



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

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October 22, 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...

**Value Innovation**





**HOWARD**  
COMMUNITY COLLEGE

*You Can Get There From Here.*

**Board of Trustees' Meeting Agenda**  
**October 22, 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. Recognition of the Grand Prix Board Chair
- III. Information Session: Exchange Students and/or Faculty and Travel Abroad Students

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

- A. Approval of October 22, 2008, Agenda
- B. Board Priority Items
  1. Fiscal Year 2008 Audit Report and Meeting with Auditors
  2. Financial Statements
  3. Board End: Student and Stakeholder Focus
  4. Revisions to Board of Trustees' Bylaws and Policies
- C. President's Report
- D. Board Member Comments
- E. Approval of:
  1. September 24, 2008, Work Session Minutes
  2. September 24, 2008, Regular Session Minutes
- F. Consent Items
  1. Proposed New Hires
  2. Fiscal Year 2010 Capital Budget
  3. Belmont Conference Center Heating Oil Delivery Charges
  4. Increase in Hickory Ridge Parking Deck Design Services
  5. Campus-wide Threat Assessment
  6. Transfer of the Belmont Conference Center from the Howard Community College Educational Foundation, Inc. to Howard Community College
- 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**

For the trustees' information, newly hired employees approved by the board at its September 24, 2008, meeting will be introduced to the trustees by Dr. Hetherington and area vice presidents.

## **II – Recognition of the Grand Prix Board Chair**

### **Mike Drummond Information**

- Associates degree from the former Catonsville Community College
- Bachelor's degree from Louisiana State University
- Started working with Harkins Builders in 1980 while still in school at LSU
- Joined the company full time in 1984
- Joined the Grand Prix board in 2004
- Became chair-elect in 2006
- Completed his second year of a two-year chairperson term with the recent 2008 Grand Prix
- Serving his first, 3-year term as a member of the HCCEF board
- Brings valuable people skills and motivational skills to the foundation board and generates enthusiasm
- Leads by example and instills a commitment from others
- Has an incredibly contagious sense of humor (a great asset for 8 a.m. meetings)

### **2008 Grand Prix Information**

As it was for the 2007 Grand Prix, once again Mike's leadership was integral to the success of the 2008 event. In this atmosphere of economic uncertainty, HCC was still "the place to be on a September afternoon in Howard County..." The weather was spectacular and the tent, lawn, and bleacher areas full of guests enjoying the horses and the company. Initial revenue figures are \$114,000, but the expectation is that this number will increase. The 2007 Grand Prix's initial revenue number was \$160,000, which finally reached a total net profit of \$167,000 by the time the budget was closed. Final FY09 numbers should be available by January 2009 after all expenses have been received and taken into account.

The team competition for the raffle tickets among the Grand Prix board and the Howard Community College Educational Foundation board members didn't fall into place as it did last year. The competition is definitely an incentive that works since this year 1,010 tickets were sold and last year all 1,200 were sold. This year's ticket revenue is \$87,000 as opposed to last year's at \$104,000. You can be sure the Grand Prix board has already talked about how to motivate the teams for 2009!

### **III – Information Session: Exchange Students and/or Faculty and Study Abroad Students**

**Departments:** International Education, World Languages, Rouse Scholars

Howard Community College's study abroad initiative is an integral component of its international education program. HCC's first study abroad program was a language immersion program in Mexico in January of 2000. Since then, the college has had study abroad programs in Denmark, Russia, Greece, Italy, France, Scotland, China, Ireland, Costa Rica, and Turkey. Rouse Scholars have additional opportunities to study in sites in Western Europe and Asia through an agreement with Dickinson College. In addition to all of the countries above, faculty and staff have also traveled to Ghana, England, Belgium, Ukraine, Estonia, Germany, South Africa, Sweden, Macedonia, and the Dominican Republic through faculty international grants or sabbaticals.

Most of HCC's study abroad programs were developed by faculty with international grants. Study abroad programs are typically directed by full-time faculty and occasionally part-time faculty with unique expertise. The programs are self-funded through the program fees, though many students receive scholarship support.

All of HCC's study abroad programs have an associated credit course, so that students may earn college credit through their international experience. Typically, study abroad programs have focused on either language immersion or arts and culture. However, the Denmark study abroad program involves articulated curricula in multimedia design and business/entrepreneurship. In addition, there is a new international internship program in culinary and hospitality management in Ireland where students work in the industry.

All of HCC's international programs are overseen by the director of international education and managed by the office of international education. The director of international education also manages the faculty international grant process. Many of the language immersion programs are organized through the department of world languages.

**George Barlos**, director of international education; A.A., Los Angeles Harbor Community College; B.S., California Polytechnic State University; M.A., University of California Los Angeles; J.D., Loyola Marymount University

**Christele Cain**, international education program assistant; dual A.A. degrees, Howard Community College

**Cheryl Berman**, professor of world languages, director of world languages program; B.A., M.A., University of Maryland

**Core Work Mission:** To create international programs and opportunities at Howard Community College that are a vital element in the educational mission, evidenced by a curriculum that is responsive to a diverse learning community, the rich texture of HCC campus life, and HCC’s commitment to the concept of global learning.

**Benchmarks/Results:** At least one hundred HCC students will study abroad each academic year. At least three faculty will go abroad on an international grant or sabbatical each academic year. The office of international education has also recently developed an exit survey for study abroad students in which they evaluate the experience and its educational impact. The survey was given to students in the past summer’s study abroad programs. After a year of compiling and reviewing the outcomes data, staff will set a benchmark for the survey.

College Year	Number of students abroad	Number of faculty abroad
FY08	76*	4
FY07	97	6
FY06	110	5
FY05	103	6

\*Impact of economic downturn. Greece study abroad trip cancelled and, with the exception of the China culture trip, the others ran with lower numbers

HCC’s FY09 Study Abroad Program:

Study Abroad Program	Dates	Director(s)
China-Culture	May 25-June 15, 2009	Yifei Gan
China-Language	June 19-July 4, 2009	Alice Zhang
Denmark-Culture	July (TBD), 2009	Marie Westhaver
Denmark-Semester Abroad	Spring or Fall Semester	George Barlos
Egypt-Language	Dec. 31, 2008-Jan. 22, 2009	Abdelrahim Salih
France-Archeology	August (TBD), 2009	George Barlos
France-Art Studio	May 15-30, 2009	Peter Collier/Brenda Guardala
Italy-Culture	January 2-23,2009	Lynette Mooney
Ireland-Hospitality Internship	June 1-August 15, 2009	Vinnie Rege
Mexico-Language	January 2- 24, 2009	Cheryl Berman
Ireland-Culture/Honors	June (TBD), 2009	Frederick Campbell
Turkey-Culture	May 26-June 15, 2009	Greg Fleischer

### **Special Recognitions (program and individuals):**

National Association of Foreign Student Advisors (NAFSA)'s Senator Paul Simon Award for Campus Internationalization, 2005

2005 American Council on International Intercultural Education (ACIIE) International Intercultural Achievement Award

**Future Plans and Goals:** The Maryland Community Colleges International Education Consortium was approved at the end of May by the Maryland Council of Community College Chief Academic Officers. The consortium will allow colleges to share programs, making it easier to enroll the threshold of students needed. Howard Community College was one of three pilot institutions, and both of its China study abroad trips were shared with the Community College of Baltimore County. The consortium will be a great benefit for HCC students.

HCC will set another first for Maryland community colleges with its planned Arabic language program in Egypt in the winter session of 2009.

The "100 percent global faculty initiative" to assure that 100 percent of HCC's full-time faculty have a global experience began in August and is an ongoing goal.

## **A – Approval of October 22, 2008, Agenda**

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**Adjournment**

## B-1 Fiscal Year 2008 Audit Report and Meeting with Auditors

**Background:** Included in your board materials are the following documents:

**The Financial Statements for Howard Community College for the period ending June 30, 2008:** This report includes management's discussion and analysis of the financial status of the college along with the statement of net assets, the statement of revenue, expenses, and changes in net assets, and the statement of cash flows along with appropriate footnotes. The financial statements of the Howard Community College Educational Foundation, Inc. are also discretely presented.

and

**The Annual Financial Report to the Maryland Higher Education Commission:** This report is the final audit of HCC's enrollment data to the state and also reports information in a consistent manner so that information can be compared with other Maryland community colleges. This report is often referred to as the CC4.

Representatives from the college's audit firm, SB & Company, Inc., will attend the meeting to answer any questions on the audit. The administration will also give a brief presentation on the financial results for the fiscal year ended June 30, 2008.

Since there were no material weaknesses noted during the course of the audit, a management letter was not issued. The auditors will be attending the November audit and finance committee meeting of the board and at that time they will review any housekeeping issues they feel the college should address.

**Purpose:** To present the college's audit to the board of trustees

**Timeline:** July 1, 2007 - June 30, 2008

### ◆———— Recommendation —————◆

These reports are for information only and do not require board approval

**Compliance:** This request is in support of the board of trustees' polices Board-Staff Relationship – Monitoring Organizational Performance.

## B-2 Financial Statements

**Background:** The following documents contain monthly financial statements. Please note that all of the information is new information. Therefore, all information appears in black ink rather than green. Next month, new items will revert back to appearing in green ink.

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

**Timeline:** August 2008

### ◆———— Recommendation ———◆

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

HOWARD COMMUNITY COLLEGE  
CURRENT INCOME & EXPENSE SUMMARY - FUND 10

	YTD Expended & Encumbered** 08/31/2008	YTD Budget 08/31/2008	YTD Budget Variance 08/31/2008	08/31/2008 Percent Variance From Budget	Total Budget FY2009
<b>OPERATING BUDGET REVENUE</b>					
<b>TUITION</b>					
Summer II & III	\$536,273	595,530	(\$59,257) 1	-9.95% 1	\$595,530
Fall	8,304,560	7,784,314	520,245 2	6.68% 2	8,077,118
Intersession	1,110	0	1,110 3	na	466,035
Spring	(3,396)	0	(3,396) 3	na	7,385,161
Summer I & Extended	(2,471)	0	(2,471) 3	na	763,290
Fees	1,215,244	1,204,983	10,261	0.85% 4	2,441,085
<b>TOTAL TUITION AND FEES</b>	<b>\$10,051,321</b>	<b>\$9,584,828</b>	<b>\$466,493</b>	<b>4.87%</b>	<b>\$19,728,219</b>
<b>GOVERNMENTAL AND OTHER</b>					
Howard County	\$4,199,246	4,199,246	\$0	0.00% 5	\$25,195,470
State of Maryland	1,785,024	1,785,024	(0)	0.00% 6	10,710,146
Other Income	121,131	130,000	(8,869)	-6.82% 7	780,000
Unrestricted appropriations	0	0	0	na 8	100,000
Continuing Education Support	0	0	0	0.00% 9	486,649
<b>TOTAL GOV'T AND OTHER</b>	<b>\$6,105,401</b>	<b>\$6,114,270</b>	<b>(\$8,869)</b>	<b>-0.15%</b>	<b>\$37,272,265</b>
<b>TOTAL OPERATING REVENUE</b>	<b>\$16,156,722</b>	<b>\$15,699,098</b>	<b>\$457,624</b>	<b>2.91%</b>	<b>\$57,000,484</b>
<b>OPERATING BUDGET EXPENSES</b>					
Instruction	\$15,944,350	\$15,956,308	11,957	0.07%	\$26,223,775
Public Service	285,948	300,260	14,312	4.77%	395,052
Academic Support	2,538,549	2,582,924	44,375	1.72%	3,515,284
Student Services	3,970,025	3,976,737	6,712	0.17%	5,907,170
Institutional Support	7,191,820	7,248,740	56,920	0.79%	11,325,766
Plant	5,728,379	5,785,466	57,088	0.99%	8,500,657
Scholarship/Waivers	188,234	189,734	1,500	0.79%	1,132,780
<b>TOTAL OPERATING EXPENSES</b>	<b>\$35,847,305</b>	<b>\$36,040,169</b>	<b>\$192,864</b>	<b>0.54%</b>	<b>\$57,000,484</b>

n/c = not comparable

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

10/14/2008

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

Please note that all the information that follows is new information. For ease of reading all information appears in black ink rather than green. Next month, new items will revert back to appearing in green.

**August 2008**

**Tuition and Fees**

- 1) Summer II and III tuition revenue is below budget by 9.95%, or \$59,257. Overall, a 3% FTE enrollment increase was budgeted. FTE enrollment for summer II was down 17% (or 11.8 FTE's) and summer III was up 1% (or 1.5 FTE's) from the prior year. Headcounts were down 19% and up 4%, respectively. No tuition rate increase was budgeted for these terms. In county tuition is currently \$114 per credit hour. Out-of-county and out-of-state tuitions are \$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) As of August, fall revenues are ahead of budget by 6.68%, or \$520,245. Final fall revenues will be reflected in the September financial statements, as students drop and add classes during the first few weeks of classes. A 3% FTE enrollment increase was budgeted; however, FTE enrollment growth was 6.26% and headcount increased by 5% as of the census date of September 12, 2008. (See note #1 for tuition rate information.)
- 3) These figures represent adjustments for prior year semesters made this year.
- 4) Fee revenues are slightly ahead of budget, .85% or \$10,261. Fee budgets are typically built for potential growth; however, growth exceeded expectations.
- A breakdown of operating account fees is as follows: Course fees \$793,684 or 65%; consolidated fees \$371,706 or 31%; other student fees \$49,854 or 4%.

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

**Governmental Revenue and Other Revenue**

- 5) Howard County's contribution to the FY09 operating budget increased by 6.6% over the prior year and has no variance to the budget.
- 6) The state's appropriation to the FY09 operating budget increased by 11.1% over the prior year and has no variance to the budget.
- 7) Other income is under budget by 6.82%, or \$8,869. Investment income represents \$110,108 or 91% of other income. Service revenues for administration of contracts and small miscellaneous revenue make up the other 9% of other income.
- 8) The use of \$100,000 from the continuing education fund balance was budgeted to be spent during FY09. If enrollment revenues continue to exceed budget and the college does not experience significant state cuts for this year, these funds will not be used.
- 9) The \$486,649 for continuing education's contribution to the operating fund will be taken at year-end.

**Expenses**

- It should be noted that encumbrances for annual salaries and open purchase orders are included in the expended to date figures.
- Salaries increased by an average of 5% over FY08. In addition, the compensation study was implemented as planned to bring the college's wages more in line with the market wage.
- Overall, the operating budget's functions are within budget and spending for the first two months of this year is on target with projected expenditures.

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

	YTD Expended & Encumbered** 08/31/2008	YTD Budget 08/31/2008	YTD Budget Variance 08/31/2008	08/31/2008 Percent Variance From Budget		Total Budget FY2009
<b>FUND 11 REVENUES</b>						
<b>TUITION</b>						
Credit Fall/Summer II & III	\$202,588	182,900	\$19,688	10.76%	1	\$182,900
Credit Intersession	0	0	0	na		50,700
Credit Spring/Summer I & Extended	(422)	0	(422)	na		156,400
Non-Credit/Continuing Ed	1,477,404	1,415,561	61,844	4.37%	2	3,400,553
Fees	618,025	570,233	47,792	8.38%	3	1,320,341
<b>TOTAL TUITION AND FEES</b>	<b>\$2,297,595</b>	<b>\$2,168,694</b>	<b>\$128,902</b>	<b>5.94%</b>		<b>\$5,110,894</b>
<b>GOVERNMENTAL AND OTHER</b>						
State of Maryland	\$322,091	\$322,091	(\$0)	0.00%	4	\$1,932,548
Service Revenues & Other Income	\$12,979	\$36,412	(\$23,433)	-64.35%	5	\$218,469
Unrestricted appropriation	\$0	\$0	\$0	0.00%	6	400,000
Transfer to Operating Fund	0	0	0	0.00%	7	(486,649)
<b>TOTAL GOV'T. AND OTHER</b>	<b>\$335,070</b>	<b>358,503</b>	<b>(\$23,433)</b>	<b>-6.54%</b>		<b>\$2,064,368</b>
<b>TOTAL FUND 11 REVENUES</b>	<b>\$2,632,666</b>	<b>\$2,527,196</b>	<b>\$105,469</b>	<b>4.17%</b>		<b>\$7,175,262</b>
<b>EXPENDITURES</b>						
Instruction	\$3,804,287	\$4,225,121	\$420,834	9.96%	8	\$6,535,262
Academic Support	0	0	0	0.00%		0
Plant	0	0	0	0.00%		0
Institutional Support	0	0	0	0.00%		0
Scholarship	219,695	219,908	213	0.10%		640,000
<b>TOTAL OPERATING EXPENSES</b>	<b>\$4,023,982</b>	<b>\$4,445,029</b>	<b>\$421,047</b>	<b>9.47%</b>		<b>\$7,175,262</b>

n/c = not comparable

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

10/14/2008

**FUND 11 (Continuing Education and General)**  
**Highlights and Current Developments**

**August 2008**

**Tuition and Fees**

- 1) Credit fall/summer II and III tuition revenues are ahead of budget by 10.76% or \$19,688. Credit enrollment in this division is primarily telecourses and tele-web classes. Tele-web classes use an online feature along with the pre-recorded lectures used by telecourses. Credit enrollment was budgeted to increase by 3% but to date is higher than anticipated. Credit enrollment statistics are discussed on the financial statements for fund 10 and apply to both divisions.
- 2) Non-credit tuition revenues are ahead of budget by 4.37% or \$61,844. Higher enrollments and revenues in several cost centers including the English language institute, lifelong learning, motorcycles, and technology are the primary cause for this variance in non-credit tuition.
- 3) Fees are ahead of budget by 8.38% or \$47,792. Higher fees associated with higher credit and non-credit enrollments mentioned above are contributing to this variance.

**Governmental Revenue**

- 4) The state contribution for FY09 for continuing education increased 9.6% over the prior year, and has no variance to budget. Funding for FY09 is based on an FTE formula related to enrollments from FY07.

**Service and Other Income**

- 5) Service revenues relate to administrative overhead charged to contracts and consulting revenues earned. Currently this category is 64.35% under budget or \$23,433. Administrative overhead for grants is often charged at the end of the grant period, so these revenues are anticipated to be within budget later in the year.
- 6) This unrestricted appropriation allows the division to use carryover funds to support upgrades in labs and repairs to the continuing education areas as needed. \$400,000 is included in both the revenue and expense portion of this budget.
- 7) Continuing education's annual contribution to the operating fund will occur at year-end. For FY09 it will be \$486,649.

**FUND 11 (Continuing Education and General)**  
**Highlights and Current Developments**

**Expenses**

It should be noted that encumbrances for annual salaries and open purchase orders are included in the expended to date figures. Salaries increased by an average of 5% for FY09.

8) Instructional expenses are under budget by 9.96% or \$420,834. This budget line includes the \$400,000 in contingency funds (see note 6). When this \$400,000 is excluded from the YTD August 31, 2008, budget, spending is inline with budget.

**Howard Community College  
8/2008  
Cost Center Variances**

Cost Center	Instruction	FY2009	Total	Total	Dollar*	Projected
		Actual to date (Note 2)	Original Budget (Note 1) A	Projected Expenditures B	Variance From Original B-A	Variance from Original FY2009
11200	Schoenbrodt honors	3,483	26,418	26,418	-	0%
11300	Mathematics	1,547,026	2,047,937	2,047,937	-	0%
11310	Health	167,285	274,086	274,086	-	0%
11400	Social sciences	1,521,105	1,885,247	1,885,247	-	0%
11410	Eng/world languages	2,358,007	2,906,699	2,906,699	-	0%
11450	Arts & humanities	1,821,931	2,460,835	2,460,835	-	0%
11480	Rouse scholars	68,762	131,311	131,311	-	0%
11600	Distance learning	186,856	412,783	412,783	-	0%
12100	Nursing	1,411,941	2,061,268	2,061,268	-	0%
12118	Rad Tech Program	97,856	116,677	116,677	-	0%
12120	Emergency medical technology	118,370	158,686	158,686	-	0%
12150	Cardiovascular program	83,332	199,955	199,955	-	0%
12200	Business & computers	1,232,626	1,842,846	1,842,846	-	0%
12250	Science & technology programs	1,902,681	2,486,155	2,486,155	-	0%
12280	Cooperative education	1,024	15,507	15,507	-	0%
13500	Service Learning	66,197	84,130	84,130	-	0%
13550	Instr. International program	127,361	139,347	139,347	-	0%
44010	User computer services	418,258	480,265	480,265	-	0%
44020	Student computer services	911,580	1,253,265	1,253,265	-	0%
44030	Student labs	185,836	311,199	311,199	-	0%
46100	1st floor support	146,889	171,045	171,045	-	0%
46200	2nd floor support	86,213	108,939	108,939	-	0%
46300	Hickory ridge	68,614	89,120	89,120	-	0%
46400	Evening services	32	1,325	1,325	-	0%
46700	ELB divisions support	79,322	129,499	129,499	-	0%
46800	Arts & humanities support	78,543	125,217	125,217	-	0%
47500	Faculty learning community	1,910	22,000	22,000	-	0%
48000	Outcomes assessment	108,091	198,826	198,826	-	0%
48500	Instructional direction	15,045	267,964	267,964	-	0%
48501	Learning communities	170,509	204,246	204,246	-	0%
48502	Program development	4,875	83,065	83,065	-	0%
52102	Pool guards	5,861	97,215	97,215	-	0%
53200	Learning assistance center	451,774	698,880	698,880	-	0%
99970	Benefits/chargebacks	495,156	3,772,338	3,772,338	-	0%
99980	Division support	-	443,926	443,926	-	0%
99990	Furniture/equipment	-	515,552	515,552	-	0%
	<b>Total instruction</b>	<b>15,944,350</b>	<b>26,223,775</b>	<b>26,223,775</b>	<b>0</b>	<b>0%</b>

Cost Center	FY2009 Actual to date (Note 2)	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2009	
<b>Public Service</b>						
33250	Cable studio	275,812	307,428	307,428	-	0%
99970	Benefits/chargebacks	10,135	61,031	61,031	-	0%
99990	Furniture/equipment	-	26,594	26,594	-	0%
	Total public service	285,948	395,052	395,052	-	0%
<b>Academic Support</b>						
33400	Horowitz center	80,436	171,326	171,326	-	0%
33500	Student arts collective	73,759	131,058	131,058	-	0%
41001	Library services	675,804	806,297	806,297	-	0%
41002	Teaching & learning center	123,639	136,525	136,525	-	0%
43100	Education technology	242,224	301,692	301,692	-	0%
43200	Video services	38,333	83,813	83,813	-	0%
43300	Instructional Technology	123,397	136,726	136,726	-	0%
46000	VP of academic affairs	306,683	323,002	323,002	-	0%
47000	Faculty development	8,323	121,747	121,747	-	0%
48100	Interactive classroom	16,000	17,600	17,600	-	0%
99970	Benefits/chargebacks	849,951	1,153,802	1,153,802	-	0%
99980	VP's Allocation		5,924	5,924	-	0%
99990	Furniture/equipment		125,773	125,773	-	0%
	Total academic support	2,538,549	3,515,284	3,515,284	0	0%

Cost Center	FY2009 Actual to date (Note 2)	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2009	
<b>Student Services</b>						
46500	Advising, academic services	466,553	516,429	516,226	(203)	0%
46600	Welcome center & telephone adv.	120,887	194,872	194,872	-	0%
51000	VP of student services	250,177	278,344	278,344	-	0%
51200	Student ambassador program	2,848	9,432	9,432	-	0%
52000	Student activities	-	2,603	2,603	-	0%
52100	PE facility	300,029	379,181	379,181	-	0%
53000	Career services	406,143	486,989	486,989	-	0%
53100	Test center	272,539	343,967	343,967	-	0%
53500	Retention	119,515	145,979	145,979	-	0%
53555	Career links	13,387	38,541	38,541	-	0%
54000	Financial aid services	514,673	750,578	750,578	-	0%
55000	Admissions	702,173	815,364	815,364	-	0%
55001	Workgroup	287,178	394,563	394,563	-	0%
56000	Records	385,790	490,178	490,381	203	0%
99970	Benefits/chargebacks	128,133	809,304	809,304	-	0%
99980	Part time coverage	-	15,114	15,114	-	0%
99990	Furniture/equipment	-	235,732	235,732	-	0%
	<b>Total student services</b>	<b>3,970,025</b>	<b>5,907,170</b>	<b>5,907,170</b>	<b>0</b>	<b>0%</b>

Cost Center	FY2009 Actual to date (Note 2)	Total Original Budget (Note 1)	Total Projected Expenditures	Dollar Variance From Original	Projected Percentage Variance from Original FY2009	
		A	B	B-A		
<b>Institutional Support</b>						
61000	President	567,967	641,565	641,565	-	0%
61100	Board of trustees	42,639	132,145	132,145	-	0%
61200	Research, planning and org. dev.	388,902	487,804	487,804	-	0%
61900	Senior administration	138	13,617	13,617	-	0%
62000	VP of administration & finance	321,783	332,045	332,045	-	0%
62100	Finance office	1,088,712	1,288,778	1,288,778	-	0%
63101	Human resources	475,075	600,533	600,533	-	0%
63102	Recruitment	32,344	56,546	56,546	-	0%
63103	Unemployment	41,355	47,253	47,253	-	0%
63150	Diversity programs	513	12,000	12,000	-	0%
63200	Reprographics	234,884	197,040	197,040	-	0%
63400	Security	1,110,067	1,157,061	1,157,061	-	0%
63500	Telecommunications	150,309	262,541	262,541	-	0%
63554	Mediation & conflict resolution center	-	20,000	20,000	-	0%
63600	Risk management	80,790	327,331	327,331	-	0%
63700	General administration	118,045	799,297	799,297	-	0%
63800	Commencement/award programs	29,971	123,989	123,989	-	0%
64000	Administrative information systems	1,026,862	1,293,197	1,293,197	-	0%
64001	Enterprise network	445,768	558,416	558,416	-	0%
64002	Web Enterprise	159,516	284,678	284,678	-	0%
64100	Information technology administration	270,313	314,772	314,772	-	0%
65000	Public relations & marketing	581,596	814,521	814,521	-	0%
65001	Public relations administration	101,076	168,612	168,612	-	0%
65100	Development & alumni relations	528,293	583,912	583,912	-	0%
65900	Fundraising	-	30,000	30,000	-	0%
99970	Benefits/chargebacks	(605,099)	647,998	647,998	-	0%
99990	Furniture/equipment	-	130,116	130,116	-	0%
	Total institutional support	7,191,820	11,325,766	11,325,766	0	0%
			-			

Cost Center	FY2009 Actual to date (Note 2)	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2009
<b>Plant</b>					
71000	Plant administration	11,131	127,677	-	0%
71100	General services	3,047,049	3,683,055	-	0%
71150	Recycling	-	25,000	-	0%
71500	Safety	72,722	75,871	-	0%
72000	Engineering	953,634	1,135,666	-	0%
72500	Preventive maintenance	151,545	286,221	-	0%
73000	Housekeeping	952,681	1,489,174	-	0%
75000	Grounds	323,254	365,310	-	0%
76000	Renovations	90,363	176,729	-	0%
99970	Benefits/chargebacks	125,999	891,343	-	0%
99990	Furniture/equipment	-	244,611	-	0%
	Total plant	5,728,379	8,500,657	-	0%
<b>Scholarships</b>					
81000	Scholarships	579	662,580	-	0%
82000	Waivers	187,655	470,200	-	0%
	Total scholarships	188,234	1,132,780	-	0%
	Grand totals	35,847,305	57,000,484	(0)	0%

Note 1:

When the budget was originally developed, all salaries were budgeted to increase at an average rate of 5%. As final salaries increases may have fluctuated based on performance levels and the relation of the individual's FY08 salary to the mid-point of the salary scale, the original budget figures were adjusted to reflect the actual starting salaries for the cost center.

Note 2:

Includes encumbrances for budgeted wages and outstanding purchase orders.

\* Variances in excess of \$10,000 will be explained.

**Howard Community College  
8/2008  
Cost Center Spending Percentages**

Cost Center		FY2009 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Instruction</b>					
11200	Schoenbrodt honors	1,483	26,418	6%	
11300	Mathematics	123,087	2,047,937	6%	
11310	Health	10,005	274,086	4%	1
11400	Social sciences	106,076	1,885,247	6%	
11410	Eng/world languages	181,183	2,906,699	6%	
11450	Arts & humanities	155,956	2,460,835	6%	
11480	Rouse scholars	3,759	131,311	3%	2
11600	Distance learning	56,737	412,783	14%	
12100	Nursing	149,108	2,061,268	7%	
12118	Rad Tech Program	17,260	116,677	15%	
12120	Emergency medical technology	25,957	158,686	16%	
12150	Cardiovascular program	20,189	199,955	10%	
12200	Business & computers	201,991	1,842,846	11%	
12250	Science & technology programs	187,389	2,486,155	8%	
12280	Cooperative education	1,024	15,507	7%	
13500	Service Learning	12,589	84,130	15%	
13550	Instructional international program	26,512	139,347	9%	
44010	User computer services	77,784	480,265	6%	
44020	Student computer services	188,451	1,253,265	15%	
44030	Student labs	46,017	311,199	15%	
46100	1st floor support	27,084	171,045	16%	
46200	2nd floor support	19,348	108,939	18%	
46300	Hickory ridge	13,396	89,120	15%	
46400	Evening services	32	1,325	2%	3
46700	ELB divisions support	17,611	129,499	14%	
46800	Arts & humanities support	16,942	125,217	14%	
47500	Faculty learning community	310	22,000	1%	4
48000	Outcomes assessment	18,265	198,826	9%	
48500	Instructional direction	13,974	267,964	5%	
48501	Learning communities	30,566	204,246	15%	
48502	Program development	4,875	83,065	6%	
52102	Pool guards	5,861	97,215	6%	
53200	Learning assistance center	98,735	698,880	14%	
99970	Benefits/chargebacks	449,794	3,772,338	12%	
99980	Division support	-	443,926	0%	4
99990	Furniture/equipment	-	515,552	0%	5
	<b>Total instruction</b>	<b>2,309,349</b>	<b>26,223,775</b>	<b>9%</b>	

Cost Center		FY2009 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Public Service</b>					
33250	Cable studio	49,525	307,428	16%	
99970	Benefits/chargebacks	10,135	61,031	17%	
99990	Furniture/equipment	-	26,594	0%	5
	Total public service	59,660	395,052	15%	
<b>Academic Support</b>					
33400	Horowitz center	25,025	171,326	15%	
33500	Student arts collective	14,197	131,058	11%	
41001	Library services	234,725	806,297	29%	6
41002	Teaching & learning center	20,764	136,525	15%	
43100	Education technology	47,789	301,692	16%	
43200	Video services	10,954	83,813	13%	
43300	Instructional Technology	21,112	136,726	15%	
46000	VP of academic affairs	51,829	323,002	16%	
47000	Faculty development	7,513	121,747	6%	
48100	Interactive classroom	16,000	17,600	91%	7
99970	Benefits/chargebacks	96,462	1,153,802	8%	
99980	VP's Allocation		5,924	0%	4
99990	Furniture/equipment		125,773	0%	5
	Total academic support	546,369	3,515,284	16%	

Cost Center		FY2009 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Student Services</b>					
46500	Advising, academic	116,036	516,226	22%	8
46600	Welcome center & telephone adv.	25,183	194,872	13%	
51000	VP of student services	43,398	278,344	16%	
51200	Student ambassador program	2,848	9,432	30%	3
52000	Student activities		2,603	0%	3
52100	PE facility	51,640	379,181	14%	
53000	Career services	79,966	486,989	16%	
53100	Test center	62,847	343,967	18%	
53500	Retention	18,064	145,979	12%	
53555	Career Links	4,869	38,541	13%	
54000	Financial aid services	98,989	750,578	13%	
55000	Admissions	126,100	815,364	15%	
55001	Workgroup	60,033	394,563	15%	
56000	Records	76,617	490,381	16%	
99970	Benefits/chargebacks	121,154	809,304	15%	
99980	Part time coverage		15,114	0%	4
99990	Furniture/equipment		235,732	0%	5
	<b>Total student services</b>	<b>887,746</b>	<b>5,907,170</b>	<b>15%</b>	

Cost Center		FY2009 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Institutional Support</b>					
61000	President	157,120	641,565	24%	9
61100	Board of trustees	19,415	132,145	15%	
61200	Research, planning and org. dev.	67,473	487,804	14%	
61900	Senior administration	138	13,617	1%	3
62000	VP of administration & finance	57,647	332,045	17%	
62100	Finance office	197,331	1,288,778	15%	
63101	Human resources	84,521	600,533	14%	
63102	Recruitment	10,320	56,546	18%	
63103	Unemployment	255	47,253	1%	10
63150	Diversity programs	513	12,000	4%	11
63200	Reprographics	38,701	197,040	20%	
63400	Security	112,435	1,157,061	10%	
63500	Telecommunications	5,813	262,541	2%	12
63554	Mediation & conflict resolution center		20,000	0%	13
63600	Risk management	28,210	327,331	9%	
63700	General administration	118,045	799,297	15%	
63800	Commencement/award programs	1,280	123,989	1%	11
64000	Administrative information systems	399,749	1,293,197	31%	14
64001	Enterprise network	98,964	558,416	18%	
64002	Web Enterprise	35,115	284,678	12%	
64100	Information technology administration	69,119	314,772	22%	15
65000	Public relations & marketing	76,138	814,521	9%	
65001	Public relations administration	8,219	168,612	5%	
65100	Development & alumni relations	96,824	583,912	17%	
65900	Fundraising		30,000	0%	11
99970	Benefits/chargebacks	130,538	647,998	20%	
99990	Furniture/equipment		130,116	0%	5
	<b>Total institutional support</b>	<b>1,813,885</b>	<b>11,325,766</b>	<b>16%</b>	

Cost Center		FY2009 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Plant</b>					
71000	Plant administration	3,481	127,677	3%	11
71100	General services	114,448	3,683,055	3%	12
71150	Recycling		25,000	0%	16
71500	Safety	13,163	75,871	17%	
72000	Engineering	151,267	1,135,666	13%	
72500	Preventive maintenance	14,892	286,221	5%	
73000	Housekeeping	181,603	1,489,174	12%	
75000	Grounds	57,187	365,310	16%	
76000	Renovations	10,055	176,729	6%	
99970	Benefits/chargebacks	104,004	891,343	12%	
99990	Furniture/equipment		244,611	0%	5
	Total plant	650,101	8,500,657	8%	
<b>Scholarships</b>					
81000	Scholarships	579	662,580	0%	17
82000	Waivers	187,655	470,200	40%	18
	Total scholarships	188,234	1,132,780	17%	
	Grand totals	6,455,344	57,000,485	11%	

Notes: Only variances greater than 20%, or less than 5% 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 Summer enrollment is low in this division. Expenses will increase with the fall term.
- 2 Expenses for this program occurs primarily in the major semesters.
- 3 These cost centers have relatively small budgets. Spending occurs for supplies and services as needed.
- 4 These programs, which support instruction and student services, will expend funds as needed during the year.
- 5 Furniture and equipment budgets are typically spent later in the year.
- 6 The library pays annual service fees for contracts and online access early in the year for the entire year.
- 7 An annual fee for the UMAT membership (video conferencing) was paid early in the year.
- 8 A transfer of expense to cover the annual amount for a temporary employee has been charged against this budget
- 9 The payment of annual college dues and subscriptions is causing this variance.
- 10 An accrual from the prior year is causing this variance, expenditures are incurred quarterly.
- 11 Expenses in these cost center occur later in the year.
- 12 Timing of payments is causing this temporary variance.
- 13 The mediation center has it's operating budget in the special funds. This amount supplements that budget.
- 14 The payment of annual maintenance contracts early in the year is causing this temporary variance.
- 15 The payment of software and computer equipment is causing this temporary variance.
- 16 Recycling costs have been eliminated through efforts with the Howard County Government.
- 17 Scholarships will be disbursed later in the term.
- 18 Waivers are granted at the time of registration for the summer and fall terms.

## B-3 Board Core End: Student and Stakeholder Focus

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

At its September 27, 2006, meeting, the trustees reset and approved all the current benchmarks for the most recent list of required Maryland Higher Education Commission (MHEC) indicators. Since these are 5-year goals, most of the current flags will naturally be red. For this category the visiting Maryland team rated the college higher than the national Baldrige examiners.

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

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

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

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

**Purpose:** 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.

### Category 3 - Student and Stakeholder Focus

This category examines how the college determines the requirements, needs, expectations, and preference of students, stakeholders, and markets.

Source	Item	Current	Benchmark
<b>External Quality Feedback</b>	<b>Student, Stakeholder, and Market Focus</b> <i>How does your organization determine requirements, needs, expectations, and preferences of students, stakeholders, and markets to ensure the continuing relevance of your educational programs, offerings, and services; to develop new opportunities; and to create an overall climate conducive to learning and development for all students?</i>	<b>Baldrige 30-45%</b>	<b>30-45%</b>
		<b>MPEA 50-65%</b>	
	<b>Student and Stakeholder Relationships and Satisfaction</b> <i>How does your organization build relationships to attract, satisfy, and retain students and stakeholders; to increase student and stakeholder loyalty? Describe how your organization determines student and stakeholder satisfaction.</i>	<b>Baldrige 30-45%</b>	<b>30-45%</b>
		<b>MPEA 50-65%</b>	
<b>MHEC</b>	1. Graduate satisfaction with educational goal achievement	<b>93.8%</b>	<b>98.0%</b>
	2. Non-returning student satisfaction with educational goal achievement	<b>68.4%</b>	<b>75.0%</b>
	3. Graduate satisfaction with transfer preparation	<b>89.3%</b>	<b>83.0%</b>
	4. Graduate satisfaction with job preparation	<b>100%</b>	<b>90%</b>
	5. Employer satisfaction with career program graduates	<b>83%</b>	<b>90%</b>
	6. Employer/organization satisfaction with contract training	<b>100%</b>	<b>100%</b>
	7. Number of business organizations provided training and services under contract	<b>48</b>	<b>65</b>
	8a. Occupational program Associate degrees and credit certificates awarded by program area: Business	<b>17</b>	<b>20</b>
	8b. Data Processing	<b>21</b>	<b>10</b>
	8c. Engineering Technology	<b>14</b>	<b>14</b>
	8d. Health Services	<b>128</b>	<b>110</b>
	8e. Natural Science	<b>0</b>	<b>0</b>
	8f. Public Service	<b>9</b>	<b>8</b>
	9. Percent of career program graduates employed full/time in a related field	<b>89%</b>	<b>85%</b>






Source	Item		Current	Benchmark	
	10a.	Wage growth of occupational degree graduates: Median income one year prior to graduation	\$19,352	-	n/a
	10b.	Median income three years after graduation	\$45,598	-	n/a
	10c.	Percent increase	136%	-	n/a
<b>In class surveys</b>	1.	Overall student satisfaction by age (YESS Survey)	3.73		4
	2.	Progress relevant to credit course objectives (IDEA Survey)	78%		80%
	3.	Excellence of teacher (IDEA Survey)	78%		80%
	4.	Quality of instruction-overall (YESS Survey)	79%		80%
	5.	Overall noncredit course satisfaction as measured on course evaluations (ConEd Survey)	97.4%		80%







Also see the FY08 **Comment Card** Trends report.




















[http://intranet.howardcc.edu/Department\\_Resources/PROD/StudentSurveys/Comment\\_Cards/CommentCardAnnualReport\\_FY2008.pdf](http://intranet.howardcc.edu/Department_Resources/PROD/StudentSurveys/Comment_Cards/CommentCardAnnualReport_FY2008.pdf)

## External Measures

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

Maryland State Quality Award		Baldrige	
	Range of total applicant scores		<b>Oct. 2005 – HCC’s Score</b> <b>Score given as an interval, e.g.,</b> <b>Total: 376-475</b> <b>No range is provided for other</b> <b>applicant scores</b>
	2003 - Score interval in which HCC was rated		
	August 2006 - Score interval in which HCC was rated		
	August 2007 - Score interval in which HCC was rated		

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

			0-9	10-29	30-49	50-69	70-89	90-100
<b>3:</b>	<b>Student and Stakeholder Focus (85 points)</b>	<b>3.1 40 points</b>						
								
								
								
	<b>3.2 45 points</b>							
								
								
								

**Action:**

The college receives a detailed feedback report delineating strengths and weaknesses in each category. A team reviews those reports, collects information on the process improvements that occur in the intervening months, and submits a new application. On April 7, 2008, HCC was honored with the highest of the Maryland Performance Excellence Awards: the U.S. Senate Productivity Award. A new team created and submitted a Baldrige application in May 2008. **HCC is hosting a Baldrige site visit the week of October 20, 2008.**

**Benchmark:**

When the benchmark was originally set, institutions receiving an overall score of 450 or more receive at least site visits. Therefore, the administration recommended a category benchmark aligned with that: **The college will receive a rating for category #3 of 30-45 percent on the Maryland Performance Excellence Award by 2007 or Baldrige by 2009.**

Next are ten measures **mandated by MHEC**. The college can compare the results to all Maryland community colleges and also to peer (based on number of students) colleges: College of Southern Maryland, Harford Community College, and Frederick Community College.

<i>Percentage of graduates indicating that their educational goal was completely or partly achieved at the time of graduation.</i>						
	Alumni Survey 1994	Alumni Survey 1998	Alumni Survey 2000	Alumni Survey 2002	Alumni Survey 2005	Benchmark 2008
Graduate satisfaction with educational goal achievement	92.9%	98.3%	96.4%	94.3%	<b>93.8%</b>	<b>98.0%</b>
					n=137/146	
		State AVG:	93.9%	96.2%	94.7%	
		Peer AVG:	94.4%	94.3%	92.6%	

<i>Percentage of students enrolled in the spring term that neither received an award nor enrolled in the subsequent fall term who indicated that they achieved their educational goal.</i>						
	Spring 2000 Cohort	Spring 2001 Cohort	Spring 2003 Cohort	Spring 2005 Cohort	Spring 2007 Cohort	Benchmark 2009
Non-returning student satisfaction with educational goal achievement	75.4%	71.4%	74.7%	68.6%	<b>68.4%</b>	<b>75.0%</b>
				n=208/303	n=78/114	
		State AVG:	67.6%	70.4%		
		Peer AVG:	64.0%	71.3%		

<i>Percentage of community college transfer program graduates who transferred to a four-year institution who rated their preparation for transfer as very good or good.</i>						
	Alumni Survey 1996	Alumni Survey 1998	Alumni Survey 2000	Alumni Survey 2002	Alumni Survey 2005	Benchmark 2008
Graduate satisfaction with transfer preparation	78.8%	80.7%	82.4%	76.6%	<b>89.3%</b>	<b>83.0%</b>
				n=36/47	n=67/75	
		State AVG:	81.2%	83.1%	82.5%	
		Peer AVG:	83.0%	82.0%	82.8%	

<i>Percentage of credit career program graduates employed full-time in areas related or somewhat related to their academic major who rated their preparation for employment as very good or good.</i>						
	<b>Alumni Survey 1996</b>	<b>Alumni Survey 1998</b>	<b>Alumni Survey 2000</b>	<b>Alumni Survey 2002</b>	<b>Alumni Survey 2005</b>	<b>Benchmark 2008</b>
Graduate satisfaction with job preparation	82%	85%	84%	85% n=17/20	<b>100%</b> n=32/32	<b>90%</b>
	<i>State AVG:</i>	85.9%	79.8%	82.9%	84.5%	
	<i>Peer AVG:</i>	79.3%	77.3%	87.3%	77.4%	

<i>Percentage of employers who rated the overall preparation of career program graduates as very good or good.</i>						
	<b>Alumni Survey 1996</b>	<b>Alumni Survey 1998</b>	<b>Alumni Survey 2000</b>	<b>Alumni Survey 2002</b>	<b>Alumni Survey 2005</b>	<b>Benchmark 2008</b>
Employer satisfaction with career program graduates	82%	100%	91%	80% n=4/5	<b>83%</b> n=10/12	<b>90%</b>
	<i>State AVG:</i>	97.0%	94.0%	95.6%	91.2%	
	<i>Peer AVG:</i>	98.3%	94.3%	98.3%	90.0%	

<i>Percentage of employers and organizations who rated their satisfaction with contract training as very satisfied or satisfied.</i>						
	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>Benchmark FY2010</b>
Employer/organizations satisfaction with contract training	94.6%	100%	100% n=61/61	<b>100%</b> n=45/45	<b>100%</b> n=48/48	<b>100%</b>
	<i>State AVG:</i>	98.5%	98.0%	99.5%	97.3%	97.8%
	<i>Peer AVG:</i>	99.3%	97.6%	99.7%	95.3%	100%

<i>The unduplicated number by site of businesses or organizations provided workforce and /or workplace related training and services under a contractual agreement.</i>						
	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>Benchmark FY2010</b>
Number of business organizations provided training and services under contract	63	66	61	45	<b>48</b>	<b>65</b>
	<i>State AVG:</i>	66	62	64	72	
	<i>Peer AVG:</i>	74	65	88	76	

<i>Occupational program Associate degrees and credit certificates awarded by program area.</i>						
	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	Benchmark FY 2010
Occupational program Associate degrees and credit certificates awarded by program area						
a. Business	6	17	17	10	17	20
b. Data Processing	15	15	10	10	21	10
c. Engineering Technology	7	11	14	10	14	14
d. Health Services	78	82	106	148	128	110
e. Natural Science	0	0	0	0	0	0
f. Public Service	5	10	6	3	9	8
<b>For comparison:</b>						
a. Business	-State Avg.	74	83	89	85	
	-Peer Avg.	72	73	68	81	
b. Data Processing	-State Avg.	60	52	48	42	
	-Peer Avg.	57	53	46	37	
c. Engineering Tech.	-State Avg.	22	23	23	25	
	-Peer Avg.	14	10	10	10	
d. Health Services	-State Avg.	111	127	149	153	
	-Peer Avg.	79	95	98	112	
e. Natural Science	-State Avg.	6	7	8	6	
	-Peer Avg.	3	1	3	4	
f. Public Service	-State Avg.	61	68	70	72	
	-Peer Avg.	39	45	58	61	

<i>Percent of career program graduates employed full-time in a related field.</i>					
	Alumni Survey 1998	Alumni Survey 2000	Alumni Survey 2002	Alumni Survey 2005	Benchmark Survey 2008
Percent of career program graduates employed full-time in a related field.	75%	89%	95% n=20/21	<b>89%</b> n=32/26	<b>85%</b>
		State Avg.	85%	83%	
		Peer Avg.	85%	88%	

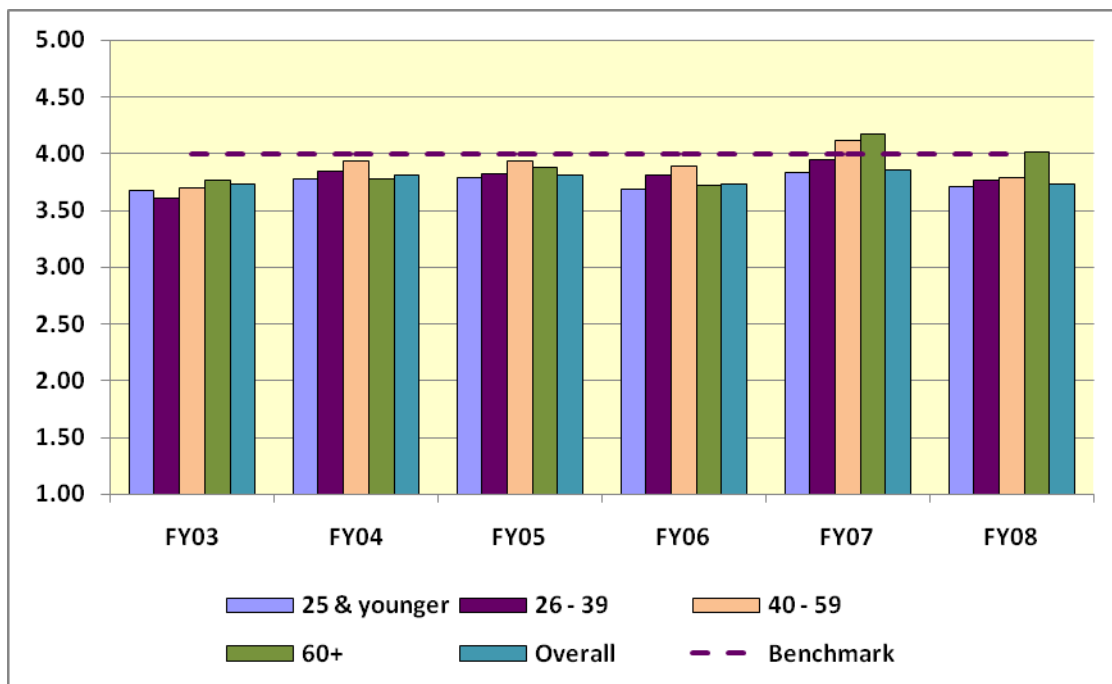
*Percent increase in the median annual income of full-time employed occupational program associate degree graduates one year prior to graduation to three years after graduation. ONLY Maryland Data.*

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	Benchmark FY 2010
Wage growth of occupational degree graduates						
a. Median income one year prior to graduation	\$16,620	\$15,854	\$15,128	\$19,477	<b>\$19,252</b>	n/a
b. Median income three years after graduation	\$48,037	\$48,238	\$52,419	\$47,758	<b>\$45,598</b>	n/a
c. Percent increase	189%	204%	247%	145%	<b>136%</b>	n/a
<b>For comparison:</b>						
a. Median income one year prior to graduation						
-State Avg	\$13,618	\$13,649	\$15,055	<b>\$15,595</b>		
-Peer Avg.	\$15,590	\$15,758	\$16,472	<b>\$15,530</b>		
b. Median income three years after graduation						
-State Avg	\$35,487	\$36,616	\$38,251			
-Peer Avg	\$37,676	\$41,075	\$42,732			
c. Percent increase						
-State Avg.	184%	191%	179%			
-Peer Avg	146%	145%	157%			

## Internal Measures

The next three measures are also vital signs.

<b>CREDIT STUDENT SATISFACTION BY AGE GROUP</b>								<u>Current Benchmark Status</u>
<b>Overall Student Satisfaction by Age as Measured by the Annual YESS Survey</b>								
	FY03	FY04	FY05	FY06	FY07	FY08	Benchmark FY10	
<b>25 &amp; younger</b>	3.67	3.78	3.79	3.69	3.83	3.71	4.00	Getting There
<b>26 - 39</b>	3.61	3.84	3.82	3.81	3.94	3.76	4.00	Getting There
<b>40 - 59</b>	3.70	3.93	3.93	3.89	4.12	3.79	4.00	Getting There
<b>60+</b>	3.76	3.78	3.88	3.72	4.17	4.01	4.00	Exceeded
<b>Overall</b>	3.73	3.81	3.81	3.73	3.86	3.73	4.00	Getting There



**Description of the Indicator:** The YESS survey is administered every year to a sample of HCC credit students in the spring semester. Ratings are given on a five-point satisfaction scale, ranging from "Very Satisfied" (5) to "Very Dissatisfied" (1). The ratings on this chart are each year's averaged ratings for all of the items on the survey that are rated on the five-point scale by age group. (For FY08, N= (25 & younger) 596, (26-39) 160, (40-59) 67, (60+)13, Spring Enrollment 7,040, YESS respondents-863)

**Benchmark:** Set by the board, the overall or composite rating for overall student satisfaction will be 4.00 for all age groups.

**Performance Outcome:** The benchmark was exceeded for two of the age groups last year.

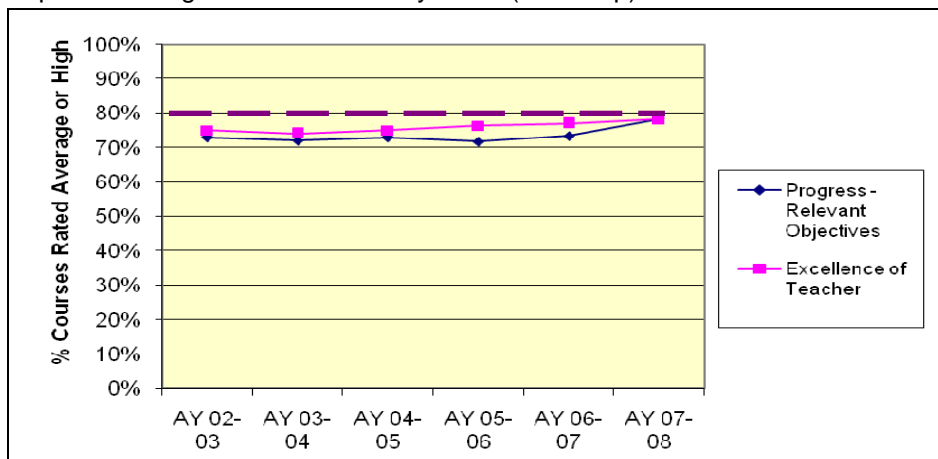
**Data Source:** Data is from HCC's annual YESS Survey administered and analyzed by the PROD office.

## IDEA\* Survey Rating

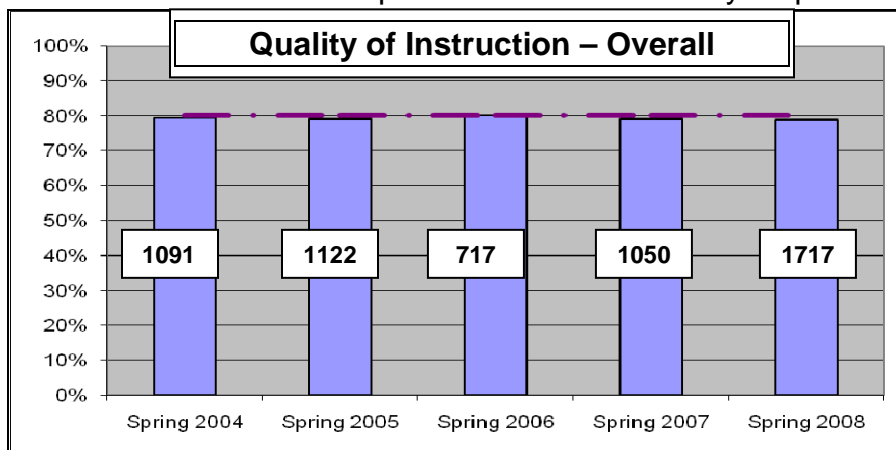
**Currently enrolled credit students** are given the systematic opportunity annually to rate their classes, programs, goal achievement, college services, and the college overall by completing the IDEA survey. **Benchmark** (set by the board): **Eighty percent of the responding credit students will evaluate the college programs and services at the satisfactory or above level.**

The college routinely administers course evaluations in credit courses. The students of all new instructors complete evaluations. Students of other faculty evaluate their classes on a rotating schedule. The college is currently using the IDEA survey developed and scored by the IDEA Center at Kansas State University. During the **07-08** academic year, the IDEA survey was administered to students in **1,328** course sections. Students in **seventy-eight** percent of these classes evaluated the course at the satisfactory or above level when rating their progress against relevant course objectives. Students in **seventy-eight** percent of these classes responded at the satisfactory or above level when rating the excellence of the teacher.

\*IDEA (Individual Development and Educational Assessment) is the national normed-instrument chosen by a faculty team after examination of all national products in the 90's. It was developed by researchers at the Kansas State University. It has been in use nationally since 1975; so the database is huge, there are extensive technical research reports indicating the validity and reliability of the instrument. It is their instrument and part of the agreement is that they score (and keep) the data.

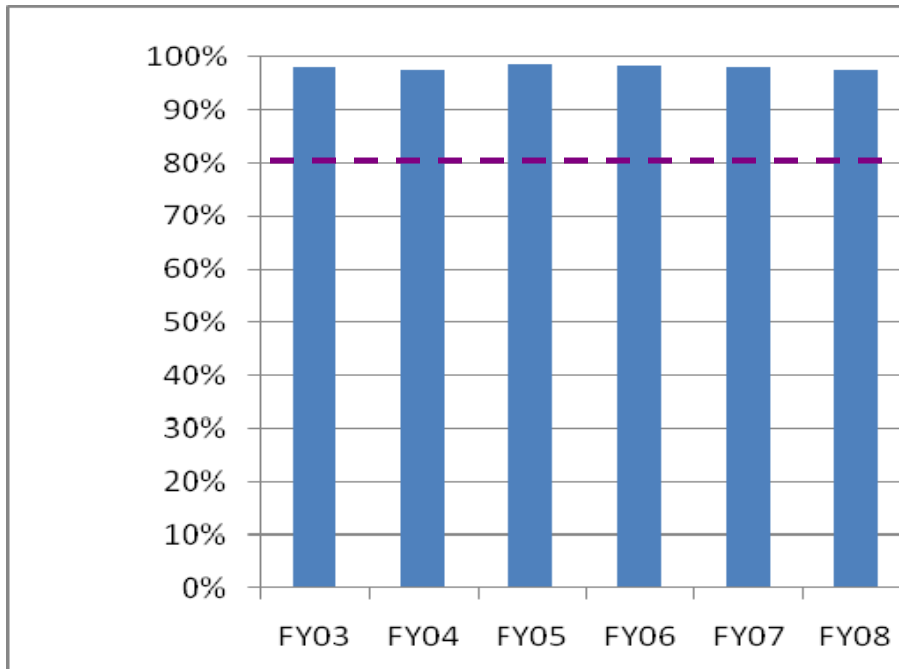


On the YESS survey, the overall quality of instruction is rated slightly higher at **79 percent**. Note numbers in the boxes represent number of survey respondents.



## NONCREDIT STUDENT SATISFACTION.

						Benchmark	<u>Current Benchmark Status</u>
FY03	FY04	FY05	FY06	FY07	FY08	FY10	
98%	97.5%	98.5%	98.2%	97.9%	97.4%	80%	<b>Exceeded</b>



**Description of the Indicator:** A survey is administered at the end of a non-credit class to all HCC students. Course ratings are given on a five-point satisfaction scale, ranging from "Excellent" (5) to "Poor" (1). This indicator measures the percent of students choosing Excellent, Good or Satisfactory on the 5 point scale. For FY08 n=11,191/11,492.

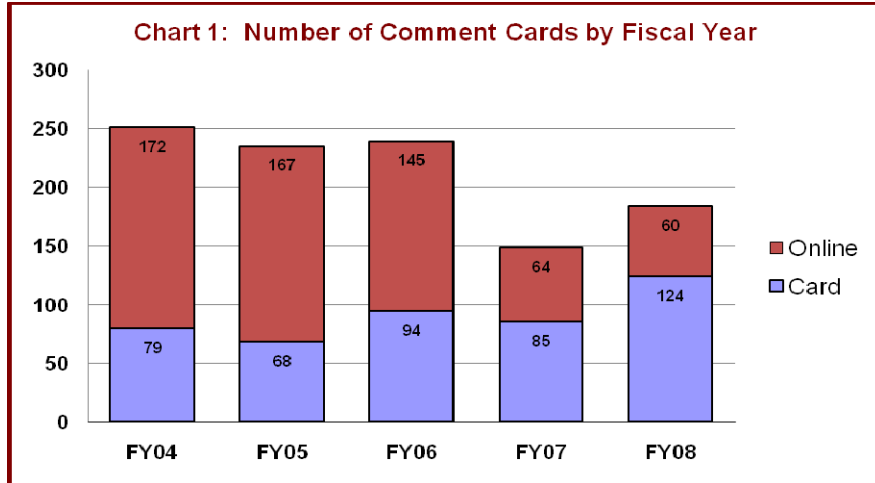
**Benchmark:** Set by the board, eighty percent of all respondents will rate their overall course satisfaction as satisfactory, good, or excellent.

**Performance Outcome:** The benchmark has been exceeded for the past six years.

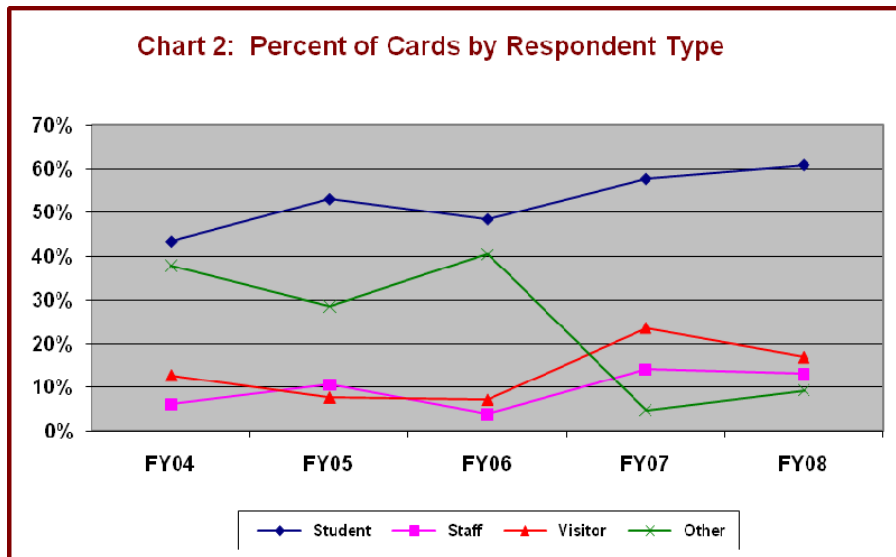
**Data Source:** Data is from HCC's division of continuing education and workforce development's student course evaluations analyzed by the PROD Office.

## Comment Card Trends

There were a total of 184 comment cards received in FY08, a 23 percent increase over FY07. In contrast to the last several years where the number of online cards outnumbered the traditional paper cards, 67 percent (124) of the cards received in FY08 were traditional paper cards and 33 percent (60) from the online web form. This increase coincides with the opening of The Rouse Company Foundation Student Services Hall (with all student services under one roof) and its centrally located welcome center. While the number of online comments has remained relatively the same, the number of paper cards has increased significantly.

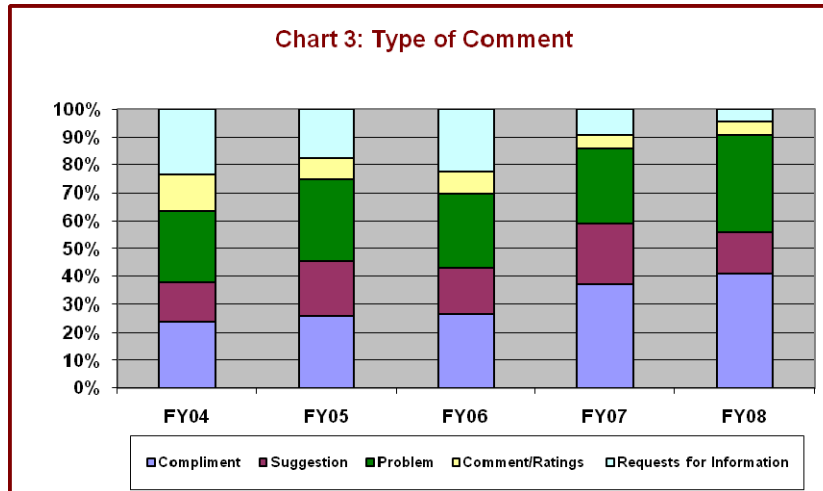


The percentage of student comments rose slightly again this year, while the percentage of visitor and staff comments dropped slightly. Those classified as “other” (e.g., staff/student or unknown) went up moderately.

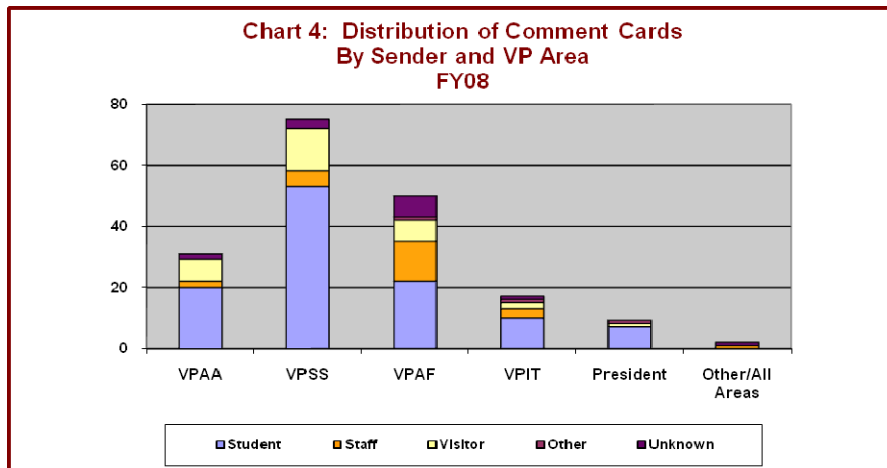


As can be seen in chart 3, problems and compliments are still the most frequent comment types. Examples of some of the comments labeled as problems are:

insufficient parking, website navigation or issues with staff/faculty. A large portion of the compliments cited a staff member by name. Copies of cards commending an individual are sent to that person to acknowledge his/her contribution to HCC.



As in previous years, comment cards sent by HCC’s stakeholders were distributed to the appropriate vice president of the topic area for his/her review and/or action. Students tend to make the most comments about departments under the VPSS area such as one from a student regarding advising: “Robin helped me today, I had applied to the Nursing program here at HCC and was concerned about the status of my application...” or from a student regarding registration: “I would like to place a complaint regarding the lack of timely notification regarding the cancellation of a course I was registered for...” Staff comments on the VPAF area usually focus on topics such as security, food service, and parking.



**Board Talking Points:**

- Students are highly satisfied with their instructors (78%) and the instructional processes at HCC (79%).
- Students who graduate and go on to transfer institutions (89.3%) as well as those who go directly into the workforce (100%) are highly satisfied with the preparation they received at HCC.
- The median income of HCC occupational program degree graduates three years after graduation (\$45,598) outpaces the comparative peer and state earnings.

## **B-4 Revisions to Board of Trustees' Bylaws and Policies**

**Background:** The Howard Community College (HCC) board of trustees' bylaws and policies establish guidelines by which the board operates and through which it governs the college. These bylaws and policies are reviewed periodically to ensure that they stay current with the needs of the college and board. A review of the bylaws and policies was conducted by college staff and proposed changes were reviewed by the trustees at the June 2008 retreat and additional changes were discussed. The results of that review and discussion have been incorporated into the following documents.

One item that needed additional discussion was requiring trustees running for office to resign from the board entirely rather than taking a leave of absence as the bylaws currently state in Article III, Ethical Conduct, number 2 and policies state under Governance Process: The Political Process and the Board of Trustees numbers 7 and 8.

### ◆————— Recommendation —————◆

The administration requests that the board of trustees discuss the proposed changes to the bylaws and policies and approve final versions of both documents.

**Compliance:** This request is in compliance with Board of Trustees' Bylaws – Article V: Board Meetings and Procedures – Amendment to Bylaws and Board of Trustees' Policies – Governance Process: Board's Role.



**HOWARD**  
COMMUNITY COLLEGE

# **BOARD OF TRUSTEES BYLAWS**

**OFFICE OF THE PRESIDENT**  
10901 Little Patuxent Parkway  
Columbia, Maryland 21044  
410-772-4820

**Last Approved: February 23, 2005**

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# ARTICLE I

## BOARD OF TRUSTEES PRINCIPLES OF GOVERNANCE

### GOVERNANCE PRINCIPLES

In its legal and fiduciary capacity to manage the affairs of Howard Community College, the board of trustees shall operate the college as a public trust for the benefit of the citizens of Howard County.

The board shall govern the college in accordance with the constitutions of the United States of America, the State of Maryland, and Howard County. Accordingly, the board will act in accordance with the oath of office made by each trustee to:

1. Support the Constitution of the United States;
2. Be faithful and bear true allegiance to the State of Maryland and support the laws and Constitution and laws thereof; and
3. To the best of one's skill and judgment, diligently and faithfully, without partiality or prejudice, execute the office of trustee, according to the Constitution and laws of this state.

### CORE VALUES

In its governance, the board's policies and practices shall be guided by the following set of core values:

**Integrity.** The board values responsible, accountable, and ethical behavior in order to maintain an atmosphere of honest, open communication, and mutual respect throughout the college community.

~~**Customer Focus**~~**Nurturing.** The board is committed to supporting an environment that serves the best interests of students, staff, and administration; ~~therefore, the administration shall remain highly responsive to customer needs.~~

**Diversity.** The board values an educational environment that promotes and nurtures a diverse student and staff community.

~~**Continuous Improvement.**~~ ~~The board values continuous improvement of the college's educational programs, facilities, and related services to advance student achievement as well as professional development.~~

**Innovation and Continuous Improvement.** The board values creative risk-taking and enthusiastic pursuit of new ideas, including the continuous improvement of the college's educational programs, facilities, and related services to advance student achievement as well as professional development.

**Collaborative Partnerships.** The board values partnerships that advance the college's mission in partnership with business, industry, government, educational systems, community organizations, and other stakeholders.

**Citizen Participation.** The board believes that it will best carry out its mission in the public interest through maximum citizen participation, input, and support. The board welcomes input from the community.

**Sustainability.** The board values the health of the world in which we live and supports the ideals of environmental sustainability.

The board, acting in accordance with its authority and philosophy, and in keeping with its fiduciary responsibilities and public trust, shall review, modify, and update the mission and vision to reflect community values, beliefs, and needs. Further, the board is committed to defining specific objectives and priorities to facilitate the overall mission of the college.

## ARTICLE II

### THE BOARD OF TRUSTEES RESPONSIBILITIES AND POWERS

#### GENERAL

The board of trustees shall have within its authority the power to establish policy governing the college, to maintain and exercise general control over the community college, to keep separate records and minutes, and to adopt reasonable bylaws, rules, regulations to effectuate and carry the provision of the state law regarding community colleges pursuant to §16-103 *Powers of Board of Trustees* and subject to the authority of the Maryland Higher Education Commission. Further, the Board shall be responsible for the adopting and safekeeping of a corporate seal.

Other significant responsibilities and powers include:

#### PROGRAM

To determine student entrance requirements, curriculum, and academic programs offered by the college, subject to final approval and authorization by the Maryland Higher Education Commission.

To approve candidates for degrees and certifications who have satisfied all the requirements for the award of certificates and degrees.

#### APPOINTMENT OF PRESIDENT, FACULTY, AND STAFF

To appoint, set compensation and terms of employment for the president of the college.

To hire qualified faculty and staff as necessary for the efficient operation and administration of the college as recommended by the president including determining salaries, tenure, and other terms of employment.

#### FUNDS

To approve the annual operating and capital budgets of the college presented by the president.

To enter into contracts and agreements with the State of Maryland or any of its political subdivisions or with the United States or with any other person, individual firm, or corporation when such agreements are deemed by the board to be necessary or advisable to the establishment, maintenance, and operation of the college.

To receive and expend local, state, and federal funds to defray the cost of college programs and to accept and disperse both restricted and unrestricted gifts and grants from private persons and organizations.

To oversee the management, investment, and accounting of funds.

To set reasonable tuition and fees for educational programs with the aim of minimizing cost while maintaining a quality college educational and learning environment at the lowest feasible cost.

### **FINANCIAL REPORTING**

To engage an independent certified public accountant to conduct a financial statement audit annually to determine that the college's financial statements are in accordance with generally accepted accounting principles and consistent with financial reporting guidelines established by the Maryland Higher Education Commission.

### **AUTHORITY TO BORROW**

To borrow money through multi-year financing agreements involving acquisition and purchase of personal property and equipment. The borrowing shall be secured by the personal property or revenues derived from the property on terms the board considers proper.

### **PROPERTY**

To purchase, lease, dispose of, or in any other manner acquire any property, either real or personal, it considers necessary for the operation of the college.

To sell, lease or in any manner dispose of community college assets, real or personal, at public or private sales provided that the president of the college and the chair of the board are authorized to execute legal conveyance and other documents, pursuant to an appropriate resolution of the board.

### **ADVICE**

To retain legal advisors, auditors, and consultants to the board.

### **LIABILITY PROTECTION**

The board of trustees may sue and be sued. The college is insured through the Howard County self-insurance program, which includes comprehensive and professional liability insurance. The college's officials, agents, and employees, including Howard Community College Board of Trustees, are protected through the county self-insurance plan for issues related to performance of duty for Howard Community College (Section 23.100, Title 23, Howard County Code).

### **RULES**

To adopt such rules and regulations for the conduct of its meetings and the management of the body corporate as it may deem proper providing the same are not in conflict with applicable law.

To perform such duties as may be necessary or required by law.

## ARTICLE III

### BOARD OF TRUSTEES' COMPOSITION, TERM OF APPOINTMENT, RESIDENCY, AND CODE OF CONDUCT

#### COMPOSITION OF THE BOARD

The board of trustees consists of seven persons appointed by the Governor with the advice and consent of the senate to serve on the board of trustees for Howard Community College.

The president of the college shall act as secretary-treasurer to the board and chief executive officer and shall participate in board meetings and deliberations as if a member but without vote. The president shall attend all meetings except those relating to his/her salary determination and/or employment.

#### TERM OF APPOINTMENT

Members of the board are appointed for six years, on a staggered basis, by the Governor of the State of Maryland. They serve without compensation and shall be entitled to reimbursement for their authorized expenses. A member may not serve for more than two full consecutive terms.

#### RESIDENCY

At least six members of the board shall be residents of Howard County at the time of their appointment and shall maintain residency in the county throughout their terms.

#### CODE OF CONDUCT

The board commits itself and its members to ethical and professional conduct. This commitment includes avoidance of conflicts of interest and proper use of authority when acting as a board member. There must be no self-dealing or any conduct of private business or personal services between any board member and the organization.

Board members must represent unconflicted loyalty to the interests of the citizens of Howard County and the State of Maryland. This accountability supersedes any conflicting loyalty such as that may arise from associations connected with advocacy, political party, other special interest, and membership on other boards. This accountability also supersedes the personal interest of any board member acting as a consumer of the organization's services.

A potential conflict of interest is a situation that involves a personal, familial, political, or business relationship between a trustee (or institutional officer) and the institution that could reasonably be expected to be perceived as a conflict of interest in fact or in appearance.

1. All board members shall disclose any potential conflict of interest at the earliest practicable time. Such disclosure shall be made in such a manner as the board member believes to be the most effectual. Disclosures shall be made to the chair of the board.

A board member shall be considered to have a potential conflict of interest “in fact” if:

2. Such a board member has an existing or potential financial or other interest which impairs or might appear to impair such member’s independent, unbiased, judgment in the discharge of his or her responsibilities to the college, or
3. Such board member is aware that a member of his or her family or any organization, in which such board member (or member of his or her family) is an officer, director, employee, member, partner, trustee, or controlling stockholder, has such existing or potential financial or other interest.
4. No board member shall vote on any matter, under consideration at a board or board committee meeting, in which such member has a potential conflict of interest, nor shall such board member be counted in determining the quorum for such meeting. The minutes of such meeting shall reflect that a disclosure was made, that the member having a potential conflict of interest abstained from voting, and that such member was not counted in determining the quorum for the meeting.

#### **Ethics Policy Conduct**

1. Board members must not use their positions to obtain employment in the organization for themselves, family members, or close associates.

1.2. All use of college resources, including but not limited to facilities and staff time, must be made 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 staff materials.

3. In the event a board member pursues-secures any employment or political office that could reasonably be perceived as a conflict of interest; s/he must temporarily withdraw from board deliberation, voting, and access to applicable board information, and/or seek a leave of absence during the term of the employment. A leave of absence taken under such circumstances shall not be counted against the trustee’s required meeting attendance. If the employment is of a permanent nature, the board member must resign.

2.4. In the event a board member pursues political office, s/he must resign from the board.

3.5. Board members shall annually disclose by April 30 in their financial disclosure statements their involvement with other organizations, with vendors, and any other associations that might produce a conflict, as required by the State of Maryland.

4.5. Board members should not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.

~~5.6.~~ Board members' interaction with the president or with other staff must recognize the lack of authority in any individual board member or group of board members except when explicitly board authorized.

~~6.7.~~ Board members' interaction with the public, press, or other entities must recognize the same limitation and the similar inability of any board member or board members to speak for the board.

~~7.8.~~ Board members will make no judgments of the president or staff performance except as that performance is assessed against explicit board policies by the official process.

### **Confidentiality**

Board members shall maintain the confidentiality of personnel and other matters reviewed at legally held closed meetings of the board.

### **Dissent**

No board member shall attempt to interfere with the implementation of any duly approved board action. However, each board member reserves the right to dissent.

### **Public Communications**

Pursuant to a majority vote of the board, the chair alone shall speak for the board. Individual board members may only speak for themselves.

### **Respect and Courtesy**

1. Board members shall be ethical, courteous, and respectful of fellow trustees as well as the president, the staff, the citizens of Howard County and the State of Maryland, and the public in general.
2. Board members shall refrain from interference with established lines of authority or normal procedures for the handling of personnel complaints or grievances. Any information requests should be made to the board chair or president. The board chair will be responsible to work with the president to ensure that a response is reasonably provided in a timely manner and shared with other board members.

### **CENSURE**

If a board member fails to abide by the Code of Conduct, s/he maybe censured or terminated upon recommendation of the chair or vice chair, by a majority vote of the board.

## ARTICLE IV

### BOARD OFFICERS AND THEIR DUTIES

#### OFFICERS OF THE BOARD OF TRUSTEES

- A. The officers of the board shall be a chair, a vice-chair, and the secretary-treasurer (the president).
- B. The board chair shall serve as the presiding officer of the board. ~~The chair, together with the president shall draft the agenda and determine the items as indicated in Article V: Meetings and Procedures - Agenda as consent, discussion or information for board review. The board chair shall review the proposed meeting agenda and make changes as appropriate including input from board members.~~

#### ELECTION OF OFFICERS

The chair and vice-chair shall be elected annually by the board at its last public meeting for the fiscal year.

#### SPECIAL ELECTION

In the event of a vacancy prior to a regular election, the board shall conduct a special election of chair or vice-chair.

#### DUTIES OF BOARD OFFICERS

The board chair shall:

- Preside at all meetings of the board;
- Select the members of the committees approved by the board;
- Decide all questions of order, subject to an appeal to the board;
- Sign all necessary legal instruments approved by the board;
- Sign all reports to be filed by law or state regulation;
- Call special meetings of the board;
- Represent the board at public meetings;
- Coordinate with the college president, as appropriate, trustee issues concerning the college; and
- Perform other duties common to this office or as may be assigned him or her from time to time by the board of trustees.

The vice-chair of the board shall:

- Preside in the absence of the chair; and
- Perform other duties that are common to this office as may be assigned to him or her from time to time by the chair of the board.

The secretary-treasurer (the president) of the board shall:

- Prepare the agenda, with the chair, for meetings of the board;
- Send out notices and correspondence of the board;
- Be responsible for maintaining an accurate record of the minutes of the board, which shall be available to the public;
- Prepare any required reports;

Prepare the annual operating budget for the office of the board; and  
Perform such other duties, as may be assigned to him or her from time to time by  
the board.

### **MEETING ATTENDANCE**

In accordance with state requirements, members of the board of trustees shall be required to attend at least 50 percent of meetings during any consecutive 12-month period. Any trustee who fails this requirement shall be considered to have resigned. Not later than January 15 of the year following the end of the 12-month period, the chair of the board shall forward to the Governor: (1) the name of any individual considered to have resigned; and (2) a statement describing the individual's history of attendance during the period.

## ARTICLE V

### BOARD MEETINGS AND PROCEDURES

#### REGULAR MEETINGS

Meetings of the board shall be held at least four times during the academic year. Unless the chair designates otherwise, the board will meet on the campus of the college. Seven days written notice of each meeting is deemed sufficient notice; such notice shall contain the agenda for the meeting. Public notice of all meetings shall be given in accordance with Maryland's Open Meetings Law.

#### SPECIAL MEETINGS

A special meeting may be held at the call of the chair or at the call of three members, provided that written notice of such special meetings shall be given by the secretary-treasurer (the president) to each member of the board not less than three (3) business days in advance and shall state the matters to be considered. No other matters shall be considered at said meetings except with the consent of all the members of the board present at such meeting.

#### EMERGENCY MEETINGS

An emergency meeting may be called by the chair, or the president at the request of the chair, provided written or verbal notice is given 24 hours in advance when possible. An emergency is defined as an event which poses an imminent danger to persons and/or property or which would significantly affect the operation of the college unless immediate action is taken. In the event that a quorum of the board is unable to be convened after notifying all members, the board chair or his/her designee has the authority to act on behalf of the board. Any action(s) taken by the chair or the designee must be fully reported to the members of the board at the board's next scheduled meeting.

#### PRESIDING OFFICER

The chair or, in his/her absence, the vice-chair, shall preside at all meetings of the board. In case the chair and vice-chair are not present at the time appointed for any meeting of the board, the president of the college shall call the board to order and a chair pro tempore shall be appointed by the board for the meeting or until the appearance of the chair or vice-chair.

#### QUORUM

A quorum shall be defined as the majority of the appointed membership of the board, not including any vacancies. A majority of the voting members present may legally act in any manner of business that comes before the board, unless some greater number is required by statute or by the bylaws.

The members of the board have legal authority only when the board is in formal session and when a quorum is present, subject to the provision on emergency action.

## **AGENDA**

The president shall prepare an agenda, in cooperation with the board chair, and submit it to the members of the board at least one week in advance of regular meetings and three (3) business days in advance of special meetings. Board members should be given the opportunity to suggest agenda items in advance of the meeting.

## **REPORTS TO THE BOARD**

The administration shall present to the board all items that require board action and approval including items that require board approval by state law, bylaws, or board policy. These matters shall be presented as CONSENT items-in the form of resolutions including but not limited to approval of programs and degrees, annual budgets, new hires and contracts over \$25,000. Consent items may be approved in a single vote if the board so chooses.

The board shall also receive as BOARD PRIORITY items, items that are deemed to be of particular importance. Votes will be taken on these items as necessary.

The board shall also receive as DISCUSSION items, items that may need further discussion by the board before a vote can be taken.

Other items may be provided as INFORMATION items. These items will be presented for information and discussion but do not require consent of the board. ~~Ordinarily, these matters involve operating and capital budgets previously approved.~~

The board shall also receive the annual budgets approved by the county, annual audit reports, the Maryland Higher Education Commission performance accountability ~~plan~~report, and other assessment reports as enumerated elsewhere in these bylaws.

## **VOTING PROCEDURES**

All matters coming before the board for approval shall be decided by a majority vote of a quorum present at the meeting, except those questions that, by law, by rules and regulations of the Maryland Higher Education Commission, or by the provisions of these bylaws, require a different vote and/or approval criteria. Wherever in these bylaws reference is made to a majority vote of the board, it shall refer, unless otherwise stated, to a majority vote of the trustees present at any meeting.

Unless otherwise directed by a majority vote of the board, meetings of the board shall be conducted in accordance with the parliamentary procedure prescribed in the latest edition of *Robert's Rules of Order*.

## **PUBLIC ATTENDANCE**

All meetings shall be open to the public, except when the board meets in executive or closed sessions.

Any member of the public who wishes to speak at a board meeting pertaining to the community college shall make written request to the secretary-treasurer of the board at least three business days prior to the regularly scheduled public meeting. Individuals from the public who have asked to speak at a public meeting will be restricted to the time limitation established by the board chair. The board may, by a majority vote, give visitors who have not presented a written request in advance an opportunity to speak in

any regular public meeting. The board reserves the right to terminate or reschedule any presentation included on its meeting agenda.

#### **AMENDMENT TO THE BYLAWS**

The bylaws may be amended at any meeting of the board, provided the proposed amendment was mailed, faxed, or sent electronically to all members of the board at least one week prior to the board meeting. ~~And, in addition,~~ provided it was presented for review and discussion at a prior meeting. Amendment of the bylaws requires approval by a majority of the appointed members of the board.

## ARTICLE VI

### COMMITTEES OF THE BOARD

#### BOARD COMMITTEES

The chair shall appoint members of committees that have been approved by the board. The appointed committees shall exercise authority as specially granted to them by formal board action.

#### AUDIT AND FINANCE COMMITTEE

The audit and finance committee shall be a standing committee of the board. The committee shall consist of three members, appointed annually by the chair. The board chair shall serve as chair of the audit and finance committee. All members of the board are invited and encouraged to observe meetings of the audit and finance committee.

#### Duties and Responsibilities:

1. The committee shall discuss with the president the parameters of the budget before budget development and advise the administration on budget development. The full board will review the proposed budget at a January work session.
2. The committee shall meet quarterly or as needed and shall determine the types and frequencies of reports necessary to monitor the college's financial operations to ensure that the expenditures comply with the budget and financial expectations.
3. The committee may conduct a periodic review of administrative policies and procedures and board policies to ensure effective controls.
4. The committee shall recommend to the board the selection and terms of engagement of an external independent auditor. The auditor shall submit to the audit and finance committee a management letter, preliminary report, and the final audit report. The committee shall approve the administration's responses to the audit findings. The administration shall submit to the committee its periodic report on satisfying the audit exceptions, if necessary.
5. The committee monitors the board functions required by state code, particularly §16-103 *Powers of the Board of Trustees*, and reports significant variances to the board and recommends actions to be taken by the board based on the information the committee has received.

#### LEGISLATIVE AND COMMUNITY RELATIONS COMMITTEE

The legislative and community relations committee members shall be appointed by the board chair annually. The committee, consisting of three members, shall review and recommend the college's legislative plan at the county, state, and federal levels. Additionally, the committee members shall recommend recipients for the Trustees'

[Award for Outstanding Service to Howard Community College, honorary degrees, and the James Clark, Jr. medal.](#) All board members are invited and encouraged to observe.

### **OTHER COMMITTEES**

Upon the request of the board, the chair may appoint other committees or appoint members to serve on college advisory committees. The chair shall appoint a member of the board to act as a non-voting ex-officio liaison to the Howard Community College Educational Foundation Board. A member of the board of trustees cannot be appointed to serve as an individual on the foundation board. A member of the board can serve as a non-voting ex-officio liaison to the foundation but they must be clear that they are representing the board of trustees and not serving as an individual member of the foundation board (for further details see Appendix A from State Ethics Commission discussion).

## ARTICLE VII

### BOARD EXECUTION AND EVALUATION OF POLICY

The board of trustees shall appoint a president of the college who shall serve as the chief executive officer of the college and secretary-treasurer for the board of trustees.

As the chief executive officer, the president shall be directly responsible to the board for directing the educational program in accordance with the policies established by the board. The president shall be accountable to the board for all matters pertaining to his/her responsibilities. The president shall be responsible for implementing the bylaws, resolutions, and policies of the board in accordance with state law and the limitations adopted by the board.

The president shall use his/her best efforts to implement policies of the board of trustees and promote the development and efficient operation of the college. The president shall diligently implement policies and procedures of the board of trustees and expeditiously document and disclose all variances.

The president may hire, suspend, and discharge faculty and employees consistent with policies and procedures authorized by the board of trustees. In the event of termination, an employee shall be given reasonable notice of the grounds for dismissal and an opportunity to appeal to the president, who shall then notify the board of trustees, if necessary. The board, in its discretion, shall determine whether it will or will not review an employment decision.

The president may delegate any portion of the president's authority to other officers of the college, subject to the right of the board of trustees to rescind or modify the delegation in whole or in part, at any time.

#### **PLANNING AND BUDGETING**

Each January, the president shall submit to the board, for preliminary approval, the college's proposed integrated core work and strategic operating plan and budget. This plan shall be submitted to the county and state. Once funding levels are determined, the board will receive the revised plan for final approval.

The accompanying calendar shall serve as a guide to determine when the board addresses key issues related to the annual schedule for the board to approve decisions of operational and budgetary nature.

## Suggested Timeline for Important Tasks

August	<ul style="list-style-type: none"> <li>• Review of prior year's outcomes</li> <li>• Revision of current year's plan based on funding</li> </ul>
September	<ul style="list-style-type: none"> <li>• Audit and finance committee and board of trustees discuss capital budget proposal</li> <li>• Review capital budget plan</li> <li>• Report on <del>board-core</del> end: <a href="#">Strategic Planning</a></li> </ul>
October	<ul style="list-style-type: none"> <li>• Report on <del>board-core</del> end: <a href="#">Student and Stakeholder Focus</a></li> <li>• Board of trustees approves capital budget</li> <li>• Board of trustees reviews audit</li> </ul>
November	<ul style="list-style-type: none"> <li>• Audit and finance committee discusses operating budget parameters</li> <li>• Report on <del>board-core</del> end: <a href="#">Information and Analysis</a></li> </ul>
December	<ul style="list-style-type: none"> <li>• Mid-year report from the president</li> <li>• Board of trustees prepares mid-year evaluation of the president</li> </ul>
January	<ul style="list-style-type: none"> <li>• Work session and meeting to review and approve the proposed integrated <del>core work and</del> strategic <del>and-operating</del> plan and budget for upcoming year</li> <li>• Mid-term meeting of board chair and president</li> </ul>
February	<ul style="list-style-type: none"> <li>• Report on <del>board-core</del> end: <a href="#">Faculty and Staff Focus</a><a href="#">Workforce Focus</a></li> </ul>
March	<ul style="list-style-type: none"> <li>• Report on <del>board-core</del> end: <del>Educational and Support</del> <a href="#">Process Management</a></li> <li>• <a href="#">Board of trustees should approve auditor at this meeting if it has not done so at a prior meeting</a></li> </ul>
April	<ul style="list-style-type: none"> <li>• Report on <del>board-core</del> end: <a href="#">Leadership</a></li> <li>• Board of trustees approves revised operating budget (if necessary)</li> </ul>
May	<ul style="list-style-type: none"> <li>• Approval of final plan and budget</li> <li>• Annual report of the president</li> <li>• Review and approval of vision, mission, values, <del>beliefs</del>, and strategic <del>initiatives and</del> goals for budget development for year after upcoming year</li> <li>• Approval of <del>benchmarks for the</del> Maryland Higher Education Commission performance accountability indicators (<i>approximately every five years</i>)</li> </ul>
June	<ul style="list-style-type: none"> <li>• Board of trustees gives written evaluation to the President</li> <li>• Board chair meets with president</li> <li>• Board of trustees approves Maryland Higher Education Commission performance accountability plan</li> </ul>

## **THE PRESIDENT'S REPORTS AND PERFORMANCE EVALUATION**

The president shall report on ~~board-core~~ ends annually. The board shall review the Maryland Higher Education Commission (MHEC) Indicators (§11-304 Performance accountability plan) submitted to the state each June 30th.

The president shall submit a written report to the board in December and May reflecting information on organizational performance in terms of specific objectives set forth by the board. With advice of members of the board, the board chair shall prepare a written evaluation of the president's performance within thirty days of reviewing the president's report.

## APPENDIX A

### Dual Service on Howard Community College's Board of Trustees and the Howard Community College Educational Foundation Board, Inc.

Conclusions from a phone call with Suzanne Fox, State Ethics Commission, December 2, 2004, 9:45 am.

**Present:** Roberta Dillow, Patrick Huddie, Katherine Rensin, Mary Beth Tung, trustees; Mary Ellen Duncan, president; and Erin Marek, executive associate to the president.

#### Principles Discussed:

- The ethics commission has found non-compensated service on State governing boards to be employment. Public Ethics Law section 15-502 prohibits an employee (in this case a member of the Howard Community College board of trustees appointed by the Governor) from being employed by an entity (sitting on another board – i.e., Howard Community College Educational Foundation) that contracts with this agency (Howard Community College), and further bars any other employment that would impair his impartiality or independence of judgment.
- A member of the board of trustees cannot be appointed to serve as an individual on the foundation board. A member of the board CAN serve as a non-voting ex-officio liaison to the foundation but they must be clear that they are representing the board of trustees and not serving as an individual member of the foundation board.
- **HOWEVER**, if the potential conflict exists prior to the individual's appointment to the board of trustees (i.e., service on the foundation board occurs prior to board of trustees appointment), and if it is disclosed to the appointing authority (i.e., the Governor) prior to appointment to the board of trustees and the appointing authority sees no conflict of interest, then the individual may serve on both boards until the term that is being served on the foundation board expires. BUT, they must recuse themselves on any issues that have a potential conflict of interest with the Board of Trustees.
- A person who is serving as an individual on both boards should not be the board liaison to the foundation. Instead, another trustee representing the board's interests should be appointed liaison (non-voting/ex-officio member) if that is so specified in the by-laws.
- University System of Maryland has special legislation waiving the prohibition against dual service.



**HOWARD**

COMMUNITY COLLEGE

*You Can Get There From Here.*

# **BOARD OF TRUSTEES POLICIES**

**OFFICE OF THE PRESIDENT**  
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Columbia, Maryland 21044  
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# Howard Community College Board of Trustees' Policies

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**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: Governance Commitment**

The board of trustees is the legal repository of authority for operation of Howard Community College.

The purpose of governance is that the board, on behalf of the citizens of Howard County and the State of Maryland, guarantees the accountability of Howard Community College by assuring that the board: 1) achieves appropriate results for the appropriate persons at an appropriate cost; and 2) avoids unacceptable activities, conditions, and decisions.

In fulfillment of this charge, the board is committed to rigorous and continuous improvement of the college. Continuous improvement shall include:

1. A self-evaluation of the board, which is conducted on an annual basis as a means of continually improving trustee performance.
2. An effective performance evaluation system for all employees shall be maintained as a means of continually improving employee performance.
3. An institutional effectiveness system, which includes financial, student, program, and human resources information, shall be maintained as a means of improving organizational performance.
4. Benchmarking data from inside and outside the college and the academic community will be a component to measure effective performance and responsiveness to stakeholders.
5. The institutional effectiveness system shall also be used to support the college's strategic planning and evaluation systems, which include the vision, mission, and strategic initiativesgoals.
6. The board shall routinely monitor college achievement against board-core ends as set forth in the board policy manual.

Drafted: 11/9/96  
Adopted: 2/26/97  
Reviewed: 3/21/98  
Revised: 4/23/98, 9/22/99, 2/23/00  
Approved: 4/26/00  
Revised: 12/11/00  
Approved: 3/21/01

As delineated in § 16-103 *Powers of board of trustees* of the Annotated Code of Maryland, subject to the authority of the Maryland Higher Education Commission, each board of community college trustees has the powers and duties set forth in this section. The board of trustees:

1. May establish and operate a community college with the approval of the Maryland Higher Education Commission.
2. Shall exercise general control over the community college, keep separate records and minutes, and adopt reasonable rules, regulations, or bylaws to carry out the provisions of this subtitle.
3. May fix the salaries and tenure of the president, faculty, and other employees of the community college.
4. May purchase, lease, condemn, or otherwise acquire any property it considers necessary for the operation of the community college.
5. May sell, lease, or otherwise dispose of community college assets or property.
6. May, with the President, execute a conveyance or other legal document under an appropriate resolution of the board.
7. With the approval of the Commission, permit the county board of education to use the lands, buildings, or other facilities of the community college; and with the approval of the county board of education, use any land, buildings, assets, or other facilities of the county board of education.
8. May apply for and accept any gift or grant from the federal government or any other person.
9. May determine, subject to the minimum standards of the Commission, entrance requirements and approve offerings that consist of: Transfer programs offering the equivalent of the first two years of a bachelor's degree program; Career programs offering technical, vocational, and semiprofessional education; and Continuing education programs.
10. May charge students reasonable tuition and fees set by it with a view of making college education available to all qualified individuals at low cost.

11. May sue and be sued.
12. May make agreements with the federal government or any other person, including agreements between counties to support a regional community college, if the board considers the agreement advisable for the establishment or operation of the community college.
13. May adopt a corporate seal.

Additionally, the board of trustees:

14. Shall govern the college through written policies, which address ends and presidential limitations.
15. Shall approve changes in by-laws and policies.

Drafted: 11/9/96  
Adopted: 2/26/97  
Reviewed: 3/21/98  
Revised: 4/23/98  
Approved: 1/26/00

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: The Board of Trustees and the Commission on the Future**

**Purpose:**

The Commission's purpose is to identify innovative ideas, emerging issues, and alternatives for the future of Howard Community College (HCC). Objectives for the Commission include:

- Identifying innovative ideas and alternatives to be considered in preparing HCC for the future.
- Increasing HCC's responsiveness to the emerging learning needs of Howard County.
- Establishing a process that will serve as a model for continued citizen participation in helping the college prepare for the future.
- Creating a widely understood and shared vision for the future of HCC.
- Promoting an understanding of the mission of HCC.

**Selection of Members:**

The Commission is comprised of ~~approximately 15-20~~ citizens from a variety of backgrounds and industries with interests in the economic, cultural, and educational development of Howard County. Members are appointed to five-year terms by the president in consultation with the board of trustees. The president may request a member to serve a second or third five-year term.

**Meetings:**

Every fifth year, the Commission shall go through an intensive examination of the college, during which it shall meet on a monthly basis during the college's fall semester.

During the intermediate years, the Commission shall meet on an annual basis ~~each fall~~ to receive an update on the status of recommendations and consider a particular topic suggested by the college or the board of trustees.

**Officers:**

The chair of the Commission on the Future, appointed by the president in consultation with the board of trustees, will serve a five-year term. The chair of the Commission will give a report to the board and the college community at the conclusion of its five-year review.

**POLICY TITLE: The Board of Trustees and the Commission on the Future**

**Task Forces:**

To facilitate its functions during the extensive review, the Commission will develop task forces on various topics of study and appoint Howard County citizens chosen for their expertise and interest in task force topics. The Chair will appoint Commission members to serve as chairs or members of the task forces. Each task force will meet at will. Recommendations for participants will be made by the college and the board.

The task forces will conduct their inquiry through interviews of key individuals and open forums. They will be encouraged to invite experts to address the issues before the task force, to identify and discuss appropriate readings, and to use web resources, national reports, and local perspectives to ensure a wide range of viewpoints on how the community college should be preparing for the future.

Drafted: 6/13/03  
Adopted: 8/27/03

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: Board's Role in Fundraising**

The Howard Community College (HCC) board of trustees recognizes that the Howard Community College Educational Foundation board's primary responsibility is to build an endowment and raise funds for HCC. The foundation operates as a separate entity and the board of trustees can choose to have no relationship with the foundation board.

However, there are some areas that the trustees should keep in mind because their actions can facilitate the ability of the foundation board to raise funds:

1. Good professional relations should be maintained between the two boards.
2. The HCC board liaison should report ~~semi-annually~~monthly on the work of the foundation. Additionally, the board of trustees should ~~periodically~~ recognize the work of the foundation board semi-annually.
3. The board of trustees may be able to identify potential prospects or have direct access to prospective donors. In such a case, a trustee may be willing to ask for money on behalf of the college. This should be done in cooperation with the foundation board.
4. The trustees need to recognize their "public persona." While not involved in direct fundraising, the trustees need to recognize that people give to people they like and trust. The trustees must show spirit and enthusiasm for the college that inevitably attracts enthusiastic advocates, who often remain committed to the college for years to come.
5. The trustees should add their thanks to donors, both formally and informally. ~~The board chair should write a thank-you note on behalf of the board upon the foundation's receipt of a major gift. Other individuals on the board of trustees who know a donor personally should write a personal note or thank the individual in social settings.~~ The president should regularly inform the board of such gifts.
6. The trustees, as part of their overall stewardship of the college, should make every effort to insure the integrity of the gifts given by the foundation to the college.
7. The trustees should recognize and support the president's role in friend-raising and fundraising, including an adequately staffed development office, overseen by the president.
8. The HCC board is expected to participate in the foundation's fundraisers to demonstrate commitment and support.

Adopted: 4/21/99

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: The Political Process and the Board of Trustees**

The college has an obligation to inform trustees, employees and students about local, state, and federal issues. This must be conducted in a fair, open, non-partisan manner, offering diverse views. As citizens of Howard County, Maryland, all members of the college community are encouraged to register to vote and to encourage students to register to vote.

As such, the board of trustees is especially encouraged to be informed about local and state government and is encouraged to participate in forums and read material about candidates and issues. Trustees may even become more actively involved in the political process as candidates or supporters of candidates. However, they must also be careful to maintain the professionalism of their primary obligation to the college. Therefore:

1. No board member shall engage in political activity using the resources of the college (e.g., copying materials, borrowing or lending technology, using college staff, etc.). Any involvement in political activity should be as an individual, not as a member of the Howard Community College board of trustees and, in any case, may not involve the use of college resources, including, but not limited to, facilities and staff.
2. No board member may use any Howard Community College property or symbol (e.g., logo, signage, electronic images) in any political campaign materials or activities.
3. No board member may solicit funds for political purposes on campus. Additionally, no retribution can be taken against any employee or student who does not accept an invitation to a political event or contribute money to a candidate.
4. The board prohibits the president and the vice-presidents from expending any funds (state law) for any political fundraising activity.
5. The board prohibits the president and the vice-presidents from attending any political fundraisers by candidates.
6. The board prohibits the president and vice-presidents from running for political office while employed full-time at the college.

~~Board members who run for public office must take a leave of absence from the board.~~

7. In the event a board member secures any employment that could reasonably be perceived as a conflict of interest; s/he must withdraw from board deliberation, voting, and access to applicable board information, and/or seek a leave of

**POLICY TITLE: The Political Process and the Board of Trustees**

absence during the term of the employment. A leave of absence taken under such circumstances shall not be counted against the trustee's required meeting attendance. If the employment is of a permanent nature, the board member must resign.

~~7.~~

- a. Any board member who takes a leave of absence in excess of twelve months shall be deemed to have resigned from the board.
- b. Board members on a leave of absence may receive all publicly available board documents but will not have access to confidential materials.

8. Board members who run for public office must resign from the board.

~~1. If elected to public office, a trustee must resign from the board of trustees.~~

Drafted: 6/13/03  
Adopted: 8/27/03  
Revised: 11/30/05

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: International Education**

The United States must remain a leader in the global community of the 21st century to maintain its educational and economic vitality. The citizenry must be prepared to engage in worldwide activities related to education, business, industry, and social interaction. To ensure the survival and well-being of our communities, it is imperative that community colleges develop a globally and multi-culturally competent citizenry. Howard Community College is strategically positioned and experienced to respond to this educational and economic development imperative by educating and training individuals to function successfully in a multicultural and advanced technological environment that crosses all boundaries of education, communications, language, and business. To meet this challenge, Howard Community Colleges provides:

- internationalized curricula;
- multicultural activities and programs;
- foreign language programs;
- cultural and ethnic studies;
- study abroad programs;
- faculty and student exchange programs;
- professional development;
- technical assistance to other countries and their businesses/industries;
- local/state/national and international forums;
- international student enrollment;
- and other appropriate education and training programs to ensure a well-trained and technically literate workforce, functioning collaboratively with other countries of the world.

Howard Community College is in a strong position to meet these international challenges with a widely dispersed national network committed to accessibility and service to the local community. The Board of Trustees will actively advocate this international role for Howard Community College and will articulate this mission to the many external publics that Howard Community College serves.

Adopted: 4/26/00

(The Board of Trustees formally endorsed the American Association of Community Colleges' (AACC) Policy Statement on International Education at the its November 17, 1999, meeting. That statement was reformatted as Howard Community College board policy and approved on April 26, 2000.)

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: Dedication/Naming of College Facilities**

The board of trustees may name buildings, rooms, outdoor spaces, etc. after individuals or organizations based on the following criteria:

1. contributed significantly to the founding or advancement of the college;
2. contributed financially to the college; the type of space named commensurate with the gift; or
3. contributed significantly to the community over an extended period of time.

No person currently holding elected or appointed office is eligible for naming rights.

[Naming of facilities must be in compliance with state and county regulations.](#)

The board of trustees shall vote on the naming of facilities at one of its regular board meetings.

Drafted: 03/10/2005  
Adopted: 04/27/2005

**POLICY TYPE: BOARD-STAFF RELATIONSHIP**

**POLICY TITLE: Delegation to the President**

All board authority, which is delegated to staff, is delegated through the president, so that all authority and accountability of staff – as far as the board is concerned – is considered to be the authority and accountability of the president.

1. The board directs the president to achieve certain results, for certain recipients, at a certain cost or priority through the establishment of ends. The board limits the latitude the president may exercise in practices, methods, conduct, and other means to the ends through establishment of means limitations and presidential limitations.
  - a. Decisions or instructions of individual board members, officers, or committees are not binding on the president except when the board has specifically authorized such exercise of authority.
  - b. In the case of board members requesting information or assistance without board authorization, the president may refuse such requests that require a material amount of staff time or funds or that are disruptive.

Drafted: 11/9/96  
Adopted: 2/26/97  
Reviewed: 3/21/98  
Revised & Approved: 4/23/98

**POLICY TYPE: BOARD-STAFF RELATIONSHIP**

**POLICY TITLE: President's Role and Constraints**

The president is the chief administrative officer of the college. The president is the board's single official link with the college as an organization. The president is accountable to the board acting as a collective body. The board will instruct the president through written policies delegating implementation to the president.

The president's responsibilities are:

1. Satisfactory accomplishment of the board-core ends.
2. College operation within the boundaries established in board policies and according to accepted professional ethics and good business practice.
3. Accomplishment of other annual goals and objectives established by the board.
4. Performance of the duties specified by state law.

The evaluation of the president shall be based primarily upon the accomplishment of the board's-core ends and meeting the board's presidential expectations.

Additionally, the president may not:

1. Deal with students, staff, or persons from the community in an inhumane, unfair or undignified manner.
2. Make decisions except by a process where openness and fairness is maintained.
3. Permit financial conditions that risk fiscal jeopardy or compromise board-core ends.
4. Allow assets to be unprotected, inadequately maintained, or unnecessarily risked.
5. Cause or allow financial planning for any fiscal period to deviate materially from board-core ends, risk fiscal jeopardy, or fail to show a generally acceptable level of foresight.
6. Provide information to the community, board or college constituencies, which is knowingly untimely, inaccurate, or misleading or omits information that would be perceived by the board as relevant.

7. ~~7.~~—Fail to develop and publish an ~~institutional ethics policy code of conduct~~ that is consistent with the board of trustees' code of conduct and the State of Maryland's Code of Ethics.

7.

8. Comment: A discussion took place at the June board retreat about the reason that the aforementioned limitations were couched in the negative rather than the positive. The conclusion was reached that by clearly laying out limitations, the board also empowered the president with all responsibilities NOT included in this list. Therefore, by being so specific in its limitations the board actually furthered the power of the president.

**POLICY TITLE: President's Role and Constraints**

8. Manage the college without written administrative policies and procedures in accordance with the board policies.
9. Fail to report variances in board and administrative policies to the board. Neither alteration of variance reporting nor discouraging of variance reporting is allowed.
10. Fail to take prompt and appropriate action when the president becomes aware of any violation of any laws, regulations, administrative policies or board policies.
11. Have fewer than two other senior staff familiar with board and presidential issues, plans, problems, processes, and written succession plan; fail to inform the board at such time as there are changes to the succession plan.

Drafted: 11/9/96  
Adopted: 2/26/97  
Reviewed: 3/21/98  
Revised: 4/23/98  
Revised & Approved: 12/15/99

**POLICY TYPE: BOARD-STAFF RELATIONSHIP**

**POLICY TITLE: Monitoring Organizational Performance**

Monitoring presidential performance is synonymous with monitoring organizational performance against board policies on ends, within boundaries set by the board can be accomplished as follows:

1. A given policy may be monitored in one or more ways:
  - a. Internal Report: disclosure of compliance information to the board from the president.
  - b. External Report: disclosure of compliance information by a disinterested, external auditor, inspector, or judge who is selected by and reports directly to the board. This reporting includes direct inspection of documents, activities or circumstances directed by the board.
2. Upon the choice of the board, any policy can be monitored by any method at any time.
3. The board will monitor those duties that it cannot legally delegate continuously.
4. The audit and finance committee reviews the Request for Proposals (RFP) for an independent certified public accountant to audit the college's financial records, as required by state code and makes recommendations to the board. The auditor shall be engaged by and report to the board.

Drafted: 11/9/96  
Approved: 2/26/97  
Reviewed: 3/21/98  
Revised: 4/23/98  
Revised & Approved: 12/15/99

**POLICY TYPE: BOARD-STAFF RELATIONSHIP**

**POLICY TITLE: Monitoring Presidential Performance**

Monitoring presidential performance is synonymous with monitoring organizational performance against board-core ends, within boundaries set by the board.

1. Annual reports on board-core ends shall be issued to the board by the president. The board considers college employees, students, and the community important constituents in the evaluation of board-core ends. Input from all constituents will be gathered as part of the evaluation of the board-core ends
2. The president shall prepare a self-evaluation for the board annually for discussion at the June retreat~~by March 1~~. The board will evaluate the president prior to ~~April 1~~June 30 each year.
3. The president shall formulate written administrative policies and procedures for the operation of the college in accordance with the adopted board policies.

Drafted: 11/9/96  
Approved: 2/26/97  
Reviewed: 3/21/98  
Revised: 4/23/98  
Revised & Approved: 12/15/99

**POLICY TYPE: BOARD-STAFF RELATIONSHIP**

**POLICY TITLE: Trustee Expectations of the President**

The trustees have three primary expectations of the president:

1. The president will administer the college to meet the core ends within the limitations and disclosure requirements of the trustees. The president will have wide discretion to implement the programs consistent with her/his administrative style.
2. The president will provide the trustees with accurate information with respect to the role and scope of current and proposed programs and services. As the primary advisor to the board, the president will provide guidance, advice, and recommendations on the integrated strategic plan and budget presented annually to the board.
3. The president will provide leadership at ceremonial functions that will further the college's mission both in the community and within the college.
4. Other trustee expectations may be delineated separately to the president by the board.

Drafted: 6/27/98  
Adopted: 8/26/98  
Revised & Approved: 12/15/99

**BOARD POLICY TYPE: PRESIDENTIAL BOUNDARIES**

**POLICY TITLE: Human Relationships**

The president shall create and sustain an environment for living, working, and teaching that supports the development and realization of human potential and promotes the college's values. Treatment of and dealing with students, staff, and persons from the community shall be humane, fair and dignified.

The president may not:

1. Operate without written policies and/or procedures that set forth staff and student rules, provide for effective handling or grievances, ensure due process, and protect against wrongful conditions.
2. Fail to comply with all laws, rules, and regulations pertaining to employees and students including those pertaining to:
  - Discrimination
  - Equal Opportunity
  - Sexual Harassment
  - Rights of Privacy
3. Prevent students and staff from using grievance procedures.
4. Fail to acquaint students and staff with their rights and responsibilities.
5. Use application or registration forms or procedures that elicit information for which there is no clear need.
6. Use methods of collecting, reviewing, or storing client information that fail to protect against improper access to the information elicited.
7. Hire anyone where conflict of interest or perceived conflict of interest may exist, without full board disclosure.

Drafted: 11/9/96  
Adopted: 2/26/97  
Reviewed: 3/21/98  
Revised: 4/23/98  
Revised & Approved: 12/15/99

**POLICY TYPE: PRESIDENTIAL BOUNDARIES****POLICY TITLE: Fiscal Condition**

With respect to actual, ongoing condition of the organization's financial health, the president may not cause or allow the development of fiscal jeopardy or a deviation of actual expenditures from board priorities established in the board adopted budget without approval or disclosure to the board.

The president may not:

1. Authorize purchases for greater than board approved purchasing authorization amounts.
2. Execute non-purchasing agreements exceeding \$24,999.99 or renew ongoing agreements, which are extended as renewed on the same terms that exceed \$50,000.00 without disclosure to the board.
3. Allow the awarding of a single sole source contract of greater than \$24,999. Cumulative sole source contracts over \$24,999.99 will be disclosed to the board. All sole source contracts must meet board approved sole source requirements.
4. Fail to establish and provide to the board, at the time of recommending a construction contract or service contract over \$50,000 to the board, a schedule of progress reports to include if the contract is on time and is within the amount the board authorized.
5. Fail to obtain authorization from the board should additional funds be anticipated or be needed for a contract in excess of \$24,999.99.
6. Fail to disclose the name, position control position, work unit, salary scale, and wage of every "budgeted" (position control) employee at the time of appointment or fail to disclose the name and earnings of temporary and hourly employees.
7. Allow an employee wage recommended to be outside of the board approved salary scale.
8. Charge tuition or consolidated fees not approved by the board.
9. Fail to maintain a cost accounting system sufficient for program cost comparisons and comparison of college practices to best practices.
10. Fail to insure that there be a separation of duties, such that no person, originates, controls, and approves a cost center budget or funds, and that no person, who requests or approves a purchase, verifies the receipt of that purchase.

11. Fail to disclose Howard Community College matching dollars for grants during the budget process. The administration shall disclose all grants received.

Drafted: 11/9/96  
Adopted: 2/26/97  
Revised: 4/23/98  
Revised: 8/25/99  
Revised & Approved: 12/15/99

**POLICY TYPE: PRESIDENTIAL BOUNDARIES**

**POLICY TITLE: Compensation**

The president may not cause or allow compensation and benefits to employees, consultants, contract workers, or volunteers to jeopardize fiscal integrity or public image.

The president may not:

1. Change his or her own compensation and benefits.
2. Promise or imply employment to faculty for longer than two years, or other employees or contract workers for more than one year, and no employment shall be guaranteed.
3. Establish current compensation and benefits, which create obligations over a longer term than revenues can be safely projected.
4. Fail to disclose, to the board, any permanent change in any employee's compensation, other than the annual salary increase approved by the board.

Drafted: 11/9/96  
Adopted: 2/26/97  
Reviewed: 3/21/98  
Revised: 4/23/98  
Revised: 8/25/99  
Revised & Approved: 12/15/99

**POLICY TYPE: PRESIDENTIAL BOUNDARIES****POLICY TITLE: Asset Protection**

The board, cognizant of its fiduciary responsibility to ensure that all college property and assets are used to achieve the college's educational mission, authorizes the use of college property in ways strictly limited by the agreements and partnerships entered by the board in accordance with applicable law. Federal and state laws restrict the manner in which personal property and improvements acquired through tax-exempt bonds, leases, and similar governmental financing transactions may be used. The use of college equipment and employee services will be strictly limited to achieve the college's public purposes and not misdirected to support private interests without fair and reasonable remuneration and board authorization.

The president may not allow assets to be unprotected, inadequately maintained, unnecessarily risked, or deviate from means limitations or presidential limitations.

The president may not:

1. Fail to insure against theft and casualty losses, including extra expenses and loss of tuition and fees, in amounts consistent with replacement values or against liability losses to board members, staff, or the college itself in amounts consistent with limits of coverage obtained by comparable organizations.
2. Allow unbonded personnel access to material amounts of funds.
3. Allow facilities and equipment to be improperly used or maintained.
4. Unnecessarily expose the organization, its board or staff to claims of liability.
5. Make any purchase or commit the organization to a purchase greater than \$24,999.99 without disclosure to the board.
6. Recommend or make any purchase of new goods or services: a) which is not in accordance with state law and board policy; and b) wherein a conflict of interest or appearance of conflict of interest has not been fully disclosed to the board.
7. Receive, process or disburse funds under controls which are insufficient to meet board or board-appointed auditor standards.
8. Invest or hold operating capital in violation of approved investment policy.
9. Acquire, encumber, lease, or dispose of real property without board disclosure and authorization.

**POLICY TITLE: Asset Protection**

10. Make any purchase or award any contract where a conflict of interest exists.
11. Fail to maintain an inventory of real properties and capital equipment of value greater than \$1,000 owned by the organization.
12. Fail to protect the college's trademarks, copyrights, intellectual property, critical information, and files from loss or damage.
13. Fail to annually review, with each cost administrator, measures to prevent fraud, waste, and misuse of college assets.
14. Allow facilities and equipment to be subjected to improper use or for personal benefit.
15. Allow the services of college employees to be used for private gain without fair and reasonable remuneration and disclosure to the board.
16. Acquire, encumber, lease, or dispose of real property without achieving fair compensation for the same and board authorization.
17. Fail to protect college assets from diminishing in value outside of reasonable depreciation and normal wear and tear.
18. Endanger the college's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.
19. Enter into self-dealing or self-serving agreements or agreements that appear to be self-dealing or self-serving.

Drafted: 11/9/96  
Adopted: 2/26/97  
Reviewed: 3/21/98  
Revised: 4/23/98  
Revised: 8/25/99  
Revised & Approved: 12/15/99

**POLICY TYPE: PRESIDENTIAL BOUNDARIES**

**POLICY TITLE: Budgeting/Forecasting**

The president may not cause or allow financial planning for any fiscal period to deviate from board-core ends, risk fiscal jeopardy, nor fail to show a generally acceptable level of foresight.

The president may not cause or allow budgeting which:

1. Contains insufficient information to enable the board to: a) accurately project revenues and expenditures; b) separate capital and operational items; c) project cash flow; and d) understand planning assumptions.
2. Is not based upon the board-approved planning goals.
3. Is not at the fund level (e.g., fund 10, 11, 12...) and function level.
4. Does not present program budget information, comparison data, and best practices.
5. Fails to provide the annual funds for board operations.
6. Proposes a capital and operating budget that deviates from board-core ends and board budget guidelines.
7. Proposes a budget that does not have a broad base of input.
8. Endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ends in future years.
9. Does not properly classify revenues and expenditures and that budgeted amounts reflect expected revenues and expenditures.
10. Fails to control expenditures based upon the board-adopted budget.
11. Fails to disclose amendments to funds and functional budget categories.
12. Fails to provide the board detailed financial information that the board, their auditors or their consultants require.

Drafted: 11/9/96  
Adopted: 2/26/97  
Reviewed: 3/21/98  
Revised: 4/23/98

Revised: 9/22/99  
Revised & Approved: 12/15/99

**POLICY TYPE: PRESIDENTIAL BOUNDARIES**

**POLICY TITLE: Communication and Counsel to the Board**

With respect to providing information and counsel to the board, the president may not permit the board to be uninformed regarding the organization and its interests.

The president may not:

1. Neglect to submit monitoring data required by the board in a timely, accurate and understandable fashion, directly addressing provisions of the board policies being monitored.
2. Let the board be unaware of relevant trends, anticipated adverse media coverage, significant external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.
3. Fail to maintain the latest version of the bylaws, board policies, administrative policies, and administrative procedures on the college's web page.
4. Present information in unnecessarily complex or lengthy form or allow the information and advice to the board to have significant gaps in timelines, completeness, accuracy, or omits information that would be perceived by the board as relevant.
5. Fail to provide mechanisms for official board, board officer, or board committee communications.
6. Fail to deal with the board as a whole or respond to officers or committees duly charged by the board.
7. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board, administrative policy or procedure.
8. Fail to supply to the board diversity of opinions, perspectives, and options, from the staff and from elsewhere, when such significant diversity exists, in order that the board can make fully informed board-realm decisions.
9. Obscure resources expended or allocated.
10. Fail to disclose any amendment to the administrative policies or procedures.

Drafted: 11/9/96  
Adopted: 2/26/97  
Reviewed: 3/21/98  
Revised: 4/23/98

Revised & Approved: 12/15/99

**POLICY TYPE: CORE ENDS****POLICY TITLE: Core Ends**

Howard Community College's key indicator system (core ends) will be aligned to the Malcolm Baldrige educational excellence criteria categories 1-6 (note: Baldrige category 7 - *Results* - are reported with the pertinent section). The core ends will include the mandated Maryland Higher Education Commission (MHEC) state indicators. It is acknowledged that some of the chart specifics may shift as both the Baldrige criteria and MHEC indicators are subject to periodic revision. The administration will denote any such modifications as the reporting cycle progresses and will conduct appropriate research to provide data for these measures.

<b>Category</b>	<b>Measures</b>
<b>1. Leadership</b>	HCC score v. external quality award evaluation for this Baldrige category
<ul style="list-style-type: none"> <li>• <del>Organizational Senior</del> leadership</li> <li>• <u>Governance and</u> Social responsibility</li> </ul>	<p>HCC - rating of board, president, vice presidents</p> <p>HCC - Selected internal <u>QUEST</u> survey questions <del>such as know HCC mission, leadership encourages learning, freedom to express viewpoints, etc.</del></p> <p>MHEC <del>56</del>. Tuition and fees as a % of tuition and fees at Maryland public 4-year institutions</p> <p>MHEC <del>2631</del>. Percentage of expenditures on instruction</p> <p>MHEC <del>2732</del>. Percentage of expenditures on instruction and selected academic support</p>
<b>2. Strategic Planning</b>	HCC score v. external quality award evaluation for this Baldrige category
<ul style="list-style-type: none"> <li>• Strategy development</li> <li>• Strategy deployment</li> </ul>	<p>HCC - Selected internal survey questions such as satisfaction with strategic planning process</p> <p>MHEC 1. <del>Number of credit and noncredit students enrolled</del><u>Annual unduplicated headcount enrollment:</u></p> <p style="padding-left: 40px;"><u>a. Credit headcount</u></p> <p style="padding-left: 40px;"><u>b. Noncredit headcount</u></p> <p>MHEC 2. Market share of <del>service area of undergraduates</del><u>first-time, full-time freshman</u></p> <p>MHEC 3. <u>Market share of part-time undergraduates</u></p> <p>MHEC <del>34</del>. Market share of recent <u>public college bound</u> high school graduates <del>in service area</del></p> <p>MHEC 14. <u>Minority student enrollment</u></p>

	<p style="text-align: center;"><b>POLICY TITLE: Core Ends</b></p> <p><u>compared to service area population</u>  <u>MHEC 5. Enrollments in online course:</u>  <u>    a. Credit</u>  <u>    b. Noncredit</u>  <u>MHEC 24. Enrollment in noncredit workforce development courses</u>  <u>    a. Unduplicated annual headcount</u>  <u>    b. Annual course enrollments</u>  <u>MHEC 25. Enrollment in Continuing Professional Education leading to government or industry-required certification or licensure</u>  <u>    a. Unduplicated annual headcount</u>  <u>    b. Annual course enrollments</u>  <u>MHEC 29. Enrollment in noncredit community service and lifelong learning courses</u>  <u>    a. Unduplicated annual headcount</u>  <u>    b. Annual course enrollments</u>  <u>MHEC 30. Enrollment in noncredit basic skills and literacy courses</u>  <u>    a. Unduplicated annual headcount</u>  <u>    b. Annual course enrollments</u>  <u>MHEC 27. Enrollment in contract training courses</u>  <u>    a. Unduplicated annual headcount</u>  <u>    b. Annual course enrollments</u></p>
<b>Category</b>	<b>Measures</b>
<b>3. Student and Stakeholder Focus</b>	HCC score v. external quality award evaluation for this Baldrige category
<ul style="list-style-type: none"> <li>• Student, stakeholder and market knowledge</li> <li>• Student and stakeholder relationships and satisfaction</li> </ul>	<p>IDEA (Kansas State University) survey report – student evaluation of instruction-course level  HCC - Comments card report  HCC - Selected internal survey questions such as satisfaction with instruction  MHEC <del>97</del>. Graduate satisfaction with educational goal achievement  MHEC <del>108</del>. Non-returning student satisfaction with educational goal achievement  MHEC <del>143</del>. <del>Student-Graduate</del> satisfaction with <del>quality of</del> transfer preparation  MHEC <del>12</del>. <del>Academic performance at institutions of transfer: GPA after first year</del>  MHEC <del>13</del>. <del>Minority student enrollment as % of service area population</del>  MHEC <del>16</del>. <del>Four-year transfer/graduation rate of</del></p>

	<p><del>full-time minority students</del></p> <p><del>MHEC 17. Six-year transfer/graduation rate of all minority students</del></p> <p>MHEC 210. <u>Student Graduate</u> satisfaction with job preparation</p> <p><u>MHEC 22. Employer satisfaction with career program graduates</u></p> <p><del>MHEC 21. Number of contract training courses offered</del></p> <p>MHEC 1928. Employer /<del>organization</del> satisfaction with <del>community college</del> contract training</p> <p>MHEC 262. Number of businesses and organizations <u>provided training and services in under contract training</u></p> <p>MHEC 273. Number of participants in contract training</p> <p>MHEC 204. Percent of career program graduates employed full-time in related area</p> <p><del>MHEC 28. Enrollment in workforce development courses</del></p> <p><del>MHEC 29. Senior adult enrollment in non-credit courses</del></p> <p><u>MHEC 19. Occupational program Associate degrees and credit certificates awarded by program area:</u>  <u>Business, Data Processing, Engineering Technology, Health Services, Natural Science, Public Service</u></p> <p><u>MHEC G. Every other year: (Jacob France Institute)</u>  <u>Wage growth of occupational degree graduates:</u>  <u>Median income one year prior to graduation</u>  <u>Median income three years after graduation</u>  <u>Percent increase</u></p>
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<b>Category</b>	<b>Measures</b>
<b>4. Information and Analysis</b>	HCC score v. external quality award evaluation for this Baldrige category
<ul style="list-style-type: none"> <li>• <del>Measurement, and analysis, and improvement</del> of organizational performance</li> <li>• <del>Management of information, information technology, and knowledge management</del></li> </ul>	<p><del>MHEC 4. Percent of students transferring to Maryland public 4-year institutions</del></p> <p><del>MHEC 6. Second year retention rate</del></p> <p><del>MHEC 7. Four-year transfer/graduation rate of full-time students</del></p> <p><del>MHEC 8. Six-year transfer/graduation rate</del></p> <p><del>HCC: Overall retention rate fall-to-fall for first time to college students.</del></p> <p><del>MHEC 9. Developmental completers after four years</del></p> <p><del>MHEC 10. Successful-persistor rate after four years</del></p> <ul style="list-style-type: none"> <li><del>a. College-ready students</del></li> <li><del>b. Developmental completers</del></li> <li><del>c. Developmental non-completers</del></li> <li><del>d. All students in cohort</del></li> </ul> <p><del>MHEC 11. Graduation-transfer rate after four years</del></p> <ul style="list-style-type: none"> <li><del>a. College-ready students</del></li> <li><del>b. Developmental completers</del></li> <li><del>c. Developmental non-completers</del></li> <li><del>d. All students in cohort</del></li> </ul> <p><del>MHEC 12. Performance at transfer institutions:</del></p> <ul style="list-style-type: none"> <li><del>a. Percent with cumulative GPA after first year of 2.0 or above</del></li> <li><del>b. Mean GPA after first year</del></li> </ul> <p><del>MHEC 17. Successful-persistor rate after four years</del></p> <ul style="list-style-type: none"> <li><del>a. African American</del></li> <li><del>b. Asian, Pacific Islander</del></li> <li><del>c. Hispanic</del></li> </ul> <p><del>MHEC 18. Graduation-transfer rate after four years</del></p> <ul style="list-style-type: none"> <li><del>a. African American</del></li> <li><del>b. Asian, Pacific Islander</del></li> <li><del>c. Hispanic</del></li> </ul>
<b>5. Faculty and Staff Workforce Focus</b>	HCC score v. external quality award evaluation for this Baldrige category
<ul style="list-style-type: none"> <li>• <del>Work systems</del></li> <li>• <del>Faculty and staff learning and motivation</del></li> <li>• <del>Faculty and staff well being and satisfaction</del></li> </ul>	<p>HCC - Job satisfaction; <del>Annual workforce report</del></p> <p>HCC - Selected internal survey questions such as <del>people work with cooperate as a team,</del></p> <p><del>“Supervisors encourage me to advance my career; Safe workplace; Employee appraisal</del></p>

<ul style="list-style-type: none"> <li>• <u>Workforce engagement</u></li> <li>• <u>Workforce environment</u></li> </ul>	<p>process," etc.  MHEC 1<u>54</u>. Percent minorities of full-time faculty  MHEC 1<u>65</u>. Percent minorities of full-time administrative / professional staff</p>
<p><b>6. Educational and Support Process Management</b></p>	<p>HCC score v. external quality award evaluation for this Baldrige category</p>
<ul style="list-style-type: none"> <li>• <del>Learning-centered processes</del></li> <li>• <del>Support processes</del></li> <li>• <u>Work systems design</u></li> <li>• <u>Work process management and improvement</u></li> </ul>	<p>HCC - Update on learning outcomes assessment projects  <del>HCC – Selected internal survey questions such as conditions of building and grounds, personal work space, provide items needed to do your job, etc.</del>  <u>HCC- Licensure exam passing rate Paramedic, CVT, Geriatric Nursing Assistant (GNA)</u>  MHEC 2<u>35</u>. Licensure exam passing rate - NCLEX RN / NCLEX PN, EMT-B, <del>Paramedic, CVT, GNA</del></p>

Adopted: 5/26/04

## **C President's Report**

### **CCSSE Results Are in: HCC Scores Are Above the Benchmark!**

HCC participates in the National Community College Survey of Student Engagement (CCSSE) every other year. The spring 2008 data from this extensive survey have been analyzed. Ratings on each of the 145 items are shown and HCC ratings are compared to other Maryland community colleges, medium community colleges, and all community colleges that participated in the CCSSE. On a number of these items HCC rated higher than the three comparison groups, while on other items, we have opportunities for improvement.

HCC was rated above the benchmark on CCSSE's five principal indicators of institutional effectiveness: active and collaborative learning, student effort, academic challenge, student-faculty interaction, and support for learners.

### **Development Update**

<b>September Foundation Revenue</b>		
	<b>2008</b>	<b>2007</b>
Monthly total	\$349,282	\$238,843
Endowment funds	\$2,710	\$265
Scholarship funds	\$1,080	\$48,298
Grant funds	\$345,492	\$33,000

### **Grant Received for Teacher Education Students**

Congratulations to the division of social science/teacher education, which received \$137,000 from the Maryland State Department of Education for the Child Care Career and Professional Development Grant. The grant provides federally-funded scholarships to cover tuition, books and fees for 125 course enrollments from July 2008 through February 2010. Scholarships are open to credentialed child care providers who seek to obtain a degree in early childhood development, elementary education or elementary education/special education. Thank you to **Fran Kroll**, director of teacher education, and **Cindy Scruggs**, from the social sciences/health sciences division office, who worked on this grant. Recruitment of scholarship recipients will begin immediately. **Barbara Miller** was hired to fill the position of grant coordinator.

### **Sustainability Efforts**

The information technology (IT) department has been working hard on the college's sustainability efforts! **Sung Lee** has implemented an energy savings program for

computers in the labs and classrooms. From September 1<sup>st</sup>-17<sup>th</sup>, the college has saved \$4,399 based on a cost of .07 kWh. The average savings per computer was \$2.91. This program monitors the computer usage and turns the computer off (LCD included) when idle. IT has been using this program for over a year and a half. Based on 1,500 computers per year, the savings is equal to 570 tons of CO<sub>2</sub> emissions, equivalent to taking 123.35 passenger cars off the road!<sup>1</sup>

This year, the college has partnered with a computer recycling company (Lazarus Foundation) to recycle the computers from Duncan Hall (820 computers). The Lazarus Foundation will refurbish the computers and distribute them to students in Howard County. **Sung Lee** and **Sharon Schmickley** are working with the foundation to provide computers to HCC students.

Also, IT has been using a software called Vmware that virtualizes physical servers. Virtualization essentially lets one computer do the job of multiple computers by sharing the resources of a single computer across multiple environments. This year, four servers are virtualized, which saves energy equivalent to planting 80 trees, taking six cars off the highway, or 35,504 lbs CO<sub>2</sub> emissions.<sup>2</sup>

Thank you to the entire IT staff for all of their efforts to make HCC a more environmentally friendly place!

### **Rider School on YouTube!**

Did you know that The Rider School at Howard Community College has a Youtube video? Visit <http://www.youtube.com/RiderSchool> to see our new promotional video! The video was produced by HCC-TV, and shot in true hi-def. In addition to distribution on DVD, the Youtube site makes it available to anyone at any time.

Thanks to the production team, led by promotions producer **Carl Merritt**, videographer and editor **Jose Tenorio**, production assistants **Danielle Malloy** and **Jordan Metzger**, as well as the "stars" of the video, Rider School director **Jim Schmidt**, faculty members **George Bess** and **Charles Finney**, as well as bestselling authors and motojournalists (and also Rider School faculty members) **Tracy Martin** and **Lee Parks**. Everyone did such a nice job! This promotional tool is a fantastic example of the superior product HCC's television services department produces.

### **Artful Revolución**

QUE BONITO! The reception held on September 13<sup>th</sup> for the Mexican lithograph exhibit was a stunning success. The lithographs were from the collection of HCC Spanish adjunct faculty member, Virgilio Blanco. The world languages program worked closely with the art department and the The Rouse Company Foundation Gallery for an evening of music, art, and Mexican food. In addition to the many

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<sup>1</sup> BC Hydro Department of Energy Lawrence Berkeley National Laboratory (LBNL) study, 2001. The EPA.

<sup>2</sup> <http://www.vmware.com/solutions/green/calculator.html>

guests from the community were Cuauhtemoc Cardenas, the former governor of Mexico City, the president of Universidad Internacional and his son, Javier Espinosa and Javier Espinosa Jr. and the widow of one of the artists, Cecilia Bustos. Universidad Internacional is HCC's partner institution in Mexico and the sponsor of the exhibit. Many thanks to **Jim Adkins, Becky Bafford, Cheryl Berman, Christele Cain, Alice Conn** and **Jose Manuel Mendoza** for their hard work in making the event a success.

### **Rep Stage – Best Of**

*Baltimore City Paper's* annual "best of" issue has chosen Rep Stage as the best theater company and *Thom Pain* as the best production!

About Rep Stage the paper says, "For its 2007-'08 season, Rep Stage offered a series of edgy, intriguing, and dazzlingly acted productions that flew in the face of the conventional conservatism that paralyzes many subscription-based theaters. Ranging from the classics (Mrs. Warren's Profession) to the in-your-face (Thom Pain), this season took audiences from the classroom (Mrs. Farnsworth) to the desert (In the Heart of America). It's come to terms with the Holocaust (A Shayna Maidel) and with department-store Santas (Santaland Diaries). Under the energetic artistic direction of **Michael Stebbins**, Rep Stage takes you places--even after the trek to Columbia."

About the production of *Thom Pain* the paper says, "With a chair, a dictionary, and a plot line that sort of self-destructed onstage, the character Thom Pain baited the audience, annoyed more than a few, left many questions unanswered, and had a great time doing it. Somehow, thanks to the sharp dialogue of playwright Will Eno, the dead-on acting of **Timothy Pabon**, and the direction of **Lee Mikeska Gardner**, this play revealed in the stark truth: "When you go to the theater, you expect something to appear, and you just get what was here before." Been there, done that? Well, maybe not. For a riveting hour and a half, this production built on that foundation with a childlike obsession, and then, in one joyful swipe, let it all come tumbling down. Somehow, *Thom Pain* managed to carry it off without taking itself--or the audience--too seriously."

Congratulations to everyone involved!

### **NACCE Publishes Article written by Betty Noble**

In its summer/fall 2008 publication, the National Association for Community College Entrepreneurship's (NACCE) *Community College Entrepreneurship* journal has included an article written by **Betty Noble**, director of HCC's Center for Entrepreneurial and Business Excellence.

In the article, Betty provides information on HCC's entrepreneurial program, highlighting the National Science Foundation grant-funded course ENTR-215: Taking Innovation to Market and ENTR-101: Entrepreneurship and Creativity. Betty aptly describes the program at HCC: "Creativity and the opportunity to experiment and experience frame entrepreneurship at Howard Community College. We want

students to discover their potential as they wonder how they might fit into academic and business worlds.”

Congratulations to Betty on the published article!

## **Capital Update**

### The Rouse Company Foundation Student Services Hall

The signage package remains the last item required for installation. Once the signage has been completed, college staff will finalize all items in preparation for project closeout.

### Athletic Fields Renovations

Following several meetings with college staff, Hudak’s and PHR&A, clarification of work and review of the change orders are complete. PHR&A developed the punchlist items, which were forwarded to Hudak’s for review. The college is waiting to hear from Hudak’s regarding the punchlist completion.

Planning meetings for phase five of the athletic fields’ renovations took place and the RFP was developed. The bidding phase is currently underway. This phase includes installation of a multi-purpose turf field to serve multiple teams including baseball and softball. It is anticipated that recommendations for contract award will be presented to the board at its November meeting.

### McCuan Hall and Smith Theatre Renovations

Currently, all areas of the building renovation are complete and occupied, with the exception of the Smith Theatre and the associated areas.

Construction for this area remains on schedule and is approximately 90 percent complete. The college is working with the contractors to complete renovations for a scheduled opening in early November. As previously reported, furniture and equipment through Maryland Correctional Enterprises (MCE) has been delayed and the college will use its existing furniture and equipment until MCE is able to deliver and install the new furniture that is now expected to be in December 2008.

Punchlist items for McCuan Hall have been developed. 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

Construction has been progressing and is on schedule. Since the network room must stay operational 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 at completion includes the north side of the building encompassing six classrooms, one open computer lab, the outcomes assessment office, the international education office, and 80 percent of the IT department. Phase two at completion includes the west side of the building, which is 50 percent of the library renovations. Phase three at completion is the east side of the building with nine classrooms and the remaining 20 percent of the IT department. And phase four at completion is the south side of the building encompassing the remaining 50 percent of the library, the information literacy room, and student/faculty training rooms.

Phase one is approximately 60 percent complete and includes the mechanical, electrical and plumbing rough-in work as well as exterior glass and finishing work. Phase two is well underway and is approximately 30 percent complete.

Project meetings continue with college staff, the 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 architects have completed the schematic design drawings and are beginning to work on construction documents. In earlier meetings with the county, it was determined that a parking lot would need to be added to the project, which had not originally been planned. This addition would mean a gravel lot and a storm water management pond will also need to be included in the project. There have also been additional costs needed for the geothermal system and the septic system. A tank for the fire suppression system also was required by the county that had not originally been anticipated. Since these additional items have been needed to complete the project, the cost has increased and the decision was made to shell one of the classrooms in addition to the production kitchen, which had already been planned to be shelled. The additional items have added cost to the project, which was included in the proposed FY10 capital budget. As the project still must go through the county review and the review by the Maryland Historic Trust (MHT), additional costs may occur in the project.

It is anticipated that the barn renovations will be completed by spring 2010 with these additional changes. The college staff, architects, and contractor continue to work closely to resolve issues and move the project forward.

#### Children's Learning Center Renovations

The Children's Learning Center has started the fall semester utilizing its newly completed space. Although construction is finished, punchlist items are ongoing and will be completed throughout the semester. The college will monitor the progress of the punchlist in preparation for project completion.

#### 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 the Hickory Ridge building.

**D – Board Member Comments**

## **E – Approval of Minutes**

1. September 24, 2008, Work Session
2. September 24, 2008, Regular Session

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
WORK SESSION MINUTES  
September 24, 2008**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, September 24, 2008, in The Rouse Company Foundation Student Services Hall (room 400) at Howard Community College, Columbia, Maryland. Chair T. James Truby brought the work session to order at 6:08 p.m. Other board members present included trustees Roberta E. Dillow, Kevin J. Doyle, Patrick L. Huddie, and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present. Katherine K. Rensin, vice chair, and Louis G. Hutt, Jr., trustee, were absent.

**I. Introduction of New Employees**

Ron Roberson, vice president of academic affairs, introduced Jennifer Garner, instructor, English; Margaret Garroway, assistant professor, English; Brian Kelley, instructor, accounting; Stacy Korbela, instructor, English; Richard Leith, interim assistant professor, English; Jean Pak, English as a second language (ESL) data and research assistant; Jennifer Stott, instructor, physical science; Chuni Wang, ESL information specialist; Gregory Wentz, instructor, culinary arts; and Dianne Wong, acting instructor, nursing.

Lynn Coleman, vice president of administration and finance, introduced Andre Wright, facility services manager.

Tom Glaser, vice president of information technology, introduced Clara Casey, student computer support, computer network support technician.

Cindy Peterka, vice president of student services, introduced Chelsey Barrett, student life associate; Pamela Bauer, retention specialist; Debra Greene, director, academic support services; and Paul (Buck) Setter, senior testing specialist.

**II. Introduction of Constituency Group and Cross-Functional Team Leaders**

Ron Roberson introduced William Straube, vice president of faculty forum and instructor, biology; and Sharon Lyon, chair of curriculum and instruction committee and associate professor, physical science.

Cindy Peterka introduced Devin Greene, vice president of the student government association; and enrollment management committee co-chairs, Barbara Greenfeld, associate vice president of enrollment services, and Randy Bengfort, director, marketing and communications.

Erin Yun, director of board relations/special projects, introduced the administrators group vice chair, Missy Matthey, director of development and executive director of the Howard Community College Educational Foundation, Inc.

Tom Glaser introduced professional/technical group chair, Anna Hamilton, computer specialist; and vice chair, Valerie Smith, senior network administrator.

Lynn Coleman introduced support group chair, Judy Darling, office associate, welcome center; vice chair Cathy Watts, office associate, academic/student support and career services; and executive committee member Yvonne Beachum, office associate.

Kate Hetherington introduced diversity committee co-chairs, Carol Parecco, director of service learning; and Julie Jones, audience services manager and website designer. She also introduced salary and benefits committee co-chair, Dan Friedman, professor, chemistry and division chair, science and technology.

### **III. Information Session: Social Sciences/Teacher Education Division**

Jerry Casway, professor of history, chair of the social sciences/teacher education division, and director of the Rouse Scholars program, gave an overview of the area including related study abroad programs. He also passed around articles, manuals, books, and papers that faculty published and/or presented at conferences. Patrick O'Guinn, professor of criminal justice, talked about the computer forensics and police science programs. He introduced Major Lee Lachman and Cadet James Lentscher who gave an overview of the police science program.

The work session adjourned at 7:05 p.m.

The above constitutes the official minutes of the September 24, 2008, work session of the Howard Community College Board of Trustees as approved on October 22, 2008, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
REGULAR SESSION MINUTES  
September 24, 2008**

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, September 24, 2008, in The Rouse Company Foundation Student Services Hall (room 400) at Howard Community College, Columbia, Maryland. Chair T. James Truby brought the regular session to order at 7:15 p.m. Other board members present included trustees Roberta E. Dillow, Kevin J. Doyle, Patrick L. Huddie, and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present. Katherine K. Rensin, vice chair, and Louis G. Hutt, Jr., trustee, were absent.

**A. Approval of September 24, 2008, Agenda**

*A recommendation to approve the September 24, 2008, agenda was moved by Trustee Huddie, seconded by Trustee Dillow, and unanimously approved.*

**B. Board Priority Items**

**1. Board End: Strategic Planning**

Zoe Irvin, executive director of planning, research and organizational development, reviewed the highlights.

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

**2. Financial Statements Disclosure Schedule**

Lynn Coleman, vice president of administration and finance, informed the board that there were no scheduled financial statements this month.

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

**3. Proposed Fiscal Year 2010 Capital Budget**

Lynn Coleman, vice president of administration and finance, reviewed current projects included in the FY10 capital budget.

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

**C. Discussion Items**

**1. Revenue Enhancement for the Maryland State Budget**

A draft resolution from the Maryland Association of Community Colleges (MACC) supporting video lottery terminals (VLTs) was given to the board for its consideration. Chair Truby declared the resolution open to the floor for commentary and discussion. Each board member commented on the resolution and the potential social and economic impact of VLTs on the

state and its residents.

After a lengthy discussion during which the board carefully considered arguments both for and against the introduction of VLTs, the board determined to request that MACC revise the resolution to include language stating that VLTs were only supported after “having carefully considered arguments on both sides of the issue and in full expectation of maintenance of the current level of funding for education from the State general fund.”

*A motion to endorse the resolution from the Maryland Association of Community Colleges supporting video lottery terminals, as amended, was moved by Trustee Huddie, seconded by Trustee Dillow. Trustees Truby, Dillow, Doyle, and Huddie voted ‘yea.’ Trustee Tung voted ‘nay.’*

#### **D. President’s Report**

President Hetherington mentioned her upcoming Community Colleges for International Development (CCID) trip to Argentina followed by the Baldrige site visit to HCC. Both events will take place in October. She thanked everyone, especially Zoe Irvin, executive director of planning, research and organizational development, for their work preparing for the site visit. She thanked Missy Matthey, director of development and executive director of the Howard Community College Educational Foundation, Inc., and all the volunteers who worked setting up for and at the Grand Prix. Missy Matthey announced a net profit amount of \$114,000, which she said will probably go up as checks continue to be processed.

#### **E. Board Member Comments**

Chair Truby commented on the major donor party and the extraordinary contribution of the Grand Prix volunteers.

Trustee Dillow commented on the Children’s Learning Center ribbon-cutting and how the children responded positively to County Executive Ken Ulman.

Based on enrollment data presented in the President’s Report, Trustee Huddie commented on the large number of international students from a variety of countries and the positive impact this diversity has on the HCC community.

Trustee Doyle apologized for missing the Grand Prix due to a family emergency. He was impressed by the police science program as an example of how HCC responds to the needs of the community.

Trustee Tung recalled HCC providing first-responder training to firemen from Malaysia back in 2005. She apologized for not making it to the Grand Prix and commented that the event has become famous region-wide. She remarked that the Baldrige site visit is a testimony to the excellence of the institution and its employees.

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

Trustee Truby mentioned that a new team of auditors will be coming in October; discussions have taken place on the focus of future audits.

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

## **G. Report of the Legislative and Community Relations Committee**

The board has asked for parents to continue to speak at the legislative breakfast on January 13; last year, parents of students attended and a parent spoke and it was a huge success.

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

## **H. Approval of Minutes**

*A recommendation to approve the August 27, 2008, work session and regular session minutes, was moved by Trustee Dillow, seconded by Trustee Huddie, and unanimously approved.*

## **I. Consent Items**

1. Proposed new hires;
2. Television studio network storage solution awarded to Chesapeake Systems, Inc. in the amount of \$53,575;
3. Electrical contractor services for the black box theatre awarded to Lloyd-Beal Electric in the amount of \$30,400;
4. Testing expenses awarded to the College Board, sole source vendor, in an amount not to exceed \$50,000; and
5. Belmont design phase change orders 2 and 3 awarded to Struever Bros. Eccles & Rouse, Inc. in the amount of \$1,939 for change order 2, \$3,436 for change order 3, for a total of \$5,375 total for change orders 2 and 3.

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

## **J. 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.

October 3 Chamber Signature Event

ACCT leadership congress in New York – please review the dates for your hotel reservation; send Erin Yun your train schedule so she knows when to expect you. Chair Truby, Vice Chair Rensin, and President Hetherington will be making a presentation on Friday, October 31.

November 5 Audit and Finance committee

November 6 Legislative and Community Relations committee

Erin Yun asked that board members inform her if they are unable to attend a meeting of a committee to which they have been assigned.

October 8 Dinner at Belmont with the Turkish delegation

November 9 Diploma Recognition Ceremony

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

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

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

**4. Personnel Summary**

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

**Adjournment**

*A recommendation to adjourn the September 24, 2008, regular meeting was moved by Trustee Huddie, seconded by Trustee Dillow, and unanimously approved.*

The regular meeting was adjourned at 8:45 p.m.

The above constitutes the official minutes of the September 24, 2008, regular meeting of the Howard Community College Board of Trustees as approved on October 22, 2008, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

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

## G-1 Issue Bin

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

<b>Board Liaisons to Ongoing Projects</b>	
<b>Project</b>	<b>Liaison(s)</b>
Capital Projects	T. James Truby
Entrepreneurial Center	Louis G. Hutt, Jr.
Foundation Board	Roberta E. Dillow
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.

<b>Committees</b>	
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
<b>October 2008</b>		
October 29-November 1, 2008 Wednesday–Saturday	ACCT Annual Congress New York, NY	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li>Annual Association of Community College Trustees Conference</li> <li>“Realizing the Promise: Access and Relevance in the 21st Century”</li> </ul>
<b>November 2008</b>		
November 5, 2008 Wednesday 12:00 noon	Audit and Finance Committee  Café on the Quad - RCF-120B	<ul style="list-style-type: none"> <li>Quarterly Sole Source Report (July – September)</li> <li>Parameters of FY10 Operating Budget</li> <li>Salary and Benefits Recommendations</li> <li>Review of Salary Schedules</li> <li>Tuition and Fees</li> <li>FY08 Single Audit</li> </ul>
November 6, 2008 Thursday 8:30-10:00 am	Legislative and Community Relations Committee Meeting <b>Schoenbrodt Boardroom</b>	<ul style="list-style-type: none"> <li>Planning for Legislative Breakfast</li> <li>Review of HCC Legislative Agenda</li> <li>National Legislative Summit</li> <li>Student Advocacy Day</li> </ul>
November 9, 2008 Sunday 3:00 pm	Twenty-Fourth Annual Diploma Recognition Ceremony Smith Theatre	<ul style="list-style-type: none"> <li>Trustees Invited</li> <li>For students who have successfully completed the general education development program (GED) or the external diploma program (EDP)</li> </ul>
November 12, 2008 Wednesday 12:30-1:30 pm	Student/Donor Luncheon RCF-400/401	<ul style="list-style-type: none"> <li>Trustees Invited</li> </ul>
November 19, 2008 Wednesday 6:00 pm	Work Session / Regular Meeting  RCF-400	<ul style="list-style-type: none"> <li>Informational Tour: Children’s Learning Center</li> <li>Recommendations on Sabbatical/Administrative Leave</li> <li>Report on Board End: Information and Analysis</li> <li>Proposed FY10 Legislative Agenda</li> </ul>
<b>December 2008</b>		
December 10, 2008 Wednesday 6:00 pm	Consent Items / Closed Session Belmont	<ul style="list-style-type: none"> <li>FY09 Presidential Mid-Year Evaluation</li> </ul>

Date	Event	Tentative Agenda Items
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"> <li>• Trustees Invited</li> <li>• RSVP Required</li> </ul>
December 24, 2008 – January 1, 2009 Wednesday–Thursday	HCC Winter Break	
<b>January 2009</b>		
January 13, 2009 <b>Tuesday</b> <b>7:30 am</b>	Annual Legislative Gathering <b>RCF-400</b>	<ul style="list-style-type: none"> <li>• Legislators Invited</li> <li>• County Council and Executive Invited</li> <li>• Students Invited</li> </ul>
January 14, 2009 Wednesday 6:00 pm	Budget Work Session RCF-401	<ul style="list-style-type: none"> <li>• Review of FY10 Integrated Strategic Plan and Operating Budget</li> </ul>
January 26, 2009 Monday <b>8:00 am</b>	New Employee Recognition Breakfast <b>HVPA Grand Hall</b>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• New employees recognized</li> </ul>
January 26, 2009 Monday 9:15-9:45 am	McCuan Hall Dedication HVPA Promenade	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul> <p style="text-align: right;"><b>NEW!</b></p>
January 26, 2009 Monday 10:00 am	Winter Convocation Smith Theatre	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Welcome from Board Chair</li> <li>• Speaker: Dr. Janet Zadina</li> </ul>
January 26, 2009 Monday 12:30-8:30 pm	MACC Trustee Leadership Conference and Legislative Reception Annapolis	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Registration begins at 12:00 noon</li> </ul>
January 28, 2009 Wednesday 6:00 pm	Regular Meeting RCF-400	<ul style="list-style-type: none"> <li>• Approval of FY10 Integrated Strategic Plan and Operating Budget</li> </ul>
<b>February 2009</b>		
February 4, 2009 Wednesday 8:30-10:00 am	Legislative and Community Relations Committee Meeting <b>Schoenbrodt Boardroom</b>	<ul style="list-style-type: none"> <li>• Progress of Annapolis Session</li> <li>• Student Advocacy Day</li> <li>• County Budget Process</li> <li>• Legislative Summit</li> </ul>
February 9-11, 2009 Monday–Wednesday	ACCT Legislative Summit Marriott Wardman Park Hotel - Washington, DC	<ul style="list-style-type: none"> <li>• Meetings Arranged with Board Members and Maryland Delegation in DC</li> </ul>
February 11, 2009 Wednesday 9:00 am–1:30 pm	Community College Student Advocacy Day Annapolis, MD	<ul style="list-style-type: none"> <li>• FYI for Trustees</li> </ul>
February 18, 2009 Wednesday 6:00-8:00 pm	Former Board Social RCF-400	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Current and Former HCCEF Board Members, Former Board of Trustees Members, Former Capital Campaign</li> </ul>

Date	Event	Tentative Agenda Items
		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"> <li>• HCCEF Annual Report</li> <li>• Informational Tour: Television Studio</li> <li>• Report on Board End: Faculty and Staff Focus</li> <li>• FY08 Workforce Snapshot</li> <li>• Award Recipients</li> </ul>
<b>March 2009</b>		
March 9, 2009 Monday 5:00–8:30 pm	Silas Craft Collegians Fundraiser Hunan Manor Restaurant	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Board Chair Remarks</li> <li>• Fundraiser for the College</li> </ul>
March 11, 2009 Wednesday 9:00-10:30 am	Commission on the Future Update RCF-400	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
March 11, 2009 Wednesday 10:30 am	Audit and Finance Committee Café on the Quad -  RCF-120B	<ul style="list-style-type: none"> <li>• Interviews with Potential Audit Firms</li> <li>• Audit Areas for Review</li> <li>• Semi-Annual Non-Purchasing Agreement Disclosure</li> <li>• Quarterly Sole Source Report (October – December)</li> </ul>
March 17, 2009 Tuesday 12:30 pm & 6:00 pm	Dean's Reception  Smith Theatre	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Recognition for Dean's List and Distinguished Students</li> </ul>
March 19, 2009 Thursday 6:00-8:00	Alumni Social  RCF-400	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Mingle with Alumni, Faculty, and HCCEF Board Members</li> </ul>
March 25, 2009 Wednesday 6:00 pm	Work Session / Regular Meeting  RCF-400	<ul style="list-style-type: none"> <li>• Informational Tour: Learning Outcomes Assessment</li> <li>• Audit Areas for Review</li> <li>• Report on Board End: Educational and Support Process Management</li> </ul>
<b>April 2009</b>		
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"> <li>• Informational Tour: Diversity Cross-Functional Team</li> <li>• FY10 Operating Budget Approval (if necessary)</li> <li>• FY10 Faculty Promotions</li> <li>• Candidates for Commencement</li> <li>• Report on Board End: Leadership</li> <li>• Calendar of FY10 Meetings</li> </ul>
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"> <li>• Trustees Invited</li> </ul>

Date	Event	Tentative Agenda Items
<b>May 2009</b>		
May 1, 2009 Friday 6:30-9:00 pm	Student Awards Banquet Sheraton Columbia	<ul style="list-style-type: none"> <li>• <b>Welcome from Board Chair</b></li> <li>• Trustees Invited and Participate in Presenting Awards</li> </ul>
May 2, 2009 Saturday 7:00-10:00 pm	Vino Scholastico RCF-400	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Tickets Cost \$75 Per Event</li> </ul>
May 13, 2009 Wednesday 12:00 noon	Audit and Finance Committee Café on the Quad - RCF-120B	<ul style="list-style-type: none"> <li>• Quarterly Sole Source Report (January – March)</li> <li>• Meeting with Auditors (FY09 Report)</li> <li>• Year-end Purchases</li> </ul>
May 22, 2009 Friday 10:00 am	Nursing Recognition Ceremony HCC Campus/Grand Prix Field	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
May 22, 2009 Friday 12:30 pm	Reception for Platform Party RCF-400	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
May 22, 2009 Friday 2:00 pm	Commencement HCC Campus/Grand Prix Field	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Board Members Confer Degrees</li> </ul>
May 26, 2009 Tuesday 12:30 pm	Pre-Convocation Lunch RCF-400	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Lunch Preceded by Innovation Fair</li> <li>• Trustees' Award for Outstanding Service to Howard Community College Presentation</li> </ul>
May 26, 2009 Tuesday 1:30 pm	Convocation Smith Theatre	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• <b>Welcome from Board Chair</b> (1:30 pm)</li> <li>• Recognition Event for Retired Employees, Degree Recipients, and New Employees</li> </ul>
May 26, 2009 Tuesday 3:45 pm	Employee Appreciation Event TBD	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
May 27, 2009 Wednesday 6:00 pm	Work Session / Regular Meeting / Closed Session  RCF-400	<ul style="list-style-type: none"> <li>• Informational Tour: Radiologic Technology Program and Laboratory</li> <li>• FY11 Vision, Mission, Values, and Strategic Goals</li> <li>• Election of FY10 Board Officers</li> <li>• Authorization for Board Chair to Approve on Behalf of Board until next Regular Meeting</li> <li>• Review President's Contract</li> </ul>
<b>June 2009</b>		
June 8, 2009 Monday Time - TBD	Board Retreat  Belmont	<ul style="list-style-type: none"> <li>• Agenda – TBD</li> </ul>

**NEW! Looking to the Future:**

Saturday, December 5, 2009 — Grand Opening Barn Dance at the newly expanded and renovated Belmont Barn


Saturday, December 4, 2010 — President's Gala to celebrate the college's 40<sup>th</sup> anniversary

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

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

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

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

**Timeline:** September 12, 2008, through October 9, 2008

◆────────────────── **Disclosure** ───────────────────◆

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

## G-4 Personnel Summary

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

**Purpose:** Disclosure to the board

**Timeline:** September 2008

◆———— Recommendation —————◆

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

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

**September 1 – September 30, 2008**

*Section I – Change in Status*

**RECLASSIFICATIONS**

Old Title	New Title	Department	Old Grade	New Grade	Range for New Grade	Compensation <sup>1</sup>	Name	Effective Date
Business Training Program Assistant	Rider School Program Assistant	Continuing Education	7	8	\$34,769-\$57,717	\$42,223	Rea, Carol	9/16/08

**SPECIAL ASSIGNMENT**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Eff. Date	End Date
Interim Director, Mediation & Conflict Resolution Center (25 Hours)	Mediation/Conflict Resolution Center	Existing Position Replacement	13	\$52,522-\$87,187	\$38,727	Rockefeller, Kathryn	9/03/07	Undetermined
Interim Admissions Counselor (25 Hours)	Admissions & Advising	Existing Position Replacement	13	\$52,522-\$87,187	\$35,013	Johnson, Danielle	7/01/08	11/30/08
Acting Associate Director, Human Resources	Human Resources	Existing Position Replacement	16	\$67,272-\$111,671	\$79,795	Logan, Portia	7/01/08	Undetermined
Acting Director, Human Resources	Human Resources	Existing Position Replacement	18	\$79,340-\$131,705	\$80,755	Young, Karlyn	7/01/08	Undetermined
Interim Academic Advisor (25 Hours)	Admissions & Advising	Temp with Benefits New Position	12	\$48,363-\$80,283	\$32,247	Cripps, Laura	8/04/08	6/30/09
Acting Instructor, Nursing	Health Sciences	New Position	Instructor (10 Month)	\$45,390-\$65,816	\$65,166	Wong, Dianne	8/04/08	12/19/08
Acting Assistant Professor, English	English/World Languages	New Position	Asst. Prof. (10 Month)	\$46,503-\$74,237	\$48,690	Leith, Richard	8/16/08	6/05/09

**PHASED RETIREMENT**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Benefits Manager	Human Resources	N/A	N/A	N/A	N/A	Heckler, Sharon	3/01/08

**CHANGE IN POSITION STATUS**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Basic Skills Workplace & Registration Coordinator	Continuing Education	Change in part-time work hours from 20 to 25	12	\$48,363-\$80,283	\$32,455	Evans, Linda	8/01/08*

\*Not included in September 2008 Meeting Report

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

**September 1, 2008 – September 30, 2008**

**SEPARATIONS**

<b>Title</b>	<b>Department</b>	<b>Position Control Status</b>	<b>Grade</b>	<b>Range for Grade</b>	<b>Compensation<sup>1</sup></b>	<b>Name</b>	<b>Effective Date</b>
Foundation Associate	Development and Alumni	N/A	N/A	N/A	N/A	Paris, Karen	9/04/08
Admissions & Academic Advisor (Nursing & Allied Health)	Admissions & Advising	N/A	N/A	N/A	N/A	Bauley, Deborah	9/19/08
Transfer Counselor	Academic/Student Support & Career Services	N/A	N/A	N/A	N/A	Allen, William	9/12/08
Housekeeper	Plant Operations	N/A	N/A	N/A	N/A	Jennings, Stephen	9/19/08
Research Support Assistant	Planning, Research, & Organizational Development	N/A	N/A	N/A	N/A	Johnson, Rachel	9/26/08
Professor, Cardiovascular Technology; Director of Card. Tech.	Health Sciences	N/A	N/A	N/A	N/A	English, Mary Patricia	9/26/08

*Section II – Leaves*

**SABBATICAL LEAVE**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
Nithianandam, Vinitha*	Professor, Computer Technology & Electronics/Telecommunications	7/01/08	6/30/09
O'Guinn, Patrick*	Professor, Criminal Justice & Co-Director, Computer Forensics	8/04/08	6/05/09
Yongue, Amelia	Assistant Professor, English	8/04/08	12/31/08

\*Modified half year spread over FY09