firm which is conducting the college's financial audit. Mr. Gillett thanked Janet Cullison, associate vice president of finance, and

her staff for working diligently to ensure a smooth audit process. Howard Community College received an unqualified opinion in the management letter from Clifton Gunderson.

**V. Information Session: Generation Next**

A video clip from Judy Woodruff's report on the *News Hour with Jim Lehrer* about Generation Next, the generation of 18 to 25 year-olds born between 1981 and 1988, was shown. Cindy Peterka introduced the following students: Mario Rodriguez, LaMar Brown, Wesley Myers, Kudzai Dzmiri, Emily Joo, and Mekdela Fekadu, who answered questions about how they use technology. The students use Facebook and MySpace, text messaging, cell phones and email to communicate with each other, and computers for project research, homework, and group discussions.

The work session adjourned at 6:55 p.m.

The above constitutes the official minutes of the October 24, 2007, work session of the Howard Community College Board of Trustees as approved on November 28, 2007, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
REGULAR SESSION MINUTES  
October 24, 2007**

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, October 24, 2007, in The Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. Patrick L. Huddle, chair, brought the regular session to order at 7:05 p.m. Other board members present included vice chair T. James Truby, trustees, Roberta E. Dillow, Kevin J. Doyle, Katherine K. Rensin, and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustee Louis G. Hutt, Jr. was absent.

**A. Approval of October 24, 2007, Agenda**

*A recommendation to approve the October 24, 2007, agenda, was moved by Trustee Truby, seconded by Trustee Dillow, and unanimously approved.*

**B. Board Priority Items**

**1. Report on Board End: Student and Stakeholder Focus**

Zoe Irvin, executive director of planning, research and organizational development, gave an overview.

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

**2. Fiscal Year 2007 Audit Report and College Response to Management Letter**

Lynn Coleman, vice president of administration and finance, gave an overview of the audit process and referred to the work session presentation by Mark Gillett from Clifton Gunderson, the firm conducting the college's audit, during which he reported that the auditors had reported no findings during the audit.

*A recommendation to approve the college's response to the management letter, was moved by Trustee Dillow, seconded by Trustee Rensin, and unanimously approved.*

**C. President's Report**

Kathleen Hetherington discussed the County Executive's launch of the Healthy Howard initiative, which took place at Howard Community College, and a visit by, Lieutenant Governor Anthony Brown during which he met with faculty and students from the health sciences division. The Lieutenant Governor commented

on the “beauty of the campus” and its sense of community.

Dr. Hetherington also gave an overview of the college’s new expanded partnership with the county library, entitled the A+ Partnership. She spoke at an event to announce this partnership earlier in the month. Trustee Doyle, who also serves on the library board, was in attendance at this event.

Dr. Hetherington updated the board on the Children’s Learning Center expansion, which will complete the shell space and increase the capacity of the center. Various aspects of sustainable design will be incorporated into the completed facility.

Thomas Glaser, vice president of information technology, is a finalist for the Tech Council of Maryland/Tech Alliance Division 2007 CIO-CTO Live! Awards. Board members are invited to attend the event on November 7. The Tech Council of Maryland’s CIO-CTO Live! Awards program honors excellence in the IT industry.

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

Trustee Rensin commented on the success of the earlier event naming the Mary Ellen Duncan Hall for English, Languages, and Business. Additionally, she was impressed by the achievements and qualifications of the faculty and staff. President’s Gala invitations will be mailed shortly and sponsorships are available. She urged everyone to support the event and raise money toward Mr. and Mrs. McCuan’s matching grant.

Trustee Dillow also commented on the Duncan Hall naming and thanked the faculty, staff, and students who worked on the Grand Prix. She congratulated Mary Ellen Duncan on receiving the Howard County Chamber of Commerce’s Exemplar Award that recognizes individuals who, in addition to individual achievement in their chosen careers, have demonstrated extraordinary service and commitment to the overall business community. She also commented on the excellent quality of the presentation by John Izzo.

Trustee Truby said he was moved by the comments of Chair Huddie and Dr. Duncan at the Duncan Hall naming event. He emphasized that the college is a “safe place” for creative risk taking where leaders can emerge and grow.

Trustee Tung was impressed by the turnout at the Duncan Hall naming event. She said it is always exciting to come on campus, meet students and visitors, and hear their stories.

Trustee Doyle commented that during the last three months he has developed a great appreciation for the camaraderie of the board and administration and their shared vision and goals. He said it is a privilege to be part of such a great institution. With reference to the A+ Partnership with the library, he said it was a

good example of sharing resources, cooperating, and creative thinking.

Chair Huddie talked about his recent visit to Turkey and Macedonia with college faculty, staff, and foundation board members. The group visited five colleges and universities and signed a memorandum of understanding for the exchange of hospitality students. The Turkish students and educators that the delegation visited were very interested in strengthening the partnership with U.S. community colleges, particularly in the areas of critical languages and distance learning. The Turkish educators were interested in knowing how parents in the United States perceive community colleges. Chair Huddie displayed several gifts that were presented to the Howard Community College delegation.

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

*A recommendation to approve the September 19, 2007, work session, regular session, and closed session minutes, was moved by Trustee Truby, seconded by Trustee Doyle, and unanimously approved.*

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

1. Proposed New Hires;
2. Telecommunication services contract awarded to Verizon Maryland Inc. in the amount of \$60,550;
3. Athletic fields phase IV, change orders 4 and 5 awarded to Hudak's Construction, Inc. in the amount of \$19,908;
4. Belmont Inn and Conference Center interior design services awarded to Cornell and Company Interior Design for up to \$75,000;
5. Fiscal year 2009 capital budget; and
6. Environmental services company providing personnel for third shift housekeeping awarded to H & H Industries in the amount of \$139,600.

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

#### **G. Information Items**

##### **1. Issue Bin**

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

##### **2. Board Calendar**

Erin Yun, director of board relations and special projects, reviewed the upcoming installation events, the January 14, 2008, MACC trustee leadership conference and legislative reception, and the January 28 HCC legislative breakfast.

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

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

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

**4. Financial Statements**

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

**5. Personnel Summary**

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

**Adjournment**

*A recommendation to adjourn the October 24, 2007, meeting, was moved by Trustee Truby, seconded by Trustee Doyle, and unanimously approved.*

The above constitutes the official minutes of the October 24, 2007, regular meeting of the Howard Community College Board of Trustees as approved on November 28, 2007, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

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

## I-1 Issue Bin

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

Board Liaisons to Ongoing Projects	
Project	Liaison(s)
Capital Projects	T. James Truby
Entrepreneurial Center	Louis G. Hutt, Jr.
Foundation Board	Roberta E. Dillow
Possible future location of Laurel College Center	On Hold
Student Housing	On Hold
Sustainability	Patrick L. Huddie; Roberta E. Dillow; Mary B. Tung
Technology Advisory Board	Mary B. Tung
President's Inauguration	Mary B. Tung
President's Gala	Katherine K. Rensin

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

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

## ◆———— Recommendation ———◆

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

## I-2 Board Calendar

Date	Event	Tentative Agenda Items
<b>December 2007</b>		
December 7, 2007 Friday 11:30 am	Commission on the Future <i>RCF-400</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Milestone Meeting</li> <li>• Thank You Luncheon</li> </ul>
December 8, 2007 Saturday 7:00-11:00 pm	President's Gala <i>The Rouse Company Foundation Student Services Hall</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Black Tie Event</li> <li>• Fundraiser (Tickets priced at \$125 each or \$200 per couple for the community; \$50 for HCC employees; \$25 for HCC students.)</li> <li>• Open to all</li> </ul>
December 12, 2007 Wednesday 6:00 pm	Consent Items and Closed Session <i>Belmont</i>	<ul style="list-style-type: none"> <li>• FY08 Presidential Mid-Year Evaluation</li> </ul>
December 12, 2007 Wednesday 7:30 pm	Board of Trustees Holiday Dinner <i>Belmont</i>	
December 24, 2007 – January 1, 2008 Monday – Tuesday	HCC Winter Break	
<b>January 2008</b>		
January 14, 2008 Monday 12:30-8:30 pm	MACC Trustee Leadership Conference and Legislative Reception <i>Annapolis</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
January 16, 2008 Wednesday 6:00 pm	Budget Work Session <i>Schoenbrodt Boardroom</i>	<ul style="list-style-type: none"> <li>• Review of FY09 Integrated Strategic Plan and Operating Budget</li> </ul>
January 22, 2008 Tuesday 12:30 pm	New Employee Recognition Lunch <i>RCF-400</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• New employees recognized</li> </ul>
January 22, 2008 Tuesday 2:00 pm	Winter Convocation <i>Kittleman Room</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• <b>Welcome from Board Chair</b></li> <li>• Commission on the Future Report</li> </ul>
January 28, 2008	Annual Legislative	<ul style="list-style-type: none"> <li>• Legislators Invited</li> </ul>

Date	Event	Tentative Agenda Items
Monday 7:30-9:30 am	Gathering <i>RCF-400</i>	<ul style="list-style-type: none"> <li>County Council and Executive Invited</li> <li>Students Invited</li> </ul>
January 30, 2008 Wednesday 6:00 pm	Regular Meeting <i>RCF-400</i>	<ul style="list-style-type: none"> <li>Approval of FY09 Integrated Strategic Plan and Operating Budget</li> <li>Trustees' Award</li> </ul>
<b>February 2008</b>		
February 6, 2008 Wednesday 8:30-10:00 am	Legislative and Community Relations Committee Meeting <i>Café on the Quad - RCF-120B</i>	<ul style="list-style-type: none"> <li>Progress of Annapolis Session</li> <li>Student Advocacy Day</li> <li>County Budget Process</li> <li>Legislative Summit</li> </ul>
February 11-13, 2008 Monday – Wednesday	ACCT Legislative Summit <i>Marriott Wardman Park Hotel, Washington, DC</i>	<ul style="list-style-type: none"> <li>Meetings Arranged with Board Members and Maryland Delegation in DC</li> </ul>
February 13, 2008 Wednesday 9:00 am-1:30 pm	Community College Student Advocacy Day <i>Annapolis, MD</i>	<ul style="list-style-type: none"> <li>FYI for Trustees</li> </ul>
February 27, 2008 Wednesday 6:00 pm	Work Session  Regular Meeting  <i>RCF-400</i>	<ul style="list-style-type: none"> <li>Introduction of New Employees</li> <li>Informational Tour: Sustainability Effort</li> <li>Report on Board End: Faculty and Staff Focus</li> <li>FY07 Workforce Snapshot</li> <li>Honorary Degree Recipients</li> </ul>
<b>March 2008</b>		
March 10, 2008 Monday 5:00-8:30 pm	Hunan Manor Fundraiser <i>Hunan Manor</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li><b>Board Chair Remarks</b></li> <li>Fundraiser for the college</li> </ul>
March 11, 2008 Tuesday 12:30 pm & 6:00 pm	Dean's Reception <i>Location TBD</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li>Recognition for Dean's List and Distinguished Students</li> </ul>
March 12, 2008 Wednesday 12:00 noon	Audit and Finance Committee  <i>Café on the Quad - RCF-120B</i>	<ul style="list-style-type: none"> <li>Areas for Audit Review</li> <li>Semi-Annual Non-Purchasing Agreement Disclosure</li> <li>Quarterly Sole Source Report (October – December)</li> <li>Committee of Sponsoring Organizations Checklist Items</li> </ul>
March 17-23, 2008 Monday-Sunday	HCC Spring Break	
March 26, 2008	Work Session	<ul style="list-style-type: none"> <li>Introduction of New Employees</li> </ul>

Date	Event	Tentative Agenda Items
Wednesday 6:00 pm		<ul style="list-style-type: none"> <li>• Informational Tour: Learning Outcomes Assessments</li> </ul>
	Regular Meeting  <i>RCF-400</i>	<ul style="list-style-type: none"> <li>• Auditor Areas for Review</li> <li>• Report on Board End: Educational and Support Process Management</li> </ul>
<b>April 2008</b>		
April 23, 2008 Wednesday 6:00 pm	Work Session	<ul style="list-style-type: none"> <li>• Introduction of New Employees</li> <li>• Tour: Laurel College Center</li> </ul>
	Regular Meeting  <i>Laurel College Center</i>	<ul style="list-style-type: none"> <li>• FY09 Operating Budget Approval (if necessary)</li> <li>• FY09 Faculty Promotions</li> <li>• Candidates for Commencement</li> <li>• Report on Board End: Leadership</li> <li>• Legislative Report</li> <li>• Calendar of FY09 Meetings</li> </ul>
<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 14, 2008 Wednesday 12:00 noon	Audit and Finance Committee <i>Café on the Quad - RCF-120B</i>	<ul style="list-style-type: none"> <li>• Quarterly Sole Source Report (January – March)</li> <li>• Meeting with Auditors (FY08 Report)</li> <li>• Yearend Purchases</li> </ul>
May 16, 2008 Friday 12:00 noon	Nursing Recognition Ceremony <i>HCC Campus/Grand Prix Field</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
May 16, 2008 Friday 2:30 pm	Reception for Platform Party <i>RCF – 2<sup>nd</sup> Floor Lobby</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
May 16, 2008 Friday 4:00 pm	Commencement <i>HCC Campus/Grand Prix Field</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• <b>Board Members Confer Degrees</b></li> </ul>
May 22, 2008 Thursday 12:00 noon	Annual Retiree and New Employee Recognition Lunch <i>TBD</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Reception to Honor College Faculty and Staff who Retired During FY08</li> </ul>
May 22, 2008 Thursday 1:30 pm	Convocation	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• <b>Welcome from Board Chair (1:30 pm)</b></li> <li>• Recognition event for retired</li> </ul>


Date	Event	Tentative Agenda Items
	<i>TBD</i>	employees, degree recipients. New employees recognized at lunch.
May 22, 2008 Thursday 3:30 pm	Employee Appreciation Activity  <i>TBD</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Annual activity to thank employees for core &amp; strategic work efforts and volunteerism</li> </ul>
May 28, 2008 Wednesday 6:00 pm	Work Session	<ul style="list-style-type: none"> <li>• Introduction of New Employees</li> <li>• Informational Tour: Crisis Communications</li> </ul>
	Regular Meeting	<ul style="list-style-type: none"> <li>• FY10 Vision, Mission, Values and Beliefs and Strategic Initiatives and Goals</li> <li>• FY09 Faculty Appointments</li> <li>• Election of FY09 Board Officers</li> <li>• Authorization for Board Chair to Approve on Behalf of Board until next Regular Meeting</li> <li>• MHEC Report on Indicators</li> </ul>
	Closed Session <i>RCF-400</i>	<ul style="list-style-type: none"> <li>• Review President's Contract</li> </ul>
<b>June 2008</b>		
June 9, 2008 Monday <i>Time - TBD</i>	Board Retreat  <i>Belmont</i>	<ul style="list-style-type: none"> <li>• Agenda – TBD</li> </ul>

Notes:

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

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

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

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

Red denotes information change from original posting.

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

## **I-3 Agreements Signed by the Board Chair Disclosure**

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

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

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

**Timeline:** October 12, 2007, through November 15, 2007

### **Disclosure**

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

## I-4 Financial Statements

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

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

**Timeline:** September 2007

### ◆———— Recommendation ———◆

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

HOWARD COMMUNITY COLLEGE  
CURRENT INCOME & EXPENSE SUMMARY - FUND 10

	YTD Expended & Encumbered** 09/30/2007	YTD Budget 09/30/2007	YTD Budget Variance 09/30/2007		09/30/2007 Percent Variance From Budget	Total Budget FY2008
<b>OPERATING BUDGET REVENUE</b>						
<b>TUITION</b>						
Summer II & III	\$598,742	550,000	\$48,742	1	8.86%	\$550,000
Fall	8,391,083	7,274,968	1,116,115	2	15.34%	7,274,968
Intersession	1,165	0	1,165		na	353,005
Spring	(1,498)	0	(1,498)	3	na	6,415,478
Summer I & Extended	(1,740)	0	(1,740)	3	na	754,583
Fees	1,145,408	1,213,581	(68,173)		-5.62%	2,362,527
<b>TOTAL TUITION AND FEES</b>	<b>\$10,133,160</b>	<b>\$9,038,549</b>	<b>\$1,094,610</b>		<b>12.11%</b>	<b>\$17,710,561</b>
<b>GOVERNMENTAL AND OTHER</b>						
Howard County	\$5,908,755	5,908,755	\$0		0.00%	\$23,635,010
State of Maryland	2,381,310	2,410,880	(29,570)		-1.23%	9,643,517
Other Income	268,494	175,000	93,494		53.43%	700,000
Unrestricted appropriations	29,570	0	29,570		na	495,373
Continuing Education Support	0	0	0		0.00%	463,475
<b>TOTAL GOV'T AND OTHER</b>	<b>\$8,588,129</b>	<b>\$8,494,635</b>	<b>\$93,494</b>		<b>1.10%</b>	<b>\$34,937,375</b>
<b>TOTAL OPERATING REVENUE</b>	<b>\$18,721,289</b>	<b>\$17,533,184</b>	<b>\$1,188,104</b>		<b>6.78%</b>	<b>\$52,647,936</b>
<b>OPERATING BUDGET EXPENSES</b>						
Instruction	\$15,514,295	\$15,521,454	7,159		0.05%	\$24,058,507
Public Service	265,359	304,644	39,285		12.90%	374,215
Academic Support	2,679,597	2,730,609	51,012		1.87%	3,524,121
Student Services	3,667,101	3,674,291	7,190		0.20%	5,337,353
Institutional Support	6,650,868	6,696,578	45,710		0.68%	10,154,413
Plant	4,117,478	4,133,893	16,415		0.40%	8,073,147
Scholarship/Waivers	452,219	456,386	4,167		0.91%	1,126,180
<b>TOTAL OPERATING EXPENSES</b>	<b>\$33,346,917</b>	<b>\$33,517,855</b>	<b>\$170,938</b>		<b>0.51%</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.

11/15/2007

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

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

**September 2007**

**Tuition and Fees**

- 1) Summer II & III tuition revenue is ahead of budget by **8.86 %**, or **\$48,742**. 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. Headcount was 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 is dedicated to paying the debt on the Horowitz Visual and Performing Arts center.
- 2) As of **September**, fall revenue is ahead of budget by **15.34%**, or **\$1,116,115**. 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 programs and revenues from out-of-state students.** (See note #1 for tuition rate information.)
- 3) These figures represent adjustments for prior year semesters made this year.
- 4) Fee revenues are under budget by **5.62%**, or **\$68,173**. 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 \$742,279 or 65%; consolidated fees \$352,260 or 31%; other student fees \$50,869 or 4%.**

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

**Governmental Revenue and Other Revenue**

- 5) Howard County's contribution to the FY2008 operating budget increased by 19.5% over the prior year and has no variance to the budget.
- 6) 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.
- 7) Other income is ahead of budget by 53.43%, or \$93,494. Investment income represents \$248,318 or 92% 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 8% of other income.
- 8) 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.
- 9) The \$463,475 for continuing education's contribution to the operating fund will be taken at year-end.

**Expenses**

- It should be noted that encumbrances for annual salaries and open purchase orders are included in the expended to date figures.
- Salaries increased by an average of 6.86% over FY2007.
- 10) The public service function is under budget by 12.90% or \$39,285. 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 three 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** 09/30/2007	YTD Budget 09/30/2007	YTD Budget Variance 09/30/2007	09/30/2007 Percent Variance From Budget		Total Budget FY2008
<b>FUND 11 REVENUES</b>						
<b>TUITION</b>						
Credit Fall/Summer II & III	\$182,928	154,689	\$28,239	18.26%	1	\$154,689
Credit Intersession	0	0	0	na		48,950
Credit Spring/Summer I & Extended	(321)	0	(321)	na		172,900
Non-Credit/Continuing Ed	1,497,119	1,284,919	212,200	16.51%	2	3,087,278
Fees	610,542	512,921	97,621	19.03%	3	1,119,538
<b>TOTAL TUITION AND FEES</b>	<b>\$2,290,269</b>	<b>\$1,952,529</b>	<b>\$337,740</b>	<b>17.30%</b>		<b>\$4,583,355</b>
<b>GOVERNMENTAL AND OTHER</b>						
State of Maryland	\$440,897	\$440,897	(\$0)	0.00%	4	\$1,763,587
Service Revenues & Other Income	\$14,825	\$113,122	(\$98,297)	-86.89%	5	\$452,488
Unrestricted appropriation	\$0	\$0	\$0	0.00%	6	400,000
Transfer to Operating Fund	0	0	0	0.00%	7	(463,475)
<b>TOTAL GOV'T. AND OTHER</b>	<b>\$455,722</b>	<b>554,019</b>	<b>(\$98,297)</b>	<b>-17.74%</b>		<b>\$2,152,600</b>
<b>TOTAL FUND 11 REVENUES</b>	<b>\$2,745,991</b>	<b>\$2,506,548</b>	<b>\$239,443</b>	<b>9.55%</b>		<b>\$6,735,955</b>
<b>EXPENDITURES</b>						
Instruction	\$3,867,287	\$4,262,675	\$395,387	9.28%	8	\$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	249,783	251,907	2,124	0.84%		521,337
<b>TOTAL OPERATING EXPENSES</b>	<b>\$4,117,070</b>	<b>\$4,514,582</b>	<b>\$397,512</b>	<b>8.81%</b>		<b>\$6,563,913</b>

n/c = not comparable

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

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

**September 2007**

**Tuition and Fees**

- 1) Credit fall/summer II & III tuition revenues are ahead of budget by **18.26% or \$28,239**. 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) Non-credit tuition revenues are ahead of budget by **16.51% or \$212,200**. 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%.
- 3) Fees are ahead of budget by **19.03% or \$97,621**. This is due to fees earned in excess of budget for classes where enrollment is higher than anticipated mentioned in #2 above.

**Governmental Revenue**

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

**Service and Other Income**

- 5) Service revenues relate to administrative overhead charged to contracts and consulting revenues earned. Currently this category is **86.89% under budget or \$98,297**. 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.
- 6) This unrestricted appropriation allows the division to use carryover funds to support upgrades in labs and repairs to the Hickory Ridge building as needed.
- 7) Continuing education's annual contribution to the operating fund will occur at year-end. For FY08 it will be \$463,475.

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

**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.

8) Instructional expenses are under budget by 9.28% or \$395,387. This budget includes the \$400,000 in contingency funds (see note 6). Some of this reserve has been used to offset needs due to unanticipated growth in the adult basic education program.

**Howard Community College  
9/2007  
Cost Center Variances**

Cost Center	FY2008 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original* B-A	Projected Percentage Variance from Original FY2008		
<b>Instruction</b>							
11200	Schoenbrodt honors	853	23,701	23,701	-	0%	
<b>11300</b>	<b>Mathematics</b>	<b>1,473,140</b>	<b>1,920,062</b>	<b>1,930,614</b>	<b>10,552</b>	<b>1%</b>	<b>Additional hours allocated for student lab employee.</b>
11310	Health	160,402	242,621	242,371	(250)	0%	
11400	Social sciences	1,464,659	1,783,637	1,782,137	(1,500)	0%	
11410	Eng/world languages	2,256,297	2,744,992	2,744,992	-	0%	
11450	Arts & humanities	1,753,476	2,270,155	2,270,155	-	0%	
11480	Rouse scholars	70,708	94,283	94,283	-	0%	
11600	Distance learning	227,532	385,152	388,940	3,788	1%	
12100	Nursing	1,317,006	1,774,229	1,771,729	(2,500)	0%	
12118	Rad Tech Program	-	74,760	74,760	-	0%	
12120	Emergency medical technology	85,916	179,550	179,550	-	0%	
12150	Cardiovascular program	133,866	171,574	171,324	(250)	0%	
12200	Business & computers	1,314,513	1,806,751	1,806,751	-	0%	
12250	Science & technology programs	1,777,956	2,307,201	2,307,201	-	0%	
12280	Cooperative education	2,060	12,848	12,848	-	0%	
13500	Service Learning	61,372	79,732	79,732	-	0%	
13550	Instr. Internatio	118,829	129,529	129,529	-	0%	
44010	User computer services	404,027	437,968	437,968	-	0%	
44020	Student computer services	743,855	1,024,953	1,024,953	-	0%	
44030	Student labs	190,317	299,742	299,742	-	0%	
46100	1st floor support	142,679	160,407	163,907	3,500	1%	
46200	2nd floor support	86,418	103,470	103,470	-	0%	
46300	Hickory ridge	65,156	85,003	85,003	-	0%	
46400	Evening services		1,325	1,325	-	0%	
46700	ELB divisions support	110,142	130,078	130,078	-	0%	
46800	Arts & humanities support	57,643	66,638	66,638	-	0%	
47500	Faculty learning community	(21)	16,500	17,500	1,000	6%	
48000	Outcomes assessment	127,756	187,781	187,781	-	0%	
<b>48500</b>	<b>Instructional direction</b>	<b>17,412</b>	<b>260,742</b>	<b>248,402</b>	<b>(12,340)</b>	<b>-5%</b>	<b>Funded additional hours for employee (11300).</b>
48501	Learning communities	213,940	243,169	243,169	-	0%	
48502	Program development	35,208	82,879	84,773	1,894	2%	
51100	Webmaster		3,894	-	(3,894)	-100%	
52102	Pool guards	12,582	68,929	68,929	-	0%	
53200	Learning assistance center	473,681	632,970	632,970	-	0%	
99970	Benefits/chargebacks	614,915	3,887,368	3,887,368	0	0%	
99970	Reserve for fee shortfall		68,173	68,173	-	0%	
99980	Division support	-	163,276	163,276	-	0%	
99990	Furniture/equipment	-	132,464	132,464	-	0%	
	<b>Total instruction</b>	<b>15,514,295</b>	<b>24,058,507</b>	<b>24,058,507</b>	<b>0</b>	<b>0%</b>	

Cost Center	FY2008 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2008	
<b>Public Service</b>						
33250	Cable studio	252,038	286,188	286,188	-	0%
99970	Benefits/chargebacks	13,321	84,098	84,098	-	0%
99990	Furniture/equipment	-	3,928	3,928	-	0%
	Total public service	265,359	374,215	374,215	-	0%
<b>Academic Support</b>						
33400	Cultural theater	78,676	110,428	110,428	-	0%
33500	Student alumni productions	92,658	108,158	108,158	-	0%
41001	Library services	700,761	760,592	760,592	-	0%
41002	Teaching & learning center	218,278	239,304	239,304	-	0%
43100	Education technology	234,536	294,614	294,614	-	0%
43200	Video services	34,901	75,352	75,352	-	0%
46000	VP of academic affairs	301,121	314,964	314,964	-	0%
47000	Faculty development	36,842	111,747	111,747	-	0%
48100	Interactive classroom	16,000	23,980	23,980	-	0%
65001	Academic promotions	-	143,016	143,016	-	0%
99970	Benefits/chargebacks	965,824	1,301,066	1,301,066	-	0%
99980	VP's Allocation	-	5,924	5,924	-	0%
99990	Furniture/equipment	-	34,977	34,977	-	0%
	Total academic support	2,679,597	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	415,401	457,426	-	0%
46600	Welcome center & telephone adv.	117,696	170,555	-	0%
51000	VP of student services	212,746	255,598	(1,000)	0%
51200	Student ambassador program	2,345	9,232	-	0%
52000	Student activities	-	2,603	-	0%
52100	PE facility	267,354	313,117	-	0%
53000	Career services	384,797	462,791	-	0%
53100	Test center	211,461	257,513	-	0%
53500	Retention	63,372	89,380	-	0%
53555	Career links	6,819	26,396	-	0%
54000	Financial aid services	482,560	642,079	-	0%
55000	Admissions	678,086	738,507	1,000	0%
55001	Workgroup	283,429	363,815	-	0%
56000	Records	367,684	419,933	-	0%
65002	Student services promotions	-	35,392	-	0%
99970	Benefits/chargebacks	169,259	982,451	-	0%
99980	Part time coverage	4,093	15,114	-	0%
99990	Furniture/equipment	-	95,451	-	0%
	<b>Total student services</b>	<b>3,667,101</b>	<b>5,337,353</b>	<b>-</b>	<b>0%</b>

Cost Center	FY2008 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2008
<b>Institutional Support</b>					
61000	President	521,185	600,206	-	0%
61100	Board of trustees	51,220	133,979	-	0%
61200	Research, planning and org. dev.	365,839	427,457	-	0%
61900	Senior administration	2,775	13,617	-	0%
62000	VP of administration & finance	284,981	320,462	-	0%
62100	Finance office	1,044,899	1,140,339	-	0%
63101	Human resources	541,950	585,414	-	0%
63102	Recruitment	36,810	56,546	-	0%
63103	Unemployment	29,744	47,253	-	0%
63150	Diversity programs	68	12,000	-	0%
63200	Reprographics	188,440	180,540	-	0%
63400	Security	970,066	1,107,061	-	0%
63500	Telecommunications	63,744	262,541	-	0%
63554	Mediation & conflict resolution center		20,000	-	0%
63600	Risk management	88,377	296,149	-	0%
63700	General administration	130,654	774,197	-	0%
63800	Commencement/award programs	28,679	35,489	-	0%
64000	Administrative information systems	966,432	1,200,087	-	0%
64001	Enterprise network	460,973	526,440	-	0%
64002	Web Enterprise	252,397	283,662	-	0%
64100	Information technology adm.	236,250	297,947	-	0%
65000	Public relations & marketing	415,437	567,095	-	0%
65100	Development & alumni relations	545,479	638,468	-	0%
65900	Fundraising	-	30,000	-	0%
99970	Benefits/chargebacks	(575,531)	591,642	-	0%
99990	Furniture/equipment	-	5,824	-	0%
	Total institutional support	6,650,868	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	3,450	153,263	153,263	-	0%
71100	General services	1,612,855	3,434,497	3,434,497	-	0%
71150	Recycling	2,287	25,000	25,000	-	0%
71500	Safety	68,401	72,500	72,500	-	0%
72000	Engineering	910,301	1,090,258	1,090,258	-	0%
72500	Preventive maintenance	121,308	199,667	199,667	-	0%
73000	Housekeeping	930,915	1,417,500	1,417,500	-	0%
75000	Grounds	269,364	331,449	336,149	4,700	1%
76000	Renovations	47,306	163,929	159,229	(4,700)	-3%
99970	Benefits/chargebacks	151,290	1,175,911	1,175,911	-	0%
99990	Furniture/equipment	-	9,173	9,173	-	0%
	<b>Total plant</b>	<b>4,117,478</b>	<b>8,073,147</b>	<b>8,073,147</b>	<b>-</b>	<b>0%</b>
<b>Scholarships</b>						
81000	Scholarships	267,795	659,280	659,280	-	0%
82000	Waivers	184,424	466,900	466,900	-	0%
	<b>Total scholarships</b>	<b>452,219</b>	<b>1,126,180</b>	<b>1,126,180</b>	<b>-</b>	<b>0%</b>
	<b>Grand totals</b>	<b>33,346,917</b>	<b>52,647,936</b>	<b>52,647,936</b>	<b>0</b>	<b>0%</b>

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.

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**Howard Community College  
9/2007  
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	875	23,701	4%	1
11300	Mathematics	278,060	1,930,614	14%	
11310	Health	27,803	242,371	11%	
11400	Social sciences	255,363	1,782,137	14%	
11410	Eng/world languages	429,683	2,744,992	16%	
11450	Arts & humanities	368,231	2,270,155	16%	
11480	Rouse scholars	23,214	94,283	25%	
11600	Distance learning	121,923	388,940	31%	2
12100	Nursing	297,750	1,771,729	17%	
12118	Rad Tech Program	-	74,760	0%	3
12120	Emergency medical technology	27,269	179,550	15%	
12150	Cardiovascular program	33,963	171,324	20%	
12200	Business & computers	290,220	1,806,751	16%	
12250	Science & technology programs	394,988	2,307,201	17%	
12280	Cooperative education	2,060	12,848	16%	
13500	Service Learning	16,423	79,732	21%	
13550	Instructional international program	33,686	129,529	13%	
44010	User computer services	115,647	437,968	8%	4
44020	Student computer services	227,503	1,024,953	22%	
44030	Student labs	65,105	299,742	22%	
46100	1st floor support	39,517	163,907	24%	
46200	2nd floor support	29,375	103,470	28%	
46300	Hickory ridge	18,002	85,003	21%	
46400	Evening services	-	1,325	0%	5
46700	ELB divisions support	29,297	130,078	23%	
46800	Arts & humanities support	19,811	66,638	30%	
47500	Faculty learning community	-	17,500	0%	1
48000	Outcomes assessment	37,553	187,781	20%	
48500	Instructional direction	17,412	248,402	7%	6
48501	Learning communities	54,692	243,169	22%	
48502	Program development	35,208	84,773	42%	6
52102	Pool guards	12,582	68,929	18%	
53200	Learning assistance center	124,746	632,970	20%	
99970	Benefits/chargebacks	575,268	3,887,369	15%	
99970	Reserve for fee shortfall	-	68,173	0%	7
99980	Division support	-	163,275	0%	6
99990	Furniture/equipment	-	132,464	0%	8
	<b>Total instruction</b>	<b>4,003,227</b>	<b>24,058,507</b>	<b>17%</b>	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Public Service</b>					
33250	Cable studio	63,921	286,188	22%	
99970	Benefits/chargebacks	13,321	84,098	16%	
99990	Furniture/equipment	-	3,928	0%	8
	Total public service	77,242	374,215	21%	
<b>Academic Support</b>					
33400	Cultural theater	28,438	110,428	26%	
33500	Student alumni productions	25,069	108,158	23%	
41001	Library services	328,668	760,592	43%	9
41002	Teaching & learning center	48,311	239,304	20%	
43100	Education technology	63,488	294,614	22%	
43200	Video services	12,759	75,352	17%	
46000	VP of academic affairs	79,328	314,964	25%	
47000	Faculty development	35,867	111,747	32%	6
48100	Interactive classroom	16,000	23,980	67%	10
65001	Academic promotions	-	143,016	0%	11
99970	Benefits/chargebacks	162,774	1,301,066	13%	
99980	VP's Allocation	-	5,924	0%	6
99990	Furniture/equipment	-	34,977	0%	8
	Total academic support	800,702	3,524,121	23%	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Student Services</b>					
46500	Advising, academic	120,951	457,426	26%	
46600	Welcome center & telephone adv.	38,034	170,555	22%	
51000	VP of student services	39,687	254,598	16%	
51200	Student ambassador program	2,345	9,232	25%	
52000	Student activities	-	2,603	0%	5
52100	PE facility	68,704	313,117	22%	
53000	Career services	106,483	462,791	23%	
53100	Test center	74,797	257,513	29%	
53500	Retention	17,856	89,380	20%	
53555	Career links	5,419	26,396	21%	
54000	Financial aid services	138,165	642,079	22%	
55000	Admissions	166,588	739,507	23%	
55001	Workgroup	98,719	363,815	27%	
56000	Records	112,237	419,933	27%	
65002	Student services promotions	-	35,392	0%	11
99970	Benefits/chargebacks	162,827	982,451	17%	
99980	Part time coverage	-	15,114	0%	6
99990	Furniture/equipment	-	95,451	0%	8
	<b>Total student services</b>	<b>1,152,813</b>	<b>5,337,353</b>	<b>22%</b>	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Institutional Support</b>					
61000	President	180,365	600,206	30%	
61100	Board of trustees	28,025	133,979	21%	
61200	Research, planning and org. dev.	102,075	427,457	24%	
61900	Senior administration	1,310	13,617	10%	
62000	VP of administration & finance	83,495	320,462	26%	
62100	Finance office	279,694	1,140,339	25%	
63101	Human resources	138,464	585,414	24%	
63102	Recruitment	11,558	56,546	20%	
63103	Unemployment	(3,356)	47,253	-7%	12
63150	Diversity programs	67	12,000	1%	11
63200	Reprographics	29,377	180,540	16%	
63400	Security	185,582	1,107,061	17%	
63500	Telecommunications	16,698	262,541	6%	13
63554	Mediation & conflict resolution cer	-	20,000	0%	14
63600	Risk management	43,276	296,149	15%	
63700	General administration	130,654	774,197	17%	
63800	Commencement/award programs	676	35,489	2%	11
64000	Administrative information system	430,828	1,200,087	36%	15
64001	Enterprise network	177,560	526,440	34%	16
64002	Web Enterprise	64,045	283,662	23%	
64100	Information technology adm.	62,218	297,947	21%	
65000	Public relations & marketing	134,728	567,095	24%	
65100	Development & alumni relations	159,152	638,468	25%	
65900	Fundraising	-	30,000	0%	11
99970	Benefits/chargebacks	178,369	591,642	30%	
99990	Furniture/equipment	-	5,824	0%	8
	Total institutional support	2,434,860	10,154,413	24%	

Cost Center		FY2008 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Plant</b>					
71000	Plant administration	3,450	153,263	2%	11
71100	General services	423,859	3,434,497	12%	
71150	Recycling	-	25,000	0%	17
71500	Safety	17,476	72,500	24%	
72000	Engineering	250,726	1,090,258	23%	
72500	Preventive maintenance	31,764	199,667	16%	
73000	Housekeeping	276,164	1,417,500	19%	
75000	Grounds	77,833	336,149	23%	
76000	Renovations	12,043	159,229	8%	18
99970	Benefits/chargebacks	144,872	1,175,911	12%	
99990	Furniture/equipment	-	9,173	0%	8
	Total plant	1,238,186	8,073,147	15%	
<b>Scholarships</b>					
81000	Scholarships	267,795	659,280	41%	19
82000	Waivers	184,424	466,900	39%	20
	Total scholarships	452,219	1,126,180	40%	
	Grand totals	10,159,250	52,647,937	19%	

Notes: Only variances greater than 30% or less than 10% 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 Expenses for these programs occur primarily in the major semesters.
- 2 Annual software maintenance was paid and is causing this high variance.
- 3 Rad Tech is a new program and no expenses have been incurred to date. The first courses will start in summer.
- 4 Two open positions are causing this low spending variance.
- 5 These cost centers have relatively small budgets. Spending occurs for supplies and services as needed.
- 6 These programs which support instruction and student services, will expend funds as needed during the year.
- 7 This budget is reserved for any fee shortfalls.
- 8 Furniture and equipment budgets are typically spent later in the year.
- 9 The library pays annual service fees for contracts and on line access early in the year for the entire year.
- 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 Timing of payments is causing this temporary variance.
- 14 The mediation center has it's operating budget in the special funds. This amount supplements that budget.
- 15 The payment of computer equipment is causing this temporary variance.
- 16 The payment of software and computer equipment is causing this temporary variance.
- 17 Recycling costs have been eliminated through efforts with the County government.
- 18 Renovations are scheduled and expenditures will occur later in the year.
- 19 Scholarships for the fall term have been disbursed.
- 20 Waivers are granted at the time of registration for the summer and fall terms.

## I-5 Full-time/Part-time Enrollment Ratios by Division

**Background:** For the fall semester and at year-end, academic affairs computes the full-time/part-time ratios overall and by discipline. This information allows the college to track progress toward the Maryland Higher Education Commission (MHEC) benchmark of 50/50 for full-time and part-time faculty and also to identify the most pressing new faculty needs by discipline. Despite an aggressive initiative that resulted in a net increase of 15 full-time faculty for the fall of 2007, the full-time/part-time ratio only moved 2 percent to 43 percent full-time and 57 percent part-time. That is because with a 5.6 percent increase in FTE, 12 of those full-time faculty were needed to simply keep the college even.

**Purpose:** To track progress toward the MHEC benchmark and to identify the most pressing faculty needs by discipline

**Timeline:** The full-time/part-time ratio is computed at the end of the fall semester and at year-end.

### ◆———— Recommendation —————◆

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

<b>Division/Course Code</b>	<b>FALL FT (# of Students x # of Credits)</b>	<b>FALL PT (# of Students x # of Credits)</b>	<b>TOTAL FT</b>	<b>TOTAL PT</b>	<b>TOTAL FT + PT</b>	<b>%FT</b>	<b>%PT</b>
<b>ARTT</b>	903	1616	903	1616	<b>2519</b>	<b>36%</b>	<b>64%</b>
<b>DANC</b>	16	248	16	248	<b>264</b>	<b>6%</b>	<b>94%</b>
<b>FILM</b>	213	243	213	243	<b>456</b>	<b>47%</b>	<b>53%</b>
<b>FINE</b>	402	408	402	408	<b>810</b>	<b>50%</b>	<b>50%</b>
<b>MASS</b>	192	399	192	399	<b>591</b>	<b>32%</b>	<b>68%</b>
<b>MUSC</b>	364	722	364	722	<b>1086</b>	<b>34%</b>	<b>66%</b>
<b>PHIL</b>	172	384	172	384	<b>556</b>	<b>31%</b>	<b>69%</b>
<b>SPCH</b>	156	933	156	933	<b>1089</b>	<b>14%</b>	<b>86%</b>
<b>THET</b>	146	466	146	466	<b>612</b>	<b>24%</b>	<b>76%</b>
<b>WMST</b>	51	27	51	27	<b>78</b>	<b>65%</b>	<b>35%</b>
<b>Division SubTotal</b>	<b>2615</b>	<b>5446</b>	<b>2615</b>	<b>5446</b>	<b>8061</b>	<b>32%</b>	<b>68%</b>
<b>ACCT</b>	636	844	636	844	<b>1480</b>	<b>43%</b>	<b>57%</b>
<b>BFMT</b>	0	0	0	0	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>BMGT</b>	606	1191	606	1191	<b>1797</b>	<b>34%</b>	<b>66%</b>
<b>CMGT</b>	0	155	0	155	<b>155</b>	<b>0%</b>	<b>100%</b>
<b>CMSY</b>	1425	1168	1425	1168	<b>2593</b>	<b>55%</b>	<b>45%</b>
<b>COOP</b>	6	7	6	7	<b>13</b>	<b>46%</b>	<b>54%</b>
<b>ENTR</b>	91	327	91	327	<b>418</b>	<b>22%</b>	<b>78%</b>
<b>FNPL</b>	72	9	72	9	<b>81</b>	<b>89%</b>	<b>11%</b>
<b>HMGT</b>	0	307	0	307	<b>307</b>	<b>0%</b>	<b>100%</b>
<b>MSFT</b>	0	69	0	69	<b>69</b>	<b>0%</b>	<b>100%</b>
<b>OFFI</b>	93	20	93	20	<b>113</b>	<b>82%</b>	<b>18%</b>
<b>RETL</b>	0	0	0	0	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Division SubTotal</b>	<b>2929</b>	<b>4097</b>	<b>2929</b>	<b>4097</b>	<b>7026</b>	<b>42%</b>	<b>58%</b>
<b>AMSL</b>	0	200	0	200	<b>200</b>	<b>0%</b>	<b>100%</b>
<b>ARAB</b>	108	52	108	52	<b>160</b>	<b>68%</b>	<b>33%</b>
<b>CHNS</b>	0	104	0	104	<b>104</b>	<b>0%</b>	<b>100%</b>
<b>ENGL w/o Dev</b>	3071	4762	3071	4762	<b>7833</b>	<b>39%</b>	<b>61%</b>
<b>ENGL Dev ONLY</b>	1876	3018	1876	3018	<b>4894</b>	<b>38%</b>	<b>62%</b>

<b>FARS</b>	0	28	0	28	<b>28</b>	<b>0%</b>	<b>100%</b>
<b>FREN</b>	0	164	0	164	<b>164</b>	<b>0%</b>	<b>100%</b>
<b>GERM</b>	0	64	0	64	<b>64</b>	<b>0%</b>	<b>100%</b>
<b>GREK</b>	0	0	0	0	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>HBRW</b>	0	32	0	32	<b>32</b>	<b>0%</b>	<b>100%</b>
<b>ITAL</b>	0	64	0	64	<b>64</b>	<b>0%</b>	<b>100%</b>
<b>KORE</b>	0	32	0	32	<b>32</b>	<b>0%</b>	<b>100%</b>
<b>PORT</b>	0	8	0	8	<b>8</b>	<b>0%</b>	<b>0%</b>
<b>RUSS</b>	0	44	0	44	<b>44</b>	<b>0%</b>	<b>100%</b>
<b>SPAN</b>	243	736	243	979	<b>1222</b>	<b>20%</b>	<b>80%</b>
<b>Division SubTotal</b>	<b>5298</b>	<b>9308</b>	<b>5298</b>	<b>9551</b>	<b>14849</b>	<b>36%</b>	<b>64%</b>
<b>CARD</b>	0	234	0	234	<b>234</b>	<b>0%</b>	<b>100%</b>
<b>EMSP</b>	105	0	105	0	<b>105</b>	<b>100%</b>	<b>0%</b>
<b>EXSC</b>	0	123	0	123	<b>123</b>	<b>0%</b>	<b>100%</b>
<b>HEAL</b>	5	85	5	85	<b>90</b>	<b>6%</b>	<b>94%</b>
<b>HEED</b>	42	1300	42	1300	<b>1342</b>	<b>3%</b>	<b>97%</b>
<b>HUMS</b>	0	102	0	102	<b>102</b>	<b>0%</b>	<b>100%</b>
<b>LFIT</b>	57	168	57	168	<b>225</b>	<b>25%</b>	<b>75%</b>
<b>NURS</b>	1040	1655	1040	1655	<b>2695</b>	<b>39%</b>	<b>61%</b>
<b>Division SubTotal</b>	<b>1249</b>	<b>3667</b>	<b>1249</b>	<b>3667</b>	<b>4916</b>	<b>25%</b>	<b>75%</b>
<b>MATH</b>	2469	2098	2469	2098	<b>4567</b>	<b>54%</b>	<b>46%</b>
<b>MATH Dev</b>	2935	2696	2935	2696	<b>5631</b>	<b>52%</b>	<b>48%</b>
<b>Division SubTotal</b>	<b>5404</b>	<b>4794</b>	<b>5404</b>	<b>4794</b>	<b>10198</b>	<b>53%</b>	<b>47%</b>
<b>ANTH</b>	0	132	0	132	<b>132</b>	<b>0%</b>	<b>100%</b>
<b>CRES</b>	0	39	0	39	<b>39</b>	<b>0%</b>	<b>100%</b>
<b>CRIM</b>	0	529	0	529	<b>529</b>	<b>0%</b>	<b>100%</b>
<b>ECON</b>	717	303	717	303	<b>1020</b>	<b>70%</b>	<b>30%</b>
<b>EDUC</b>	653	895	653	895	<b>1548</b>	<b>42%</b>	<b>58%</b>
<b>GEOG</b>	0	144	0	144	<b>144</b>	<b>0%</b>	<b>100%</b>
<b>HIST</b>	1422	882	1422	882	<b>2304</b>	<b>62%</b>	<b>38%</b>
<b>HMDV</b>	353	479	353	479	<b>832</b>	<b>42%</b>	<b>58%</b>
<b>POLI</b>	123	144	123	144	<b>267</b>	<b>46%</b>	<b>54%</b>
<b>PSYC</b>	531	1032	531	1032	<b>1563</b>	<b>34%</b>	<b>66%</b>

<b>SOCI</b>	1110	642	1110	642	<b>1752</b>	<b>63%</b>	<b>37%</b>
<b>Division SubTotal</b>	<b>4909</b>	<b>5221</b>	<b>4909</b>	<b>5221</b>	<b>10130</b>	<b>48%</b>	<b>52%</b>
<b>ASTR</b>	0	59	0	59	<b>59</b>	<b>0%</b>	<b>100%</b>
<b>BIOL</b>	2990	3399	2990	3399	<b>6389</b>	<b>47%</b>	<b>53%</b>
<b>BMET</b>	0	10	0	10	<b>10</b>	<b>0%</b>	<b>100%</b>
<b>CADD</b>	174	30	174	30	<b>204</b>	<b>85%</b>	<b>15%</b>
<b>CFOR</b>	147	0	147	0	<b>147</b>	<b>100%</b>	<b>0%</b>
<b>CHEM</b>	1226	531	1226	531	<b>1757</b>	<b>70%</b>	<b>30%</b>
<b>CMSY</b>	72	156	72	156	<b>228</b>	<b>32%</b>	<b>68%</b>
<b>CSCO</b>	120	72	120	72	<b>192</b>	<b>63%</b>	<b>38%</b>
<b>ELEC</b>	0	119	0	119	<b>119</b>	<b>0%</b>	<b>100%</b>
<b>ENES</b>	117	27	117	27	<b>144</b>	<b>81%</b>	<b>19%</b>
<b>GEOL</b>	74	110	74	110	<b>184</b>	<b>40%</b>	<b>60%</b>
<b>HORT</b>	0	0	0	0	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>METO</b>	0	126	0	126	<b>126</b>	<b>0%</b>	<b>100%</b>
<b>PHYS</b>	720	206	720	206	<b>926</b>	<b>78%</b>	<b>22%</b>
<b>Division SubTotal</b>	<b>5640</b>	<b>4845</b>	<b>5640</b>	<b>4845</b>	<b>10485</b>	<b>54%</b>	<b>46%</b>
<b>TOTAL</b>	<b>28044</b>	<b>37378</b>	<b>28044</b>	<b>37378</b>	<b>65422</b>	<b>43%</b>	<b>57%</b>

#### Course Code Key:

ACCT – Accounting  
 AMSL – American Sign Language  
 ANTH – Anthropology  
 ARAB – Arabic  
 ARTT – Art  
 ASTR – Astronomy  
 BFMT – Bioinformatics  
 BIOL – Biology  
 BMET – Biomedical Engineering  
 BMGT – Business  
 CARD – Cardiovascular Technology  
 CHEM – Chemistry  
 CHNS – Chinese  
 CSCO – Cisco  
 CADD – Computer-Aided Design  
 CFOR – Computer Forensics  
 CMSY – Computer Systems  
 CRES – Conflict Resolution  
 COOP – Cooperative Education  
 CRIM – Criminal Justice  
 CMGT – Culinary Management  
 DANC – Dance  
 ECON – Economics  
 EDUC – Education  
 ELEC – Electronics

EMSP – Emergency Medical Technician/Paramedic  
 ENES – Engineering  
 ENGL – English  
 ENTR – Entrepreneurship  
 EXSC – Exercise Science  
 FILM – Film  
 FNPL – Financial Planning  
 FINE – Fine Arts  
 FREN – French  
 GEOG – Geography  
 GEOL – Geology  
 GERM – German  
 GREK – Greek  
 HEAL – Health Care  
 HEED – Health Education  
 HIST – History  
 HORT – Horticulture  
 HMGT – Hospitality Management  
 HMDV – Human Development  
 HUMS – Human Services  
 ITAL – Italian  
 KORE – Korean  
 LFIT – Life Fitness  
 MASS – Mass Media  
 MATH – Mathematics

METO – Meteorology  
 MSFT – Microsoft  
 MUSC – Music  
 NURS – Nursing  
 OFFI – Office Technology  
 PHIL – Philosophy  
 PHOT – Photonics  
 PHYS – Physics  
 POLI – Political Science  
 PORT – Portuguese  
 PSYC – Psychology  
 RETL – Retailing  
 RUSS – Russian  
 SOCI – Sociology  
 SPAN – Spanish  
 SPCH – Speech  
 TELE – Telecommunications  
 THET – Theatre  
 WCOM – Wireless Communications  
 WMST – Women's Studies

## I-6 Personnel Summary

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

**Purpose:** Disclosure to the board

**Timeline:** October 2007

◆———— Recommendation —————◆

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

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

October 1, 2007 – October 31, 2007

*Section I – Change in Status*

**SPECIAL ASSIGNMENTS**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effect. 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	9/03/07	6/30/08

**PHASED RETIREMENT**

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

**SEPARATIONS**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Career Programs Administrative Assistant	Continuing Education	N/A	N/A	N/A	N/A	Bowers, Marie	9/20/07*
Theatre Technical Director	Arts and Humanities	N/A	N/A	N/A	N/A	Yarbrough, William	10/17/07
Housekeeper	Plant Operations	N/A	N/A	N/A	N/A	Purvis, Adrian	10/27/07

\*Separation Notice Received Subsequent to Submission of September Activity Report

*Section II – Leaves*

**SABBATICAL LEAVE**

Name	Position	Beginning Date of Leave	Ending Date of Leave
Cooper, Barbara	Professor, English	8/06/07	12/31/07
Jeffrey, Jeanette	Associate Professor, Health/Life Fitness	8/06/07	6/06/08
Lowe, William	Assistant Professor, English	8/06/07	6/06/08
Stanford, Jennifer	Associate Professor, Nursing	8/06/07	12/31/07
Sweeney, Susan	Associate Professor, Human Development	8/06/07	12/31/07

**LEAVE WITHOUT PAY**

Name	Position	Beginning Date of Leave	Ending Date of Leave
Sun, Samien	Housekeeper	10/04/07	Undetermined