

Howard Community College
Board of Trustees
Retreat Minutes
June 08, 2009
Belmont Conference Center – Carriage House

Board of Trustees: T. James Truby, chair; Katherine K. Rensin, vice chair; Roberta E. Dillow; Kevin J. Doyle; Patrick L. Huddie; Louis G. Hutt, Jr.; and Mary B. Tung. Incoming trustee Mary S. Esmond and Kathleen B. Hetherington, secretary-treasurer, were also present.

Staff: Lynn Coleman, vice president of administration and finance; Nancy S. Gainer, executive director, public relations; Thomas J. Glaser, vice president of information technology; Zoe Irvin, executive director, planning, research, and organizational development; Cynthia J. Peterka, vice president of student services; Ronald X. Roberson, vice president of academic affairs; and Erin Yun, director of board relations/special projects.

A. Enhancing HCC's Financial Future: Opportunities, Constraints, and Capacity Building

Lynn Coleman gave a brief overview of potential future county and state operating and capital funding. Because of current economic challenges, the college is seeking ways to expand partnerships as well as maximize campus classroom space. The consultants working with the college on the facilities master plan will also be looking at the class schedule and existing space in order increase the number of classes that the college can offer.

Ron Roberson, vice president of academic affairs, and Cindy Peterka, vice president of student services, discussed enrollment trends, current partnerships (such as the ongoing Southeast Health Initiative with the Horizon Foundation and efforts to work with the Howard County Public School System with college readiness testing), as well as outreach to veterans and individuals seeking re-training in order to re-enter the work force. The space available at the Laurel College Center will be a critical factor in expanding day-time enrollment. The new health sciences building will be a great asset in accommodating enrollment growth; however, it will not be online for three to four years.

The trustees proceeded to discuss the implications of these various factors on the college's financial future and educational offerings. Some of the ideas and questions discussed, included:

- the positive and negative impact of potential flat enrollment. While it might enable the college to improve its full-time/part-time faculty ratio, the potential of turning away students due to full classes and lack of space for growth is not consistent with the community college philosophy of open access to education.
- the factors taken into account in the Maryland Higher Education Commission enrollment projections. While they do taken into account the size of future graduating classes at the Howard County Public School System (HCPSS), they do not take into account the potential impact of the growth associated with the Base Realignment and Closure Act (BRAC) nor do they take into account a potential shift in the ratio of students attending four-year institutions versus community colleges. The trustees considered that such a sea change might be on the horizon due to the evolving economic landscape and the affordability of community colleges relative to four-year institutions. The trustees also discussed the impact of such a sea change on the college's honors brand and the Silas Craft Collegians program.
- steps being taken to increase full-time students at the college as opposed to part-time and the impact of growing this student population. Cindy Peterka explained that the enrollment

management team is developing strategies to target recent high school graduates. Ron Roberson commented that the enrollment management team is charged with responding to the environment that exists at a particular time. During the past 10 years, that environment has been one of growth.

- retaining existing students as well as the recruitment of new students. Trustees wondered if students were staying at HCC longer prior to transferring due to financial factors and economic constraints.

The trustees discussed what they saw as potential opportunities and constraints.

Opportunities

- While no one has managed to develop an exact number, it appears that at least 7,000 to 8,000 family groups will be moving to the area due to BRAC.
- Concurrent enrollment with the HCPSS could lead more students to enroll at HCC.
- Online and digital media, including My Space, Twitter, and Facebook, could provide an avenue for students to promote the college to each other at minimal cost to the college. Partnerships with four-year institutions could help alleviate space constraints. Additionally, partnerships with institutions like Dickinson highlight the quality of an HCC education.
- Training that the college does for businesses could provide opportunities for internships and job placements for students and alumni.
- Many industries (i.e., construction) are experiencing great changes due to evolving technologies. HCC should identify and work with partners in these industries in order to develop programs to meet their evolving needs.
- The college has already started marketing classes by potential future earnings and the jobs for which they will prepare students. The college should continue to monitor the fluidity of the job market and keep the community informed of these changes and their practical impact on students and their educational goals.
- Parent and alumni involvement should be increased.

Constraints

- The lack of space to grow (i.e., new facilities) is a challenge. However, the college is also land-locked and has limited space for new facilities to be placed. The potential for property acquisition in proximity to the main Columbia campus should be examined as part of the master planning process.
- Further consideration of the college's financial future needs to take place in order to effectively manage growth while operating and capital funds are limited.
- The information technology infrastructure needs to be continually assessed in order to keep pace with evolving technologies and support the growth of online and hybrid courses.
- The projected long-term enrollment growth may not happen; therefore, the college should run a flat-funding scenario, considering the tuition increases that would be necessary in such an environment.

B. Middle States Overview

Zoe Irvin gave an overview of the Middle States re-accreditation process. Volunteers from across the college campus have been conducting interviews to address the 14 standards of excellence as outlined by the Middle States Commission on Higher Education. A draft of part of the self-study has been submitted to the steering team for review. The board will have an opportunity to review the self-study document next spring prior to its submittal to Middle States. The visit from the accreditation team will occur in spring 2011. The board asked that an update be given at the January board meeting on the status of the self-study and visit.

C. Responses to Baldrige Opportunities for Improvement

Ron Roberson discussed several opportunities for improvement (OFI) from the Baldrige feedback report. The specific OFIs that he discussed referred to performance of students at their transfer institutions at a rate lower than the Maryland Higher Education Commission (MHEC) benchmark, an adverse trend in nursing graduation rates, and an adverse trend on the Rouse Scholars graduation/transfer rate. He emphasized that none of these issues has a simple fix. There are a variety of factors that impact them and a multi-faceted approach is being taken to improve them.

One tool that is being used is testing high school juniors in the public school system to assess their potential placement into developmental math or English. The Howard County Public School System (HCPSS) is expected to offer an English course this summer to those students who assess as "not college-ready" in order to bring them up to speed. Discussions are under way to develop a math class for students who test as "not college-ready." The trustees held a discussion about the gap between the skills/knowledge necessary to pass high school and the base entry requirements for college.

Additionally, the first-year experience (FYE) initiative is being revamped in order to emphasize outcomes for all entry-level course in order to assess to what extent they are accomplishing their goals.

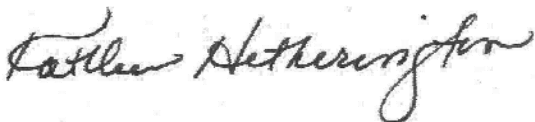
Nursing has developed a series of responses to the downward trend in graduation rates. Two grants that have recently been received will enable the college to hire several positions to work with students on retention and provide mentoring.

The trustees asked that Mr. Roberson elaborate on the performance of HCC students at transfer institutions. Mr. Roberson explained that there are large fluctuations in these numbers each year for all institutions. Because a new class walks through the doors of the college each year, it is difficult to target exactly why these fluctuations occur.

The graduation rates for the Rouse Scholars were also discussed. While the program has met the benchmarks for its vital signs (80 percent) for many years, there has been an adverse trend over recent years. In response, a new required GPA of 2.75 has been established. If the scholars fall below this level, they will be placed on academic probation and will not be able to remain in the program. Additionally, an outcomes assessment project has been developed to determine the factors that predict success or failure in the program. Rouse alumni are also being interviewed to determine success factors.

The retreat was adjourned at 11:55 a.m. The group moved into lunch and then the trustees and Dr. Hetherington stayed for a closed session.

The above constitutes the official minutes of the June 8, 2009, retreat of the Howard Community College Board of Trustees as approved on August 26, 2009, and is a true and correct copy of same.



Kathleen B. Hetherington, secretary/treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
CLOSED SESSION MINUTES
June 8, 2009**

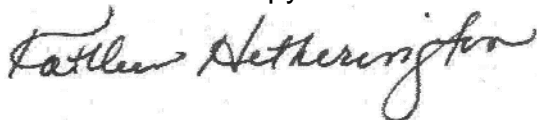
The Board of Trustees of Howard Community College (HCC) met in closed session on Monday, June 8, 2009, in the carriage house of the Belmont Conference Center, Elkridge, Maryland. At approximately 12:35 p.m., Chair Truby read a resolution to enter into closed session, which was supported unanimously by the board. Other board members present included vice chair Katherine K. Rensin and trustees Roberta E. Dillow, Kevin J. Doyle, Patrick L. Huddie, Louis G. Hutt, Jr., and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present.

WHEREAS, The board of trustees of Howard Community College is authorized by Section 10-508 of the State Government Article of the Annotated Code of Maryland to conduct certain portions of its meetings in closed session.

NOW, THEREFORE, BE IT RESOLVED, that the board of trustees of Howard Community College hereby conduct its meeting in closed session beginning on June 8, 2009, at the conclusion of the retreat at the Belmont Conference Center-Carriage House "to discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction;" and "consult with staff, consultants, or other individuals about pending or potential litigation;" as permitted under Section 10-508 (a1i) and (a8) respectively and that such meeting shall continue in closed session until the completion of business.

The meeting was adjourned at 1:30 p.m.

The above constitutes the official minutes of the June 8, 2009, closed session of the Howard Community College Board of Trustees as approved August 26, 2009, and is a true and correct copy of same.



Kathleen B. Hetherington, secretary/treasurer