



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

August 27, 2008

6:00 pm

The Rouse Company Foundation Student Services Hall
RCF-400

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...

PROVIDE PATHWAYS TO SUCCESS





HOWARD
COMMUNITY COLLEGE

You Can Get There From Here.

Board of Trustees' Meeting Agenda
August 27, 2008
The Rouse Company Foundation Student Services Hall
RCF 400

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

- I. Introduction of New Employees
- II. Information Session: Continuing Education

Regular Meeting – Immediately following the work session

A. Approval of August 27, 2008, Agenda

B. Board Priority Items

- 1. Fiscal Year 2008 Board Accomplishments
- 2. Fiscal Year 2008 Strategic Plan Evaluation and Core Work Highlights
- 3. Revised Fiscal Year 2009 Integrated Strategic Plan and Budget
- 4. Financial Statements

C. President's Report

D. Board Member Comments

E. Approval of:

- 1. May 28, 2008, Work Session Minutes
- 2. May 28, 2008, Regular Session Minutes
- 3. May 28, 2008, Closed Session Minutes
- 4. June 9, 2008, Retreat Minutes
- 5. June 9, 2008, Retreat Closed Session Minutes

F. Consent Items

- 1. Ratify and Confirm Increase to Cover Belmont Conference Center Propane Delivery Charges
- 2. Ratify and Confirm Purchase of Disaster Recovery Services for College Website
- 3. Ratify and Confirm Tuition Waiver for REACH program Pell-eligible Students
- 4. Ratify and Confirm Increase to Cover Belmont Conference Center Heating Oil Delivery Charges
- 5. Ratify and Confirm Increase in Blanket Purchase Order for Printing of Noncredit Schedule
- 6. Ratify and Confirm Increase to Contract for Commencement and Nursing Pinning Expenses
- 7. Ratify and Confirm Belmont Barn and Conference Center Renovation for Geothermal HVAC Engineering Design
- 8. Ratify and Confirm Network Maintenance Support Service Contract Additional Funds
- 9. Ratify and Confirm Strategic Energy Cooperative
- 10. Ratify and Confirm FY09 Belmont Gas Delivery Charges - Amerigas

11. Ratify and Confirm Increase to Cover Allied Barton Security Services
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14. Ratify and Confirm Children's Learning Center Mortgage
15. Ratify and Confirm Americans with Disability Act (ADA) Improvements
16. Ratify and Confirm Online Course Software License Renewal
17. Ratify and Confirm James Clark, Jr. Library Renovation Contract Amendment 3 for Design Services (Supplemental Infrastructure Upgrade)
18. Ratify and Confirm Hickory Ridge Modular Classroom Lease
19. Ratify and Confirm Sodexo Management Agreement
20. Ratify and Confirm Shuttle Services for Fall Semester 2008
21. Ratify and Confirm Increase in Cost of Pool Repairs
22. Proposed New Hires
23. Grants (competitive) and Scholarships
24. Summer II and III Graduates

G. Information Items

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

Adjournment

I – Introduction of New Employees

There were no newly hired employees approved by the board at its May 28, 2008, meeting.

II – An Overview of the Division of Continuing Education and Workforce Development

The continuing education division is staffed by over fifty full-time and part-time administrative, professional/technical, and support staff employees. The majority of the professional/technical and administrative staff have master's degrees and experience in instruction, curriculum design, and needs assessments, as well as specific subject matter expertise. As part of staff responsibilities, the professional/technical and administrative employees are active in a variety of local, state, and national organizations and initiatives. Since some of the positions are grant-funded, the staffing structure can change from year-to-year and also changes as new markets emerge and evolve.

In FY08, there were 30,264 noncredit enrollments, representing 17,056 individual students. The median age of these students was forty; 61 percent were female; and 34.5 percent were minorities.

The division has its offices in the Hickory Ridge building and at the Charles I. Ecker Business Training Center. The division uses six labs and seventeen classrooms in Hickory Ridge, one trailer, five labs, six classrooms, and an executive boardroom at the Ecker Business Training Center.

Continuing education is self-supporting and is responsible for generating sufficient revenue to pay all its division expenses including staff salaries and fringe benefits, equipment, instructor salaries, maintenance and support of the Ecker Business Training Center, and marketing. The division is also expected to contribute to the college's overall operating budget.

Core Work Mission: Continuing education provides a comprehensive selection of quality courses and services that meet the personal and professional needs of the general public, reflect the diversity of the community, and address the specific needs of adult learners. The division offers enrichment opportunities for specific populations such as elementary, middle, and high school students, the developmentally disabled, senior adults, and non-native English speakers. The division contributes to the workforce development of the county and is charged with generating revenue over expenses to contribute to the institutional budget.

Benchmarks/Results: Continuing Education Highlights (based on most current data available):

- Produced 1,345.92 full-time equivalent (FTE) in FY08, approximately a quarter of the colleges' entire FTE;
- Generated \$1,223,530 in net (revenue over expenses) in FY08, which was designated for the college's operating budget or the fund balance;
- Received a 97.9 percent satisfaction rate on student evaluations;
- Transitioned 121 noncredit students to credit courses in FY08. Since the inception of the English Language Institute (ELI) in spring of 2001, 140 of those foreign students have matriculated to credit. Nineteen have successfully completed Associate of Arts (AA) degrees;
- Develops nearly 400 new courses each year and has 2,398 courses currently approved by the Maryland Higher Education Commission (MHEC). All courses that generate FTE must be submitted to and approved by MHEC and follow guidelines for content, subject and topics, intended audience, and delivery method;
- Offers a variety of open enrollment/available to the general public (78 percent), contract (fifteen percent), and grant (seven percent) classes;
- Served 61 businesses and organizations and 1,421 employees with customized courses in FY08. Received 100 percent satisfaction rate from employers. In addition, a survey of students taking general open enrollment classes indicated that 45.6 percent were taking these courses for work-related reasons;
- Routinely partners with Howard County Government, Howard County Public School System, Maryland Department of Health and Mental Hygiene, Maryland Energy Administration, Maryland State Department of Education, Society for Human Resource Management, and Veterans' Administration to offer a variety of courses for employees and the general public;
- Provided 64 courses in FY07 for 1,755 health care professionals with continuing education credits for nurses, social workers, physical therapists, occupational therapists, and other health professionals. In the fall, continuing education will complement the new radiologic technology credit program by offering continuing education courses for radiologic technologists;
- Provides programs at both Laurel College Center and Belmont Conference Center, offering 330 courses at these locations annually;
- Enrolls over 7,000 students annually in workforce development courses;
- Enrolls over 1,000 non-native English speaking/English as a second language (ESL) students each semester. The ELI, which provides full-time English training for foreign students, has grown from six students in the spring of 2001 to 165 in fall of 2008. Currently, there are students from 127 countries speaking up to 65 different languages in ESL and ELI classes;

- Enables over 500 students annually to take credit courses as a noncredit student through the CustomClass program, which removes the stress of tests, placement exams, and pre-requisites and allows students to concentrate on learning; Processed over 3,200 enrollments in this summer's Kids on Campus program. Students came from 84 schools in Howard County, 213 different Maryland Schools, nine states other than Maryland and D.C., and five foreign countries;
- Offers the external high school diploma that requires competency in 65 life and job skills;
- Provides free employment and computer training to qualifying adults in need of job skills and reentry into the workplace;
- Provides an after work program and training in child care and pet care for adults with developmental disabilities;
- Offers a life skills education and employment program at the Howard County Detention Center that has reduced the recidivism for programs graduates to twenty percent compared to the national average of 50 to 70 percent;
- Employs four full-time instructors in the ELI and over 350 adjunct faculty in the division throughout the year;
- Programs in over 50 different locations in the county and elsewhere;
- Exceeded minimum employment rate (75 percent compared to 61 percent required) for those students enrolled in Workforce Investment Act Programs in Certified Nursing Assistant and Child Care; and
- Routinely exceeds the Maryland State Board of Nursing pass rate on the Certified Nursing Assistant (CNA) written and skills exams. In FY07, 98 percent of HCC students passed the written exam compared to the state average of 82.8 percent and 83.6 percent passed the skills exam compared to the state average of 72 percent.

Special Recognitions (program and individuals):

- After an extensive audit of the entire continuing education and workforce development division in 1999, the Learning Resources Network (LERN), the international professional organization for continuing education, validated continuing education's business and educational processes and rated it "one of the top continuing education divisions in North America." LERN uses HCC as a model and continues to refer other providers to this division for assistance. In subsequent years, the division has won the LERN International Award for Excellence for its internet home page, and its catalog/brochure/schedule, as well as an honorable mention for the Kids on Campus program.
- The Senior Adult Summer Institute (SASI), in partnership with the Howard County Government, won the National Association of Counties Achievement Award in 2001.
- The Two-Year College English Association awarded the ESL unit its Outstanding Programs in English Reaching Across Borders Award in 2003. This unit also received the Maryland State Department of Education Outstanding Performance Award for best ESL learner progress rate in 2001.
- In 2005, the child care training for senior staff and group leaders (scholarship grant) program received the National Association of Housing and Redevelopment Officials (NAHRO) Award of Merit, the Agency Award of Merit from the NAHRO

Mid-Atlantic Region for unique use of a community development block grant, and the Howard County Department of Citizens Services Celebrating Successes award for outstanding professional development.

- In 2007, ten of the adult basic education staff members that have worked in this area from ten to twenty-five years received the “Teacher of the Year Award” from the Maryland Association for Adult, Community, and Continuing Education.

Accreditations: The continuing education division is approved to offer American Nursing Association contact hours and also continuing education units (CEU’s) for specific professions as well as the general population. The Maryland Board of Nursing has approved its certified nursing assistance, medicine aide, and refresher nursing courses. The division is an approved Motor Vehicle Administration (MVA) Motorcycle Safety Program licensed training center and provider of instructor-led training on the General Services Administration (GSA) Schedule 69.

Future Plans and Goals: Continuing education and workforce development will focus on continuing to generate FTE and revenue in the new fiscal year. The division will launch a new marketing initiative to try and generate more enrollments through the GSA schedule and will also focus on providing more training for Howard County Government. The division will work with other areas of the college in implementing Commission on the Future recommendations, specifically in the areas of providing courses/programs for seniors, child care management, sustainability and energy management, and for employers in dealing with a mobile workforce and in identifying new technologies. The division will also continue to support the college’s overall strategies for the Base Realignment and Closure (BRAC) initiatives in Maryland. Traditionally, during economic downturns, enrollments in noncredit courses decline, so the division will be faced with the challenge of not only maintaining its current productivity but also increasing it. Each year, the division seeks to increase its contribution to the college’s operating budget by five percent and its FTEs by two percent. The division anticipates continued growth and new products in its more profitable areas—motorcycle safety, Kids on Campus, and English as a second language. In addition, it is investigating new partnerships for the delivery of allied health courses with clinical components and will expand its online and hybrid courses.

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B-1 Fiscal Year 2008 Board Accomplishments

Background: During FY08, the board of trustees undertook many new projects as well as completing several that carried over from previous years. A brief summary of the top accomplishments follows:

1. Participated in activities installing Dr. Kathleen Hetherington as the fourth president of Howard Community College.
2. Undertook the Third Commission on the Future of Howard Community College.
3. Received the U.S. Senate Productivity Award for the State of Maryland.
4. Secured design and construction manager at risk services for the renovation of the historic barn at the Belmont Conference Center.
5. Secured a 7.0 percent county operating budget increase and implemented the recommendations of the compensation study, resulting in a 5.75 percent increase in employee salaries.
6. Secured funds to launch a radiologic technology program.
7. Secured funds to renovate the James Clark, Jr. Library Building.
8. Approved the FY09 integrated strategic plan and priorities.
9. Approved the FY10 Vision, Mission, Values & Beliefs, and Strategic Goals.
10. Led the development of the FY09 capital budget.
11. Led the development of the FY09 legislative agenda and played a critical role in the advancement of the agenda.
12. Introduced five new academic programs to meet student and community needs.
13. Selected a new audit firm and set priorities for the audit.
14. Conducted an information technology security audit.
15. Secured design services for the Hickory Ridge parking garage.
16. Renovated the basement of the science and technology building, adding several classrooms and laboratory space.
17. Contracted with Datatel for the implementation of the Colleague Advancement program to streamline development and president's office databases.
18. Upgraded security and safety in the parking lots by installing additional cameras and other equipment.
19. Served on committees at the state level to advance the cause of community colleges.
20. Routinely represented the college at community functions and attended/supported campus events and activities.
21. Conducted a board of trustees retreat on governance.
22. Hired 80 budgeted employees into existing and new positions.
23. Visited various areas of the college, including the Laurel College Center, and received presentations on a variety of academic and service topics,

including learning communities such as the Rouse Scholars, Silas Craft Collegians, and Schoenbrodt Honors Program students, Generation ‘Next’ computer forensics, facilities and sustainability, crisis communications, and learning outcomes assessment, during work sessions.

24. Undertook the completion of the shell space in the Children’s Learning Center, resulting in the expansion of services for students, employees, and community members.
25. Recognized student groups for their accomplishments including STARTALK students, All-USA Team members, recipient of the Coco-Cola Scholarship, fall and spring athletic teams, student who raised funds for United Way, and alternate break participants,

Purpose: To review the accomplishments of the board during the past year

Timeline: FY08

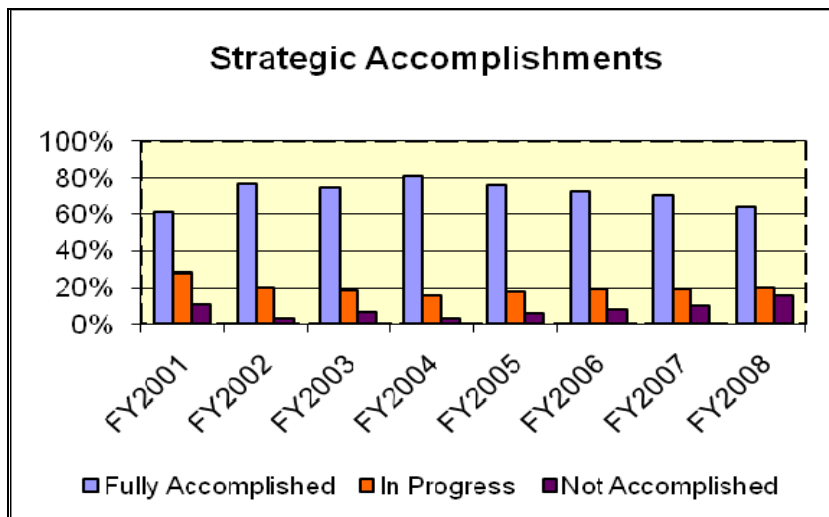
◆————— Recommendation —————◆

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

B-2 Fiscal Year 2008 Strategic Plan Evaluation and Core Work Highlights

Background: Howard Community College’s FY08 integrated strategic plan and budget involves the core work of all units and cross-functional teams as well as the strategic initiatives supported through the capital and operating budget requests and the pursuit of gifts and grants. The president and vice presidents monitor the achievement of the core work and those strategic objectives that require the support of personnel in each area.

It has been another successful year. The staff is pleased to display the highlights of each functional area’s core work efforts and report that 29 strategic objectives were completed and 9 are in-progress. Seven objectives were not accomplished for reasons as noted in the report. There were a total of 45 objectives.



The administration presents the following report on the accomplishments of the college.

Purpose: To report on the progress of the institution

Timeline: Annual

◆————— Recommendation —————◆

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

Compliance: This report is in compliance with Board Bylaw VII – Board Execution and Evaluation of Policy: Suggested Timeline for Important Tasks.

Fiscal Year 2008 Strategic Plan Accomplishments

I. Learning Community

HCC will be a learning community that provides possibilities for learning that address the current and ongoing needs of a diverse group of students throughout their lives. Our students will be at the center of our thinking and our planning processes, and we will be responsive to their needs and individual learning styles.

Goal	Area	Objective	Results
A. Improve student academic performance through targeted student success systems and coordinated retention efforts.	VPAA VPSS	1. Increase student participation in Schoenbrodt Honors program by 3%.	Accomplished.
	VPAA VPSS	2. Track student performance for those that elect to attend a weekly support group titled "Academic Motivation and Success". The goal is to increase academic motivation and persistence among students on academic probation.	Not accomplished (carried into FY10). Not able to recruit enough interested students to begin a group. Will pursue further after new academic standing policy is in place.
	VPAA VPSS	3. Track the implementation of recommendations of the Developmental Education Cross-Functional Team.	Not accomplished. President's team asked the curriculum and instruction committee to reconsider academic standing policy.
B. Challenge our students to achieve global academic excellence. (Commission on the Future)	VPAA VPSS	1. Develop new articulation in business/marketing with Danish institutions to broaden opportunities for HCC student exchanges.	Accomplished.
	VPAA VPSS	2. Develop a program to continue faculty/students exchanges with Turkish institutions.	In-progress. Memorandum of understanding (MOU) completed.

I. Access and Affordability

HCC will attract and retain a rich diversity of faculty, staff, and students into its programs and learning community. The college will strive to eliminate financial, physical, and conceptual barriers that inhibit learning and the college will respond quickly to changes in the educational and workplace environments to address the evolving needs of our community.

Goal	Area	Objective	Results
<p>A. Attract and retain a diverse student and employee population that at a minimum reflects the county demographics.</p>	<p>VPAA VPAF</p>	<p>1. Continue innovative strategies to promote diversity at HCC; make progress toward the goal of attracting 23% or greater minority faculty and staff to HCC.</p>	<p>In-progress. As of 6/30/08, 22.6% faculty and 34.8% staff are minorities.</p>
	<p>VPAA VPSS</p>	<p>2. Track which students take advantage of the new academic amnesty program.</p>	<p>Accomplished.</p>
	<p>VPIT</p>	<p>3. Expand participation in the “friendly campus” initiative.</p>	<p>Accomplished.</p>
<p>B. Increase foundation funding by building the endowment, increasing overall scholarships and raising grants and funding from private sources for credit and non-credit students.</p>	<p>President</p>	<p>1. Raise \$3.5 million from grants and private sources for programs, endowments and scholarships.</p>	<p>Not accomplished. Did raise over \$2.9 million (or 84%) of goal. Breakout: \$373,534 (or 93%) of endowment goal. \$2,291,255 (or 92%) of grants goal \$268,545 (or 45%) of scholarships goal</p>
	<p>President</p>	<p>2. Increase scholarships distributed from the foundation by 5%.</p>	<p>Accomplished. Increased by 46% FY07: \$238,185 FY08: \$348,685</p>

Goal	Area	Objective	Results
C. Improve college systems to assist students in planning and paying for college costs.	VPAF VPIT VPSS	1. Track the use of the “paying for college” website (number of hits, YESS question); including the web calculator, feature for determining total college expenses (if able to add).	Accomplished.
	VPSS	2. Implement new dual enrollment and academic competitive grant (ACG) programs to assist qualifying high school students in paying for college.	Accomplished (HCC did not receive a dual enrollment grant this year, but implemented ACG.)

III. Economic and Workforce Development

HCC will take a leading role in workforce training and in supporting economic development efforts within the county.

Goal	Area		Objective	Results
A. Offer new academic programs (credit and non-credit) to respond to emerging workforce needs; based on recent study results, first develop new health care programs.	VPAA VPAF VPSS	1.	Complete lab renovations and launch new radiological technology program.	Accomplished.
	VPAA VPSS	2.	Implement articulation agreement with Excelsior College.	Accomplished.
B. Integrate work experience into academic programs through partnerships with local businesses and government.	VPAA VPSS	1.	Develop a collaborative, cross-functional process to help students obtain internships, co-op positions and service learning opportunities. <i>(also see Org Excel Goal D)</i>	In-progress.
C. Enhance the leadership role of the college in providing entrepreneurship skills across the curricula and to our community at large. (Commission on the Future)	VPAA	1.	Obtain two contracts with a federal agency during this pilot year as a result of streamlining the internal processes and developing a marketing plan for HCC's placement on the General Services Administration (GSA) Federal Supply Schedule.	Not accomplished. Due to intense competition from multiple agencies.

IV. Organizational Excellence

HCC will be an agile, purposeful organization that nurtures innovation and inquiry, and evaluates results against valid and ambitious criteria. It will maintain a climate that promotes the success of each employee and will provide a work environment that recruits, develops, and rewards faculty and staff who are committed to excellence. And because it believes strongly in the idea of community, it will build a strong sense of ownership and responsibility among all students, faculty, and staff. HCC will seek to nurture vibrant community, business, government, other associations, and educational partnerships.

Goal	Area		Objective	Results
A. Integrate outstanding leadership models, such as Servant Leadership, into the organizational culture.	President VPAF	1.	Expand training opportunities for supervisors (e.g., an online Servant Leadership training module).	Accomplished. Decided not to do online module, expanded other opportunities for servant leadership training.
	VPAF	2.	Track EXCEL graduates to document their acceptance of new leadership roles and perception of preparedness for that service.	Accomplished. Tracking survey developed and deployed; will be on-going.
B. Improve academic and administrative processes and results and benchmark organizational performance against external criteria.	VPAF VPIT	1.	Implement online time reporting and daily time tracking for hourly employees and begin development of a process for online submission of leave reporting.	In-progress. HCC has completed all preparation for implementation.
	VPSS	2.	Update national study in best practices in College Counseling Centers.	Accomplished.
	President	3.	Submit a quality award application.	Accomplished.
	VPIT	4.	Restructure the college's Intranet to better serve the staff and convert the content to the new content management system.	Accomplished.
	All	5.	Complete the migration of the college's administrative computing system to Release 18.	Accomplished.

Goal	Area		Objective	Results
C. Recognize and support faculty and staff who are committed to excellence.	All	1.	Support faculty and staff initiatives that improve service, promote learning, or increase retention.	Accomplished.
	President	2.	Encourage Innovation Fair displays featuring cross-functional efforts. <i>(also see Goal D)</i>	Accomplished.
D. Improve cross-functional coordination and collaboration on new initiatives.	VPSS	1.	Create a collaborative program that links Career Services and Disability Support Services at HCC to increase employment opportunities for students with disabilities by 5%.	Accomplished.
E. Ensure the safety and security of the human and physical resources of the college.	VPAF	1.	Develop sustainability goals, i.e., Leadership in Energy and Environmental Design (LEEDS), green technology, and recycling (at all HCC locations).	Accomplished.
	VPAF	2.	Continue the implementation of the phased installation of campus-wide camera and security access system.	Multi-year initiative; FY08 plans accomplished.
	VPSS VPAF	3.	Continue the implementation of the Americans with Disabilities Act (ADA) renovations and improvements.	Multi-year initiative; FY08 plans accomplished.

V. Accommodating Growth and Change

HCC will aggressively seek the resources to accommodate growth and changes in the population of Howard County and growth in the numbers of citizens who will seek new learning opportunities from the college.

Goal	Area		Objective	Results
A. Provide appropriate staffing to support growth and change.	VPAA	1.	Add full-time faculty each year to increase the full-time/part-time faculty ratio to 50/50 (state mandated) by 2010.	Accomplished.
B. Increase the number of credit and non-credit FTE (full-time equivalents).	VPAA VPSS	1.	Increase FTE by 3% (set by Enrollment Management Team).	Accomplished.
C. Seek funding for capital projects as outlined in the master facilities plan and college programs.	All	1.	Provide the campus physical infrastructure by implementing the next phase of capital projects as outlined in the facilities master plan: a. Review the student housing project.	Not Accomplished. Decided to delay due to other critical priorities
			b. Develop the facilities program and educational specifications that justify the need and describes the specifications associated with the renovation of the nursing building.	Not Accomplished. Contingent on health science (medical careers) building funding.
			c. Develop the facilities program and educational specifications that justify the need and describes the specifications associated with the replacement of the IT PBX system as part of the Telecommunications Upgrades project.	Accomplished.
			d. Finalize construction and equipping of McCuan Hall and Smith Theatre.	In-progress: to be completed by December 2008.
			e. Begin the design of the renovations to the Children's Learning Center.	Accomplished.

Goal	Area		Objective	Results
C. Continued.			f. Seek funds for the design of the new health sciences building.	Not Accomplished.
			g. Seek funds for construction for the renovations to the Clark Library Building.	Accomplished.
			h. Develop the furniture and equipment needs for the Clark Library Building renovations project.	In-progress. State deadline for submission is fall 2008.
			i. Begin Phase V of the athletic fields' enhancement project and develop a plan for the stadium field facility.	In-progress.
			j. Complete the systemic renovations to the campus including science labs, interior improvement projects, and scheduled deferred maintenance items	Accomplished.
	VPSS	2.	Investigate potential partners for the athletic facilities.	In-progress.
D. Increase revenue in continuing education.	VPAA	1.	Increase revenue by 5% over FY07.	Accomplished.
E. Participate in county planning efforts, such as the Columbia Town Center and BRAC (Base Realignment and Closure) initiatives, to identify opportunities to provide services to the area's growing population.	President VPAA VPIT	1.	Identify areas of opportunities for the new world languages institute.	In-progress.
	All	2.	Launch a Commission on the Future process in fall 2007, bringing together key community leaders and college employees to discuss the strategic direction of HCC.	Accomplished.

Fiscal Year 2008 Core Work Accomplishments

Academic Affairs

- Led a series of planning meetings with the top administrators of Harkins building leading to the submission and approval of a jointly developed Associate of Applied Science (AAS) degree in architectural and construction management;
- Led a series of planning meetings with the top administrators of the Howard County Police Department and worked on the MHEC submission of the new police science AAS degree, which was approved and will be offered starting in fall 2009;
- Approved new degrees in Arabic, film studies, and Associate of Arts in Teaching (AAT) secondary education – English;
- Served as principal investigator for the Technology Assessment Program (TAP) grant, attended the NSF-Partnerships For Innovation Conference in Arlington and developed with Jeff Fairbanks, HCC's lead instructional technologist, a 4 foot by 8 foot informational poster board on HCC's TAP program;
- Hosted a delegation from Belarus and discussed the possibility of faculty exchanges, which resulted in hosting visiting faculty from Belarus and Macedonia in the summer of 2008;
- Hosted visit from Technical Education Copenhagen; discussed their being a backup site to host a short term summer study abroad in Copenhagen;
- Founded an exploratory visit to Cairo to research educational sites for an Arabic language immersion program to be offered in the summer of 2009;
- Organized in conjunction with the art department and the Film Society the Frederick Lewis program on artist Rockwell Kent;
- Developed a memorandum of understanding (MOU) for the college to take over the Howard County government (GTV) station;
- Served on the Association of International Educators (formerly, National Association of Foreign Student Advisors) Senator Paul Simon Award jury;
- Hosted a delegation from the Beijing Petrochemical Institute to discuss potential partnerships;
- Attended the Transatlantic Training and Technology (TA3) Consortium Conference in Galway, Ireland and made a connection with Athlone Institute as a possible host for a summer internship program for hospitality management students;
- Planned the TA3 meeting at HCC in June that brought educators from throughout western Europe to campus;
- Facilitated the development of an MOU with Athlone Institute and a hospitality management internship program for the summer of 2008;
- Planned with the Horizon Foundation to move its television program to HCC-TV;
- Participated in American Association of Community Colleges (AACC) presentation on exchanges with Danish institutions;
- Served as community college representative on Teacher Education Task Force, a joint initiative of the Maryland Higher Education Commission (MHEC) and Maryland State Department of Education; served on certification subcommittee, which brought

forward recommendations to extend the Career Changers credit count program to 2012 and to explore other options for students to complete their internship;

- Served as the chief academic officers' representative to MHEC's Associate of Science in Engineering Task Force;
- Worked on the development of a new science, technology, engineering, and math (STEM) program learning community building on a National Science Foundation (NSF) grant for STEM scholarships;
- Launched initiative to develop internships and summer bridge program with the National Aeronautics and Space Administration (NASA);
- Supported computer forensics faculty to receive national certification;
- Initiated several summer grants focusing on Second Life development;
- Re-established the meetings of the statewide arts affinity group;
- Received \$120,000 supplement to the NSF-TAP grant;
- Re-organized the Teaching and Learning Institute to address the goals of some of the institutes recommended by the COF;
- Researched program options for energy auditor and sustainable building advisor; and
- Participated in the Howard Community College Faculty Show.

Administration and Finance

- Integrated Prince George's Community College textbooks for the Laurel College Center into HCC's bookstore textbook operation;
- Introduced biodegradable serving products into the Café on the Quad;
- Received Healthy Howard Restaurant status for the Café on the Quad;
- Converted the Belmont Conference Center grounds manager's house into a guest cottage, which will provide four additional guest rooms for the conference business;
- Completed refinancing of Belmont loan;
- Finalized county agreement for the barn construction at Belmont;
- Worked on design of the Belmont barn with architectural team in conjunction with plant operations. Hired construction manager at risk. Schematics are completed and design development of the documents is underway;
- Made significant improvements to both the interior and exterior of Belmont. With the addition of a "lead grounds keeper," made significant improvements to the gardens in terms of upkeep, landscaping and the utilization of our greenhouse. Continued improvements to the interior of the conference center were made, including carpet, furniture and window treatments;
- Completed documentation of internal finance office policies and procedures as well as documentation of internal controls over processes in order to better comply with Sarbanes-Oxley;
- Completed FY09 operating and capital budget submission to the county;
- Implemented online pay advices and monthly calendars to reduce paper use and distribution;
- Completed enhancements to the online budget system, adding features such as copy, prioritize, and modifying listing/sorting features;

- Completed a new audit bid to bring a new firm in for FY09;
- Completed audit and finance committee review of Committee of Sponsoring Organizations' internal controls checklist as noted in the management letter;
- Completed a college-wide physical inventory;
- Added a new veterans payment plan to Paying for College initiative;
- Finalized work with the county on how the college should be incorporated into the Other Post Employment Benefits (OPEB) trust agreement for retirees;
- Finalized college-wide compensation study;
- Completed the FY07 workforce snapshot with enhanced information;
- Completed two open enrollments for health insurance, the second being a change in benefit year and an active enrollment which included a change in vendor;
- Received (human resources office) recognition as top office in customer service on the QUEST survey;
- Provided training for employees to ensure successful conversion to Microsoft Office 2007;
- Developed a new program "Leading Edge: Going the Distance and Making a Difference" in order to provide and/or enhance supervisory skills;
- Formalized a new process for professional development registration and online tracking; this effort resulted in an information gathering system that satisfied all areas;
- Completed the science and technology building basement labs and classroom renovation;
- Completed Hickory Ridge fire alarm upgrade;
- Completed FY08 facility assessment projects;
- Completed Americans with Disabilities Act (ADA) assessment and began corrections;
- Continued work with contractor and architect on Clark Library Building design;
- Continued work with contractor and architect on McCuan Hall construction;
- Hired architect for the second garage;
- Conducted successful trial of new ADA door openers;
- Improved traffic signage and markings;
- Improved YESS and QUEST survey ratings;
- Established updated internal procedures with contract administrator for request for proposals, bid documents, retainage requirements, liquidated damages, forms and procurement issues;
- Assisted planning, research and organizational development office with space utilization study for MHEC;
- Participated in the development of the community colleges capital prioritization model;
- Increased level of emergency preparedness throughout the school with additional training;
- Conducted training on new incident command system;
- Helped design and participated in countywide pandemic tabletop exercise;
- Updated evacuation routes and assembly areas, campus maps, public address and zone paging systems for the new buildings;

- Revised procedures for evacuation, shelter-in-place, and lockdown;
- Revised pandemic flu plan;
- Completed emergency operations plan (EOP) pocket version and created quick reference guide for faculty, staff and students highlighting evacuation, shelter-in-place, and lockdown procedures;
- Developed procedures for faculty on distressed and disruptive students;
- Conducted workshop on threat assessment for institutions of higher education;
- Conducted lockdown tabletop exercise;
- Conducted two campus-wide full scale lockdown drills;
- Purchased environmentally friendly vehicles (one hybrid passenger car and two electric trucks);
- Implemented environmentally-friendly housekeeping practices, including the purchase of green-certified paper products and recycling containers for placement throughout campus;
- Implemented environmental practices in landscaping by using native plants and conducted Earth Day activities; and
- Developed RFP to hire consultant to assist with the greenhouse gas emissions inventory and development of climate action plan; consultant hired and inventory process completed.

Information Technology

- Received the “Best of Web” award from the Center for Digital Education (CDE) in the category of higher education;
- Implemented a new automated online tuition cost calculator for students that allow them to input course parameters and get an estimate of expenses to attend college at HCC;
- Implemented an emergency text messaging program for staff, faculty and students that allows constituents to opt-in for emergency and news text messages to cellular phones;
- Led planning and implementation of president’s installation events;
- Led the college-wide review and facilitated the reaching of consensus on the new mission, vision, values and goals statements through the planning council;
- Prepared the application for the 2007 U.S. Senate Productivity Award;
- Facilitated the team that created the application for the 2008 Baldrige award;
- Facilitated and submitted all 120 mandated public accountability reports for the college;
- Designed and deployed a pilot for a new general education test for entering freshman and exiting graduates;
- Facilitated a pilot of the online version for student evaluation of instruction with the IDEA survey;
- Provided information for 300+ faculty and staff ad hoc data requests and reports;
- Designed, deployed, and analyzed data from the 25 different learning outcomes assessment research projects;

- Continued work on a multi-year NSF-funded assessment project with the Johns Hopkins University's Whiting School of Engineering;
- Worked with building architects and construction managers to ensure continued operations of critical information technology (IT) processes and services during the planned library building renovation;
- Updated the IT's technology and disaster recovery plans;
- Processed 16,910 help desk requests – 18 percent more than FY07;
- Completed a new web presence for the Belmont Conference Center;
- Completed a new catalog template for the web version of the college catalog that is searchable and improves readability and navigability;
- Created and implemented an electronic version of the scholarship application form for financial aid services;
- Completed a comprehensive security audit with third-party experts to identify security vulnerabilities within IT networks and systems;
- Implemented a new rerelease of the college's administrative system (Colleague) that provides greater functionality, security and capabilities for emerging technologies;
- Upgraded HCC Express, the online self-service interface for student and employee information, with new features to enhance the registration process;
- Developed and implemented a new student government voting system;
- Designed, developed and implemented a registration process for students participating in the college's extracurricular activities such as actors' studio and sports school;
- Designed new processes to calculate academic standing and satisfactory academic progress to comply with federal financial aid regulations;
- Expanded the implementation of the document imaging system for the president's office, foundation, and academic support services;
- Implemented, within Colleague, a nursing tracking system that allows the coordinators of the nursing program to track supplemental information about students;
- Designed and implemented online pay role information for employees;
- Completed the implementation on all computers for Microsoft Office 2007 and provided training to all staff members and students;
- Restructured the college's Intranet by converting the existing content to the new content management system;
- Reconfigured the student computer labs to enhance access, improve security and reduce noise levels;
- Installed metered devices into network operations center that allow technical staff to monitor the power demands on each circuit to prevent overloads and system crashes;
- Increased the storage capacity for student and staff email accounts;
- Upgraded the college's voicemail system to provide enhanced capability, such as voice mail to email messaging, automated backups and additional storage capacity for users;

- Upgraded WebCT Campus Edition version 4 to Blackboard Campus Edition version, 6 (CE6) that is used for the college's online courses and supplemental instructional resources;
- Installed web cameras and increased network storage for ESL students and faculty that allows students to record conversations to improve pronunciation and English speaking skills;
- Implemented a voice tool application (Wimba) that integrates with CE6 that will allow ESL students to take classes online;
- Deployed PowerSave to increase power savings for the computers in the student computer labs;
- Deployed computer hardware and systems to support the new radiological technology lab; and
- Established a new Vista training lab in the Ecker Business Training Center at the Gateway campus.

Student Services

- Completed a follow-up of Project Access students. Since 1997, 50 percent have either graduated and/or are still enrolled at HCC and 62 percent of Project Access students have attended 4-year colleges;
- Coordinated and hosted a multicultural career conference, in which 56 area professionals attended. The conference included outside experts in the areas of career counseling and diversity. The conference raised almost \$2,500 to aid in providing professional development funds for counseling and career services staff;
- Implemented new initiatives to help veterans return to college with registration and bill payment needs. Hosted an information session for veterans and their families to introduce them to HCC;
- Placed 59 students through the Co-op/Internship program into hands-on work experience positions, representing a 10 percent increase over last year's placements;
- Conducted two workshops for faculty on recognizing risk factors for suicidal and violent behaviors and student intervention strategies, as well as monthly faculty/staff support drop-in meetings;
- Registered 1,969 employers with HCC Jobs On-Line as of the end of the fiscal year, reflecting an increase of 26 percent over last year's registrants. There were 1,923 job seekers registered as of April 2008, reflecting an increase of 88 percent over last year;
- Maintained a 94 percent retention rate of HCC students who have enrolled their children in the Children's Learning Center, thus contributing to the overall HCC goal of improved retention of students;

- Worked with the English faculty to begin testing at Howard County Public Schools with the goal of reducing the number of students requiring developmental course work;
- Won an award through the National Council of Instructional Administrators (NCIA) for its excellence - Retention Services, which co-leads the StepUp Program. Staff Leaders of StepUp and FYE presented with faculty members at a League of Innovation Conference and a Maryland Best Practices Workshop. Retention services staff monitored and advised 121 fall readmit students and 163 spring readmit students;
- Held the first ever “Dragon Student Athlete Awards Banquet” to honor the athletic, academic and personal accomplishments of HCC student athletes;
- Served as host for the Region XX District Track Tournament;
- Spearheaded the Maryland Community Colleges Activities Director Association (MCCADA) Leadership Certification as incentive for students participating in the student life learning outcomes assessment project across the state;
- Recognized accomplishments of sports teams: women’s soccer finished 3rd at the National Junior College Athletic Association Nationals and men’s lacrosse won the Junior College Athletic Association (JUCO) conference title;
- Completed optical scanning of all archived student records in the office of records and registration;
- Initiated a collaborative effort between the Howard County Poetry and Literature Society (HoCoPoLitSo), English and world languages division, the diversity committee and the speaker series to bring poet and author, Nikki Giovanni, to HCC;
- Worked with IT to create and implement an online voting system for the Student Government Association (SGA) elections;
- Created a facebook group to communicate with students and members of the HCC community about events and to help build community; this group currently has 132 members;
- Worked with human resources to develop a Weight Watchers Incentive Program;
- Held the wellness center’s fourth annual “Wellness Fair” with over 34 vendors who provided students, staff and faculty with information about health related topics and services. More than 30 service learning students completed projects on a variety of topics, including sexual health, blood pressure, blood donation, and alcohol poisoning;
- Switched to new diplomas for an improved appearance and to prevent tampering and altering of records;
- Expanded the lab school component of the Children’s Learning Center to offer teaching interactions for HCC students enrolled in the fine arts program, helping students to teach an arts based curriculum;

- Completed the design and 95 percent of the construction of the renovations to the Children's Learning Center. It is anticipated that the new space will increase CLC enrollment by 35 percent in FY09;
- Successfully developed a new welcome center staffing plan to accommodate growth and a new location;
- Accepted online applications from high school students for the first time;
- Accommodated freshman focus participants, including 1,125 applicants, which represents a 26.3% increase over last year. Admissions and advising and the test center collaborated to offer more and earlier placement testing sessions to accommodate the growth in students;
- Expanded the use of the transfer center to include hosting the first Historically Black Colleges and Universities (HBCU) and Reserve Officers' Training Corps (ROTC) transfer events, co-curricular programs, F-1 student (foreign students seeking to study in the U.S.) targeted workshops, and other career/transfer information sessions;
- Established new transfer partnerships with Excelsior College and the teacher education program with the College of Notre Dame at the Laurel College Center;
- Established a new articulation agreement with Goldey-Beacom College in business/information systems;
- Improved international admissions processes, offering better communication, follow-up with applicants and increased use of appointments for students;
- Made over 1,400 scheduled tutor assignments in the fall semester and over 1,200 in the spring in the learning assistance center;
- Saw over 500 students and had almost 2,600 appointments in disability support services. Automated the process of creating accommodation memos for students with disabilities;
- Streamlined faculty test administration request process by designing a user friendly application form, available in both electronic and paper format. Also created a faculty guide to the test center to orient faculty to the test center and address any questions of concern;
- Coordinated and piloted the administration of PROD's new student graduation outcomes assessment titled Community College Learning Assessment (CCLA);
- Compiled ACCUPLACER data in conjunction with the mathematics division in order to assess the validity of HCC's ACCUPLACER cutoff scores;
- Hosted the Maryland College Testing Association (MCTA) annual conference at HCC's test center;
- Implemented Pearson VUE contract, training, and certification;
- Completed a planning grant to develop a proposal for a combined Wellness Center, bringing together the faculty and staff program with the student wellness program; and

- Supported initiatives to increase early college programs such as college readiness program, concurrent enrollment of STARTALK completers, concurrent enrollment of high school students participating in National Action Council for Minorities in Engineering grant, and concurrent enrollment of Alpha Achievers' scholarship recipients.

President's Area

- Received the 2007 United States Senate Productivity Award;
- Began planning for Middle States visit;
- Refined mission, vision, values, and strategic goals;
- Conducted the third Commission on the Future of HCC. Presented the report to the college community at winter 2008 convocation and integrated ideas into FY09 strategic plan;
- Assisted in the planning and implementation of the president's installation and related events;
- Supported the president in her first year as she transitioned into the new role;
- Established partnership with Excelsior College;
- Advocated for the legislative agenda with Federal, state and local governments;
- Coordinated presidential dialogues, constituency group meetings, and college-wide events, including board meetings, three annual convocations as well as the platform party and reception for commencement;
- Supported president's efforts at donor cultivation;
- Supported several events, including the opening of the radiologic technology laboratory, the unveiling of the Horowitz portrait, the President's Gala, the opening of the Dragon Walk, the French Affair, and several international visits;
- Managed process for review and revision of college policies and procedures;
- Investigated opportunities within the BRAC initiative;
- Oriented new trustee and provided support to the board;
- Planned and implemented communications strategies for the presidential installation to effectively convey the president's vision, nurture relations with internal and external audiences, and raise visibility of HCC;
- Generated publicity for the Rodin exhibit;
- Promoted partnership with Excelsior College;
- Conducted publicity campaign for U.S. Senate Productivity Award;
- Conducted market research, created brochure, ads, and other materials for Veterans Outreach;
- Participated in "visioning" process, initiated community survey to determine market and educational needs at Laurel College Center;
- Branded, publicized and utilized text messaging system for emergency communications Mobile Alert System;
- Provided marketing support that contributed to 7 percent growth in headcount and 5.2 percent growth in credit full-time equivalent (FTE) students;

- Created visual identity and related marketing materials for the 20th anniversary of the Columbia Classic Grand Prix, which raised about \$170,000;
- Provided overall communications support for the Commission on the Future process in fall 2007;
- Researched options for environmentally friendly printing to support HCC's sustainability initiatives;
- Converted all administrative policies and procedures to html format for easier internet access;
- Created new board portal;
- Digitized board materials from 1968 to present for historic preservation;
- Implemented new annual giving plan;
- Reached 45 percent, exceeding goal of 40 percent, during employee giving campaign with a total giving amount of \$53,108;
- Raised \$1,104,731 in total private gifts through the foundation;
- Generated \$6,497,559 (competitive grants = \$2,291,255 and non-competitive grants = \$4,206,304) in total grants dollars;
- Generated \$642,717 from special events;
- Received \$1,530,782 in overall support from the foundation;
- Received \$182,693 from in-kind donations;
- Welcomed five new board members to the foundation;
- Inducted six new distinguished alumni bringing the total of distinguished alumni that have been identified since the program began in 2001 to 80;
- Welcomed 23 new members to the HCC's Alumni Association. There are currently more than 530 lifetime members of the association;
- Held the 15th Anniversary Rouse Scholars Program Alumni Reunion with 80 alumni attending; and
- Held three alumni networking luncheons and alumni social.

B-3 Revised Fiscal Year 2009 Integrated Strategic Plan and Budget

Background: The board of trustees approved Howard Community College's FY09 integrated strategic plan and budget proposal during its January 30, 2008, meeting. The HCC budget request was submitted. The county approved the majority of the college's total budget request; the state was able to provide \$8 million for capital projects. The administration has modified/deleted objectives to adjust to the budget received and indicate current initiatives. Edits are displayed on the document in blue.

Purpose: Display adjustments to the current FY09 strategic plan.

Timeline: Annual update. If there are more adjustments, the administration will present further reports.

◆———— Recommendation —————◆

The administration requests that the board of trustees approve the revised FY09 integrated strategic plan and budget.

Compliance: This report is in compliance with Board By-Law VII- Board Execution and Evaluation of Policy: Suggested Timeline for Important Tasks.

Revisions to Fiscal Year 2009 Integrated Strategic Plan and Budget

Strategic Initiative I - Learning Community

HCC will be a learning community that provides possibilities for learning that address the current and ongoing needs of a diverse group of students throughout their lives. Our students will be at the center of our thinking and our planning processes, and we will be responsive to their needs and individual learning styles.

Goal A	Improve student academic performance through targeted student success systems and coordinated retention efforts.			
Area	Objectives	New funds	Comments	Other
VPAA VPSS	1. Implement viable recommendations resulting from the Step-Up and FYE assessments.	\$5,653	Increase number of peer leaders and professional development expenses for Faculty Learning Community	
VPAA VPSS	2. Offer the FYE Student Success course (replacing ENGL 106).	0	Note #1	
VPAA VPSS	3. Implement and Assess Con. Ed's REACH program for students scoring below the entry level on the placement exam.	0	Note #1	
VPAA VPSS	4. Research and develop a student retention referral system (possible expansion/modification of early alert system) and a system of disseminating information to constituencies that will lead to improved success and retention of students.	0	Note #1	
VPAA VPSS	5. Develop and implement retention strategies in response to the new Academic Progress Policy.	\$28,578	Retention specialist	
Goal B	Challenge our students to achieve global academic excellence. (Commission on the Future)			
VPAA	1. Develop a hospitality/culinary management internship program with Athlone College in Ireland and Turkey.	0	Note #1	
VPAA	2. Collaborate with STARTALK federal initiative to assess, improve, and develop the summer program in critical languages for high school students.	-	Dependent on grant funding	\$150,000
	TOTAL	\$34,231		\$150,000

Note #1: Will use existing resources.

Last Approved: Board of Trustees - January 30, 2008

Strategic Initiative II - Access and Affordability

HCC will attract and retain a rich diversity of faculty, staff, and students into its programs and learning community. The college will strive to eliminate physical and conceptual barriers that inhibit learning and the college will respond quickly to changes in the educational and workplace environments to address the evolving needs of our community.

Area	Objectives	New funds	Comments	Other
Goal A	Attract and retain a diverse student and employee population that at a minimum reflects the county demographics.			
VPSS	1. Implement changes as required by the state grant to assist disabled students.	-	MD grant funds	\$55,000
VPSS	2. Increase by 35% the enrollment of children in the renovated/expanded Children Learning Center.	-	CLC Operating Budget increase	\$429,002
Goal B	Increase foundation funding by building the endowment, increasing overall scholarships and obtaining grants from all sources for credit and non-credit students.			
VPSS	1. Research and write the Student Support Services Competitive Grant for 4-5 years of funding.	0	Note #1	
President	2. Begin the capital campaign for \$4 million (ending in 2011) to raise funds for endowed scholarships.	\$2,500	Database software	
Goal C	Improve college systems to assist students in planning and paying for college costs.			
VPSS	1. Continue to refine the “pay for college” initiative including efforts with a financial literacy component.	0	Note #1	
VPSS	2. Explore ways to assist students to pay for study abroad aboard.	0	Note #1	
	TOTAL	\$2,500		\$484,002

Note #1: Will use existing resources.

Last Approved: Board of Trustees - January 30, 2008

Strategic Initiative III - Economic and Workforce Development				
HCC will take a leading role in workforce and economic development efforts within the county.				
Area	Objectives	New funds	Comments	Other
Goal A	Offer new academic programs (credit and non-credit) to respond to emerging workforce needs.			
President VPAA	1. Explore the possibility of a joint health science teaching facility with Mid-Maryland Allied Healthcare Education Consortium partners	-	Dependent on funding.	TBA
VPAA	2. Develop programs in Entertainment Technology, Fire Science, and a new STEM learning community.	-	STEM-grant funded.	\$150,000
Goal B	Integrate work experience into academic programs through partnerships with local businesses and government.			
VPAA	1. Coordinate the efforts of a pilot program for CyberWATCH (network security co-op/internship program) among Howard Community College, Anne Arundel Community College, and the Community College of Baltimore County.	-	Funded by CyberWATCH grant to be received by another college.	-
Goal C	Enhance the leadership role of the college in providing entrepreneurship skills across the curricula and to our community at large. (Commission on the Future)			
VPAA	1. Complete or implement an extension of the NSF Technology Assessment Program (TAP) project.	-	Grant funded. Obtained an additional \$120K supplement (FY09 and FY10)	\$174,000
	TOTAL	-0-		\$324,000

Note #1: Will use existing resources.
Last Approved: Board of Trustees - January 30, 2008

Strategic Initiative IV - Organizational Excellence

HCC will be an agile, purposeful organization that nurtures innovation and inquiry, and evaluates results against valid and ambitious criteria. It will maintain a climate that promotes the success of each employee and will provide a work environment that recruits, develops, and rewards faculty and staff who are committed to excellence. And because it believes strongly in the idea of community, it will build a strong sense of ownership and responsibility among all students, faculty, and staff. HCC will seek to nurture vibrant community, business, government, other associations, and educational partnerships.

Area	Objectives	New funds	Comments	Other
Goal A	Integrate outstanding leadership models, such as, Servant Leadership, into the organizational culture.			
VPAF	1. Increase the number of training offerings that integrate the tenants of servant leadership.	0	Note #1	
Goal B	Improve academic and administrative processes and results and benchmark organizational performance against external criteria.			
VPAA VPAF VPIT	1. Expand the current online budgeting tool for continuing education and auxiliary funds. (This is a two year initiative)	-	\$50k over 2 years Special Funding	\$25,000
President	2. Implement/refine the new HCC Culture statements: Mission, Vision, Values, Organization Chart and streamlined strategic plan model for use with the 2010 plan.	0	Note #1	
VPAA VPIT VPSS	3. Implement online grading.	0	Note #1	
Goal C	Recognize and support faculty and staff who are committed to excellence.			
VPSS	1. Implement the recommendations of the Wellness Expansion Committee.	-	Dependent on grant funding.	\$25,000
President	2. Implement recommendations from the Compensation Study.	\$205,641	Compensation Study	

Note #1: Will use existing resources.

Last Approved: Board of Trustees - January 30, 2008

Area	Objectives	New funds	Comments	Other
Goal D	Improve cross-functional coordination and collaboration on new initiatives.			
TBA	1. Implement the first phase of the Commission on the Future recommendations.	\$10,000	Seed money	
President	2. Implement “best practice” from the CQIN Summer team.	0	Note #1	
President	3. Identify, train teams, and begin the HCC Middle States accreditation self-study process.	\$15,382	Stipends	
Goal E	Ensure the safety and security of the human and physical resources of the college.			
VPAF	1. Continue the implementation of the phased installation of campus-wide camera and security access system.	-	Capital Budget	\$281,000
VPAF VPSS	2. Continue the implementation of the Americans with Disabilities Act (ADA) renovations and improvements.	-	Capital Budget	\$74,000
VPAF VPSS	3. Implement a behavior intervention model based on FY08 “best practices” study to identify and support students at risk for self-harm or violence; conduct a campus-wide threat assessment.	0	Note #1	
	TOTAL	\$231,023		\$405,000

**Note #1: Will use existing resources.
Last Approved: Board of Trustees - January 30, 2008**

Strategic Initiative V - Accommodating Growth and Change				
HCC will aggressively seek the resources to accommodate growth and changes in the population of Howard County and growth in the numbers of citizens who will seek new learning opportunities from the college.				
Area	Objectives	New funds	Comments	Other
Goal A	Provide appropriate staffing to support growth and change.			
VPAA	1. Increase the number of full-time faculty to make positive progress toward MHEC's 50/50 benchmark.	\$620,802 \$482,846	9 7 new faculty	
All	2. Increase staffing and provide space as appropriate to manage growth in students and special programs.	\$598,614 \$689,103	non-faculty positions	
Goal B	Increase the number of credit and non-credit FTE (full-time equivalents) as well as increase the revenue in continuing education.			
All	1. Will increase the credit FTE by 3%.	See Goal A-1 & 2		
VPAA	2. Will increase the revenue in continuing education by 5%.	0	Note #1	
Goal C	Seek funding for capital projects as outlined in the master facilities plan and college programs.			
All	1. Develop the facilities program and educational specifications that justify the need and describes the specifications associated with the: (a) construction of the new Science, Engineering, and Technology Building, Building,	0	Note #1	
All	(b) renovation of the Hickory Ridge, and	0	Note #1	
All	(c) construction of the new Mathematics Building.	0	Note #1	
All	(d) Begin the construction of James Clark Jr. Library Building renovations	-	Capital Budget	\$15,778,000
All	(e) Finalize equipping of the: Children's Learning Center renovations project,	-	Capital Budget	\$82,000 (FY08 Funds)
All	(f) Complete the Belmont Barn renovations project.	-	Capital Budget	\$2,820,000 (FY08 Funds)
Area	Objectives	New funds	Comments	Other

Note #1: Will use existing resources.

Last Approved: Board of Trustees - January 30, 2008

All	(g) Begin the design of the new Health Sciences Building.	-	Capital Budget	\$3,964,000
All	Complete other Capital projects (h) Phase VI of the athletic fields' enhancement project,	-	Capital Budget	\$800,000 (FY08 Funds)
All	(i) systemic renovations to the campus including interior improvement projects, and scheduled deferred maintenance items,	-	Capital Budget	\$1,315,000 \$1,015,000
All	(j) finalize the construction design of the next parking deck on campus to be located at the Hickory Ridge Building, and	-	Capital Budget	\$15,000,000 \$612,635
All	(k) begin design of the campus circle reconstruction of the traffic circle as part of the Campus Roadways project.	-	Capital Budget	\$520,000
Goal D	Participate in county planning efforts, to identify opportunities to provide services to the areas' growing population.			
All	1. Implement BRAC initiatives, as appropriate.	0	Note #1	
VPAAs	2. Implement recommendations from the World Languages Institute advisory team.	0	Note #1	
Goal E	Promote and implement sustainability practices (societal, financial, and environmental) across all areas of the institution.			
VPAF	1. Develop a comprehensive plan to achieve the goals of the American College and University Presidents Climate Commitment.	0	Note #1	
All	2. Significantly reduce use of paper across campus.	0	Note #1	
	TOTAL	\$1,332,439 \$1,171,949		\$40,279,000 \$21,107,635
	GRAND TOTAL:	\$1,600,193 \$1,439,703		\$41,642,002 \$22,470,637

Note #1: Will use existing resources.
Last Approved: Board of Trustees - January 30, 2008

B-4 Financial Statements

Background: The following documents contain the preliminary board financial statements for the period ended June 30, 2008. These statements are prior to the final audit. Since these are statements for the end of the year they will show any fund balance carryovers and/or transfers. It should be noted that for the Laurel College Center (LCC) statements, that Prince George's Community College (PGCC) had not finished closing their books when the LCC statements for their share were prepared. Hence, there may be a final adjustment to the LCC statements.

Purpose: Disclosure to the board of trustees.

Timeline: July 1, 2007, through June 30, 2008

◆———— Recommendation —————◆

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

HOWARD COMMUNITY COLLEGE
CURRENT INCOME & EXPENSE SUMMARY - FUND 10

	Actuals 6/30/2008	Total Budget 6/30/2008	Budget Variance 6/30/2008	6/30/2008 Percent Variance From Budget		Prior Year Actuals 6/30/2007
OPERATING BUDGET REVENUE						
TUITION						
Summer II & III	\$597,470	\$550,000	\$47,470	8.63%	1	\$481,318
Fall	8,046,868	7,274,968	771,900	10.61%	2	7,326,000
Intersession	456,740	353,005	103,735	29.39%	3	408,651
Spring	7,242,746	6,415,478	827,268	12.89%	4	6,662,961
Summer I	765,756	754,583	11,173	1.48%	5	698,811
Fees	2,288,564	2,362,528	(73,964)	-3.13%	6	2,100,069
TOTAL TUITION AND FEES	\$19,398,144	\$17,710,562	\$1,687,582	9.53%		\$17,677,810
GOVERNMENTAL AND OTHER						
Howard County	\$23,635,010	23,635,010	0	0.00%	7	\$20,369,595
State of Maryland	9,525,240	9,643,516	(118,276)	-1.23%	8	8,044,734
Other Income	909,796	700,000	209,796	29.97%	9	991,485
Unrestricted Fund Balance/Transfer	(1,731,900)	495,373	(2,227,273)	-449.62%	10	(142,004)
Continuing Education Support	463,475	463,475	0	0.00%	11	360,203
TOTAL GOVT AND OTHER	\$32,801,621	\$34,937,374	(\$2,135,753)	-6.11%		\$29,624,013
TOTAL OPERATING REVENUE	\$52,199,765	\$52,647,936	(\$448,171)	-0.85%		\$47,301,823
OPERATING BUDGET EXPENSES						
Instruction	\$24,356,804	\$24,058,507	(\$298,297)	-1.24%	12	\$21,951,734
Public Service	342,974	374,215	31,241	8.35%	13	304,381
Academic Support	3,283,932	3,524,121	240,189	6.82%	14	3,162,735
Student Services	5,392,528	5,337,353	(55,175)	-1.03%	15	4,680,878
Institutional Support	10,052,373	10,154,413	102,040	1.00%	16	9,197,236
Plant	7,793,214	8,073,147	279,933	3.47%	17	6,789,791
Scholarship/Waivers	1,096,215	1,126,180	29,965	2.66%	18	1,096,790
TOTAL OPERATING EXPENSES	\$52,318,041	\$52,647,936	\$329,895	0.63%		\$47,183,547
Fund Balance reserved from FY07 for State cut n/c = not comparable	-\$118,276					\$118,276

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

For ease of reading all new information appears in **green** ink.

June 2008

Tuition and Fees

- 1) Summer II & III tuition revenue closed ahead of budget by **8.63%, or \$47,470**. 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 22.07 FTE's) from the prior year. Headcounts were also up 18% and 21%, respectively. In-county tuition increased from \$110 per credit hour to \$114 per credit hour, or 3.6%. Out-of-county and out-of-state tuition increased by \$4 each to \$197 and \$242, respectively. For each credit hour of tuition paid, \$3 goes towards paying the debt on the Horowitz Visual and Performing Arts center.
- 2) Fall revenue closed ahead of budget by **10.61%, or \$771,900**. A 3% FTE enrollment increase was budgeted; however, FTE enrollment growth was 4.4% and headcount increased by 5.1%. The high variance to budget is due to higher than anticipated enrollment in Statewide/ manpower shortage programs and revenues from out-of-state students. (See note #1 for tuition rate information.)
- 3) Intersession revenue closed ahead of budget by **29.39% or \$103,735**. While a 3% FTE increase was budgeted, enrollment was flat for this term. Headcount increased 1% over the prior year. **Note the distribution of revenue between operating and continuing education for this session. Even though overall FTE's were flat, the Fund 10 operating FTE's were up and the Fund 11 continuing education FTE's were down and the revenue numbers reflect that.**
- 4) Spring revenue closed ahead of budget by **12.89% or \$827,268**. A 3% FTE enrollment increase was budgeted; however, FTE enrollment growth was 4.21% and headcount increased by 4.54%. The high variance to budget is due to higher than anticipated out-of-county and out-of-state enrollments. (See note #1 for tuition rate information)
- 5) **Summer revenue in the operating budget closed ahead of budget by 1.48% or \$11,173. A 3% FTE enrollment increase was budgeted; however, Summer I FTE's were up 7.59% and summer extended was up 15.02%, respectively. The revenue variance is lower than the FTE increase because of the growth in FTE's at the Laurel College Center and in the continuing education division.**

FUND 10 - OPERATING BUDGET
HIGHLIGHTS AND CURRENT DEVELOPMENTS

Tuition and Fees (con't)

- 6) Fee revenues closed under budget by **3.13%, or \$73,964**. 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. Budget in the instructional function was held to cover this deficit; however, excess revenues in tuition offset this variance. A breakdown of operating account fees is as follows: Course fees **\$1,458,733 or 64%**; consolidated fees **\$698,080 or 30%**; other student fees **\$131,751 or 6%**.

Governmental Revenue and Other Revenue

- 7) Howard County's contribution to the FY08 operating budget increased by 16% over the prior year and has no variance to the budget.
- 8) The State's appropriation to the FY08 operating budget increased by 19.9% over the prior year. In FY08 the College received a cut from the State's appropriation of \$118,276. Funds were reserved from last year to cover this deficit and are shown as unrestricted appropriations. The entire cut was taken from the Fund 10 Operating budget and no cuts were taken from Fund 11 – Continuing Education.
- 9) Other income is ahead of budget by **29.97%, or \$209,796**. Investment income was **\$784,527 for the year or 86%** of other income. Interest rates are higher than anticipated and interest revenue caused this excess budget balance. Service revenues for administration of contracts, **indirect revenues from grants** and small misc. revenue make up the other **14%** of other income.
- 10) The college budgeted to use \$495,373 of the continuing education fund balance, which represents the unrestricted appropriations line. **Since enrollment revenues exceeded budget, these funds were not used. However, because of having excess tuition revenues, \$1,731,900 was approved by the board to be transferred and held for the Belmont purchase anticipated to be done in FY09. This is shown as a reduction of revenue.**
- 11) The \$463,475 for continuing education's contribution to the operating fund was taken at year-end to cover continuing education's indirect costs.

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 FY07.

- 12) The instructional budget closed over budget by 1.24% or \$298,297. This was planned at year-end in order to prefund some items through the special funds for next year. Spending authority for this overage is in the current special funds budget. Transfers at year-end included funding of the Belmont usage fee and the loan, \$62,500 from this function; \$693,614 to fund current and potential legal costs; \$100,000 to prefund the mediation center; \$50,000 to prefund the art gallery costs; \$169,838 for computers at the Laurel College Center; \$1,800 for piano dollies that were ordered and will come in during FY09; and finally \$354,732 to prefund the proposed new Mt. Airy center.
- 13) The public service function closed under budget by 8.35% or \$31,241. Savings in hourly support were used to fund needs outside of this function at year-end.
- 14) The academic support function closed under budget by 6.82% or \$240,189. A transfer to fund the CLC in support of instruction for \$30,000 was made from this function at year-end. Savings in this function were used to fund other needs at year-end.
- 15) The student services function closed over budget by 1.03% or \$55,175, which was planned at year-end. Transfers from this function included funding part of the Belmont usage fee, \$25,000 from this function; prefunding international students for \$10,000; prefunding tutoring for \$60,000; prefunding Project Access for \$50,000 and prefunding Career Links for \$70,000.
- 16) The institutional support function closed under budget 1% or \$102,040. Transfers from this function included funding part of Belmont's loss (\$100,486) and the usage fee for the institutional support function (\$279,275); covering special projects of \$22,560; prefunding hourly costs for the administration of \$27,635; prefunding diversity of \$10,000; and funding items ordered in FY08 that will come in and be paid for in FY09 of \$166,635.
- 17) The plant function closed under budget by 3.47% or \$279,933. Transfers from this function included prefunding the vending services for \$500,000; funding vending purchasing of \$25,942; prefunding parking costs of \$75,000; prefunding signage costs of \$110,000; prefunding Belmont equipment of \$450,000; prefunding pool repairs of \$109,000 and items ordered in FY08 that will come in during FY09 of \$82,600.
- 18) Scholarships and wavers closed under budget by 2.66% or \$29,965. Savings from this function was used to fund other needs.

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

	Actuals 6/30/2008	Total Budget 6/30/2008	Budget Variance 6/30/2008	6/30/2008 Percent Variance From Budget		Prior Year Actuals 6/30/2007
FUND 11 REVENUES						
TUITION						
Credit Fall/Summer II & III	\$180,079	154,689	\$25,390	16.41%	1	\$160,962
Credit Intersession	36,005	48,950	(12,945)	-26.44%	2	51,816
Credit Spring/Summer I	255,998	172,900	83,098	48.06%	3	176,113
Non-Credit/Continuing Ed Fees	3,318,216 1,357,051	3,087,278 1,119,538	230,938 237,513	7.48% 21.22%	4 5	2,769,278 1,207,244
TOTAL TUITION AND FEES	\$5,147,349	\$4,583,355	\$563,994	12.31%		\$4,365,413
GOVERNMENTAL AND OTHER						
State of Maryland	\$1,763,587	\$1,763,587	\$0	0.00%	6	\$1,487,229
Service Revenues & Other Income	\$373,539	\$452,488	(\$78,949)	-17.45%	7	279,566
Unrestricted appropriation	\$0	\$400,000	(\$400,000)	-100.00%	8	0
Transfer to Operating Fund	(463,475)	(463,475)	0	0.00%	9	(360,203)
TOTAL GOV'T. AND OTHER	\$1,673,651	\$2,152,600	(\$478,949)	-22.25%		\$1,406,592
TOTAL FUND 11 REVENUES	\$6,821,000	\$6,735,955	\$85,045	1.26%		\$5,772,005
EXPENDITURES						
Instruction	\$5,495,770	\$6,042,576	\$546,806	9.05%	10	\$5,024,769
Academic Support	0	0	0	0.00%		0
Plant	0	0	0	0.00%		0
Institutional Support	0	0	0	0.00%		0
Scholarship	625,527	521,337	(104,190)	-19.99%	11	448,382
TOTAL OPERATING EXPENSES	\$6,121,297	\$6,563,913	\$442,616	6.74%		\$5,473,151
Increase to Fund Balance	\$699,703	\$172,042	\$527,661			\$298,854
Revenue in excess of expenses, before transfers and indirect costs	\$1,223,530					\$659,057

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

June 2008

Tuition and Fees

- 1) Credit fall/summer II and III tuition revenues closed ahead of budget by **16.41% or \$25,390**. Credit enrollment in this division is primarily telecourses and tele-web classes. Tele-web classes use an on-line feature along with the pre-recorded lectures used by telecourses. Credit enrollment increases were budgeted to be 3% but were higher than anticipated. Credit enrollment statistics are discussed on the financial statements for fund 10 and apply to both divisions.
- 2) Intersession tuition revenues closed under budget by **26.44% or \$12,945**. This was due to lower than anticipated enrollment for this term. The budget was built on a 3% FTE increase and overall intersession FTE was flat from the prior year. Headcount increased by 1%.
- 3) Spring/summer credit tuition revenues closed ahead of budget by **48.06% or \$83,098**. Spring FTE increased 4.21% over the prior year and headcount increased 4.54%. **Summer I and summer extended increased in FTE by 7.59% and 15.02% respectively**. The spring/summer credit budget was built on 3% growth and hence is ahead of budget.
- 4) Non-credit tuition revenues closed ahead of budget by **7.48% or \$230,938**. Enrollments in English as a Second Language and the English Language Institute, Kids on Campus, and Motorcycles, grew beyond budgeted expectations.
- 5) Fees closed ahead of budget by **21.22% or \$237,513**. This is due to fees earned in excess of budget for classes where enrollment is higher than anticipated. (see above)

Governmental Revenue

- 6) The state contribution for FY08 for continuing education increased 18.58% over the prior year, and has no variance to budget. Funding for FY08 is based on an FTE formula related to enrollments from FY06. The college made the decision to take all the state cuts from the Fund 10 operating budget and not from the Fund 11.

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

Service and Other Income

- 7) Service revenues related to administrative overhead charged to contracts and consulting revenues closed **17.45%** under budget or **\$78,949**. Budgeted revenues in this area were based on FY06 contracts and reflect changing demands in the contract area and the current economic situation. **Expenses were under budget in relation to these anticipated revenues.**
- 8) This unrestricted appropriation allows the division to use carryover funds to support upgrades in labs and repairs to the hickory ridge building as needed.
- 9) Continuing education's annual contribution to the operating fund occurred at year-end. For FY08, it was \$463,475.

Expenses

It should be noted that encumbrances for annual salaries and open purchase orders are included in the expended to date figures. Salaries increased by an average of 6.86% for FY08.

- 10) Instructional expenses closed under budget by **9.05% or \$546,806**. **Savings in contracted services related to consulting work was the area that had the greatest budget savings. Conference and meetings, supplies and the furniture/equipment budgets all closed under budget.**
- 11) Scholarships closed over budget by **19.99% or \$104,190**. It was anticipated that for the year, scholarships would be higher than budgeted due to the increase in tuition and the associated waiver for adult basic education courses. Spending authority for growth is budgeted in the special funds and will cover this overage.

Overall, revenues exceeded expenses in operations by \$1,223,530. This excludes contributions of \$463,475 made to the operating fund and funds spent on indirect needs of \$60,352 which included the relocation of ESL and the retrofitting of the former ETC space on the second floor of the Hickory Ridge building. After these items, continuing education increased their fund balance by \$699,703 for the year.

**Howard Community College
6/2008
Cost Center Variances (note 1)**

Cost Center	FY2008 Actual to date (Note 2)	Total Original Budget (Note 3) A	Total Projected Expenditures B	Dollar Variance From Original* B-A	Projected Percentage Variance from Original FY2008		
Instruction							
11200	Schoenbrodt honors	25,361	23,701	25,731	2,030	9%	
11300	Mathematics	1,758,746	1,920,062	1,936,214	16,152	1%	Additional hours allocated for student lab employee.
11310	Health	234,058	242,621	244,971	2,350	1%	
11400	Social sciences	1,761,523	1,783,637	1,786,037	2,400	0%	
11410	Eng/world languages	2,703,265	2,744,992	2,748,892	3,900	0%	
11450	Arts & humanities	2,342,930	2,270,155	2,333,072	62,917	3%	To fund hourly support and costs for the Horowitz center brochure.
11480	Rouse scholars	89,136	94,283	104,140	9,857	10%	
11600	Distance learning	370,864	385,152	388,940	3,788	1%	
12100	Nursing	1,891,857	1,774,229	1,891,857	117,628	7%	Add'l hourly expenses funded from the support cost center.
12118	Rad Tech Program	66,539	74,760	74,760	-	0%	
12120	Emergency medical technology	134,758	179,550	171,555	(7,995)	-4%	
12150	Cardiovascular program	176,045	171,574	176,045	4,471	3%	
12200	Business & computers	1,696,392	1,806,751	1,810,651	3,900	0%	
12250	Science & technology programs	2,337,558	2,307,201	2,357,430	50,229	2%	LOA* stipends and funds for software
12280	Cooperative education	9,711	12,848	12,848	-	0%	
13500	Service Learning	77,592	79,732	79,732	-	0%	
13550	Instr. International program	149,571	129,529	155,518	25,989	20%	Support for international program costs
44010	User computer services	440,107	437,968	442,232	4,264	1%	
44020	Student computer services	1,032,707	1,024,953	1,034,117	9,164	1%	
44030	Student labs	269,687	299,742	299,742	-	0%	
46100	1st floor support	160,648	160,407	163,407	3,000	1%	
46200	2nd floor support	122,998	103,470	125,332	21,862	14%	Hourly support funded by division support
46300	Hickory ridge	76,038	85,003	85,003	-	0%	
46400	Evening services	665	1,325	1,325	-	0%	
46700	ELB divisions support	122,915	130,078	130,078	-	0%	
46800	Arts & humanities support	68,936	66,638	68,936	2,298	3%	
47500	Faculty learning community	13,704	16,500	17,500	1,000	6%	
48000	Outcomes assessment	161,781	187,781	161,781	(26,000)	-14%	Distribution of LOA* (learning outcomes assessment) stipends
48500	Instructional direction	108,255	260,742	138,731	(122,011)	-47%	Funded additional hours for employee (11300), and international costs.
48501	Learning communities	227,598	243,169	243,169	-	0%	
48502	Program development	60,430	82,879	71,182	(11,697)	-14%	Covered costs in international education and software purchase for science and technology. Fund hourly support & Horowitz center costs.
51100	Webmaster	-	3,894	-	(3,894)	-100%	
52100	Pool guards	68,929	68,929	68,929	-	0%	
53200	Learning assistance center	655,787	632,970	655,787	22,816	4%	Funded as part of year end close from F&E below
99970	Benefits/chargebacks	3,012,855	3,881,577	3,861,962	(19,615)	-1%	Various Hendricks approved reclassifications funded.
99970	Reserve for fee shortfall	-	73,964	73,964	-	0%	
99980	Division support	337,300	163,276	2,800	(160,476)	-98%	Division office supported for hourly costs (46200) and Nursing programs
99990	Furniture/equipment	1,589,558	132,464	114,136	(18,328)	-14%	Funded Learning assistance center as part of year end close
	Total instruction	24,356,804	24,058,507	24,058,507	0	0%	

Cost Center	FY2008 Actual to date (Note 2)	Total Original Budget (Note 3) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2008		
Public Service							
33250	Cable studio	284,878	286,188	286,188	-	0%	
99970	Benefits/chargebacks	58,096	84,098	84,098	-	0%	
99990	Furniture/equipment	-	3,928	3,928	-	0%	
	Total public service	342,974	374,215	374,215	-	0%	
Academic Support							
33400	Cultural theater	111,928	110,428	112,340	1,911	2%	
33500	Student alumni productions	111,281	108,158	111,281	3,124	3%	
41001	Library services	761,076	760,592	767,157	6,565	1%	
41002	Teaching & learning center	226,518	239,304	232,739	(6,565)	-3%	
43100	Education technology	288,576	294,614	290,584	(4,030)	-1%	
43200	Video services	72,427	75,352	75,352	-	0%	
43300	Instructional Technology	10,742	-	12,010	12,010	n/a	New cost center established for instructional technology
46000	VP of academic affairs	289,527	314,964	314,964	-	0%	
47000	Faculty development	109,150	111,747	115,074	3,327	3%	
48100	Interactive classroom	16,000	23,980	16,000	(7,980)	-33%	
65001	Academic promotions	136,893	143,016	143,016	-	0%	
99970	Benefits/chargebacks	1,099,646	1,301,066	1,296,031	(5,035)	0%	
99980	VP's Allocation	-	5,924	2,597	(3,327)	-56%	
99990	Furniture/equipment	50,168	34,977	34,977	-	0%	
	Total academic support	3,283,932	3,524,121	3,524,121	-	0%	

Cost Center	FY2008 Actual to date (Note 2)	Total Original Budget (Note 3) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2008		
Student Services							
46500	Advising, academic	461,162	457,426	462,433	5,007	1%	
46600	Welcome center & telephone adv.	166,238	170,555	173,929	3,374	2%	
51000	VP of student services	241,594	255,598	244,898	(10,700)	-4%	Funded hourly in various cost centers
51200	Student ambassador program	12,034	9,232	12,034	2,802	30%	
52000	Student activities	1,986	2,603	2,603	-	0%	
52100	PE facility	307,709	313,117	323,058	9,941	3%	
53000	Career services	459,386	462,791	461,493	(1,297)	0%	
53100	Test center	263,513	257,513	263,513	6,000	2%	
53500	Retention	93,448	89,380	93,448	4,068	5%	
53555	Career links	25,515	26,396	26,396	-	0%	
54000	Financial aid services	655,783	642,079	655,784	13,705	2%	Funded from VPSS; additional hourly needed
55000	Admissions	742,620	738,507	742,620	4,113	1%	
55001	Workgroup	367,669	363,815	367,669	3,854	1%	
56000	Records	457,923	419,933	457,923	37,990	9%	Positions reclassified
65002	Student services promotions	4,641	35,392	25,618	(9,774)	-28%	
99970	Benefits/chargebacks	734,238	982,451	932,874	(49,577)	-5%	Various Hendricks approved reclassification funded.
99980	Part time coverage	62,495	15,114	9,595	(5,519)	-37%	
99990	Furniture/equipment	334,574	95,451	81,465	(13,986)	-15%	Funded planned year end expenses
	Total student services	5,392,528	5,337,353	5,337,353	-	0%	

Cost Center	FY2008 Actual to date (Note 2)	Total Original Budget (Note 3) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2008		
Institutional Support							
61000	President	605,849	600,206	614,642	14,436	2%	Funds for hourly support from unallocated funds.
61100	Board of trustees	79,182	133,979	126,555	(7,424)	-6%	
61200	Research, planning and org. dev.	427,457	427,457	427,457	-	0%	
61900	Senior administration	13,127	13,617	16,017	2,400	18%	
62000	VP of administration & finance	316,515	320,462	321,510	1,047	0%	
62100	Finance office	1,147,532	1,140,339	1,153,609	13,270	1%	Positions reclassified
63101	Human resources	565,227	585,414	591,378	5,964	1%	
63102	Recruitment	35,331	56,546	56,546	-	0%	
63103	Unemployment	38,250	47,253	47,253	-	0%	
63150	Diversity programs	11,758	12,000	12,000	-	0%	
63200	Reprographics	143,615	180,540	180,540	-	0%	
63400	Security	987,603	1,107,061	1,107,061	-	0%	
63500	Telecommunications	210,170	262,541	258,029	(4,512)	-2%	
63554	Mediation & conflict resolution center	20,000	20,000	20,000	-	0%	
63600	Risk management	284,803	296,149	293,603	(2,546)	-1%	
63700	General administration	518,265	774,197	773,296	(901)	0%	
63800	Commencement/award programs	112,736	35,489	114,130	78,641	222%	Funded as part of the close out; costs for on campus event
64000	Administrative information systems	1,203,412	1,200,087	1,206,305	6,218	1%	
64001	Enterprise network	530,963	526,440	533,606	7,167	1%	
64002	Web Enterprise	280,193	283,662	283,662	-	0%	
64100	Information technology adm.	292,623	297,947	297,947	-	0%	
65000	Public relations & marketing	605,360	567,095	605,360	38,264	7%	Approved year end expenses funded from excess benefits
65100	Development & alumni relations	646,982	638,468	646,982	8,514	1%	
65900	Fundraising	-	30,000	30,000	-	0%	
99970	Benefits/chargebacks	330,974	591,642	436,927	(154,715)	-26%	Various Hendricks approved reclassifications funded & commencement
99990	Furniture/equipment	644,448	5,824	-	(5,824)	-100%	
	Total institutional support	10,052,373	10,154,413	10,154,413	(0)	0%	

Cost Center	FY2008 Actual to date (Note 2)	Total Original Budget (Note 3) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2008		
Plant							
71000	Plant administration**	77,689	93,177	93,177	-	0%	
71100	General services**	2,486,672	3,494,584	3,493,228	(1,356)	0%	
71150	Recycling	19,385	25,000	23,980	(1,020)	-4%	
71500	Safety	72,330	72,500	72,500	-	0%	
72000	Engineering	1,109,199	1,090,258	1,109,982	19,724	2%	Funded for planned year end costs
72500	Preventive maintenance	166,791	199,667	193,477	(6,190)	-3%	
73000	Housekeeping	1,202,102	1,417,500	1,384,221	(33,279)	-2%	Position reallocated to grounds & engineering costs
75000	Grounds	326,476	331,449	358,998	27,549	8%	Position reallocated from housekeeping
76000	Renovations	119,312	163,929	159,229	(4,700)	-3%	
99970	Benefits/chargebacks	743,131	1,175,911	1,175,182	(729)	0%	
99990	Furniture/equipment	1,470,127	9,173	9,173	-	0%	
	Total plant	7,793,214	8,073,147	8,073,147	0	0%	
Scholarships							
81000	Scholarships	662,543	659,280	659,280	-	0%	
82000	Waivers	433,673	466,900	466,900	-	0%	
	Total scholarships	1,096,215	1,126,180	1,126,180	-	0%	
	Grand totals	52,318,041	52,647,936	52,647,936	0	0%	

Note 1
These statements reflect the budget transfers made during the year and the final budget allocation.

Note 2:
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 3:
Includes encumbrances for budgeted wages and outstanding purchase orders.
* Variance greater than \$10,000 are explained.
** A position was identified miscoded between these two account and these starting budgets have been revised to reflect this change.

Howard Community College

Cost Center Spending Percentages

These statements reflect a comparison of actual expenditures to the final revised budget.

Cost Center		FY08 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
Instruction					
11200	Schoenbrodt honors	25,361	25,731	99%	
11300	Mathematics	1,758,746	1,936,214	91%	
11310	Health	234,058	244,971	96%	
11400	Social sciences	1,761,523	1,786,037	99%	
11410	Eng/world languages	2,703,265	2,748,892	98%	
11450	Arts & humanities	2,342,930	2,333,072	100%	
11480	Rouse scholars	89,136	104,140	86%	
11600	Distance learning	370,864	388,940	95%	
12100	Nursing	1,891,857	1,891,857	100%	
12118	Rad Tech Program	66,539	74,760	89%	
12120	Emergency medical technology	134,758	171,555	79%	1
12150	Cardiovascular program	176,045	176,045	100%	
12200	Business & computers	1,696,392	1,810,651	94%	
12250	Science & technology programs	2,337,558	2,357,430	99%	
12280	Cooperative education	9,711	12,848	76%	2
13500	Service Learning	77,592	79,732	97%	
13550	Instructional international program	149,571	155,518	96%	
44010	User computer services	440,107	442,232	100%	
44020	Student computer services	1,032,707	1,034,117	100%	
44030	Student labs	269,687	299,742	90%	
46100	1st floor support	160,648	163,407	98%	
46200	2nd floor support	122,998	125,332	98%	
46300	Hickory ridge	76,038	85,003	89%	
46400	Evening services	665	1,325	50%	3
46700	ELB divisions support	122,915	130,078	94%	
46800	Arts & humanities support	68,936	68,936	100%	
47500	Faculty learning community	13,704	17,500	78%	4
48000	Outcomes assessment	161,781	161,781	100%	
48500	Instructional direction	108,255	138,731	78%	5
48501	Learning communities	227,598	243,169	94%	
48502	Program development	60,430	71,182	85%	
52102	Pool guards	68,929	68,929	100%	
53200	Learning assistance center	655,787	655,787	100%	
99970	Benefits/chargebacks	3,012,855	3,861,962	78%	6
99970	Reserve for fee shortfall		73,964	0%	7
99980	Division support	337,300	2,800	12046%	8
99990	Furniture/equipment	1,589,558	114,136	1393%	9
	Total instruction	24,356,804	24,058,508	101%	10

Cost Center		FY08 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
Public Service					
33250	Cable studio	284,878	286,188	100%	
99970	Benefits/chargebacks	58,096	84,098	69%	6
99990	Furniture/equipment	-	3,928	0%	11
	Total public service	342,974	374,215	92%	
Academic Support					
33400	Cultural theater	111,928	112,340	100%	
33500	Student alumni productions	111,281	111,281	100%	
41001	Library services	761,076	767,157	99%	
41002	Teaching & learning center	226,518	232,739	97%	
43100	Education technology	288,576	290,584	99%	
43200	Video services	72,427	75,352	96%	
43300	Instructional Technology	10,742	12,010	89%	
46000	VP of academic affairs	289,527	314,964	92%	
47000	Faculty development	109,150	115,074	95%	
48100	Interactive classroom	16,000	16,000	100%	
65001	Academic promotions	136,893	143,016	96%	
99970	Benefits/chargebacks	1,099,646	1,296,031	85%	
99980	VP's Allocation	-	2,597	0%	
99990	Furniture/equipment	50,168	34,977	143%	9
	Total academic support	3,283,932	3,524,121	93%	

Cost Center		FY08 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
Student Services					
46500	Advising, academic	461,162	462,433	100%	
46600	Welcome center & telephone adv.	166,238	173,929	96%	
51000	VP of student services	241,594	244,898	99%	
51200	Student ambassador program	12,034	12,034	100%	
52000	Student activities	1,986	2,603	76%	12
52100	PE facility	307,709	323,058	95%	
53000	Career services	459,386	461,493	100%	
53100	Test center	263,513	263,513	100%	
53500	Retention	93,448	93,448	100%	
53555	Career links	25,515	26,396	97%	
54000	Financial aid services	655,783	655,784	100%	
55000	Admissions	742,620	742,620	100%	
55001	Workgroup	367,669	367,669	100%	
56000	Records	457,923	457,923	100%	
65002	Student services promotions	4,641	25,618	18%	13
99970	Benefits/chargebacks	734,238	932,874	79%	6
99980	Part time coverage	62,495	9,595	651%	8
99990	Furniture/equipment	334,574	81,465	411%	9
	Total student services	5,392,528	5,337,353	101%	10

Cost Center		FY08 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
Institutional Support					
61000	President	605,849	614,642	99%	
61100	Board of trustees	79,182	126,555	63%	14
61200	Research, planning and org. dev.	427,457	427,457	100%	
61900	Senior administration	13,127	16,017	82%	
62000	VP of administration & finance	316,515	321,510	98%	
62100	Finance office	1,147,532	1,153,609	99%	
63101	Human resources	565,227	591,378	96%	
63102	Recruitment	35,331	56,546	62%	15
63103	Unemployment	38,250	47,253	81%	
63150	Diversity programs	11,758	12,000	98%	
63200	Reprographics	143,615	180,540	80%	
63400	Security	987,603	1,107,061	89%	
63500	Telecommunications	210,170	258,029	81%	
63554	Mediation & conflict resolution cer	20,000	20,000	100%	
63600	Risk management	284,803	293,603	97%	
63700	General administration	518,265	773,296	67%	16
63800	Commencement/award programs	112,736	114,130	99%	
64000	Administrative information system	1,203,412	1,206,305	100%	
64001	Enterprise network	530,963	533,606	100%	
64002	Web Enterprise	280,193	283,662	99%	
64100	Information technology adm.	292,623	297,947	98%	
65000	Public relations & marketing	605,360	605,360	100%	
65100	Development & alumni relations	646,982	646,982	100%	
65900	Fundraising	-	30,000	0%	17
99970	Benefits/chargebacks	330,974	436,927	76%	8
99990	Furniture/equipment	644,448	-	N/A	9
	Total institutional support	10,052,373	10,154,413	99%	

Cost Center		FY08 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
Plant					
71000	Plant administration	77,689	93,177	83%	
71100	General services	2,486,672	3,493,228	71%	18
71150	Recycling	19,385	23,980	81%	
71500	Safety	72,330	72,500	100%	
72000	Engineering	1,109,199	1,109,982	100%	
72500	Preventive maintenance	166,791	193,477	86%	
73000	Housekeeping	1,202,102	1,384,221	87%	
75000	Grounds	326,476	358,998	91%	
76000	Renovations	119,312	159,229	75%	19
99970	Benefits/chargebacks	743,131	1,175,182	63%	6
99990	Furniture/equipment	1,470,127	9,173	16027%	9
	Total plant	7,793,214	8,073,147	97%	
Scholarships					
81000	Scholarships	662,543	659,280	100%	
82000	Waivers	433,673	466,900	93%	
	Total scholarships	1,096,215	1,126,180	97%	
	Grand totals	52,318,041	52,647,936	99%	

Notes: Only variances greater than 100% or less than 80% 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 Savings for the loss of budgeted staff, funding from Howard County for supplies, and reduced adjunct faculty costs caused this variance.
- 2 This variance was from savings in hourly costs.
- 3 This variance was from a savings in hourly and supply costs.
- 4 Less than anticipated conference and meetings expenses were incurred for the year.
- 5 Savings for adjunct faculty, course development and catering primarily caused this variance.
- 6 Savings in benefits was experienced in this function due to open staff positions during the year.
- 7 Instructional fee budgets were reduced to match revenues taken in.
- 8 This cost center funds instructional specific needs within operating and special funds. Transfers are explained in the financial footnotes.
- 9 This cost center funds year-end needs as planned for close out. Transfers are explained in the financial footnotes.
- 10 Spending authority in the special funds covers this planned overage at year-end.
- 11 No year-end spending was done in this function for this year.
- 12 Primarily hourly savings caused this variance.
- 13 Advertising was charged primarily to the institutional function and not to student services. These cost centers are being combined next year.
- 14 The board savings was primarily from less than anticipated legal fees. Belmont legal fees were paid from the special funds.
- 15 Recruitment costs were absorbed in the various cost centers, leaving this general fund under budget for the year.
- 16 Savings in credit card expenses and bad debt costs occurred this year.
- 17 This account was not utilized during this year.
- 18 The primary cause for this variance is lower than anticipated utility costs due to a mild winter and spring.
- 19 Savings in this cost center was from the rental of modular classrooms anticipated to be needed this spring. Rental costs may start in FY09.

Howard Community College
 Children's Learning Center
 FY08 Actuals

Description of account	FY08 Actuals 6/30/08	FY08 Approved Budget	FY08 Variance To Budget	FY07 Actuals To 6/30/07
Revenue:				
Tuition - child care/other	520,816	557,941	(37,125)	526,982
College support (coke)	70,000	70,000	-	-
Educational foundation	31,117	29,505	1,612	29,506
Bookstore support	35,222	35,222	-	-
Instructional support	30,000	30,000	-	30,000
Student services support	58,495	58,495	-	58,495
Fund balance	122,074	-	122,074	71,150
Total Revenue	867,724	781,163	86,561	716,133
Expenses:				
Hourly	10,755	5,000	5,755	2,705
Overtime	526	1,000	(474)	597
Budgeted Wages	426,807	425,000	1,807	362,602
Benefits	185,128	182,020	3,108	145,779
Tuition Reimb.	1,769	2,000	(231)	377
Contracted Services	1,165	500	665	393
Printing, Publications		500	(500)	300
Advertising	240	750	(510)	609
Recruitment	-	-	-	-
General Office Supplies	1,400	1,250	150	832
Instructional Supplies	1,881	1,000	881	563
Special Supplies	422	-	422	-
First Aid and Diaper supplies	255	1,250	(995)	1,152
Snack Foods	2,463	2,000	463	1,921
Classroom supplies-food	545	1,000	(455)	-
Classroom supplies-non-food	2,635	1,800	835	1,652
Kitchen supplies	999	1,000	(1)	223
Cleaning supplies	70	2,200	(2,130)	-
Special Supplies		1,500	(1,500)	3,383
Portable Communications	835	1,000	(165)	615
Postage	39	500	(461)	-
Conferences & Meetings	776	1,000	(224)	874
Travel-local	22	250	(228)	-
Catering	89	500	(411)	425
Dues & Subs	475	250	225	75
Utilities	45,000	45,000	-	31,250
Scholarships	3,612	5,000	(1,388)	-
Liability Ins.	8,800	8,800	-	8,800
Special Projects	-	2,500	(2,500)	-
Equipment/Renovations	306	1,000	(694)	459
Net before Debt Service	697,015	695,570	1,445	565,586
Debt Service	85,593	85,593	(0)	83,748
Total expenses with Debt Service	782,608	781,163	1,445	649,334
Net Balance of account	85,117	-	85,117	66,799

Fiscal Year 2008
COMBINED LAUREL COLLEGE CENTER

FINAL except for PGCC FTE's

Half of Revenue/Expenses

Object	Description	Actual TOTAL at 6/30/08	TOTAL Revenue	TOTAL Annual Revenue	Annual TOTAL Budget	TOTAL Variance Over (Under) Annual Budget
Revenue						
Fall/Winter						
	Tuition Revenue	388,565	0	388,565	432,121	(43,556)
	Non Credit	137,715	0	137,715	229,237	(91,522)
Spring						
	Tuition Revenue	276,034	0	276,034	315,506	(39,472)
	Non Credit	86,014	0	86,014	218,484	(132,470)
Summer						
	Tuition Revenue	259,298	0	259,298	295,051	(35,753)
	Non Credit	52,540	0	52,540	140,870	(88,330)
Other Revenue						
	Chamber of Commerce	0	0	0	0	-
	State Funding	572,901	0	572,901	572,901	-
	Unrestricted Appropriation	0	0	0	0	-
	RHEC Funding	100,000	0	100,000	200,000	(100,000)
Total Revenue		1,873,067	0	1,873,067	2,404,170	(531,103)

936,534
871,920
additional
64,613 revenue to book

Object	Description	Actual TOTAL at 6/30/2008		TOTAL Annual Projected Expenses	Annual TOTAL Budget	TOTAL Variance Over (Under) Annual Budget
Expenditures						
5103	Salaries - Cr. PT Fac - all terms	441,337	0	452,428	450,655	1,773
5105	Salaries - Cr. PT Faculty - SIPG	11,091	0	0	0	-
5107	Non Credit PT Faculty - all terms	100,353	0	100,353	125,503	(25,150)
6000	Contracted Services	53,286	0	53,286	35,100	18,186
6021	Capital Leases	0	0	0	0	-
6100	Instructional Supplies	34,420	0	34,420	34,301	119
6160	Microcomputer Supplies	9,430	0	9,430	9,420	10
						-
Direct Instructional Expenditures		649,916	0	649,916	654,979	(5,063)
Other Expenditures						
5002	PT Administrator	0	0	0	0	-
5301	FT Classified Staff	164,309	0	164,309	167,894	(3,585)
5302	PT Classified Staff	77,822	0	77,822	86,899	(9,077)
5303	PT Classified Staff On-Call	77,297	0	77,297	85,652	(8,355)
5304	Overtime	13,992	0	13,992	6,992	7,000
5812	PT Benefits	55,215	0	55,215	52,277	2,938
5800	Benefits	41,077	0	41,077	41,974	(896)
6000	Contracted Services	50,825	0	50,825	31,440	19,385
6025	Advertising	83,052	0	83,052	111,000	(27,948)
6028	Custodial Contract	0	0	0	0	-
6050	Off-Campus Rentals	701,323	0	701,323	737,513	(36,190)
6140	Custodial Supplies	0	0	0	0	-
6200	Telephone	7,172	0	7,172	7,200	(28)
6220	Postage	0	0	0	0	-
6310	Travel	680	0	680	2,011	(1,331)
6510	Electricity	93,367	0	93,367	80,000	13,367
7160	Equipment	31,146	0	31,146	34,308	(3,162)
Total Indirect Expenditures		1,397,277	0	1,397,277	1,445,160	(47,883)
Total Expenditures		2,047,193	-	2,047,193	2,100,139	(52,946)

1,023,597
744,654
additional
expenses to
278,943 book
-214,329 Due to PG
-87,063

Operating Income (Loss)* (174,126) 0 (174,126) 304,031 (478,157)

Loss funded by PGCC and HCC

Fiscal Year 2008
**HOWARD COMMUNITY COLLEGE AT
 LAUREL COLLEGE CENTER**

Object	Description	Actual HCC at 6/30/2008	Projected* HCC Revenue	HCC Projected Annual Revenue	Annual HCC Budget	HCC Variance Over (Under) Annual Budget
Revenue						
Fall /Winter						
	Tuition Revenue	182,868	0	182,868	175,000	7,868
	Non Credit	64,290	0	64,290	60,000	4,290
Spring						
	Tuition Revenue	138,884	0	138,884	125,000	13,884
	Non Credit	15,234	0	15,234	18,000	(2,766)
Summer 2						
	Tuition Revenue	180,726	0	180,726	145,000	35,726
	Non Credit	4,472	0	4,472	20,000	(15,528)
Other Revenue						
	Misc. Revenue		0	0		0
	State Funding**	185,446	0	185,446	185,446	0
	Unrestricted appropriation	0	0	0	0	0
	RHEC Funding	100,000		100,000	200,000	(100,000)
Total Revenue		871,920	0	871,920	928,446	(56,526)

Object	Description	Actual HCC at 6/30/2008	HCC Encumbrances	HCC Annual Projected Expenses	Annual HCC Budget	HCC Variance Over (Under) Annual Budget
Expenditures						
5102	Salaries - Cr. PT Faculty	0	0	0		0
5103	Salaries - Cr. PT Faculty - All terms	253,483	0	253,483	250,000	3,483
5104	Salaries - Cr. PT Faculty	0	0	0		0
5105	Salaries - Cr. PT Faculty	0	0	0		0
5107	Non Credit PT Faculty	41,860	0	41,860	55,000	(13,140)
6000	Contracted Services	0	0	0	1,200	(1,200)
6021	Capital Lease	0	0	0		0
6100	Instructional Supplies	8,459	0	8,459	11,000	(2,541)
6160	Microcomputer Supplies	0	0	0		0
Direct Instructional Expenditures		303,802	0	303,802	317,200	(13,398)
Other Expenditures						
5002	PT Administrator	0	0	0		0
5301	FT Classified Staff	0	0	0		0
5302	PT Classified Staff	0	0	0	7,500	(7,500)
5303	PT Classified Staff On-Call	21,502	0	21,502	35,000	(13,498)
5304	Overtime	0	0	0		0
5812	PT Benefits (7.65%)	24,229	0	24,229	21,050	3,179
5800	Benefits (25%)	0	0	0		0
6000	Contracted Services	0	0	0	2,500	(2,500)
6025	Advertising	53,602	0	53,602	75,000	(21,398)
6028	Custodial Contract	0	0	0		0
6050	Off-Campus Rentals	330,953	0	330,953	338,009	(7,056)
6140	Custodial Supplies	0	0	0		0
6200	Telephone	7,172	0	7,172	7,200	(28)
6220	Postage	0	0	0	0	0
6310	Travel	0	0	0	1,300	(1,300)
6510	Electricity	0	0	0	0	0
7160	Equipment	3,394	0	3,394	5,000	(1,606)
Total Indirect Expenditures		440,852	0	440,852	492,559	(51,707)
Total Expenditures		744,654	0	744,654	809,759	(65,105)
Operating Income (Loss)		127,266	0	127,266	118,687	8,579

Fiscal Year 2008
**PRINCE GEORGE'S COMMUNITY COLLEGE AT
 LAUREL COLLEGE CENTER**

Object	Description	Actual PGCC at 6/30/2008	Projected PGCC Revenue	PGCC Actual Annual Revenue	Annual PGCC Budget	PGCC Variance Over (Under) Annual Budget
Revenue						
Fall/Winter						
	Tuition Revenue	205,697	0	205,697	257,121	(51,424)
	Non Credit	73,425	0	73,425	169,237	(95,812)
Spring						
	Tuition Revenue	137,150	0	137,150	190,506	(53,356)
	Non Credit	70,780	0	70,780	200,484	(129,704)
Summer						
	Tuition Revenue	78,572	0	78,572	150,051	(71,479)
	Non Credit	48,068	0	48,068	120,870	(72,802)
Other Revenue						
	Chamber of Commerce	0	0	0	0	0
State Funding						
	Unrestricted appropriation	387,455	0	387,455	387,455	0
RHEC Funding						
		0	0	0	0	0
		0	0	0	0	0
		0	0	0	0	0
	Total Revenue	1,001,146	0	1,001,146	1,475,724	(474,578)

Object	Description	Actual PGCC at 6/30/2008	PGCC Encumbrances	PGCC Annual Actual Expenses	Annual PGCC Budget	PGCC Variance Over (Under) Annual Budget
Expenditures						
5102	Salaries - Cr. PT Faculty - SII	21,215	0	21,215	20,475	740
5103	Salaries - Cr. PT Faculty - Fal	77,590	0	77,590	76,635	955
5104	Salaries - Cr. PT Faculty - Spr	89,049	0	89,049	78,390	10,659
5105	Salaries - Cr. PT Faculty - SI	11,091	0	11,091	25,155	(14,064)
5107	Non Credit PT Faculty	58,493	0	58,493	70,503	(12,010)
6000	Contracted Services	53,286	0	53,286	33,900	19,386
6021	Capital Lease	0	0	0	0	0
6100	Instructional Supplies	25,961	0	25,961	23,301	2,660
6160	Microcomputer Supplies	9,430	0	9,430	9,420	10
	Direct Instructional Expenditures	346,114	0	346,114	337,779	8,335
Other Expenditures						
5002	PT Administrator	0	0	0	0	0
5301	FT Classified Staff	164,309	0	164,309	167,894	(3,585)
5302	PT Classified Staff	77,822	0	77,822	79,399	(1,577)
5303	PT Classified Staff On-Call	55,795	0	55,795	50,652	5,143
5304	Overtime	13,992	0	13,992	6,992	7,000
5812	PT Benefits (7.65%)	30,986	0	30,986	31,227	(241)
5800	Benefits (25%)	41,077	0	41,077	41,974	(896)
6000	Contracted Services	50,825	0	50,825	28,940	21,885
6025	Advertising	29,450	0	29,450	36,000	(6,550)
6028	Custodial Contract	0	0	0	0	0
6050	Off-Campus Rentals	370,370	0	370,370	399,504	(29,134)
6140	Custodial Supplies	0	0	0	0	0
6200	Telephone	0	0	0	0	0
6220	Postage	0	0	0	0	0
6310	Travel	680	0	680	711	(31)
6510	Electricity	93,367	0	93,367	80,000	13,367
7160	Equipment/Furniture	27,752	0	27,752	29,308	(1,556)
	Total Indirect Expenditures	956,427	0	956,425	952,601	3,825
	Total Expenditures	1,302,541	-	1,302,539	1,290,380	12,160
	Operating Income (Loss)	(301,395)	0	(301,393)	185,344	(486,739)

**Belmont Conference Center
FY08 Year to Date**

Comparison to Prior Year

	June Final	Budget	Budget Variance	June Prior year	Variance to prior year
Revenue:					
Conference revenue	\$ 1,370,738	\$ 1,475,000	\$ (104,262)	\$ 1,494,460	(123,722)
HCC Facility use fee	150,000	150,000	0	110,066	39,934
Total conference revenue	1,520,738	1,625,000	(104,262)	1,604,526	(83,788)
Pass through revenue	164,847	200,000	(35,153)	178,098	(13,251)
Net credit & non-credit tuition	15,380	0	15,380	35,491	(20,111)
Misc. revenue	8,614	0	8,614	281	8,333
Total Revenue	<u>\$ 1,709,579</u>	<u>\$ 1,825,000</u>	<u>\$ (115,421)</u>	<u>\$ 1,818,396</u>	<u>(108,817)</u>
Expenses:					
Cost of Sales					
Food purchases	\$ 181,522	\$ 195,000	\$ 13,478	\$ 201,767	(20,245)
Beverage purchase	35,264	40,000	4,736	42,344	(7,080)
Pass through expenses	164,847	200,000	35,153	178,098	(13,251)
Kitchen supplies	24,718	22,000	(2,718)	28,291	(3,573)
Direct Wages					
Food & Beverage FT	101,867	102,069	202	95,392	6,475
Food & Beverage Hourly	155,897	190,000	34,103	197,064	(41,167)
Housekeeper PT & Hourly	20,552	27,000	6,448	27,220	(6,668)
Commissions	24,303	48,000	23,697	66,722	(42,419)
Faculty salaries	3,250	0	(3,250)	3,250	0
Indirect Wages					
Admin-FT	304,821	313,977	9,156	275,795	29,026
Admin-PT	27,396	27,752	356	25,936	1,460
Grounds Temp	5,885	12,000	6,115	10,056	(4,171)
Grounds FT	111,582	113,630	2,048	78,795	32,787
					0
General Operating					
Benefits	184,342	206,061	21,719	167,319	17,023
Contracted Services	52,844	55,000	2,156	55,503	(2,659)
Printing, Publications	2,862	13,000	10,138	17,043	(14,181)
Recruitment	4,589	5,000	411	6,683	(2,094)
Credit card commissions	13,675	14,000	325	18,437	(4,762)
Promotional services	37,651	25,000	(12,651)	3,450	34,201
Promotional supplies	14,430	7,000	(7,430)	6,674	7,756
General office supplies	7,059	12,000	4,941	6,376	683
Special supplies	22,290	15,000	(7,290)	19,841	2,449
Grounds supplies	57,890	22,000	(35,890)	20,000	37,890
Telephone services	11,859	22,000	10,141	11,640	219
Rentals	5,175	5,000	(175)	3,443	1,732
Postage	4,383	7,000	2,617	4,737	(354)
Conferences & Meetings	10,368	6,500	(3,868)	9,806	562
Training	4,462	2,000	(2,462)	1,746	2,716
Insurance	18,395	20,600	2,205	18,967	(572)
License & Permits & Dues	9,832	8,000	(1,832)	20,772	(10,940)
Bad Debt Exp.	0	5,000	5,000	0	0
Heat & Gas	50,792	40,000	(10,792)	38,806	11,986
Electricity	66,603	60,000	(6,603)	51,898	14,705
Operating expenses	1,741,405	1,841,588	100,184	1,713,870	27,535
Operating Profit or (Loss)	(31,826)	(16,588)	(15,238)	104,526	(136,352)
					0
Support and fixed charges					
HCC share of loan & Loss	216,775	566,000	(349,225)	261,149	(44,374)
Loan	(216,775)	(566,000)	349,225	(261,149)	44,374
Facility repairs	(32,539)	(60,000)	27,461	(53,415)	20,876
Furniture & Fixtures	(36,121)	(25,000)	(11,121)	(51,111)	14,990
Support and fixed charges	(68,660)	(85,000)	16,340	(104,526)	35,866
					0
Net Profit or (Loss)*	<u>\$ (100,486)</u>	<u>\$ (101,588)</u>	<u>\$ 1,102</u>	<u>\$ -</u>	<u>(100,486)</u>

*Loss funded from operations

C – President’s Report

Radiologic Technology Laboratory Opening



Faculty, staff, and students were joined by representatives from the health care industry as well as members of the county government, county council, and Congressman Elijah Cummings to celebrate the opening of HCC's new radiologic technology laboratory. This lab will enable HCC rad tech students to complete the entire program at HCC. Previously, HCC students had to travel to Anne Arundel Community College (AACC) to complete their program requirements. However, because of the growing demand to accommodate AACC students, it became necessary for HCC to develop its own program. Many of the rad tech students joined us and it was wonderful to see their enthusiasm!

Thanks to the many people who made the launching of this program possible, including: **Sharon Pierce, Evelyn Gary, Sarah Angerer, Barbara Greenfeld, Robin Becker-Cornblatt, Debbie Bauley, Danielle Johnson, Emily Owen, Patti English, Dan Friedman, Roger Hartman, Tanya Icaza, Dorothy Plantz, Russ Poch, Lisa Ragland, and Meg Tricoli.**

Special thanks also to **Linda Emmerich, Farida Guzdar, Karen Paris, Jackie Taylor, Randy Bengfort, Mike Scrivener, Erin Yun, Melanie Moore, Sam Aluko, Andre Wright, Phil Riggins, Emma Ready, Barry Samuels, Steve Jennings, Vince Harding, Ted Davis, Bill Moody, Bentley Fowler, Wendell Epps, Jeremy Kesler, John Degen, Chez McElveen, Arik Mawien, Keith Curtis, Ernest Opoke, and Patrick Diamond** for their efforts to put together a great event celebrating this occasion!

Fiscal Year 2008 Enrollment

Enrollment numbers for FY08 have been finalized. HCC credit headcount increased 7 percent over FY07 and full-time equivalent students (FTES) increased 5.2 percent. FY08 credit FTES were 4,482 and unduplicated headcount was 11,274. Thank you to everyone who provided such outstanding instruction and services to our students! It is because of your efforts that HCC's excellent reputation in our community continues to draw increasing numbers of students.

News from Development

Foundation Revenue		
	2008	2007
May	\$321,640	\$177,301
June	\$189,685	\$254,780
July	\$75,026	\$189,685
Total	\$586,351	\$621,766

National Science Foundation Award

Congratulations to the HCC NSF-funded Technology Assessment Program team for receiving a supplement of \$120,000 to the original grant bringing the total to \$719,291!

These funds will be used to develop a Technology Transfer Institute (TTI), which will operate out of Howard Community College and incorporate two to four additional community colleges. Harford Community College and Frederick Community College have already been enlisted to participate in this supplement.

The program will operate using a "train the trainer" model involving the additional Maryland community colleges, along with their respective school systems, government labs, and the economic development units as appropriate.

TTI will train and support two staff of the partners in the institution and operation of the technology transfer course for their colleges. HCC will help to develop agreements with area-specific government labs, school systems, and economic development agencies as appropriate; select inventions that have a high probability for transfer to the marketplace; use mentors and inventors to guide students; and execute completed invention analyses reports that will be returned to the labs.

Kudos to **Dan Friedman, Tom Glaser, Annette Gonzales, Zoe Irvin, Patty Keeton, Betty Logan, Dr. Martha Matlick, Ron Roberson, Sharon Schmickley, Dr. Nidhi Srivasvatva, Wayne Swann and Lev Volynskiy.**

HCC Students Get Published

Alex Hooke, professor of philosophy and interdisciplinary studies, from Stevenson University, formerly Villa Julie College, recently sent me a note thanking us for “sending such bright students as **Stuart Knazik** and **Kristen Carpenter**” to their undergraduate conference held in April. Out of the conference comes a bound copy of papers written by the students who attended called *ScholarWorks*, which Dr. Hooke also included. Stuart wrote a paper entitled, “Every Breath We Breathe Is a Miracle: The Visionary Work of Alex Grey” and Kristen’s paper is entitled, “Physicians and Friars: How Greek Science and Early Christianity Shaped the Medieval Woman.” I was impressed with both articles and pleased to see how well these students represented HCC. Dr. Hooke also expressed appreciation for “**Helen Mitchell**’s enthusiastic support” and I second that appreciation. Thank you, Helen!

HCC Class Participants Get Recognized

At the annual “Celebrating Success for Children” reception, an event honoring people and programs that have made a difference in the lives of children in Howard County, all of the family child care providers nominated for recognition had taken continuing education courses at HCC! This honor is a reflection of the good work done by **Marilyn Estes** and **Kristin Navarro** who manage the noncredit child care courses. Many thanks to all of the ConEd faculty and staff who make these classes a success!

Nursing Pinning

On Wednesday evening, July 23, the college held its summer nursing pinning ceremony. This ceremony is always an incredibly moving event that recognizes the dedication and determination it takes to become a nurse. Twenty-two accelerated RN and twenty-three LPN graduates were joined by family, friends, faculty, and staff members to celebrate the tremendous accomplishment of completing the nursing program. Special thanks to **Cheryl Nitz** for planning the event and to **Daryl Beard, Janelle Broderick, Judi Bulliner, Georgene Butler, Jessica DiPalma, Patrick Dymond, Wendell Epps, Chris Ferraro, Allie Flint, Quent Kardos, Jeremy Kesler, Valerie Lash, Dawn Malmberg, Arik Mawien, Chez McElven, Eric Moore, Donna Musselman, Debbie Patillo, Ernest Prempeh, Frances Reynolds, Jennifer Stanford, Christie Sutton, Nancy Talbot, Margaret Wedde, and Genie Wessel** for all of their help in making it a wonderful affair.

Internationalizing the Campus Conversation

Ron Roberson, vice president of academic affairs, is featured online at the NAFSA: Association of International Educators website giving the community college perspective on the importance and challenges of internationalizing campuses. To read Ron’s “Collegial Conversation” go to:

http://www.nafsa.org/knowledge_community_network.sec/international_education_4/international_education_5/practice_resources_13/perspectives_on_leadership_2/cc_roberson

This conversation is wonderful exposure for HCC as well as CCID. Kudos to Ron!

HCC Students – 2008 Botball Champions

Botball is a robotics competition run by the KISS Institute for Practical Robotics (www.kipr.org), a nonprofit organization based in Oklahoma. Botball is an educational outreach program designed to engage middle and high school students in learning practical applications of science, technology, engineering, and math through robot building and programming. Brothers **Wesley and Ethan Myers**, who are also HCC students, brought home the gold for Cedar Brook Academy, a private school in Clarksburg, Maryland.



Wesley and Ethan Myers with their first place trophies

Poetry Competition Winner

Congratulations to **Eunice Lee**, an advisor at the English Language Institute. Eunice was awarded the grand prize for poetry at the “29th Annual Korea Times Literature Contest” during a ceremony in Los Angeles in July. She has also published her own book of poetry in Korea and has won two other poetry contests in the past three years.

HCC Has One of Ten “Women to Watch”

Howard Magazine recognized **Diane Schumacher**, HCC’s athletic director, in its article “10 Women to Watch.” According to the article, “As part of our annual women’s issue, the staff of *Howard Magazine* chose 10 women whose efforts away from the spotlight earn much praise but little recognition. Every day they work hard to make Howard County a better place to live and while you may not recognize their names, we’re guessing at least one of these women has had an impact on your life.” We certainly recognized one of the names! Congratulations, Diane!

Capital Update

The Rouse Company Foundation Student Services Hall

The remaining punchlist items for the building are near completion with the signage package being the final item for installation. The Dragon Walk is complete along with the installation of the plaques. Once the signage has been completed, college staff will finalize all items in preparation for project closeout.

Athletic Fields Renovations

During the completion of the duct bank work near Hickory Ridge Road, Hudak's Construction struck and damaged an underground Verizon cable. Although, Hudak's has documentation in place showing that they had contacted Miss Utility, which coordinates the location of utilities, and Verizon prior to working in that area, a claim has been filed by Verizon for damages to the cable. Hudak's insurance company is handling the claim and the college is monitoring the situation closely. The completion of this phase includes the repaving and final seeding and landscaping.

Planning meetings for the next phase of the athletic fields renovations occurred in July and athletics staff are developing specifications to be included in the request for proposal (RFP). This phase will incorporate the needs for baseball and softball, and includes installation of a multi-purpose turf field. Following development of this RFP, additional meetings will be scheduled to discuss the final phase of the field renovations and overall project completion with consideration to the project's budget balance.

McCuan Hall and Smith Theatre Renovations

Construction began last fall starting with the lower levels of McCuan Hall and the Smith Theatre. Currently, all areas of the building renovation are complete and occupied, with the exception of the Smith Theatre and the associated areas.

Construction remains on schedule and is approximately 75 percent complete. The college is working with the contractors for a schedule opening in early November. Furniture and equipment ordered through Maryland Correctional Enterprises (MCE) has been delayed. While the college requested a waiver to work with other vendors, the request was denied based on Section 14-103 of the Finance and Procurement Article, *Annotated Code of Maryland*. This section affirms that state-aided agencies are required to purchase from MCE unless the product cannot be provided without regard to delivery or time constraints. The college will use its existing furniture and equipment until MCE is able to deliver and install the new furniture.

The move back to McCuan Hall was successful. All areas that have been completed and are now occupied will undergo inspection for the development of the punchlist. These items will be addressed by the contractor as the building renovations are being completed. Staff continues to work closely with the architects and contractor to resolve issues and complete the project.

James Clark, Jr. Library Building Renovations

The contract with Atlantic Builders Group was presented to and approved by the Board of Public Works on June 25, 2008. Construction commenced immediately, and the project is progressing nicely. Since the network room must stay open during renovations, phasing was required as part of this project. The entire IT department as well as the library and wellness center will remain open during the renovations. Phase one of the renovations, which includes all rough-in work, has begun. In addition, the phase two demolition and asbestos removal began on August 18, 2008.

The Maryland Occupational Safety and Health (MOSH) department visited the college in early August to inspect the renovation site for the asbestos removal. College staff as well as Atlantic's safety director met with MOSH and provided the necessary information during the visit. Although the college and Atlantic Builders Group were in compliance with procedures and regulations, periodic visits from the state compliance officer will continue throughout the project until completion. Reports generated from the visits will be posted on the Occupational Safety and Health Administration (OSHA) website at www.osha.gov.

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

Belmont Conference Center Barn Renovations

The design phase is progressing. The civil engineers completed the site development plan including the topographic survey and geotechnical services needed to support the design of the parking lot. Also, the engineers completed plans to incorporate the geothermal energy principles into the facility. Currently, the preliminary estimates show the project is over budget and, therefore, value engineering has begun.

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

Children's Learning Center Renovations

The renovations to the shell space are finished, the inspections have been completed, and the child care licensure process is finalized. While the center is gearing up for the start of the new semester, punchlist items are being completed and furniture is being delivered and installed.

Plans are being finalized for the grand opening and ribbon cutting ceremony scheduled for September 10, 2008 at 4:00 p.m. This ceremony will celebrate the completion of the new wing, which supports the Children's Learning Center operations and enhances the teacher education, early childhood education, and early childhood development disciplines.

Temporary Modular Classroom Buildings

The college has spent several months working with the county on the installation of two modular classroom buildings to be located on the Hickory Ridge building parking lot. The college applied for a waiver to the subdivision review committee to waive site development plan required. However, new county regulations require footings for the buildings, which had not been required in the past. This addition must be part of the plans before a permit will be approved and issued. Due to the extraordinary length of time for this permitting process and with the fall semester quickly approaching, the college put in place its contingency plan and relocated the classes previously earmarked for these buildings.

Campus-wide Systemic Renovation Projects

The college prioritizes and schedules the immediate renovation needs as identified in the facilities condition assessment. The systemic renovation projects in progress or recently completed are listed below.

In progress:

- On-going deferred maintenance items;
- On-going interior and exterior signage design and installation;
- Science and technology building second floor bathroom renovations; and
- On-going campus-wide ADA modifications including installation of ADA pathways.

Recently completed:

- Installation of traffic calming devices around campus and in the parking garage;
- Rad tech lab renovations in N200; and
- Reflooring in Hickory Ridge building.

D – Board Member Comments

E – Approval of Minutes

1. May 28, 2008, Work Session
2. May 28, 2008, Regular Session
3. May 28, 2008, Closed Session
4. June 9, 2008, Retreat
5. June 9, 2008, Closed Session

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
WORK SESSION MINUTES
May 28, 2008**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, May 28, 2008, in The Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. Patrick L. Huddie, chair, brought the work session to order at 6:02 p.m. Other board members present included vice chair T. James Truby, and trustees Roberta E. Dillow, Kevin J. Doyle, Louis G. Hutt, Jr., Katherine K. Rensin, and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present.

I. Introduction of New Employees

Steve Horvath, professor, English and associate vice president of academic affairs, introduced Jon Cooper, Basic Life Support program manager, health sciences.

II. All-USA Academic Team Award

Steve Horvath, director of the Schoenbrodt Honors program and Phi Theta Kappa (PTK) advisor, introduced student Stuart Knazik, who was nominated from HCC for the All-USA Academic Team. Stuart Knazik was recognized by the board of trustees and presented with a certificate.

III. Recognition of Southeast Region AstroTurf Athletics Director of the Year

Cindy Peterka, vice president of student services, introduced Diane Schumacher, director of athletics, who will be recognized in June as the Southeast Region AstroTurf Athletics Director of the year. Ms. Schumacher thanked the administration and the board for their support and recognition of this award.

IV. Recognition of Howard Community College Athletics

Diane Schumacher introduced Tiffany Stewart, women's basketball coach, and Mike Jones, men's lacrosse coach. Mike Jones introduced members of the men's lacrosse team, which won the Maryland JUCO championship. Several members of the men's basketball team and women's lacrosse team were also introduced. Team members identified if they earned All-JUCO or All-Region recognition.

V. Informational Update: Crisis Communication at Howard Community College

Tom Glaser, vice president of information technology, gave an overview, and Randy Bengfort, director marketing and communications, gave a presentation on HCC's Crisis Communication Plan. Mr. Bengfort introduced Jane Sharp, marketing manager, and Mike Scrivener, media specialist, who serve as crisis communication alternates.

Others on the crisis communication team were also recognized: Jay Weinrich, electronic maintenance technician, Mike Heinmuller, director, user and network services, Roger Stott, web enterprise services manager, Shelly Bilello, program administrator, and Bob Marietta, facility renovations and safety manager. Mr. Bengfort outlined the evolution of the crisis communication plan since its inception in 2000. A suggestion was made to identify the location of each security phone so callers would know their location when calling security from campus locations. It was also suggested to have some form of caller ID so security could identify the location of incoming calls. After the presentation, board members were given an opportunity to sign up for e-alerts on their mobile phones.

The work session adjourned at 6:45 p.m.

The above constitutes the official minutes of the May 28, 2008, work session of the Howard Community College Board of Trustees as approved on August 27, 2008, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
REGULAR SESSION MINUTES
May 28, 2008**

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, May 28, 2008, in The Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. Patrick L. Huddie, chair, brought the regular session to order at 6:54 p.m. Other board members present included vice chair T. James Truby, and trustees Roberta E. Dillow, Kevin J. Doyle, Louis G. Hutt, Jr., Katherine K. Rensin, and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present.

A. Approval of May 28, 2008, Agenda

Chair Huddie asked for item B-4 Use of College Funds to be added to the agenda.

A recommendation to approve the May 28, 2008, agenda as amended, was moved by Trustee Dillow, seconded by Trustee Rensin, and unanimously approved.

B. Board Priority Items

1. Fiscal Year 2010 Vision, Mission, Values, and Strategic Goals

Zoe Irvin, executive director of planning, research and organizational development, gave an overview. The proposed mission is: Providing pathways to success. The proposed vision is: A place to discover greatness in yourself and others. The proposed values are: Innovation, Nurturing, Sustainability, Partnerships, Integrity, Respect, and Excellence – spelling the acronym INSPIRE. Each board member commended the administration and staff for developing succinct statements that everyone can remember and recall. Trustee Truby suggested adding an “S” for “Service” at the end of the values to make it “INSPIRES.” A suggestion was also made to print the vision, mission, values, and strategic goals on a pocketsize card for board members and employees to keep on hand.

A recommendation to approve the new mission, vision, values, and strategic goals, was moved by Trustee Dillow, seconded by Trustee Rensin, and unanimously approved.

2. Financial Statements

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

3. Election of Fiscal Year 2009 Board Officers

Trustee Hutt nominated T. James Truby as the FY09 board chair, and Trustee Katherine K. Rensin, as the FY09 vice chair. Chair Huddie thanked Trustee Truby for his service as vice chair. Newly elected Chair Truby and Vice Chair Rensin thanked the board for their confidence and trust in electing them to these positions.

A recommendation to approve the election of T. James Truby as chair and Katherine K. Rensin as vice chair for FY09, was moved by Trustee Hutt, seconded by Trustee Doyle, and unanimously approved.

4. Use of College Funds

The administration, with the support of the audit and finance committee, requested that the board of trustees approve the use of college funds (\$1,731,900) to complete the purchase of Belmont Conference Center.

With the support of the audit and finance committee, a recommendation to approve the use of college funds to complete the purchase of Belmont Conference Center, was moved by Trustee Truby, seconded by Trustee Dillow, and unanimously approved.

C. President's Report

President Hetherington asked Cindy Peterka, vice president of student services, to give an enrollment update. Headcount and FTE for the summer 1 session is up 10 percent over last year; summer extended is up 16 percent for headcount and 17 percent for FTE over last year; fall 2008 headcount and FTE is up 16 percent over last year.

President Hetherington acknowledged Dr. Huddie's tenure as board chair for the last two years, which included the retirement of the former president and the inception of the current president. She commended him for his servant leadership being a steady guide during her first year as president. On behalf of the board and administration, she presented him with a gift of appreciation.

D. Board Member Comments

Trustee Dillow congratulated incoming Chair Truby and Vice Chair Rensin. She thanked Chair Huddie for his service over the last two years. She mentioned that she enjoyed having the April board meeting at the Laurel College Center (LCC).

Trustee Rensin also said how much she enjoyed learning about the LCC and its students. Additionally, she attended the innovation fair prior to the May

Convocation for the first time and was impressed by the presentations. She also enjoyed the trustee award presentations at the event.

Trustee Hutt said that Chair Huddie had done a remarkable job as a leader, applauded his dedication, and thanked him for representing the board at numerous college events. He commented that the Silas Craft Collegians graduation was a moving event and it was evident from the students' personal stories that faculty and staff had helped and mentored them to make their time at HCC a transforming experience.

Trustee Doyle thanked Chair Huddie for being a mentor during his first year on the board and setting an outstanding example of servant leadership. He was particularly touched by the joy on the graduates' faces at commencement.

Trustee Tung also thanked Chair Huddie for being a mentor and friend and always saying the right words at the right time. She noticed the United States Senate Productivity Award banner in The Rouse Company Foundation Student Services Hall lobby and again commended the administration on receiving the award.

Vice Chair Truby said Chair Huddie had been a great chair and commended him for his leadership on both the HCC board and at the Maryland Association of Community Colleges (MACC) and his many contributions on behalf of community colleges statewide.

Chair Huddie thanked everyone and reiterated that HCC is a great place to be and enjoys serving on the board.

E. Report of the Audit and Finance Committee

Trustee Rensin mentioned that the audit and finance committee met with the new college auditors who asked if there were areas on which the board and administration would like them to focus. They were asked to look at Belmont and the use of cash, namely to make sure that the correct checks and balances were in place. Trustee Tung commented that she was impressed by the depth of knowledge of the new audit firm.

F. Approval of Minutes

A recommendation to approve April 23, 2008, work session and regular session minutes, was moved by Trustee Dillow, seconded by Trustee Hutt, and unanimously approved.

G. Consent Items

1. Proposed new hires – there were no new hires for the board to approve

- during this time period;
2. Sodexo management agreement in the amount of \$250,000 from the FY09 Coca-Cola commission and bookstore profits;
 3. Security services contract awarded to Allied Security up to the amount of \$1,085,000;
 4. Office supplies contract awarded to Corporate Express in the amount of \$360,000;
 5. Laurel College Center lease awarded to 312 Marshall Avenue Limited Partnership in the amount of \$363,026.59;
 6. Procurement card contract awarded to US Bank in the amount of \$1,000,000;
 7. Cellular phone service awarded to Verizon Wireless in an amount not to exceed \$55,000;
 8. FY09 new academic programs – associate of arts in Arabic, associate of arts in film studies; associate of arts in teaching–secondary education/English; associate of applied science in architectural and construction management; and associate of applied science in police science;
 9. Maryland Educational Enterprise Consortium University of Maryland in the amount of \$1.85 million for technology purchases;
 10. Contract for office copiers awarded to Enoch Office Equipment in the amount of \$62,280 (projected annual expenditure);
 11. Contract for print shop copiers awarded to OCE North America, Inc. up to the amount of \$148,704;
 12. Internet service awarded to Comcast Commercial Services in the amount of \$59,400;
 13. Network maintenance contract awarded to Network Concepts, Inc. in the amount of \$82,524.48;
 14. Paper for print shop awarded to Unisource Corporation in the amount of \$70,000;
 15. Administrative software services agreement awarded to Datatel Incorporated in the amount of \$332,000;
 16. Athletic trainer contract awarded to MedStar Health Organization in the amount of \$33,619;
 17. Project Access bus service awarded to Jubbs Bus Service in the amount of \$27,800;
 18. Summer I Graduates;
 19. Pool repairs awarded to Patriot Pool Service in the amount of \$109,960;
 20. FY09 credit and non-credit schedule of classes printing awarded to AFL Web Printing in a total amount not to exceed \$222,163.36;
 21. Legal fees awarded to Reese and Carney in an amount not to exceed \$35,000;
 22. Security equipment camera installation services contract awarded to Sirius Systems, Inc. in an amount not to exceed \$40,000;
 23. Environmental services contract providing personnel for third shift housekeeping chief awarded to H & H Industries in the amount of

- \$59,400;
24. Hickory Ridge parking deck design services awarded to Ayers Saint Gross in the amount of \$612,635;
 25. Furniture and equipment for the Children's Learning Center awarded to School Specialty, Inc., Next Day Gourmet Commercial Equipment and Supplies, Constructive Playthings, Kaplan Early Learning Company, Childcraft, Lakeshore Learning Materials, and Discount School Supply, Dell, Verizon, and vendors authorized under the Maryland Educational Enterprise Consortium (MEEC) Agreement, in the amount of \$100,000;
 26. Furniture and equipment for McCuan Hall and Smith Theatre awarded to Dell, Verizon, CCS, and vendors authorized under the Maryland Educational Enterprise Consortium (MEEC) agreement, in addition to the original requested vendors, Maryland Sound and Image and Parlights were added as vendors to complete the sound system and lighting requirements for the Smith Theatre for a total amount of all items not to exceed \$680,000;
 27. James Clark, Jr. library building renovation contract amendment 2 for design services (elevator addition) awarded to Murphy & Dittenhafer, Inc. in the amount of \$26,640;
 28. Continuing Education furniture purchase for the Ecker Business Training Center at Gateway awarded to Douron in the amount of \$45,029.43;
 29. Ratify and confirm radiologic technology purchases awarded to Chesapeake Medical Systems, Inc. in the amount of \$52,926 and SuperTech in the amount of \$61,451; and
 30. Authorization for board chair to approve on behalf of board until next regular meeting.

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

H. 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, brought the board's attention to the following dates.

June 5, 8:00 a.m. – Horizon Foundation awards breakfast – trustees were asked to RSVP directly to the Horizon Foundation and inform Ms. Yun if they plan to attend.

June 9, 8:00 a.m. -2:00 p.m. – Board Retreat at Belmont

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. Anticipated Summer Approvals (VPAF)

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

5. Sodexo Report

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

6. Personnel Summary

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

Adjournment and Closed Session

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

A recommendation to adjourn the May 28, 2008, meeting and enter into closed session, was moved by Trustee Hutt, seconded by Trustee Tung, and unanimously approved.

The regular meeting was adjourned at 8:09 pm.

The above constitutes the official minutes of the May 28, 2008, regular meeting of the Howard Community College Board of Trustees as approved on August 27, 2008, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
CLOSED SESSION MINUTES
May 28, 2008**

The Board of Trustees of Howard Community College (HCC) met in closed session on Wednesday, May 28, 2008, in The Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. At approximately 8:10 p.m., Chair Patrick L. Huddie read a resolution to enter into closed session at the conclusion of the public meeting, which was supported unanimously by the board. Other board members present included T. James Truby, vice chair, and trustees Roberta E. Dillow, Kevin J. Doyle, Louis G. Hutt, Jr., Katherine K. Rensin, and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present.

Additional attendees included: Lynn Coleman, vice president of administration and finance; Anne Johnson, general manager, Belmont Conference Center; Jerrold Thrope, Searle Mitnick, and Valerie Albrecht from the law firm of Gordon, Feinblatt, Rothman, Hoffberger and Hollander, LCC; and Michael Davis and Angela Grau from the law firm of Davis, Agnor, Rapaport & Skalny, LLC.

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

NOW, THEREFORE, BE IT RESOLVED, that the board of trustees of Howard Community College hereby conduct its meeting in closed session beginning on May 28, 2008, at the conclusion of the regular meeting in The Rouse Company Foundation Student Services Hall, room 400 to consult with counsel to obtain legal advice as permitted under Section 10-508 and that such meeting shall continue in closed session until the completion of business.

The meeting was adjourned at 9:45 p.m.

<p>The above constitutes the official minutes of the May 28, 2008, closed session of the Howard Community College Board of Trustees as approved on August 27, 2008, and is a true and correct copy of same.</p>

<p>Kathleen B. Hetherington, secretary/treasurer</p>
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**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
RETREAT MINUTES
June 9, 2008**

The Board of Trustees of Howard Community College (HCC) met in retreat session on Monday, June 9, 2008, at the Belmont Conference Center Manor House in Elkridge, Maryland. Patrick L. Huddie, chair, brought the retreat session to order at approximately 8:45 a.m. Other board members present included T. James Truby, vice chair, and trustees Roberta E. Dillow, Louis G. Hutt, Jr., Katherine K. Rensin, and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustee Kevin J. Doyle was absent.

Board Bylaws and Policies

Erin Yun, director, board relations/special projects, walked trustees through the proposed changes to the board bylaws and policies. The trustees were in accordance with the proposed changes with minor edits. In Article IV of the bylaws, the trustees added that the board chair would make changes in the agenda as appropriate, "including input from board members." Additionally, the name of the Legislative Committee will be changed to the Legislative and Community Relations Committee.

One question that the administration asked was whether or not the board wanted to revise their values in the bylaws to reflect the newly adopted values of the college. The board determined that the values do not need to be exactly the same as the college's values; however, they do need to encompass them. The trustees asked that the administration work to revise the core values to encompass the college's values and to weave in the concepts of service, sustainability, diversity, and citizen participation.

The trustees also asked the administration to examine the piece on asset protection in order to clarify why presidential limitations are couched in the negative rather than the positive.

One item that was introduced by board members was the question of whether or not trustees should resign from the board when running for political office rather than taking a leave of absence as is currently required by the bylaws. The board discussed this matter but, in the absence of two members, the board asked that it be put on the October board agenda as a board priority item for further discussion.

Several other changes were requested:

- In the section concerning ethics and use of college resources, a statement will be added outlining that all use of college resources, facilities as well as staff, must be requested through the president's office, the board chair and vice chair must be notified in advance, appropriate fees must be paid, and the use will be disclosed to the board in the monthly board materials.
- Policy: Political Process and the Board of Trustees #1 will be edited to read "lending technology, using college staff " and at the end of the entry will read, "...and in any case, may not involve the use of college resources, including facilities and staff."

The administration will make the suggested revisions and bring the bylaws and policies to the October meeting as a board priority item for consideration.

Cohort Tracking

The cohort tracking project has resulted in outcomes consistent with Clifford Adelman's ten-year longitudinal study on student achievement. Zoe Irvin, executive director, planning, research, and organizational development, asked the trustees if they had any questions concerning the study and recommended that research efforts be re-directed to study 5-10 non-developmental roadblock courses and to work with IT and division chairs to determine ways to make more real-time data available. The trustees accepted this recommendation.

Case Study – What if this happened at HCC?

Dr. Cynthia Peterka, vice president of student services, introduced Kathy McSweeney, assistant director, disabled student services, and Suzie Friedman, assistant director, mental health counseling, who introduced the case study of Jordan Nott, a student at George Washington University. The case study revolved around issues of mental health and the college's response to student mental health issues. Ms. McSweeney and Ms. Friedman gave an outline of current policies, procedures, and practices at the college.

Board members asked a variety of questions concerning the college's protocols concerning identification of students who may pose a threat to themselves or others and notification of appropriate officials in these instances. Dr. Peterka, Ms. McSweeney, and Ms. Friedman addressed these questions.

Operational Items

Academic Programming

Ronald Roberson, vice president of academic affairs, gave an overview of upcoming academic programming. He explained some of the challenges associated with developing new programs, including finding transfer programs at four-year institutions and identifying established benchmark programs to aid in the development of cutting edge curricula. The college is in the process of examining the development of programs in entertainment media, health sciences (such as dental hygiene), critical languages (such as Hindi, Urdu and Swahili), and ways to incorporate Second Life into the educational process. Follow up will also be conducted on BRAC to see what opportunities at the technician level may arise as well as the development of a fire science with the Howard County Fire Department.

Base Realignment and Closure (BRAC)

Thomas Glaser, vice president of information technology, gave an update on the college's involvement with the BRAC initiative. HCC was involved in BRAC College Day and will continue to be so. Additionally, Tom and Patty Keeton in continuing education have been involved with the Howard County BRAC Taskforce and Fort Meade Alliance in an effort to educate them about the opportunities available at HCC. For example, many of the professionals being brought in by BRAC are looking for IT certifications offered by the college and there are also opportunities for training contracts with various agencies as well as contractors moving into the area to take advantage of the new government contracts that will become available with BRAC. Board members discussed various ways that the college can develop programs to serve not only the BRAC employees and contractors but also their spouses and children.

Facilities Master Plan and Belmont Barn Update

Lynn Coleman, vice president of administration and finance, gave a brief overview of the facilities master plan for HCC's main campus in Columbia. The next upcoming project is the parking garage by Hickory Ridge Building. Funds for the health sciences building will be

requested from the county and state during the next fiscal cycle. After that building opened, the current nursing building would be renovated. The construction of a new science building and the renovation of the ST building once it is vacated are next on the capital project list. Subsequent buildings include the mathematics building, the business, social science, and teacher education building, a third and fourth garage, as well as student housing. Issues concerning traffic management were discussed.

Ed Kohls and Candace Rabovsky from Ayers Saint Gross gave an overview of the architectural design for the renovation to the historical barn at the Belmont Conference Center. The barn will contain conference and office space and room for the hospitality management program. Issues concerning parking, the water storage tank for fire trucks, and geothermal wells for heating and cooling were discussed. The architects also gave an overview of the sustainable elements that are currently being included in the project as well as those that are under consideration.

The architects are working closely with Streuver Bros., Eccles, and Rouse to stay within budget.

Adjournment

The board adjourned at 1:30 p.m. and then re-convened at 1:35 p.m. for a closed session to discuss personnel issues.

The above constitutes the official minutes of the June 9, 2008, retreat of the Howard Community College Board of Trustees as approved on August 27, 2008, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

**HOWARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
CLOSED SESSION MINUTES
June 9, 2008**

The Board of Trustees of Howard Community College (HCC) met in closed session on Monday, June 9, 2008, at the Belmont Conference Center in Elkridge, Maryland. At approximately 1:30 p.m., Chair Patrick L. Huddie read a resolution to enter into closed session, which was supported unanimously by the board. Other board members present included vice chair T. James Truby, trustees Roberta E. Dillow, Katherine K. Rensin, and Mary B. Tung. Trustees Kevin J. Doyle and Louis G. Hutt, Jr. were absent.

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

NOW, THEREFORE, BE IT RESOLVED, that the board of trustees of Howard Community College hereby conduct its meeting in closed session on June 9, 2008, at the conclusion of its annual retreat at the Belmont Conference Center 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 to consult with counsel to obtain legal advice on a legal matter as permitted under Section 10-508 (a1i) and (a7).

During the closed session, the board considered the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction.

The meeting was adjourned at 1:35 p.m.

<p>The above constitutes the official minutes of the June 6, 2008, closed meeting of the Howard Community College Board of Trustees as approved on August 27, 2008, and are a true and correct copy of same.</p>
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<p>Kathleen B. Hetherington, secretary/treasurer</p>
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**F – Consent Items were previously distributed to members
of the Board of Trustees**

G-1 Issue Bin

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

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

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	T. James Truby, committee chair; Kevin J. Doyle; Mary B. Tung
Legislative and Community Relations	Katherine K. Rensin, committee chair; Roberta E. Dillow; Louis G. Hutt, Jr.

◆————— Recommendation —————◆

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

G-2 Fiscal Year 2009 Board Calendar

Date	Event	Tentative Agenda Items
September 2008		
September 4, 2008 Thursday 6:00-8:00 pm	Rouse Scholars Presidential Reception RCF-400/401	<ul style="list-style-type: none"> • Welcome from Board Chair • Trustees and Spouses/Guests Invited • Dinner Served
September 10, 2008 Wednesday 12:00 noon	Audit and Finance Committee Café on the Quad – RCF-120B	<ul style="list-style-type: none"> • Interim Meeting with the Auditors • Discussion of Proposed FY10 Capital Budget (operating budget scenarios) • FY08 Cumulative Purchases Greater than \$25,000 Report • FY08 Compensation Report • Semi-Annual Non-Purchasing Agreement Disclosure • Quarterly Sole Source Report (April – June) • Annual Compensation and Earnings Report
September 10, 2008 Wednesday 4:30 pm	Children’s Learning Center Expansion Opening CLC	<ul style="list-style-type: none"> • Trustees Invited • Picnic Following with CLC Families
September 11, 2008 Thursday 8:30-10:00 am	Legislative and Community Relations Committee Meeting Café on the Quad – RCF-120B	<ul style="list-style-type: none"> • FY10 Legislative Agenda • Review of MACC CEO Retreat
September 12, 2008 Friday 6:00-9:00 pm	Donor Appreciation Dinner Apple Ford	<ul style="list-style-type: none"> • Major Donors Invited • Remarks by Board Chair • Trustees and Spouses/Guests invited
September 18, 2008 Thursday 11:00 am – 1:30 pm	Success in Style – “Pink Bag Lunch” Maple Lawn Community Center	<ul style="list-style-type: none"> • Fashion Show / Networking Event
September 20, 2008 Saturday 10:00 am–4:00 pm	21 st Annual Columbia Classic Grand Prix HCC Grounds	<ul style="list-style-type: none"> • Trustees and Spouses/Guests Invited • Major Community and Fundraising Event
September 24, 2008 Wednesday 6:00 pm	Work Session / Regular Meeting RCF-400	<ul style="list-style-type: none"> • Introduction of Constituency Group and Cross-Functional Team Leaders • Informational Tour: Social Sciences Division • Proposed FY10 Capital Budget

Date	Event	Tentative Agenda Items
		<ul style="list-style-type: none"> Report on Board End: Strategic Planning
September 25, 2008 Thursday 5:30 pm	Ho Co EDA 15th Annual Meeting Ten Oaks Ballroom	<ul style="list-style-type: none"> Trustees Invited
October 2008		
October 3, 2008 Friday 6:00 pm	Chamber Signature Event and ACE Awards Banquet Turf Valley	<ul style="list-style-type: none"> Trustees Invited
October 22, 2008 Wednesday 6:00 pm	Work Session / Regular Meeting RCF-400	<ul style="list-style-type: none"> Meeting with Auditors Recognition of Grand Prix Chair Informational Tour: Exchange Students and/or Faculty and Travel Abroad Students FY08 Audit Report and Response to Management Letter Approval of FY10 Capital Budget Report on Board End: Student and Stakeholder Focus
October 29-November 1, 2008 Wednesday–Saturday	ACCT Annual Congress New York, NY	<ul style="list-style-type: none"> Trustees Invited Annual Association of Community College Trustees Conference “Realizing the Promise: Access and Relevance in the 21st Century”
November 2008		
November 5, 2008 Wednesday 12:00 noon	Audit and Finance Committee Café on the Quad - RCF-120B	<ul style="list-style-type: none"> Quarterly Sole Source Report (July – September) Parameters of FY10 Operating Budget Salary and Benefits Recommendations Review of Salary Schedules Tuition and Fees FY08 Single Audit
November 6, 2008 Thursday 8:30-10:00 am	Legislative and Community Relations Committee Meeting Café on the Quad - RCF-120B	<ul style="list-style-type: none"> Planning for Legislative Breakfast Review of HCC Legislative Agenda National Legislative Summit Student Advocacy Day
November 12, 2008 Wednesday 12:30-1:30 pm	Student/Donor Luncheon RCF-400/401	<ul style="list-style-type: none"> Trustees Invited
November 19, 2008 Wednesday 6:00 pm	Work Session / Regular Meeting RCF-400	<ul style="list-style-type: none"> HCCEF Annual Report Informational Tour: Children’s Learning Center Recommendations on Sabbatical/Administrative Leave Report on Board End: Information and Analysis

Date	Event	Tentative Agenda Items
<ul style="list-style-type: none"> Proposed FY10 Legislative Agenda 		
December 2008		
December 10, 2008 Wednesday 6:00 pm	Consent Items / Closed Session Belmont	<ul style="list-style-type: none"> FY09 Presidential Mid-Year Evaluation
December 10, 2008 Wednesday 7:30 pm	Board of Trustees Holiday Dinner Belmont	
December 11, 2008 Thursday 6:00-10:00 pm	Chamber Holiday Party Columbia Sheraton	<ul style="list-style-type: none"> Trustees Invited
December 24, 2008 – January 1, 2009 Wednesday–Thursday	HCC Winter Break	
January 2009		
January 14, 2009 Wednesday 6:00 pm	Budget Work Session RCF-401	<ul style="list-style-type: none"> Review of FY10 Integrated Strategic Plan and Operating Budget
January 26, 2009 Monday 8:30 am	New Employee Recognition Breakfast RCF-400	<ul style="list-style-type: none"> Trustees Invited New employees recognized
January 26, 2009 Monday 10:00 am	Winter Convocation Smith Theatre	<ul style="list-style-type: none"> Trustees Invited McCuan Hall Opening Welcome from Board Chair
January 26, 2009 Monday 12:30-8:30 pm	MACC Trustee Leadership Conference and Legislative Reception Annapolis	<ul style="list-style-type: none"> Trustees Invited Registration begins at 12:00 noon
January __, 2009 TBD	Annual Legislative Gathering TBD	<ul style="list-style-type: none"> Legislators Invited County Council and Executive Invited Students Invited
January 28, 2009 Wednesday 6:00 pm	Regular Meeting RCF-400	<ul style="list-style-type: none"> Approval of FY10 Integrated Strategic Plan and Operating Budget
February 2009		
February 4, 2009 Wednesday 8:30-10:00 am	Legislative and Community Relations Committee Meeting Café on the Quad - RCF-120B	<ul style="list-style-type: none"> Progress of Annapolis Session Student Advocacy Day County Budget Process Legislative Summit
February 9-11, 2009 Monday–Wednesday	ACCT Legislative Summit Marriott Wardman Park Hotel - Washington, DC	<ul style="list-style-type: none"> Meetings Arranged with Board Members and Maryland Delegation in DC
February 11, 2009 Wednesday 9:00 am–1:30 pm	Community College Student Advocacy Day Annapolis, MD	<ul style="list-style-type: none"> FYI for Trustees
February 18, 2009	Former Board Social	<ul style="list-style-type: none"> Trustees Invited

Date	Event	Tentative Agenda Items
TBD 6:00-8:00 pm	RCF-400	<ul style="list-style-type: none"> • Current and Former HCCEF Board Members, Former Board of Trustees Members, Former Capital Campaign Council Members, and Former Howard Business Ventures Board Members Invited
February 25, 2009 Wednesday 6:00 pm	Work Session / Regular Meeting RCF-400	<ul style="list-style-type: none"> • Informational Tour: Television Studio • Report on Board End: Faculty and Staff Focus • FY08 Workforce Snapshot • Award Recipients
March 2009		
March 9, 2009 Monday 5:00–8:30 pm	Hunan Manor Fundraiser Hunan Manor Restaurant	<ul style="list-style-type: none"> • Trustees Invited • Board Chair Remarks • Fundraiser for the college
March 11, 2009 Wednesday 12:00 noon	Audit and Finance Committee Café on the Quad - RCF-120B	<ul style="list-style-type: none"> • Interviews with Potential Audit Firms • Audit Areas for Review • Semi-Annual Non-Purchasing Agreement Disclosure • Quarterly Sole Source Report (October – December)
March __, 2009 TBD	Community Celebration Breakfast	<ul style="list-style-type: none"> • Trustees Invited
March 17, 2009 Tuesday 12:30 pm & 6:00 pm	Dean's Reception Smith Theatre	<ul style="list-style-type: none"> • Trustees Invited • Recognition for Dean's List and Distinguished Students
March 19, 2009 TBD 6:00-8:00	Alumni Social RCF-400	<ul style="list-style-type: none"> • Trustees Invited • Mingle with Alumni, Faculty, and HCCEF Board Members
March 25, 2009 Wednesday 6:00 pm	Work Session / Regular Meeting RCF-400	<ul style="list-style-type: none"> • Informational Tour: Learning Outcomes Assessment • Audit Areas for Review • Report on Board End: Educational and Support Process Management
April 2009		
April 6-12, 2009 Monday-Sunday	HCC Spring Break	
April 22, 2009 Wednesday 6:00 pm	Work Session / Regular Meeting RCF-400	<ul style="list-style-type: none"> • Informational Tour: Diversity Cross-Functional Team • FY10 Operating Budget Approval (if necessary) • FY10 Faculty Promotions • Candidates for Commencement • Report on Board End: Leadership • Calendar of FY10 Meetings
April 25, 2009 Saturday 7:00-10:00 pm	Vino Scholastico RCF-400	<ul style="list-style-type: none"> • Trustees Invited • Tickets cost \$75 per event


Date	Event	Tentative Agenda Items
April 29, 2009 Wednesday 1:30-3:00 pm	Silas Craft Collegians Graduate and Transfer Recognition Ceremony RCF-400	<ul style="list-style-type: none"> Trustees Invited
May 2009		
May 1, 2009 Friday 6:30-9:00 pm	Student Awards Banquet Sheraton Columbia	<ul style="list-style-type: none"> Welcome from Board Chair Trustees invited and participate in presenting awards
May 13, 2009 Wednesday 12:00 noon	Audit and Finance Committee Café on the Quad - RCF-120B	<ul style="list-style-type: none"> Quarterly Sole Source Report (January – March) Meeting with Auditors (FY09 Report) Yearend Purchases
May 22, 2009 Friday 11:00 am	Nursing Recognition Ceremony HCC Campus/Grand Prix Field	<ul style="list-style-type: none"> Trustees Invited
May 22, 2009 Friday 2:45 pm	Reception for Platform Party RCF-400	<ul style="list-style-type: none"> Trustees Invited
May 22, 2009 Friday 4:00 pm	Commencement HCC Campus/Grand Prix Field	<ul style="list-style-type: none"> Trustees Invited Board Members Confer Degrees
May 26, 2009 Tuesday 12:30 pm	Pre-Convocation Lunch RCF-400	<ul style="list-style-type: none"> Trustees Invited Lunch Preceded by Innovation Fair Trustees' Award for Outstanding Service to Howard Community College Presentation
May 26, 2009 Tuesday 1:30 pm	Convocation Smith Theatre	<ul style="list-style-type: none"> Trustees Invited Welcome from Board Chair (1:30 pm) Recognition event for retired employees, degree recipients, and new employees
May 26, 2009 Tuesday 3:45 pm	Employee Appreciation Event TBD	<ul style="list-style-type: none"> Trustees Invited
May 27, 2009 Wednesday 6:00 pm	Work Session / Regular Meeting / Closed Session RCF-400	<ul style="list-style-type: none"> Informational Tour: Radiologic Technology Program and Laboratory FY11 Vision, Mission, Values, and Strategic Goals Election of FY10 Board Officers Authorization for Board Chair to Approve on Behalf of Board until next Regular Meeting Review President's Contract
June 2009		
June 8, 2009 Monday Time - TBD	Board Retreat RCF-401	<ul style="list-style-type: none"> Agenda – TBD

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.

The calendar can also be accessed by board members on the board's portal.

G-4 Personnel Summary

Background: The following document contains personnel summaries.

Purpose: Disclosure to the board

Timeline: May – July 2008

◆———— Recommendation —————◆

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

Howard Community College SUMMARY OF PERSONNEL ACTIVITY

May 1, 2008 – July 31, 2008

Section I – Change in Status

SPECIAL ASSIGNMENT

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Eff. Date	End Date
Interim Director, Mediation & Conflict Resolution Center (25 Hours)	Mediation/Conflict Resolution Center	Existing Position Replacement	13	\$54,974-\$87,958	\$36,651	Rockefeller, Kathryn	9/3/07	Undetermined
Acting Director, Human Resources	Human Resources	Existing Position Replacement	18	\$79,340-\$131,705	\$80,755	Young, Karlyn	7/01/08	Undetermined
Acting Associate Director, Human Resources	Human Resources	Existing Position Replacement	16	\$67,272-\$111,671	\$79,795	Logan, Portia	7/01/08	Undetermined
Acting Office Supervisor	English and World Languages	Existing Position Replacement	10	\$41,007-\$68,071	\$41,007	Eitmiller, Erin	7/14/08	Undetermined

PHASED RETIREMENT

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
Professor, Computer Systems	Business & Computer Systems	N/A	N/A	N/A	N/A	Stewart, Sharon	8/06
Benefits Manager	Human Resources	N/A	N/A	N/A	N/A	Heckler, Sharon	3/08

CHANGE IN POSITION STATUS ONLY

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
Basic Skills Intake/Assessment Specialist (ESL)	Continuing Education	1044 hrs/yr –12 month to 1056 hrs/yr –10 month:	12	\$48,363-\$80,283	\$26,262	Barton, Mary	7/01/08
Assistant Director, Career Links Program	Academic Support, Counseling and Career	1044 to 1305 hrs/yr	14	\$57,039-\$94,685	\$41,164	Blake, Anita	7/01/08
Horowitz Center Manager	Arts & Humanities	FT, Temporary with Benefits to FT, Budgeted	13	\$52,522-\$87,187	\$52,673	Broderick, Janelle	7/01/08
Foundation Accounting Specialist	Development and Alumni	FT, Temporary with Benefits to FT, Budgeted	9	\$37,759-\$62,681	\$43,590	Danzig, Joyce	7/01/08
Assistant Professor, Nursing	Health Services	10 Month to 12 Month	Assistant Professor	\$55,804-\$89,084	\$76,090	DiPalma, Jessica	7/01/08
Office Associate III	Academic Student Support and Career Services	PT, Budgeted to FT, Budgeted	6	\$29,481-\$48,938	\$32,141	Griffin, Denise	7/01/08
Preventative Maintenance Clerk	Plant Operations	1957.5 to 2088 hrs/yr	6	\$31,445-\$52,200	\$40,695	Howard, Terry	7/01/08

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

May 1, 2008 – July 31, 2008

Carpenter/Renovations Foreman	Plant Operations	1957.5 to 2088 hrs/yr	10	\$43,744-\$72,600	\$53,335	Jenkins, Richard	7/01/08
Learning Assistance Center Math Specialist	Mathematics	FT, Temporary with Benefits to FT, Budgeted	12	\$48,363-\$80,283	\$44,326	LaFerriere, Catherine	7/01/08
Associate Director, Planning, Research, and Organizational Dev.	Planning, Research, and Organizational Dev.	10 Month to 12 Month	15	\$61,945-\$102,828	\$79,815	Livieratos, Barbara	7/01/08
Rouse Scholars Freshman Coordinator	Social Sciences/Teachers Ed	PT, Temporary with Benefits to PT, Budgeted	12	\$48,363-\$80,283	\$34,733	McHugh, Laura	7/01/08
Instructor, Nursing	Health Services	10 Month to 12 Month	Instructor	\$54,468-\$78,979	\$72,641	Reynolds, Frances	7/01/08
ESL Program Assistant & Instructor	English and World Languages	1320 to 880 hrs/yr	11	\$44,533-\$73,925	\$21,287	Sharpe, Christine	7/01/08
Professor, Nursing	Health Services	10 Month to 12 Month	Professor	\$70,606-\$116,512	\$88,164	Stanford, Jennifer	7/01/08

SEPARATIONS

Title	Department	Position Control Status	Grade	Range for Grade	Compensation ¹	Name	Effective Date
Director of Human Resources	Human Resources	N/A	N/A	N/A	N/A	Allen, L. Todd	5/16/08
Teacher II	Children's Learning Center	N/A	N/A	N/A	N/A	Gerhold, Kimberly	5/16/08
Computer/Network Support Technician	Student Computer Support	N/A	N/A	N/A	N/A	Wossen, Brook	5/22/08
Admission Counselor (Nursing & Allied Health)**	Admissions and Advising	N/A	N/A	N/A	N/A	Leishure, C. Samuel	5/30/08
Professor, Accounting*	Business and Computer Systems	N/A	N/A	N/A	N/A	Gardner, Mary	6/6/08
Assistant Professor, English	English and World Languages	N/A	N/A	N/A	N/A	Gibney, Aimee	6/6/08
Interim Assistant Professor, Accounting	Business and Computer Systems	N/A	N/A	N/A	N/A	King, David	6/6/08
Instructor, Nursing	Health Sciences	N/A	N/A	N/A	N/A	Sellers, Karla	6/24/08
Professor, Computer Systems*	Business and Computer Systems	N/A	N/A	N/A	N/A	Stewart, Sharon	6/6/08
Instructor, English	English and World Languages	N/A	N/A	N/A	N/A	Wilson, Debbie	6/6/08
Evening/Weekend Services Administrator*	Academic Affairs Office	N/A	N/A	N/A	N/A	Toth, Charles	6/28/08
Web Projects Assistant	Web Enterprise Services	N/A	N/A	N/A	N/A	Allen, Gerick	6/30/08
President Emeritus*	President's Office	N/A	N/A	N/A	N/A	Duncan, Mary Ellen	6/30/08
ELI Lead Instructor	Continuing Education Office	N/A	N/A	N/A	N/A	Jones, Tamara	6/30/08

Howard Community College
SUMMARY OF PERSONNEL ACTIVITY

May 1, 2008 – July 31, 2008

Continuing Education Operations Analyst*	Continuing Education Office	N/A	N/A	N/A	N/A	Thomas, Judy	6/30/08
Professor, English*	English and World Languages	N/A	N/A	N/A	N/A	Walton, Peggy	6/30/08
Instructional Technologist	English and World Languages	N/A	N/A	N/A	N/A	Deberry, Nanette	7/03/08

*Retirement

**Deceased

Section II – Leaves

SABBATICAL LEAVE

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

EMERGENCY LEAVE

Name	Position	Beginning Date of Leave	Ending Date of Leave
O'Rafferty, Patricia*	BTC Project and Budget Assistant	4/15/08	5/02/08

*Intermittent