



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

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August 26, 2009

6:00 pm

The Rouse Company Foundation Student Services Hall  
RCF-400

# GROUND RULES

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

# Howard Community College's *Dragon Principles*

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

We pledge to...

Be friendly

Be helpful to our students and community

Be considerate of each other

And we pledge to...

**Provide Pathways to Success**





**HOWARD**  
COMMUNITY COLLEGE

*You Can Get There From Here.*

**Board of Trustees' Meeting Agenda**  
**August 26, 2009**  
**The Rouse Company Foundation Student Services Hall**  
**Room: 400**

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

I. Information Session: Leadership Initiatives

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

**A.** Approval of August 26, 2009, Agenda

**B.** Board Priority Items

1. Fiscal Year 2009 Board Accomplishments
2. Fiscal Year 2009 Strategic Plan Evaluation and Core Work Highlights
3. Financial Statements

**C.** President's Report

**D.** Board Member Comments

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

**F.** Approval of Minutes:

1. May 27, 2009, Work Session
2. May 27, 2009, Regular Session
3. May 27, 2009, Closed Session
4. June 8, 2009, Retreat
5. June 8, 2009, Retreat Closed Session

**G.** Consent Items

1. Ratify and Confirm Purchase of Sustainable Floor-Cleaning Machines and Ice Melt
2. Ratify and Confirm Purchase of Moving Truck with a Lift Gate
3. Ratify and Confirm Purchase of John Deere Electric Gators
4. Ratify and Confirm Spending Allowance Increases (Washington Gas, PEPCO, Fitch, W.W. Grainger, Siemens, and Brickman )
5. Ratify and Confirm Vehicle Purchase for the Security Department
6. Ratify and Confirm Professional Research Services for Continuity of Operations Planning
7. Ratify and Confirm Network Closet Switch Replacements
8. Ratify and Confirm Hickory Ridge Network Upgrade
9. Ratify and Confirm Websense
10. Ratify and Confirm Increase of MEEC Agreement Purchases for Technology Expenditures
11. Ratify and Confirm Purchase of Work Truck
12. Ratify and Confirm Parking Lot F Construction Contract
13. Ratify and Confirm Purchase of Starcraft Allstar Commercial Bus
14. Ratify and Confirm Print Shop Copiers – Request for Additional Funding
15. Ratify and Confirm Increase for Allied Security Services

16. Ratify and Confirm Summer II and III Graduates
17. Ratify and Confirm Spending Allowance Increase (Supreme Maintenance)
18. Ratify and Confirm Dues for the Maryland Association of Community Colleges
19. Ratify and Confirm Project Access Bus Service Bid
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22. Ratify and Confirm Sodexo Management Fees for Fiscal Year 2009
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31. Ratify and Confirm Athletic Fields Phase V Change Order 1
32. Proposed New Hires
33. Grants and Scholarships
34. Print Shop Equipment Rental Charges
35. Continuing Education Advertising

**H. Discussion Items**

1. Belmont Capital Update

**I. Information Items**

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

**Closed Session**

## **I – Information Session: Leadership Initiatives**

**Background:** Howard Community College began its leadership development journey in 2003 with the implementation of the *Encouraging eXcellence through Coaching, Empowerment, and Leadership* (EXCEL) forum. With the addition of the *Leading Edge: Going the Distance and Making a Difference* supervisor's training program and Servant Leadership program, HCC's leadership initiative is now comprised of three focused components.

**Purpose:**

Recognizing the value of effective and responsible leadership at all levels, these programs were developed with the purpose of fostering the belief that each HCC employee has the capacity to be a leader.

**Instructional Design:**

The curricula for these programs are designed to provide participants with the philosophy, skills, and tools characteristic of effective leadership and representative of the college's mission, vision, and values. For this reason, each year's curricula can be different. Each program's curriculum is redesigned based on several factors, including the current year's strategic initiatives, post-evaluation feedback, and college culture.

The varying topics presented have the added value of being designed with content and learning objectives that are relevant and specific to the needs of HCC. Each session is facilitated by a presenter either internal to HCC (a faculty or staff member) or external and the sessions are highly interactive to optimize participation and learning.

*EXCEL* Forum and the *Leading Edge* programs begin with participants taking the DiSC (Dominance, Influence, Steadiness, Consciousness) work style assessment tool. This activity establishes an awareness of diverse work styles through gaining an understanding of an employee's own individual work style and the work styles of others, which in-turn could lead to improved work relationships and increased productivity.

**Programs:**

EXCEL Forum

The *Encouraging eXcellence through Coaching Empowerment and Leadership* (EXCEL) forum was established in 2003.

The purpose of this program is to enhance participants' ability to effectively lead, motivate, and inspire groups and individuals toward achievement of Howard

Community College's strategic and operational goals. Additional objectives of the program include:

- Providing a better understanding of the supervisor's role and the roles of the people that report to them;
- Enhancing the understanding of alignment of activities with the college's mission and strategic priorities;
- Encouraging continuous self-evaluation, open communication, and feedback; and
- Developing coaching skills.

To date, 171 people have participated in the program. This number is represented by 34 administrators, 29 faculty, 93 professional/technical members, 14 support group constituents, and 1 contractor. Participants are selected by the president's team.

Timeline: Participants meet every other Friday for half-day sessions from January-June.

#### Servant Leadership

This leadership model and its approach, philosophy, and practices were introduced college-wide in 2005.

In the servant leadership model, the leader is expected to give top priority to the needs of those s/he serves. Once introduced on campus, the board of trustees fully endorsed the concept and asked that the servant leadership philosophy be infused in training and development efforts at all levels of the organization.

Since 2005, a variety of workshops and presentations with a servant leadership focus have been attended by over 500 faculty, staff, and students.

#### Leading Edge

*The Leading Edge: Going the Distance and Making a Difference* supervisor's training program was established in 2008.

This program is designed to provide new and experienced supervisors with the opportunity to further develop skills leading to high performance supervision. The program provides participants with the necessary tools and strategies needed to achieve the highest level of performance by their staff and obtain a more in-depth understanding of HCC's business practices and organizational values.

The program is also an avenue to provide HCC's supervisors relevant support to reinforce valued supervisory skills. To date, there have been two classes and 22 employees completing this program. This number is represented by 2 administrators, 18 professional/technical, and 2 support group constituents. Again, participants are selected by the president's team.

Timeline: Participants meet one full day each month from October to May.

**Budget:**

The costs associated with the leadership programs cover speaker fees, materials, and meals. The approximate FY09 budget for each program was as follows:

**EXCEL Forum: \$3,800**  
**Leading Edge: \$4,400**

Similar programs available through external providers can cost thousands of dollars per participant. However, the college's cost in relation to other programs of this caliber is highly effective, as it is able to reach numerous employees for what it might cost the college to send just one to an external program. One past participant said:

*“My sabbatical research in best practices for academic leadership training, as well as my own EXCEL experience, has convinced me that our on-site leadership program is not only excellent, but a model for other institutions, and that we should continue to increase participation at all levels, in all college areas, to continue to nurture our culture of good and humane leadership at HCC.”*

**Feedback:**

Post-evaluation data for this year's programs showed an overall rating on a 5-point scale of:

<b>EXCEL</b>	<b>4.54</b>
<b>Leading Edge</b>	<b>4.77</b>
<b>Servant Leadership</b>	<b>4.92</b>

In addition to the numerical ratings on a variety of criteria, some of the comments regarding the impact of the program included:

*“Leadership Communication – I find that I am hesitant to question or follow-up with employees I supervise because I don't want them to feel micro-managed, but I also realize that they need my support and guidance in order to get the job done. The skills in this workshop helped me see the role of communication in developing a balance between support and micro-managing.”*

*(The) “DiSC assessment really helped me to learn to look at my co-workers' perspective. (we're using it at our retreat in June): Servant Leadership – Good ideas and right attitude to have in an office – reinforcement; ethics; a core value for me and can be challenging in the workplace with different people from different backgrounds.”*

*“As a new employee on campus, it was great to meet so many other leaders and get to know them. Now we have shared experiences that we'll always have in common and we can discuss leadership principles whenever we want to.”*

Furthermore, of the 171 past participants, nearly one-quarter have moved into new positions, received re-classifications, and/or received faculty promotions. Some

have taken on leadership roles, such as chairing committees and constituency groups. Several past participants present modules in one or more of the college's leadership programs and/or facilitate other professional development and training programs for the college community.

When surveyed, past participants indicated that the biggest impact of the program was increased awareness, confidence, and attitudinal changes.

**Next Steps:**

During spring 2009, the **Next Steps in Servant Leadership** program was offered. This program is an interactive workshop that guides participants in more advanced thinking about servant leadership concepts through problem-based learning strategies. This initiative will continue to be part of HCC's leadership program offerings.

Also, a core group of servant leadership facilitators is currently under development. This group will be an additional resource for the college community and allow for broader, more diverse perspectives to be engaged.

Beginning fall 2009, the college will launch the **Professional Learning Community in Advanced Leadership**, which will focus in the 2009-2010 academic year on the concept of "the mindful leader." Working from a stimulating reading and activity list that includes texts and instruments to enhance awareness of leadership strengths and skills, participants will share responsibility for facilitating discussions and will meet every three weeks over the course of the year to share ideas and progress. Lead facilitators include Drs. Lisa Wilde, Jean Svacina, and Tara Hart. The program will be offered to employees who have already completed the EXCEL leadership program.

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## **B-1 Fiscal Year 2009 Board Accomplishments**

**Background:** During FY09, the board of trustees undertook many new projects as well as completing several that carried over from previous years. A brief summary of the top accomplishments follows:

1. Approved the FY10-15 vision, mission, values, and strategic goals.
2. Expanded the Children's Learning Center, resulting in the expansion of services for students, employees, and community members.
3. Completed the renovations of the James Clark, Jr. Library building, providing a state-of-the-art library for students as well as a variety of new anatomy and physiology laboratories.
4. Opened the newly renovated Smith Theatre and McCuan Hall.
5. Secured funds for the design of the health sciences building.
6. Approved the FY10 integrated strategic plan and operating budget.
7. Led the development of the FY10 capital budget.
8. Led the development of the FY10 legislative agenda and played a critical role in the advancement of the agenda.
9. Approved 7 new academic programs to meet student and community needs.
10. Served on committees at the state level to advance the cause of community colleges.
11. Oversaw the annual audit.
12. Awarded the contract for the facilities master plan.
13. Awarded the contract for the wayfinding signage master plan.
14. Awarded Congressman Cummings an honorary degree at HCC's 38<sup>th</sup> Commencement Ceremony.
15. Awarded the James Clark, Jr. Medal to Mr. and Mrs. James Moxley, Jr.
16. Approved the progress report to the Maryland Higher Education Commission on HCC's Cultural Diversity Plan.
17. Updated and revised the board bylaws and the board policies.
18. Hired 77 budgeted employees into existing (44) and new (33) positions.
19. Waived the three-month residency requirement for civilian employees and defense contractors relocated due to the Base Realignment and Closure (BRAC).
20. Routinely represented the college at community functions and attended/supported campus events and activities.
21. Visited various areas of the college, including the Children's Learning Center, the TV studio, and the radiologic technology laboratory and received presentations on a variety of academic and service topics, including exchange students and faculty, international students, continuing education and workforce development, the social sciences division, the diversity committee, and learning outcomes assessment, during work sessions.

22. Recognized student groups for their accomplishments, including All-USA Team members, student athletes, student who raised funds for United Way, and alternate break participants.

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

**Timeline:** FY09

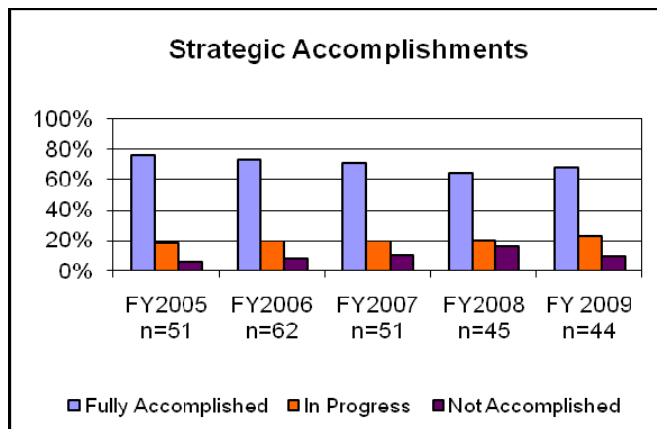
◆————— Recommendation —————◆

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

## B-2 Fiscal Year 2009 Strategic Plan Evaluation and Core Work Highlights

**Background:** Howard Community College's FY09 Integrated Strategic Plan and Budget involves the core work of all units and cross-functional teams as well as the strategic initiatives supported through the capital and operating budget requests and the pursuit of gifts and grants. The president and vice presidents monitor the achievement of the core work and those strategic objectives that require the support of personnel in each area.

It has been another successful year. The staff is pleased to display the highlights of each functional area's core work efforts and report that 30 strategic objectives were completed and 10 are in-progress. Four objectives were not accomplished for reasons as noted in the report. There were a total of 44 objectives. Any alterations to the strategic plan are noted in blue.



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

**Purpose:** 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 By-Law VII- Board Execution and Evaluation of Policy: Suggested Timeline for Important Tasks.

## Fiscal Year 2009 Core Work Accomplishments

### Academic Affairs

- Approved a major revision to the Academic Standards Policy;
- Implemented the STEM (Science, Technology, Engineering, and Mathematics) Learning Community initiatives, including National Science Foundation (NSF) Scholarships, industry internships, and credit seminars (COF);
- Negotiated articulation agreements with Henley Putnam University; Dickinson College, including the Phi Theta Kappa (PTK) Scholarship; and Babson University (COF) ;
- Applied for and received almost \$1.5 million in grant funding for nursing;
- Applied for and received a Maryland Higher Education Commission (MHEC) Base Closure and Realignment (BRAC) Regional Higher Education Center (RHEC) grant in the amount of \$44,500 to support a microbiology lab at Laurel College Center (LCC);
- Applied for and received from Middle States, as part of its substantive change process, *Additional Location* status for the Police Academy, where more than 50% of the AAs degree in Police Science is taught;
- Revised the general education core to accelerate the completion of general education requirements and to allow the divisions more flexibility in the design of their programs;
- Developed the following new programs and program options:
  - Aging Services;
  - Nutrition;
  - Public Health;
  - Radio Production;
  - Radio and Television Production;
  - Management in the Virtual Environment;
  - Ecological Technology Design (COF);
- Expanded math and English placement testing in the high school in order to improve the percentage of developmental completers;
- Restructured the Teaching and Learning Institute to encompass the functions of the Center for Virtual Environment Education and Center for Adoption of Technological Change (Commission on the Future ( COF));
- Investigated and established new non-credit course or certification options in sustainability (COF) ;
- Investigated options for replacing the current WebCT Campus Edition 6 (CE6) online learning system;
- Investigated the academic uses of Second Life™ and other virtual environments (COF);
- Initiated the 100% Global Faculty Plan (COF);
- Participated in Community Colleges for International Development, Inc.(CCID) President's visit to Argentina;
- Developed specific outcomes for internationalizing the curriculum initiative (COF);
- Implement the new winter break language immersion program in Cairo (COF) ;
- Developed courses on transition to retirement or a second career for the senior population of Howard County and partnered with other groups to make these available (COF);
- Completed the transition of Government TV (GTV) to the college;
- Reapplied for and received a STARTALK grant and developed a third language option in Hindi (COF);
- Determined outcomes for courses in the First Year Experience (FYE) initiative;
- Assessed the REACH program for the least prepared students and formulated procedures for students repeating the course;
- Implemented the new police science program and graduated the first class; and

- Developed the “Jobs on the Horizon” publication for the Southeast Howard County Initiative.

## **Administration and Finance**

- Hired the architects and began the master plan process;
- Conducted a campus-wide threat assessment and held training sessions for the college community; developed an Active Shooter Plan for the college and held a tabletop exercise; Conducted the functional pandemic table top exercise with Howard County and the Community Emergency Response Network (CERN);
- Completed over 75 systemic maintenance projects throughout campus;
- Developed the first draft of the climate action plan; completed the inventory of greenhouse gas emissions for the American College & University Presidents Climate Commitment (ACUPCC) report; created a new sustainability logo;
- Hosted the Howard County Environmental Sustainability Board for Greenfest 2009 and presented at the First Annual Sustainability Summit;
- Instituted the use of green cleaning products;
- Implemented new cash handling procedures throughout the college to safeguard credit card information (payment card industry (PCI) compliance) and cash;
- Began implementation of e-checks for accounts payable and online time reporting for payroll;
- Developed the college’s Red Flag policy to reduce identity theft;
- Implemented a “Bike Patrol” on campus. Four security officers have been assigned and trained on patrolling the campus on bicycle. Officers will be visible on bike paths, athletic fields, Quad or any other secluded areas not accessible by vehicle;
- Supported the implementation of the foundation’s use of Datatel’s Colleague advancement system and the move to Datatel’s Colleague financials;
- Implemented regulations to comply with the new state and federal textbook requirements, including benchmarks and submission of reports; and posted online the required fall textbooks with ISBNs information by July 1, 2009;
- Replaced and upgraded the bookstore’s main point of service (POS) server and four POS stations;
- Conducted request for proposal (RFP) process for vending services, resulting in contract awards for Coca-Cola and Canteen;
- Implemented new policy giving part-time employees the right to enroll in health benefits (no college contribution was included in this change);
- Completed the outsourcing of flexible spending accounts to an outside company, Hirsch Financial Services, and implemented debit cards to improve convenience for those with flexible spending accounts;
- Developed speaker series for Belmont as well as provided an opportunity for students to be involved in a start up project. “Dine & Discover” also utilized faculty members as speakers, who provided information in their areas of expertise;
- Continued to expand utilization of Belmont by all areas of the college:
  - Landscape painting class used Belmont’s environment for paintings;
  - Showcased student paintings;
  - Cross country team continues to train at Belmont and a regional meet was held on the property;
- Implemented the use of Colleague for Music Arts Camp (MAC), theater and sports camps registrations and payments (previously done manually);
- Implemented online 1098Ts for students;

- Investigated and recommended third party vendor to process event registration and online credit card payments for use throughout the college;
- Implemented new federal regulations for returning uncashed federal checks;
- Implemented veterans affairs (VA) payment plans;
- Created plan document for 403(b) supplemental retirement plans;
- Enhanced the training for diversity committee members on search committees;
- Completed institutional survey for *Great Colleges to Work For* award program, leading to honors for the college;
- Opened new professional development media center that contains books, audio books, and DVD's. Items are available for college employees to check out and receive professional development credit;
- Implemented the new federal I-9 document and provided training to I-9 reviewers across campus;
- Implemented new federal Consolidated Omnibus Budget Reconciliation Act (COBRA) regulations related to the American Recovery and Reinvestment Act;
- Enhanced the PeopleAdmin recruitment web page to improve the application experience for job applicants;
- Completed proposal to improve the college's diversity plan, as required by new state legislation;
- Implemented changes in the communication processes of plant operations based on the findings of the Business Health Survey;
- Worked with Ten Acres on the landscaping for the adjacent medical arts building that impacted HCC's campus;
- Installed climate control system and energy saving occupancy sensors;
- Removed invasive species and replaced them with native species;
- Participated in the national Recyclemania competition;
- Developed new standards and wrote policy and procedures for security operations (i.e., patrol/post procedures, report writing, lockdown, fire evacuation, radio communication, bike patrol);
- Provided email addresses for all officers to insure immediate and accurate exchange of information and assignments. Officers are kept informed on event scheduling, lookout info and communications from the college;
- Instituted process to have all college staff issued photo identification/access badges;
- Began design and development of a monitoring/dispatch center to better utilize the camera and badge access control; and
- Presented personal safety/security presentations to college staff: "how to prevent being a victim" and "anticipating, planning, and responding to emergencies at college or home"; presented Gang Awareness Seminar for college staff and the community.

## **Information Technology**

- Managed and completed Chronicle of Higher Education survey and data submission for the *Great Colleges To Work For* program. This effort required extensive interaction with the HR office, data file preparation, and college-wide communication about the survey portion of the program;
- Managed the logistics for Baldrige site visit, which included collecting, creating, organizing 100 plus documents, and working with the entire college to host the Baldrige examiners site visit in fall 2008;

- Provided support and leadership to facilitate Middle States accreditation process with established steering committee and work teams that have been charged with developing the campus self-study;
- Implemented the Colleague Advancement module for the development and president's offices to manage fundraising and communication activities, which bring these activities into the college's administrative computing system database and applications;
- Relocated all information technology offices and upgraded a large segment of the network infrastructure as part of the Clark Building renovation project;
- Upgraded the network operations center's (NOC) fire suppression and cooling system; reconfigured equipment in the NOC to reduce electrical power consumption and installed power utilization monitors, as part of the college's sustainability efforts;
- Developed a new IT security plan that addresses procedures for training, access, and control of critical resources. Updated information technology security policies and procedures based upon external audit recommendations;
- Upgraded the campus telephone system to an Internet Protocol technology, which will provide greater flexibility with managing the phone system and provides greater user functionality and flexibility in responding to business, services, and instructional applications;
- Installed Exchange 2007, which was a major upgrade to the campus email system and improved its functionality for faculty, staff, and students;
- Implemented a data de-duplication solution for disaster recovery and business continuity purposes;
- Implemented online grading for faculty. Faculty can now enter grades directly into Colleague;
- Worked with Howard County Lazarus Foundation to provide them with surplus computers from the campus and start a program that would provide computers for students in HCC's Career Links program.
- Installed 1,210 new computer systems on campus in academic labs, classrooms, and offices. Replaced 319 CRT monitors in the Hickory Ridge building with LCD monitors and installed video systems on the computers used in the language labs for interactivity with other countries;
- Worked with public relations and marketing staff, LCC staff, and PGCC staff to complete the data analysis of the LCC surveys of students and community members and to develop recommendations from those surveys;
- Redesigned and completed a new website for the Laurel College Center website that will be launched in September 2009;
- Reviewed recommendations of Baldrige feedback document to incorporate appropriate improvements and completed a new Baldrige application for submission in the current year review process;
- Led the planning council to further define the metrics for the new FY2010-2015 Strategic Plan;
- Completed all 167 mandated public accountability reports; designed and analyzed 247 plus reports for ad hoc requests; investigated new reporting tool options;
- Implemented the new National Clearinghouse student enrollment verification process;
- Held four meetings with HCC's Technology Advisory Board, which has twenty members made up of local CEO and CIOs;
- Implemented the ImageNow document imaging system for academic support services, continuing education's registration, financial aid forms, and international education office; expanded the use of ImageNow in the president's office;
- Upgraded to the latest Colleague user interface, version 2.2, which provides enhanced security features;

- Upgraded the college's web content management system to SiteExecutive 4.1, which increases design capabilities;
- Updated the Information Technology Plan; worked with the Technology Cross-Functional Team to finalize a strengths, weaknesses, opportunities, and threats (SWOT) analysis and environmental scan;
- Set up the RadTech classrooms with new servers and laptops and installed network capabilities that provides connectivity for students and faculty;
- Provided open student computer lab support for 100,732 separate student visits; established a new student open computer lab in the renovated information technology area providing computer access for 40 additional students;
- Processed 20,085 HelpDesk calls, 63% resolved over the phone;
- Implemented the clinical tracking process for radiological technology (RadTech) and cardiovascular technology (CVT) students for academic monitoring;
- Produced 12.2 million copies in the print shop for the college community;
- Implemented the Micros Opera point of sale (POS) system to improve business operations and coordinated installation of DirectTV systems;
- Virtualized the Pharos Print Management System for all the open labs and expanded the system to include the Learning Assistance Center lab; virtualized the student learning test and development system for faster restore;
- Completed the evaluation work for the NSF-Johns Hopkins University grant; conducted classroom observations for the NSF-University of Maryland-University of Virginia grant; facilitated the team to write a new NSF grant with the school system; and
- Updated all the required training (formerly called *core competency*) online modules.

## **President's Area**

- Advocated for the legislative agenda with federal, state and local government officials, including:
  - Secured state and county support for the design funds needed for the health sciences building (\$2,004,000 from both the state and the county for a total of \$4,008,000);
  - Secured funding from the county for the furniture and equipment needed to outfit the Clark Library building, as well as funds for deferred maintenance (Clark Library: \$2,080,000 and deferred maintenance: \$236,000);
  - Worked to secure funding for the state operating budget and no cut in the operating budget from the county;
  - Enhanced publicity for Student Advocacy Day with a "thank you" videotape to state legislative members;
- Created new strategic communications plan;
- Administered the college's campaign for student scholarships and endowments; provided campaign support to the campaign council, including the establishment of a new capital campaign portal;
- Prepared for July 2009 conversion of both the president's office and development office databases from Sage to Colleague Advancement;
- Responded to economic factors impacting endowments by identifying other sources of funds to cover scholarships funded by endowments in FY 2010;
- Provided \$1,655,052 in overall support for scholarships and programs from the foundation to the college;
- Raised \$1,719,300 in total private gifts through the foundation;
- Generated \$7,880,911 (competitive grants = \$2,668,578 and non-competitive grants = \$5,212,333) in total grants dollars; total competitive grants exceeded the FY09 goal of \$2.5 million by 7%;

- Generated \$584,153 from special events including Grand Prix, Hunan Manor, Vino Scholastico and REPartee;
- Received \$63,544 from in-kind donations;
- Increased the breadth of media coverage on the college, expanding coverage to television and radio news features, and explored different (non-print) media advertising and publicity venues to enhance new service mechanisms designed to boost visibility;
- Created and distributed a new “Jobs on the Horizon” career training publication and information session postcards as part of Southeast Howard County workforce development grant through Horizon Foundation;
- Organized, promoted, and publicized a variety of events and initiatives, including but not limited to: the Children’s Learning Center Renovation Ribbon Cutting; Grand Prix; REPartee; the Rouse Scholars networking lunch and the distinguished alumni social; the McCuan Portrait Ribbon Cutting; Hunan Manor; the Clark Medal Award and Reception; the 35<sup>th</sup> Anniversary Reunion of the Nurse Education Program;
- Worked with the library to make sure board materials were available for the HCC archive project and continued to archive board materials electronically in order to ensure their preservation;
- Implemented reduction of paper use resulting in a 41 percent cost savings for the president’s office over the previous year;
- Incorporated sustainability practices into departmental core work, including electronic publications review, print quantity reductions based on usage tracking, bid specifications for Forest Stewardship Council (FSC)-certified and local vendors, and buying “green” paper and incorporating “eco-audits” on high-profile publications;
- Received 2008 National Council for Marketing and Public Relations Conference Award for *Weekly News Link*;
- Developed and presented an integrated marketing communications plan for the athletics division;
- Researched and selected campus way-finding signage vendor and launched development phase of project;
- Secured the highest number of feature articles in *The Baltimore Sun* and *The Washington Post* compared to the college’s peer institutions;
- Implemented new annual giving plan;
- Welcomed five new board members to the foundation, including two student representatives and a new faculty representative, and inducted a new distinguished alumnus, bringing the total of distinguished alumni that have been identified since the program began in 2001 to 81;
- Developed LCC marketing campaign in response to survey results, including new logo and tagline, and website content and design overhaul;
- Promoted new mission, vision and values internally via enhanced web initiative, as well as the development of posters, free-standing banners, and campus utility banners;
- HCC publications received a 3.93 rating on the most recent student satisfaction survey;
- President’s office was among the top 5 highest ranked offices on the employee satisfaction survey;
- Produced core publications including: credit and non-credit schedules, catalogue, Annual Report to Community, and student handbook, among others; and
- Facilitated campus beautification and sustainability efforts.

## **Student Services**

- Working with academic affairs, graduated 737 students receiving 765 degrees during the academic year representing the largest number of graduates in HCC history;

- Processed students contributing to the 7.65% FTE increase for the year; updated all admissions and advising forms;
- Coordinated and implemented the HCC College Readiness program in English with the Howard County Public School System (HCPSS). This program included a testing initiative with high school English classes. 865 HCPSS 11th graders were administered the college's placement test;
- As part of a campus safety initiative, formed a behavioral intervention team called ASSIST. Sponsored a number of training sessions to include a disruptive student workshop for faculty and a two-day statewide workshop on behavioral intervention and threat assessment;
- Developed a new Satisfactory Academic Progress (SAP) policy;
- Developed and implemented an online grading pilot program and the college portion of the academic amnesty program to ensure compliance with United States Department of Education regulations.
- Increased early college offerings to include STARTALK and the Engineering Pathways Program;
- Hosted HCC's largest fall transfer fair with more than 900 students participating;
- Completed renovations and expansion of the Children's Learning Center (CLC) to include 5 additional classrooms (expanded enrollment by 40%, hired 6 new teachers and a new curriculum specialist); added wireless capability and 4 additional work stations; received a \$10,000 PNC grant to develop computer use within the preschool classrooms;
- Piloted online grading initiative for business/computer and English and world languages-provided material and training. Project to become effective college wide in fall 2009;
- Achieved 78% student retention rate in Career Links program and increased program participation by 20% (80 students in FY08 to 96 in FY09); graduated 7 students with A.A. degrees in Spring 09;
- Initiated the first Rouse Accepted Night; developed and implemented the Rouse online application;
- Expanded the shadowing program through our internship program to include criminal justice majors by creating opportunities with Howard County Department of Corrections, Howard County Office of the State's Attorney, the Maryland State Police (6 students each-maximum enrollment available);
- Administered the National Association of Colleges and Employers (NACE) grant-funded National Co-op/Internship Survey to 66 HCC students- 96.7% of students felt that an internship/co-op was important to their career development and 88.5% plan to take part in another;
- Coordinated the first day-long Counseling and Career Services conference for area mental health and career counselors; collected and analyzed data for the Best Practices in College Counseling Survey (received 92 responses from counseling centers across the country);
- Developed and advised a new student club - Active Minds (to recognize and de-stigmatize mental health issues on college campuses). The Active Minds president received a fellowship from the national Active Minds organization to coordinate an ultimate Frisbee™ tournament, which took place in May, 2009;
- Coordinated the seventh annual Project Access Conference for Parents and Professionals (117 participants, earning \$11,208 for Project Access);

- Streamlined tutor handbook and required learning assistance center (LAC) forms to include updated information and college policies and procedures; created three additional tutor training modules, including one CE6 version, designed to support student academic success; implemented quarterly newsletter for LAC staff to enhance communication;
- Developed Praxis I workshops for Reading, Writing and Math designed to assist students with study strategies and to provide frequent exposure to testing materials;
- Developed policy and designed retention-based intervention strategies, processes and procedures for new Academic Standing Policy targeting students placed on academic warning, probation, and suspension;
- Hosted a veterans affairs muster and created and hosted the community college veterans affairs affinity group;
- Granted academic amnesty to 17 applicants in the course of 18 months. Provided training to student services departments;
- Tracked the enrollment and success of those who place into REACH. Collaborated with Admissions and Advising to initiate post-testing protocol for REACH placement;
- Compiled ACCUPLACER placement scores and HCC grade data in conjunction with the mathematics and English divisions in order to assess the validity of HCC's course placement cutoff scores; implemented the new ACCUPLACER I3 platform and trained mathematics, English, and English Language Institute faculty and staff; coordinated an A<sup>+</sup>dvancer training seminar for HCC faculty and staff; offered additional testing sessions at the Laurel College Center during peak enrollment times;
- Developed a walk-in placement testing system; improved existing process for reducing academic dishonesty by expanding the scope of security procedures;
- Developed and implemented Castle Worldwide contract, which establishes a partnership through which HCC serves as a testing site for a variety of industry and business licensing and certification;
- Enhanced the Freshman Focus (FF) Program with instant registration; 200 parents attended FF parent information session, the largest parent session ever;
- Implemented communications management in the nursing admissions process; Implemented the 2.0 GPA in the nursing admissions process; developed and implemented new nursing admissions procedures;
- Developed a comprehensive marketing plan with public relations targeting Howard County middle and high school, parents, athletic directors and coaches as well as current HCC students to foster better awareness of athletic programs. Created a branding marketing plan;
- Facilitated a new web page design for athletics; worked with Soccer Association of Columbia (SAC) and Brickman to create a more efficient system to manage the fields; hosted district track cross country and volleyball competitions;
- Completed the pool renovation project for \$109,000 - new tiles, plastering of inside of pool, new ladder and renovated steps inside the pool;
- Through the outreach efforts of the coordinators of the "Dragons Dare to Lead" leadership program, learning communities throughout campus were encouraged to participate, as a result Silas Craft students were actively involved in the program. Overall, the program had 27 participants;
- Collaborating with arts and humanities, there was a successful production of the Vagina Monologues during Women's History Month. Proceeds raised from the production

benefitted the Domestic Violence Center and the Specialized Trauma Treatment and Recovery Center (STTAR) in Howard County, the V-Day Spotlight Campaign, and Power to the Women and Girls of Democratic Republic of Congo;

- The wellness center saw a significant increase in the number of acupuncture treatments during this academic year. The numbers were 674 (FY09) compared to 235 (FY08); The wellness center and the office of student life hosted a screening of a powerful documentary on Lyme disease, *Under Our Skin*;
- Partnered with the Howard County Poetry and Literary Society (HoCoPoLitSo) to bring the *Literary Gathering of Women* to HCC;
- Increased by 15% the number of outreach and communication efforts college-wide and with local high schools through collaboration with MHEC for financial aid night seminars;
- Implemented required changes to the academic complete grant program and streamlined process to increase awards to students;
- Increased student participation in the financial aid service event of the year by 10%; and
- Assisted with the development of the Dickinson College-Howard Community College Partnership Program for the Frederick Schoenbrodt Honors Students and the James W. Rouse Scholar program; continued to expand the college's partnership with Excelsior College with the graduation of two students from Excelsior College.

## Report on the Fiscal Year 2009 Integrated Strategic Plan

<b>Strategic Initiative I - Learning Community</b>		
<p>HCC will be a learning community that provides possibilities for learning that address the current and ongoing needs of a diverse group of students throughout their lives. Our students will be at the center of our thinking and our planning processes, and we will be responsive to their needs and individual learning styles.</p>		
Area	Objectives	Results
<b>Goal A: Improve student academic performance through targeted student success systems and coordinated retention efforts</b>		
VPAA VPSS	1. Implement viable recommendations resulting from the Step-Up and FYE assessments.	Accomplished.
VPAA VPSS	2. Offer the FYE Student Success course (replacing ENGL 106).	Accomplished.
VPAA VPSS	3. Assess Con. Ed's REACH program for students scoring below the entry level on the placement exam.	Accomplished.
VPAA VPSS	4. Develop and implement retention strategies in response to the new Academic Progress Policy.	In progress. <i>New policy goes into effect in FY10.</i>
<b>Goal B: Challenge our students to achieve global academic excellence. (Commission on the Future)</b>		
VPAA	1. Develop a hospitality/culinary management internship program with Athlone College in Ireland.	Not accomplished. <i>Athlone has suspended its acceptance of interns because of economic conditions.</i>
VPAA	2. Collaborate with STARTALK federal initiative to assess, improve, and develop the summer program in critical languages for high school students.	Accomplished.

<b>Strategic Initiative II - Access and Affordability</b>		
<p>HCC will attract and retain a rich diversity of faculty, staff, and students into its programs and learning community. The college will strive to eliminate physical and conceptual barriers that inhibit learning and the college will respond quickly to changes in the educational and workplace environments to address the evolving needs of our community.</p>		
Area	Objectives	Results
<b>Goal A: Attract and retain a diverse student and employee population that at a minimum reflects the county demographics</b>		
VPSS	1. Implement changes as required by the state grant to assist disabled students.	Accomplished.
VPSS	2. Increase by 35% the enrollment of children in the renovated/expanded Children Learning Center.	Accomplished.
<b>Goal B: Increase foundation funding by building the endowment, increasing overall scholarships and obtaining grants from all sources for credit and non-credit students</b>		
VPSS	1. Research and write the Student Support Services Competitive Grant for 4-5 years of funding.	Accomplished.
President	2. Begin the capital campaign for \$4 million (ending in 2011) to raise funds for endowed scholarships.	Accomplished.

<b>Goal C: Improve college systems to assist students in planning and paying for college costs.</b>		
VPSS	1. Continue to refine the “pay for college” initiative including efforts with a financial literacy component.	Accomplished.
VPSS	2. Explore ways to assist students to pay for study abroad.	In progress.

<b>Strategic Initiative III - Economic and Workforce Development</b>		
HCC will take a leading role in workforce and economic development efforts within the county		
<b>Area</b>	<b>Objectives</b>	<b>Results</b>
<b>Goal A: Offer new academic programs (credit and non-credit) to respond to emerging workforce needs.</b>		
President VPAA	1. Explore the possibility of a joint health science teaching facility with Mid-Maryland Allied Healthcare Education Consortium partners	Accomplished.
VPAA VPSS	2. Develop programs in Entertainment Technology, Fire Science, and a new STEM learning community (NSF S-STEM and NACME grants).	Accomplished- <i>Radio Production &amp; Television &amp; Radio Production.</i>  Accomplished- <i>STEM Learning Community.</i>  In progress. <i>Fire Science (on hold due to a change in leadership at HoCo Fire and Rescue).</i>
<b>Goal B: Integrate work experience into academic programs through partnerships with local businesses and government.</b>		
VPAA VPSS	1. Coordinate the efforts of a pilot program for CyberWATCH (network security co-op/internship program) among Howard Community College, Anne Arundel Community College, and the Community College of Baltimore County.	Accomplished.
<b>Goal C: Enhance the leadership role of the college in providing entrepreneurship skills across the curricula and to our community at large. (Commission on the Future)</b>		
VPAA	1. Complete or implement an extension of the NSF Technology Assessment Program (TAP) project.	Accomplished.

<b>Strategic Initiative IV - Organizational Excellence</b>		
HCC will be an agile, purposeful organization that nurtures innovation and inquiry, and evaluates results against valid and ambitious criteria. It will maintain a climate that promotes the success of each employee and will provide a work environment that recruits, develops, and rewards faculty and staff who are committed to excellence. And because it believes strongly in the idea of community, it will build a strong sense of ownership and responsibility among all students, faculty, and staff. HCC will seek to nurture vibrant community, business, government, other associations, and educational partnerships.		
<b>Area</b>	<b>Objectives</b>	<b>Results</b>
<b>Goal A: Integrate outstanding leadership models, such as, Servant Leadership, into the organizational culture</b>		
VPAF	1. Increase the number of training offerings that integrate the tenants of servant leadership.	Accomplished.

<b>Goal B: Improve academic and administrative processes and results and benchmark organizational performance against external criteria.</b>		
VPAA VPAF VPIT	1. Expand the current online budgeting tool for continuing education and auxiliary funds. (This is a two-year initiative)	In progress. <i>Implementation delayed until fall 2010.</i>
President	2. Implement/refine the new HCC Culture statements: Mission, Vision, Values, Organization Chart, and streamlined strategic plan model for use with the 2010 plan.	Accomplished.
VPAA VPIT VPSS	3. Implement online grading.	In progress. <i>To be implemented college-wide in the fall.</i>
<b>Goal C: Recognize and support faculty and staff who are committed to excellence.</b>		
VPSS	1. Implement the recommendations of the Wellness Expansion Committee.	Not accomplished. <i>Searching for funding.</i>
President	2. Implement recommendations from the Compensation Study.	Accomplished.
<b>Goal D: Improve cross-functional coordination and collaboration on new initiatives.</b>		
All	1. Implement the first phase of the Commission on the Future recommendations.	Accomplished.
President	2. Implement "best practice" from the CQIN Summer team, e.g., problem definition/process mapping.	Accomplished.
President	3. Identify, train teams and begin the HCC Middle States self-study process.	Accomplished.
<b>Goal E: Ensure the safety and security of the human and physical resources of the college.</b>		
VPAF	1. Continue the implementation of the phased installation of campus-wide camera and security access system.	Accomplished.
VPAF VPSS	2. Continue the implementation of the Americans with Disabilities Act (ADA) renovations and improvements.	Accomplished.
VPAF VPSS	3. Implement a behavior intervention model based on FY08 "best practices" study to identify and support students at risk for self-harm or violence; conduct a campus-wide threat assessment.	Accomplished.

<b>Strategic Initiative V - Accommodating Growth and Change</b>		
HCC will aggressively seek the resources to accommodate growth and changes in the population of Howard County and growth in the numbers of citizens who will seek new learning opportunities from the college.		
Area	Objectives	Results
<b>Goal A: Provide appropriate staffing to support growth and change.</b>		
VPAA	1. Increase the number of full-time faculty to make positive progress toward MHEC's 50/50 benchmark.	Not accomplished.
All	2. Increase staffing and provide space as appropriate to manage growth in students and special programs.	In progress. <i>Due to budget constraints not able to hire all staff requested.</i>

<b>Goal B: Increase the number of credit and non-credit FTE (full-time equivalents) as well as increase the revenue in continuing education.</b>		
All	1. Will increase the credit FTE by 3%.	Accomplished.
VPAA	2. Will increase the revenue in continuing education by 5%.	Accomplished.
<b>Goal C: Seek funding for capital projects as outlined in the master facilities plan and college programs.</b>		
	1. Develop the facilities program and educational specifications that justify the need and describes the specifications to:	
All	(a) Begin the construction of James Clark Jr. Library Building renovations.	Accomplished.
All	(b) Finalize equipping of the Children's Learning Center renovations project.	Accomplished.
All	(c) Complete the Belmont Barn renovations project.	Not accomplished. <i>On hold due to funding.</i>
All	Complete other Capital projects: (d) Phase VI of the athletic fields' enhancement project.	In progress. <i>Construction started June 22 for completion end of August.</i>
All	(e) systemic renovations to the campus including interior improvement projects, and scheduled deferred maintenance items.	Accomplished.
All	(f) finalize the design of the next parking deck on campus to be located at the Hickory Ridge Building.	In progress. <i>Pace slowed due to construction funding delay and relocation of the garage from the Hickory Ridge lot.</i>
<b>Goal D: Participate in county planning efforts, to identify opportunities to provide services to the areas' growing population.</b>		
All	1. Implement BRAC initiatives, as appropriate.	In progress. <i>The college received MHEC/BRAC grant for \$44,500. Current county and state emphasis is centered on transportation.</i>
VPAA	2. Implement recommendations from the World Languages Institute advisory team.	Accomplished.
<b>Goal E: Promote and implement sustainability practices (societal, financial, and environmental) across all areas of the institution.</b>		
VPAF	1. Develop a comprehensive plan to achieve the goals of the American College and University Presidents Climate Commitment.	Accomplished.
All	2. Significantly reduce use of paper across campus.	In progress.

## **B-3 Financial Statements**

**Background:** The following documents contain the preliminary board financial statements for the period ended June 30, 2009. These statements are prior to the final audit. Since these are statements for the end of the year they will show any fund balance carryovers and/or transfers. It should be noted that for the Laurel College Center (LCC) statements, that Prince George's Community College (PGCC) had not finished closing their books when the LCC statements for their share were prepared. Hence, there may be a final adjustment to the LCC statements.

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

**Timeline:** July 1, 2008, through June 30, 2009

### ◆———— Recommendation ———◆

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

HOWARD COMMUNITY COLLEGE  
CURRENT INCOME & EXPENSE SUMMARY - FUND 10

	Actuals 6/30/2009	Total Budget FY2009	Budget Variance FY2009	Percent Variance From Budget		Prior Year Actuals FY2008
<b>OPERATING BUDGET REVENUE</b>						
<b>TUITION</b>						
Summer II & III	\$536,434	\$595,530	(\$59,096)	-9.92%	1	\$597,470
Fall	8,681,372	8,077,118	604,254	7.48%	2	8,046,868
Intersession	487,264	466,035	21,229	4.56%	3	456,740
Spring	7,989,307	7,385,161	604,146	8.18%	4	7,242,746
Summer I & Extended	806,040	763,290	42,750	5.60%	5	765,756
Fees	<u>2,506,574</u>	<u>2,441,085</u>	<u>65,489</u>	<u>2.68%</u>	<u>6</u>	<u>2,288,564</u>
<b>TOTAL TUITION AND FEES</b>	<u><u>\$21,006,991</u></u>	<u><u>\$19,728,219</u></u>	<u><u>\$1,278,772</u></u>	<u><u>6.48%</u></u>		<u><u>\$19,398,144</u></u>
<b>GOVERNMENTAL AND OTHER</b>						
Howard County	\$25,195,470	\$25,195,470	\$0	0.00%	7	\$23,635,010
State of Maryland	10,272,235	10,710,146	(437,911)	-4.09%	8	9,525,240
Other Income	487,261	780,000	(292,739)	-37.53%	9	909,796
Unrestricted appropriations	0	100,000	(100,000)	-100.00%	10	(1,613,625)
Continuing Education Support	<u>486,649</u>	<u>486,649</u>	<u>0</u>	<u>0.00%</u>	<u>11</u>	<u>463,475</u>
<b>TOTAL GOV'T AND OTHER</b>	<u><u>\$36,441,615</u></u>	<u><u>\$37,272,265</u></u>	<u><u>(\$830,650)</u></u>	<u><u>-2.23%</u></u>		<u><u>\$32,919,896</u></u>
<b>TOTAL OPERATING REVENUE</b>	<u><u>\$57,448,606</u></u>	<u><u>\$57,000,484</u></u>	<u><u>\$448,122</u></u>	<u><u>0.79%</u></u>		<u><u>\$52,318,040</u></u>
<b>OPERATING BUDGET EXPENSES</b>						
Instruction	\$25,038,322	\$26,223,775	1,185,453	4.52%	12	24,356,804
Public Service	367,567	395,052	27,485	6.96%	13	342,974
Academic Support	4,586,904	3,515,284	(1,071,620)	-30.48%	14	3,283,932
Student Services	6,199,222	5,907,170	(292,052)	-4.94%	15	5,392,528
Institutional Support	10,687,285	11,325,766	638,481	5.64%	16	10,052,373
Plant	8,775,433	8,500,657	(274,776)	-3.23%	17	7,793,214
Scholarship/Waivers	<u>1,100,364</u>	<u>1,132,780</u>	<u>32,416</u>	<u>2.86%</u>	<u>18</u>	<u>1,096,215</u>
<b>TOTAL OPERATING EXPENSES</b>	<u><u>\$56,755,096</u></u>	<u><u>\$57,000,484</u></u>	<u><u>\$245,388</u></u>	<u><u>0.43%</u></u>		<u><u>\$52,318,040</u></u>
Increase to Fund Balance	\$693,510					

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

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

**June 2009**

### **Tuition and Fees**

- 1) Summer II and III tuition revenue closed below budget by 9.92%, or \$59,096. 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) Fall revenues closed ahead of budget by 7.48%, or \$604,254. A 3% FTE enrollment increase was budgeted; however, FTE enrollment growth was 6.26% and headcount increased by 5%. (See note #1 for tuition rate information.)
- 3) Intersession revenues closed ahead of budget by 4.56%, or \$21,229. Overall, FTE's were up over last year by 10.36% and headcount was up 10.98%. Only a 3% FTE enrollment increase was budgeted.
- 4) Spring revenues closed ahead of budget by 8.18%, or \$604,146. Spring enrollment was up over last year by 11% in FTE and headcount was up 8%. A 3% FTE enrollment increase was budgeted.
- 5) Summer I and summer extended closed ahead of budget by 5.6% or \$42,750. Summer I headcount was up 7% and FTE's were up 10%, while summer extended was down in headcount by 3% and 1% in FTE's.
- 6) Fee revenues closed ahead of budget, 2.68% or \$65,489. Fee budgets are typically built for potential growth; however, growth exceeded expectations.
- A breakdown of operating account fees is as follows: Course fees \$1,616,214 or 64%; consolidated fees \$750,054 or 30%; other student fees \$140,306 or 6%.

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

**Governmental Revenue and Other Revenue**

- 7) Howard County's contribution to the FY09 operating budget increased by 6.6% over the prior year and has no variance to the budget.
- 8) In October, the college learned that it would receive a state cut due to the projected state deficit. The total cut was \$499,526. The cut was taken from fund 10 and 11 as follows:
  - Fund 10- \$437,911
  - Fund 11 - \$ 61,615
- 9) Other income closed under budget by 37.53%, or \$292,739. This deficit is primarily due to lower than anticipated interest rates. Investment income represents \$367,634, or 75% of other income. Service revenues for administration of contracts, indirect cost revenues from grants and small miscellaneous revenue make up the other 25% of other income.
- 10) The use of \$100,000 from the continuing education fund balance was budgeted to be spent during FY09. Due to the increase in enrollment, these surplus revenues were not used.
- 11) The \$486,649 for continuing education's contribution to the operating fund was taken at year-end.

**Expenses**

- 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. An additional \$205,641 was used to accomplish this goal.
- 12) The instructional budget closed under budget by \$1,185,453 or 4.52%. Primarily this savings resulted from positions and their associated benefits and furniture and equipment budgets that were held to cover a potential spring state cut. Transfers from this function at year end included usage fees of \$75,000, support for the Children's Learning Center (CLC) of \$40,000, temporary positions totaling \$306,598, technology costs of \$341,552, and \$28,543 for camps. Also, funds were held for pending year-end items of \$15,914.
- 13) The public service function closed under budget by \$27,485 or 6.96%. This savings was from furniture and equipment held for a potential spring state cut.

- 14) The academic support function closed over budget by \$1,071,620 or 30.48% as planned, using spending authority from the special funds budget. Transfers of \$939,065 for computer upgrades of student labs and classrooms and \$331,992 to support Rep Stage and the Horowitz Visual and Performing Arts Center operations were charged to this function. In addition, funds for year-end items totaled \$7,337.
- 15) The student services function closed over budget by \$292,052 or 4.94% as planned, using spending authority from the special funds budget. Transfers to support the CLC for \$222,443, a temporary position for \$32,096, international students for \$10,000, Career Links for \$65,000, Project Access for \$45,447, the prefunding of direct lending implementation costs for \$65,642, and \$156,586 of year-end purchases that will come in and be paid for in FY10, were charged to this function.
- 16) The institutional support function closed under budget by \$638,481 or 5.64%. Savings from various positions and the associated benefits held for a potential spring state cut caused this variance. Transfers from this function included \$134,659 for interest payments and usage fees; \$25,000 for professional development, \$75,000 for a temporary position, \$75,000 for the mediation center, and \$274,062 for FY09 year-end expenses that will come in and be paid for in FY10.
- 17) The plant function closed over budget by \$274,776 or 3.23% as planned, using spending authority from the special funds. Transfers from this function included \$699,632 for college-supported capital project expenditures, \$368,553 to prefund vending costs in FY10, \$73,327 of parking expenses and \$179,100 of year-end purchases that will come in and be paid for in FY10.
- 18) The scholarships and waivers function closed under budget by \$32,416 or 2.86%. State-mandated and board approved waivers were lower than anticipated for the year.
- Revenues exceeded expenditures by \$693,510 and the fund balance increased accordingly.

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

	Actuals 6/30/2009	Total Budget FY2009	Budget Variance FY2009	Percent Variance From Budget		Prior Year Actuals FY2008
<b>FUND 11 REVENUES</b>						
<b>TUITION</b>						
Credit Fall/Summer II & III	\$204,905	\$182,900	\$22,005	12.03%	1	\$180,079
Credit Intersession	46,851	50,700	(3,849)	-7.59%	2	36,005
Credit Spring/Summer I & Extended	228,552	156,400	72,152	46.13%	3	255,998
Non-Credit/Continuing Ed	3,442,526	3,400,553	41,973	1.23%	4	3,318,216
Fees	1,402,427	1,320,341	82,086	6.22%	5	1,357,051
<b>TOTAL TUITION AND FEES</b>	<u>\$5,325,260</u>	<u>\$5,110,894</u>	<u>\$214,366</u>	<u>4.19%</u>		<u>\$5,147,349</u>
<b>GOVERNMENTAL AND OTHER</b>						
State of Maryland	\$1,870,933	\$1,932,548	(\$61,615)	-3.19%	6	\$1,763,587
Service Revenues & Other Income	374,652	218,469	156,183	71.49%	7	373,539
Unrestricted appropriation	0	400,000	(400,000)	-100.00%	8	0
Transfer to Operating Fund	(486,649)	(486,649)	0	0.00%	9	(463,475)
<b>TOTAL GOV'T. AND OTHER</b>	<u>\$1,758,936</u>	<u>\$2,064,368</u>	<u>(\$305,432)</u>	<u>-14.80%</u>		<u>\$1,673,651</u>
<b>TOTAL FUND 11 REVENUES</b>	<u><u>\$7,084,197</u></u>	<u><u>\$7,175,262</u></u>	<u><u>(\$91,065)</u></u>	<u><u>-1.27%</u></u>		<u><u>\$6,821,000</u></u>
<b>EXPENDITURES</b>						
Instruction	\$5,740,538	\$6,535,262	\$794,724	12.16%	10	\$5,495,770
Academic Support	0	0	0	0.00%		0
Plant	0	0	0	0.00%		0
Institutional Support	0	0	0	0.00%		0
Scholarship	598,555	640,000	41,445	6.48%		625,527
<b>TOTAL OPERATING EXPENSES</b>	<u>\$6,339,093</u>	<u>\$7,175,262</u>	<u>\$836,169</u>	<u>11.65%</u>		<u>\$6,121,297</u>
Increase to Fund Balance	\$745,104					\$699,703
Revenue in excess of expenses, before transfers to operating and indirect costs	\$1,301,131					\$1,223,530

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

**June 2009**

**Tuition and Fees**

- 1) Credit fall/summer II and III tuition revenues closed ahead of budget by 12.03% or \$22,005. 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 was higher than anticipated. Credit enrollment statistics are discussed on the financial statements for fund 10 and apply to both funds.
- 2) Credit intersession for this division closed slightly under budget by 7.59% or \$3,849. As noted above, (#1) credit enrollment is primarily telecourses and teleweb classes. While overall FTE's were up by 10.36% throughout the college, this area did not experience the same growth.
- 3) Spring/summer I revenues closed ahead of budget by 46.13% or \$72,152. Higher than anticipated enrollment for telecourses and tele-web classes caused this variance. College wide, spring enrollment was up 11% in FTE.
- 4) Non-credit tuition revenues closed ahead of budget by 1.23% or \$41,973. Higher enrollments and revenues in cost centers including motorcycle courses, open enrollment and contract courses are the primary cause for this variance in non-credit tuition.
- 5) Fees closed ahead of budget by 6.22% or \$82,086. Higher fees associated with higher credit and non-credit enrollments mentioned above contributed to this variance.

**Governmental Revenue**

- 6) The state contribution for FY09 for continuing education originally increased 9.6% over the prior year. However, due to a state cut, this amount was not received. In total, the college received a cut of \$499,527, with \$61,614 of that cut allocated to this division. Original funding for FY09 was based on an FTE formula related to enrollments from FY07.

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

**Service and Other Income**

- 7) Service revenues relate to administrative overhead charged to contracts and consulting revenues earned. This category closed **71.49%** over budget or **\$156,183**.
- 8) 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; **however, this appropriation was not used in FY09**.
- 9) Continuing education's annual contribution to the operating fund occurred at year-end. For FY09, it was \$486,649.

**Expenses**

It should be noted that salaries increased by an average of 5% for FY09.

- 10) Instructional expenses closed under budget by **12.16%** or **\$794,724**. This budget line includes the \$400,000 in contingency funds (see note 6). **Savings from salaries and benefits, held for potential cuts in funding, occurred. In addition, savings in budgeted expenses at Gateway and for business training occurred as the result of fewer contracts in those cost centers.**

Overall, revenues exceeded expenses in operations by \$1,301,131. This excludes contributions of \$486,649 made to the operating fund and funds spent on indirect expenses totaling \$69,378. After these items, continuing education increased their fund balance by \$745,104 for the year.

**Howard Community College  
6/2009  
Cost Center Variances**

Cost Center	FY2009 Actuals	Total Original Budget (Note 1)	Total Projected Expenditures	Dollar* Variance From Original	Projected Percentage Variance from Original FY2009		
		A	B	B-A			
<b>Instruction</b>							
11200	Schoenbrodt honors	17,731	26,418	26,548	130	0%	
11300	Mathematics	1,945,664	2,047,937	2,053,537	5,600	0%	
11310	Health	242,845	274,086	274,986	900	0%	
11400	Social sciences	1,906,698	1,885,247	1,917,952	32,705	2%	Funds reallocated for adjunct faculty needs & teacher ed program
11410	Eng/world languages	2,970,223	2,906,699	3,007,609	100,910	3%	Funds reallocated for adjunct faculty needs
11450	Arts & humanities	2,495,614	2,460,835	2,495,614	34,779	1%	Funds reallocated to support hourly needs
11480	Rouse scholars	90,368	131,311	108,651	(22,660)	-17%	Funds reallocated to social sciences for adjunct faculty
11600	Distance learning	393,605	412,783	419,915	7,132	2%	
12100	Nursing	1,983,640	2,061,268	2,049,286	(11,982)	-1%	Funds reallocated to Rad Tech for hourly support
12118	Rad Tech Program	135,111	116,677	135,112	18,435	16%	Funds reallocated for hourly support
12120	Emergency medical technology	179,663	158,686	179,683	20,997	13%	Funds reallocated for hourly support and supplies
12150	Cardiovascular program	173,327	199,955	194,955	(5,000)	-3%	
12200	Business & computers	1,614,790	1,842,846	1,796,513	(46,333)	-3%	Funds moved to reserve for state cut
12250	Science & technology programs	2,543,056	2,486,155	2,543,056	56,901	2%	Funds reallocated for adjunct faculty needs
12280	Cooperative education	13,726	15,507	15,507	-	0%	
13500	Service Learning	83,940	84,130	84,130	-	0%	
13550	Instr. International program	142,185	139,347	145,588	6,241	4%	
44010	User computer services	473,748	480,265	480,265	-	0%	
44020	Student computer services	1,247,611	1,253,265	1,253,265	-	0%	
44030	Student labs	268,517	311,199	311,199	-	0%	
46100	1st floor support	166,556	171,045	171,545	500	0%	
46200	2nd floor support	116,981	108,939	118,239	9,300	5%	
46300	Hickory ridge	82,671	89,120	89,120	-	0%	
46400	Evening services	712	1,325	825	(500)	-1%	
46700	ELB divisions support	123,951	129,499	134,140	4,641	4%	
46800	Arts & humanities support	102,646	125,217	108,861	(16,356)	-13%	Funds moved to reserve for state cut
47500	Faculty learning community	11,460	22,000	23,000	1,000	5%	
48000	Outcomes assessment	131,129	198,826	179,976	(18,850)	-9%	Funds reallocated for course development costs to each division
48500	Instructional direction	105,814	267,964	249,022	(18,942)	-7%	Funds reallocated for division support
48501	Learning communities	196,437	204,246	204,246	-	0%	
48502	Program development	30,001	83,065	78,065	(5,000)	-6%	
52102	Pool guards	71,286	97,215	97,215	-	0%	
53200	Learning assistance center	759,630	698,880	759,630	60,750	9%	Planned support at year end for tutoring expenses
99970	Benefits/chargebacks	3,288,388	3,815,876	3,790,235	(25,641)	-1%	Funds moved to nursing for temp faculty.
99980	Division support	-	400,388	203,553	(196,835)	-49%	Funds reallocated for adjunct faculty needs
99990	Furniture/equipment	928,601	515,552	522,729	7,177	1%	
	<b>Total instruction</b>	<b>25,038,322</b>	<b>26,223,775</b>	<b>26,223,775</b>	<b>0</b>	<b>0%</b>	

Cost Center	FY2009 Actuals	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	301,792	307,428	307,428	-	0%
99970	Benefits/chargebacks	65,775	61,031	66,031	5,000	8%
99990	Furniture/equipment	-	26,594	21,594	(5,000)	-19%
	Total public service	367,567	395,052	395,052	-	0%
<b>Academic Support</b>						
33400	Horowitz center	171,242	171,326	171,326	-	0%
33500	Student arts collective	131,057	131,058	131,058	(0)	0%
41001	Library services	800,522	806,297	806,297	-	0%
41002	Teaching & learning center	134,050	136,525	136,525	-	0%
43100	Education technology	301,859	301,692	302,404	712	0%
43200	Video services	78,489	83,813	83,813	-	0%
43300	Instructional Technology	136,557	136,726	136,726	-	0%
46000	VP of academic affairs	314,909	323,002	323,002	-	0%
47000	Faculty development	88,219	121,747	121,747	-	0%
48100	Interactive classroom	16,888	17,600	16,888	(712)	-4%
99970	Benefits/chargebacks	1,115,419	1,153,802	1,153,802	-	0%
99980	VP's Allocation		5,924	5,924	-	0%
99990	Furniture/equipment	1,297,692	125,773	125,773	-	0%
	Total academic support	4,586,904	3,515,284	3,515,284	(0)	0%

Cost Center	FY2009 Actuals	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	513,272	516,429	516,226	(203)	0%	
46600	Welcome center & telephone adv.	181,130	194,872	194,872	-	0%	
51000	VP of student services	276,188	278,344	279,344	1,000	0%	
51200	Student ambassador program	8,645	9,432	9,432	-	0%	
52000	Student activities	7,252	2,603	7,253	4,650	179%	
52100	PE facility	343,748	379,181	379,181	-	0%	
53000	Career services	481,555	486,989	486,989	-	0%	
53100	Test center	355,747	343,967	355,747	11,780	3%	Funding for additional hourly support
53102	High School Test	6,500	-	6,500	6,500	n/a	
53500	Retention	146,762	145,979	146,762	783	1%	
53555	Career links	39,101	38,541	39,101	560	1%	
54000	Financial aid services	750,797	750,578	750,838	260	0%	New cost center created for special event
54001	Financial aid services special event	9,284	-	9,284	9,284	n/a	New cost center created for special event
55000	Admissions	781,535	815,364	794,860	(20,504)	-3%	Position reclassified to 55001
55001	Workgroup	396,597	394,563	399,945	5,382	1%	Position reclassified from 55000, less funds held for cut
56000	Records	489,798	490,178	492,381	2,203	0%	
99970	Benefits/chargebacks	798,361	809,304	805,304	(4,000)	0%	
99980	Part time coverage	-	15,114	9,614	(5,500)	-36%	
99990	Furniture/equipment	612,948	235,732	223,537	(12,195)	-5%	Funds reclassified to support test center hourly
	Total student services	6,199,222	5,907,170	5,907,170	0	0%	

Cost Center	FY2009 Actuals	Total Original Budget (Note 1) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2009		
<b>Institutional Support</b>							
61000	President	644,861	641,565	653,464	11,899	2%	Hourly funds transferred from board of trustees
61100	Board of trustees	77,077	132,145	120,244	(11,901)	-9%	Hourly funds transferred to presidents cost center
61200	Research, planning and org. dev.	419,917	487,804	487,654	(150)	0%	
61900	Senior administration	11,971	13,617	13,617	-	0%	
62000	VP of administration & finance	328,295	332,045	333,482	1,436	0%	
62100	Finance office	1,229,330	1,288,778	1,288,778	-	0%	
63101	Human resources	554,449	600,533	582,677	(17,856)	-3%	Funding required for associate VP position; <b>less unemployment transfer</b>
63102	Recruitment	36,131	56,546	56,546	-	0%	
63103	Unemployment	75,109	47,253	75,109	27,856	59%	<b>Funding for increased unemployment costs</b>
63150	Diversity programs	11,976	12,000	12,000	-	0%	
63200	Reprographics	164,494	197,040	197,040	-	0%	
63400	Security	1,166,101	1,157,061	1,166,161	9,100	1%	
63500	Telecommunications	230,992	262,541	262,541	-	0%	
63554	Mediation & conflict resolution center	20,000	20,000	20,000	-	0%	
63600	Risk management	284,948	327,331	317,465	(9,867)	-3%	
63700	General administration	638,704	799,297	799,297	-	0%	
63800	Commencement/award programs	118,567	123,989	123,989	-	0%	
64000	Administrative information systems	1,220,864	1,293,197	1,263,508	(29,689)	-2%	Funds moved to reserve for state cut
64001	Enterprise network	553,662	558,416	558,416	-	0%	
64002	Web Enterprise	227,501	284,678	269,834	(14,844)	-5%	Funds moved to reserve for state cut
64100	Information technology administration	283,490	314,772	314,772	-	0%	
65000	Public relations & marketing	795,063	814,521	814,672	151	0%	
65001	Public relations administration	101,458	168,612	119,412	(49,200)	-29%	Funds moved to reserve for state cut
65100	Development & alumni relations	546,235	583,912	572,270	(11,642)	-2%	Funds moved to reserve for state cut
65900	Fundraising	6,154	30,000	30,000	-	0%	
99970	Benefits/chargebacks*	363,246	647,998	637,328	(10,670)	-2%	Funds moved to human resources to cover position need
99990	Furniture/equipment	576,689	130,116	235,491	105,375	81%	Funds held for fund state cut
	Total institutional support	10,687,285	11,325,766	11,325,766	0	0%	

\* annual charge to academic support for IT staff is included

Cost Center	FY2009 Actuals	Total	Total	Dollar	Projected	
		Original Budget (Note 1) A	Projected Expenditures B	Variance From Original B-A	Percentage Variance from Original FY2009	
<b>Plant</b>						
71000	Plant administration	72,621	127,677	127,247	(430)	0%
71100	General services	2,774,072	3,683,055	3,457,843	(225,212)	-6% To reclass funds to new cost center
71110	Mailroom	149,846	-	165,132	165,132	n/a New cost center established
71115	Set/up; Asset Reallocation	115,177	-	118,788	118,788	n/a New cost center established
71150	Recycling	13,034	25,000	25,000	-	0%
71500	Safety	75,297	75,871	76,341	470	1%
72000	Engineering	1,017,333	1,135,666	1,086,616	(49,050)	-4% To reclass funds to new cost center
72500	Preventive maintenance	238,977	286,221	286,221	-	0%
73000	Housekeeping	1,397,526	1,489,174	1,418,366	(70,808)	-5% Excess salary budget moved to grounds
75000	Grounds	428,914	365,310	441,943	76,633	21% Funds used for contracted services and equipment
76000	Renovations	182,281	176,729	182,282	5,553	3%
99970	Benefits/chargebacks	743,171	891,343	881,343	(10,000)	-1% Reclassed to engineering for supplies
99990	Furniture/equipment	1,567,185	244,611	233,536	(11,075)	-5% Year end support for grounds expenses
	Total plant	8,775,433	8,500,657	8,500,657	-	0%
<b>Scholarships</b>						
81000	Scholarships	667,659	662,580	667,660	5,080	1%
82000	Waivers	432,705	470,200	465,120	(5,080)	-1%
	Total scholarships	1,100,364	1,132,780	1,132,780	-	0%
	Grand totals	56,755,096	57,000,484	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.

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

**Howard Community College  
6/2009  
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	17,731	26,548	67%	1
11300	Mathematics	1,945,664	2,053,537	95%	
11310	Health	242,845	274,986	88%	
11400	Social sciences	1,906,698	1,917,952	99%	
11410	Eng/world languages	2,970,223	3,007,609	99%	
11450	Arts & humanities	2,495,614	2,495,614	100%	
11480	Rouse scholars	90,368	108,651	83%	
11600	Distance learning	393,605	419,915	94%	
12100	Nursing	1,983,640	2,049,286	97%	
12118	Rad Tech Program	135,111	135,112	100%	
12120	Emergency medical technology	179,663	179,683	100%	
12150	Cardiovascular program	173,327	194,955	89%	
12200	Business & computers	1,614,790	1,796,513	90%	
12250	Science & technology programs	2,543,056	2,543,056	100%	
12280	Cooperative education	13,726	15,507	89%	
13500	Service Learning	83,940	84,130	100%	
13550	Instructional international program	142,185	145,588	98%	
44010	User computer services	473,748	480,265	99%	
44020	Student computer services	1,247,611	1,253,265	100%	
44030	Student labs	268,517	311,199	86%	
46100	1st floor support	166,556	171,545	97%	
46200	2nd floor support	116,981	118,239	99%	
46300	Hickory ridge	82,671	89,120	93%	
46400	Evening services	712	825	86%	
46700	ELB divisions support	123,951	134,140	92%	
46800	Arts & humanities support	102,646	108,861	94%	
47500	Faculty learning community	11,460	23,000	50%	2
48000	Outcomes assessment	131,129	179,976	73%	3
48500	Instructional direction	105,814	249,022	42%	4
48501	Learning communities	196,437	204,246	96%	
48502	Program development	30,000	78,065	38%	5
52102	Pool guards	71,286	97,215	73%	6
53200	Learning assistance center	759,630	759,630	100%	
99970	Benefits/chargebacks	3,288,388	3,790,235	87%	
99980	Division support	-	203,553	0%	7
99990	Furniture/equipment	928,601	522,729	178%	8
	<b>Total instruction</b>	<b>25,038,322</b>	<b>26,223,775</b>	<b>95%</b>	

Cost Center		FY2009 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Public Service</b>					
33250	Cable studio	301,792	307,428	98%	
99970	Benefits/chargebacks	65,775	66,031	100%	
99990	Furniture/equipment	-	21,594	0%	9
	Total public service	367,567	395,052	93%	
<b>Academic Support</b>					
33400	Horowitz center	171,242	171,326	100%	
33500	Student arts collective	131,057	131,058	100%	
41001	Library services	800,522	806,297	99%	
41002	Teaching & learning center	134,050	136,525	98%	
43100	Education technology	301,859	302,404	100%	
43200	Video services	78,489	83,813	94%	
43300	Instructional Technology	136,557	136,726	100%	
46000	VP of academic affairs	314,909	323,002	97%	
47000	Faculty development	88,219	121,747	72%	10
48100	Interactive classroom	16,888	16,888	100%	
99970	Benefits/chargebacks	1,115,419	1,153,802	97%	
99980	VP's Allocation	-	5,924	0%	11
99990	Furniture/equipment	1,297,692	125,773	1032%	8
	Total academic support	4,586,904	3,515,284	130%	

Cost Center		FY2009 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Student Services</b>					
46500	Advising, academic	513,272	516,226	99%	
46600	Welcome center & telephone adv.	181,130	194,872	93%	
51000	VP of student services	276,188	279,344	99%	
51200	Student ambassador program	8,645	9,432	92%	
52000	Student activities	7,252	7,253	100%	
52100	PE facility	343,748	379,181	91%	
53000	Career services	481,555	486,989	99%	
53100	Test center	355,747	355,747	100%	
53102	High School Test	6,500	6,500	100%	
53500	Retention	146,762	146,762	100%	
53555	Career Links	39,101	39,101	100%	
54000	Financial aid services	750,797	750,838	100%	
54001	FAS New Year Event	9,284	9,284	100%	
55000	Admissions	781,535	794,860	98%	
55001	Workgroup	396,597	399,945	99%	
56000	Records	489,798	492,381	99%	
99970	Benefits/chargebacks	798,361	805,304	99%	
99980	Part time coverage		9,614	0%	12
99990	Furniture/equipment	612,948	223,537	274%	8
	<b>Total student services</b>	<b>6,199,222</b>	<b>5,907,170</b>	<b>105%</b>	

Cost Center		FY2009 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Institutional Support</b>					
61000	President	644,861	653,464	99%	
61100	Board of trustees	77,077	120,244	64%	13
61200	Research, planning and org. dev.	419,917	487,654	86%	
61900	Senior administration	11,971	13,617	88%	
62000	VP of administration & finance	328,295	333,482	98%	
62100	Finance office	1,229,330	1,288,778	95%	
63101	Human resources	554,449	582,677	95%	
63102	Recruitment	36,131	56,546	64%	14
63103	Unemployment	75,109	75,109	100%	
63150	Diversity programs	11,976	12,000	100%	
63200	Reprographics	164,494	197,040	83%	
63400	Security	1,166,101	1,166,161	100%	
63500	Telecommunications	230,992	262,541	88%	
63554	Mediation & conflict resolution center	20,000	20,000	100%	
63600	Risk management	284,948	317,465	90%	
63700	General administration	638,704	799,297	80%	
63800	Commencement/award programs	118,567	123,989	96%	
64000	Administrative information systems	1,220,864	1,263,508	97%	
64001	Enterprise network	553,662	558,416	99%	
64002	Web Enterprise	227,501	269,834	84%	
64100	Information technology administration	283,490	314,772	90%	
65000	Public relations & marketing	795,063	814,672	98%	
65001	Public relations administration	101,458	119,412	85%	
65100	Development & alumni relations	546,235	572,270	95%	
65900	Fundraising	6,154	30,000	21%	15
99970	Benefits/chargebacks	363,246	637,328	57%	16
99990	Furniture/equipment	576,689	235,491	245%	8
	<b>Total institutional support</b>	<b>10,687,285</b>	<b>11,325,766</b>	<b>94%</b>	

Cost Center		FY2009 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Plant</b>					
71000	Plant administration	72,621	127,247	57%	17
71100	General services	2,774,072	3,457,843	80%	
71110	Mailroom	149,846	165,132	91%	
71115	Set/up; Asset Reallocation	115,177	118,787	97%	
71150	Recycling	13,034	25,000	52%	18
71500	Safety	75,297	76,341	99%	
72000	Engineering	1,017,333	1,086,616	94%	
72500	Preventive maintenance	238,977	286,221	83%	
73000	Housekeeping	1,397,526	1,418,366	99%	
75000	Grounds	428,914	441,943	97%	
76000	Renovations	182,281	182,281	100%	
99970	Benefits/chargebacks	743,171	881,343	84%	
99990	Furniture/equipment	1,567,185	233,536	671%	8
	Total plant	8,775,433	8,500,657	103%	
<b>Scholarships</b>					
81000	Scholarships	667,659	667,660	100%	
82000	Waivers	432,705	465,120	93%	
	Total scholarships	1,100,364	1,132,780	97%	
	Grand totals	56,755,096	57,000,484	100%	

Notes: Only variances greater than 100%, or less than 80% are noted.

- 1 Savings in printing costs and meeting expenses occurred.
- 2 Expenses for travel budgets were restricted, which resulted in a budget surplus.
- 3 Savings occurred in course development costs and from an unfilled position.
- 4 Restricted travel for professional development resulted in a budget surplus.
- 5 Services for program development were lower than expected for outside contracted work.
- 6 The cost for pool guards was lower than anticipated for the year due to a shut down of two months for pool repairs.
- 7 Actual costs for part-time faculty were lower than anticipated for the year.
- 8 These cost centers fund functional related year end needs. Budget authority is covered in the special funds. Transfers to cover anticipated costs are explained in the notes to the financial statements.
- 9 Savings occurred in this function as there were no year end functional needs.
- 10 Restricted travel for staff resulted in a budget surplus.
- 11 This budget was reserved to support the needs of the function but was not used.
- 12 Hourly funds reserved to support functional needs was not required.
- 13 Savings in costs for travel and meetings occurred.
- 14 Due to the restriction on filling open positions, a savings in recruitment costs occurred.
- 15 Fund raising contract work was minimal, resulting in a budget savings.
- 16 Retiree health costs and functional chargebacks were lower than anticipated for the year.
- 17 Insurance and contracted services savings resulted in this budget variance.
- 18 Recycling costs were lower than anticipated because the county didn't charge for this service early in the year.

**Belmont Conference Center  
4th Quarter Report  
FY2009**

	Comparison to Prior Year				
	June Actuals	4rd Quarter Budget	Budget Variance	June Prior year	Variance to prior year
<b>Revenue:</b>					
Forecast	\$ 1,366,300	\$ 1,475,000	\$ (108,700)	\$ 1,370,738	\$ (4,438)
HCC Facility use fee	150,000	150,000	0	150,000	0
Total conference revenue	1,516,300	1,625,000	(108,700)	1,520,738	(4,438)
Pass through revenue	122,040	220,000	(97,960)	164,847	(42,807)
Credit & Non-credit tuition	14,478	12,000	2,478	15,380	(902)
Misc. revenue	478	-	478	8,614	(8,136)
<b>Total Revenue</b>	<b><u>1,653,297</u></b>	<b><u>1,857,000</u></b>	<b><u>(203,703)</u></b>	<b><u>1,709,579</u></b>	<b><u>(56,282)</u></b>
<b>Expenses:</b>					
<b>Cost of Sales</b>					
Food purchases	156,144	190,000	33,856	181,522	(25,378)
Beverage purchase	36,204	40,000	3,796	35,264	940
Pass through expenses	122,040	200,000	77,960	164,847	(42,807)
Kitchen supplies	20,034	25,000	4,966	24,718	(4,684)
<b>Direct Wages</b>					
Food & Beverage FT	107,255	107,463	208	101,867	5,388
Food & Beverage Hourly	104,454	140,000	35,546	155,897	(51,443)
Housekeeper & Hourly	35,076	49,000	13,924	20,552	14,524
Commissions	35,458	30,000	(5,458)	24,303	11,155
Faculty salaries	5,850	-	(5,850)	3,250	2,600
<b>Indirect Wages</b>					
Admin-FT	328,541	325,356	(3,185)	304,821	23,720
Admin-PT	29,689	29,000	(689)	27,396	2,293
Grounds Temp	9,105	8,000	(1,105)	5,885	3,220
Grounds FT	123,457	121,654	(1,803)	111,582	11,875
<b>General Operating</b>					
Benefits	208,526	181,027	(27,499)	184,342	24,184
Contracted Services	40,634	50,000	9,366	52,844	(12,210)
Printing, Publications	9,101	7,000	(2,101)	2,862	6,239
Recruitment	994	5,000	4,006	4,589	(3,595)
Credit card commissions	13,217	16,000	2,783	13,675	(458)
Promotional services	32,640	30,000	(2,640)	37,651	(5,011)
Promotional supplies	3,321	5,000	1,679	14,430	(11,109)
General office supplies	4,639	8,000	3,361	7,059	(2,420)
Special supplies	13,845	20,000	6,155	22,290	(8,445)
Grounds supplies	36,541	25,000	(11,541)	57,890	(21,349)
Telephone services	15,128	13,000	(2,128)	11,859	3,269
Rentals	5,481	4,500	(981)	5,175	306
Postage	2,042	5,000	2,958	4,383	(2,341)
Conferences & Meetings	7,586	9,000	1,414	10,368	(2,782)
Training	1,381	3,000	1,619	4,462	(3,081)
Insurance	17,652	20,000	2,348	18,395	(743)
License & Permits & Dues	11,118	10,000	(1,118)	9,832	1,286
Heat & Gas	39,688	55,000	15,312	50,792	(11,104)
Electricity	<u>42,697</u>	<u>60,000</u>	<u>17,303</u>	<u>66,603</u>	<u>(23,906)</u>
<b>Operating expenses</b>	<b>1,619,539</b>	<b>1,792,000</b>	<b>172,461</b>	<b>1,741,405</b>	<b>(121,866)</b>
<b>Operating Profit or (Loss)</b>	<b>33,758</b>	<b>65,000</b>	<b>(31,242)</b>	<b>(31,826)</b>	<b>65,584</b>
<b>Support and fixed changes</b>					
HCC share of loan	56,672	144,000	(87,328)	216,775	(160,103)
Loan	(56,672)	(144,000)	87,328	(216,775)	160,103
Facility repairs	(21,426)	(50,000)	28,574	(32,539)	11,113
Furniture & Fixtures	<u>(15,320)</u>	<u>(15,000)</u>	<u>(320)</u>	<u>(36,121)</u>	<u>20,801</u>
<b>Support and fixed charges</b>	<b>(36,745)</b>	<b>(65,000)</b>	<b>28,255</b>	<b>(68,660)</b>	<b>31,915</b>
<b>Net Profit or (Loss)*</b>	<b><u>\$ (2,987)</u></b>	<b><u>\$ -</u></b>	<b><u>\$ (2,987)</u></b>	<b><u>\$ (100,486)</u></b>	<b><u>\$ 97,499</u></b>

\*Loss funded by operating budget

**Howard Community College  
Children's Learning Center  
FY2009**

Description of account	FY09 Actuals	FY09 Proposed Budget	Variance from FY09 Budget	FY08 Actuals
<b>Revenue:</b>				
Tuition - child care	\$ 768,785	\$ 911,279	\$ (142,494)	\$ 520,816
College support (vending)	70,000	70,000	-	70,000
Educational foundation	25,001	29,505	(4,504)	31,117
Additional support	63,062	0	63,062	35,222
Instructional support	40,000	40,000	-	30,000
Student services/Operating	159,381	159,381	-	58,495
Fund balance/misc	86,374	0	86,374	122,074
<b>Total Revenue</b>	<u>1,212,603</u>	<u>1,210,165</u>	<u>2,438</u>	<u>867,724</u>
<b>Expenses:</b>				
Hourly	18,966	1,500	17,466	10,755
Overtime	826	500	326	526
Budgeted Wages	655,334	688,031	(32,697)	426,807
Benefits	279,156	338,941	(59,785)	185,128
Tuition Reimb.	7,175	2,500	4,675	1,769
Contracted Services	367	500	(133)	1,165
Printing, Publications	-	500	(500)	0
Advertising/Recruitment	542	750	(208)	240
General Office Supplies	1,811	2,500	(689)	1,400
Instructional Supplies	1,162	1,000	162	1,881
First Aid and Diaper supplies	1,272	1,700	(428)	255
Snack Foods	2,762	3,000	(238)	2,463
Classroom supplies-food	3,321	1,500	1,821	545
Classroom supplies-non-food	635	2,200	(1,565)	2,635
Kitchen supplies	1,289	1,000	289	999
Cleaning supplies	437	2,200	(1,763)	70
Special Supplies	259	1,500	(1,241)	422
Portable Communications	935	1,000	(65)	835
Postage	95	500	(405)	39
Conferences & Meetings	1,029	1,000	29	776
Travel-local	494	250	244	22
Catering	380	500	(120)	89
Dues & Subs	-	500	(500)	475
Utilities	55,000	55,000	-	45,000
Scholarships	-	5,000	(5,000)	3,612
Special Projects	-	0	-	0
Liability Ins.	8,361	10,000	(1,639)	8,800
Equipment/Renovations	284	1,000	(716)	306
<b>Net before Debt Service</b>	<u>1,041,893</u>	<u>1,124,572</u>	<u>(82,679)</u>	<u>697,014</u>
Debt Service	85,593	85,593	-	85,593
<b>Total expenses with Debt Service</b>	<u>1,127,486</u>	<u>1,210,165</u>	<u>(82,679)</u>	<u>782,608</u>
<b>Net Balance of account</b>	<u>\$ 85,117</u>	<u>\$ -</u>	<u>\$ 85,117</u>	<u>\$ 85,117</u>

**LAUREL COLLEGE CENTER  
2009 COMBINED**

Object	Description	Actual TOTAL at 6/30/2009	FY2009 Annual TOTAL Budget	TOTAL Variance Over (Under) Annual Budget
<b>Revenue</b>				
<b>Fall/Winter</b>				
	Tuition Revenue	\$ 345,395.32	\$ 401,267.00	\$ (55,871.68)
	Non Credit	121,349.00	175,138.00	(53,789.00)
<b>Spring</b>				
	Tuition Revenue	351,916.21	290,865.00	61,051.21
	Non Credit	66,697.05	124,170.00	(57,472.95)
<b>Summer</b>				
	Tuition Revenue	319,386.79	268,429.00	50,957.79
	Non Credit	19,686.27	77,102.00	(57,415.73)
<b>Other Revenue</b>				
	Chamber of Commerce	0.00	0.00	-
<b>State Funding *</b>				
		630,498.76	630,499.00	(0.24)
<b>Unrestricted Appropriation</b>				
		0.00	0.00	-
<b>RHEC Funding</b>				
		156,392.00	156,392.00	-
<b>Total Revenue</b>		<b>2,011,321.40</b>	<b>2,123,862.00</b>	<b>(112,540.60)</b>

Object	Description	Actual TOTAL at 6/30/2009	FY2009 TOTAL Budget	TOTAL Variance Over (Under) Annual Budget
<b>Expenditures</b>				
5103	Salaries - Cr. PT Fac - all terms	455,272.99	482,655.00	(7,772.18)
5105	Salaries - Cr. PT Faculty - SIPG	19,609.83	0.00	-
5107	Non Credit PT Faculty - all terms	79,305.50	125,503.00	(46,197.50)
6000	Contracted Services	50,230.00	34,700.00	15,530.00
6021	Capital Leases	7,400.13	6,500.00	900.13
6100	Instructional Supplies	24,500.09	31,000.00	(6,499.91)
6160	Microcomputer Supplies	389.00	1,400.00	(1,011.00)
<b>Direct Instructional Expenditures</b>		<b>636,707.54</b>	<b>681,758.00</b>	<b>(45,050.46)</b>
<b>Other Expenditures</b>				
5002	PT Administrator	0.00	0.00	-
5301	FT Classified Staff	170,189.85	176,289.00	(6,099.15)
5302	PT Classified Staff	87,013.49	98,369.00	(11,355.51)
5303	PT Classified Staff On-Call	80,014.85	88,185.00	(8,170.15)
5304	Overtime	13,169.75	7,342.00	5,827.75
5812	PT Benefits	56,287.03	61,357.00	(5,069.97)
5800	Benefits	42,547.46	44,072.00	(1,524.54)
6000	Contracted Services	58,121.00	32,817.00	25,304.00
6025	Advertising	49,083.41	111,000.00	(61,916.59)
6028	Custodial Contract	0.00	0.00	-
6050	Off-Campus Rentals	723,812.05	740,386.00	(16,573.95)
6140	Custodial Supplies	0.00	0.00	-
6200	Telephone	11,272.08	10,000.00	1,272.08
6220	Postage	0.00	0.00	-
6310	Travel	366.19	2,500.00	(2,133.81)
6510	Electricity	81,621.45	80,000.00	1,621.45
7160	Equipment	190,336.06	118,167.00	72,169.06
<b>Total Indirect Expenditures</b>		<b>1,563,834.68</b>	<b>1,570,484.00</b>	<b>(6,649.32)</b>
<b>Total Expenditures</b>		<b>2,200,542.22</b>	<b>2,252,242.00</b>	<b>(51,699.78)</b>
<b>Operating Income (Loss)</b>		<b>\$ (189,220.82)</b>	<b>\$ (128,380.00)</b>	<b>\$ (60,840.82)</b>

\* The state cuts received by the colleges were not allocated to Laurel College Center

**2009 HOWARD COMMUNITY COLLEGE  
LAUREL COLLEGE CENTER**

Object	Description	Actual HCC at 6/30/2009	FY2009 Annual HCC Budget	HCC Variance Over (Under) Annual Budget
<b>Revenue</b>				
<b>Fall /Winter</b>				
	Tuition Revenue	170,847.10	175,000.00	(4,152.90)
	Non Credit	62,242.00	65,000.00	(2,758.00)
<b>Spring</b>				
	Tuition Revenue	148,600.47	140,000.00	8,600.47
	Non Credit	22,488.00	18,000.00	4,488.00
<b>Summer</b>				
	Tuition Revenue	191,825.53	182,000.00	9,825.53
	Non Credit	8,075.00	5,000.00	3,075.00
<b>Other Revenue</b>				
	Misc. Revenue			-
<b>State Funding</b>				
		204,297.76	204,298.00	(0.24)
<b>RHEC Funding</b>				
		156,392.00	156,392.00	-
<b>Total Revenue</b>		<b>964,767.86</b>	<b>945,690.00</b>	<b>19,077.86</b>

Object	Description	Actual HCC at 6/30/2009	FY2009 HCC Budget	HCC Variance Over (Under) Annual Budget
<b>Expenditures</b>				
5102	Salaries - Cr. PT Faculty	0.00		0.00
5103	Salaries - Cr. PT Faculty - All terms	226,808.06	275,000.00	(48,191.94)
5104	Salaries - Cr. PT Faculty	0.00		0.00
5105	Salaries - Cr. PT Faculty	0.00		0.00
5107	Non Credit PT Faculty	41,855.50	55,000.00	(13,144.50)
6000	Contracted Services	0.00	1,200.00	(1,200.00)
6021	Capital Lease	0.00		0.00
6100	Instructional Supplies	2,194.85	11,000.00	(8,805.15)
6160	Microcomputer Supplies	0.00		0.00
<b>Direct Instructional Expenditures</b>		<b>270,858.41</b>	<b>342,200.00</b>	<b>(71,341.59)</b>
<b>Other Expenditures</b>				
5002	PT Administrator	0.00		0.00
5301	FT Classified Staff	0.00		0.00
5302	PT Classified Staff	10,142.44	15,000.00	(4,857.56)
5303	PT Classified Staff On-Call	28,416.05	35,000.00	(6,583.95)
5304	Overtime	0.00		0.00
5812	PT Benefits (7.65%)	23,608.96	29,070.00	(5,461.04)
5800	Benefits (25%)	0.00		0.00
6000	Contracted Services	22,130.00	2,500.00	19,630.00
6025	Advertising	13,557.84	75,000.00	(61,442.16)
6028	Custodial Contract	0.00		0.00
6050	Off-Campus Rentals	340,881.62	340,882.00	(0.38)
6140	Custodial Supplies	0.00		0.00
6200	Telephone	11,272.08	10,000.00	1,272.08
6220	Postage	0.00	0.00	0.00
6310	Travel	26.26	1,300.00	(1,273.74)
6510	Electricity	0.00	0.00	0.00
7160	Equipment	182,071.48	100,000.00	82,071.48
<b>Total Indirect Expenditures</b>		<b>632,106.73</b>	<b>608,752.00</b>	<b>23,354.73</b>
<b>Total Expenditures</b>		<b>902,965.14</b>	<b>950,952.00</b>	<b>(47,986.86)</b>

**Operating Income (Loss)**

**61,802.72 (5,262.00) 67,064.72**

**2009 PRINCE GEORGE'S COMMUNITY COLLEGE  
LAUREL COLLEGE CENTER**

Object	Description	Actual PGCC at 6/30/2009	FY2009 PGCC Budget	PGCC Variance Over (Under) Annual Budget
<b>Revenue</b>				
<b>Fall/Winter</b>				
	Tuition Revenue	174,548.22	226,267.00	(51,718.78)
	Non Credit	59,107.00	110,138.00	(51,031.00)
<b>Spring</b>				
	Tuition Revenue	203,315.74	150,865.00	52,450.74
	Non Credit	44,209.05	106,170.00	(61,960.95)
<b>Summer</b>				
	Tuition Revenue	127,561.26	86,429.00	41,132.26
	Non Credit	11,611.27	72,102.00	(60,490.73)
<b>Other Revenue</b>				
	Chamber of Commerce	0.00	0.00	0.00
<b>State Funding</b>				
	Unrestricted appropriation	426,201.00	426,201.00	0.00
<b>RHEC Funding</b>				
		0.00	0.00	0.00
<b>Total Revenue</b>		<b>1,046,553.54</b>	<b>1,178,172.00</b>	<b>(131,619.46)</b>

Object	Description	Actual PGCC at 6/30/2009	FY2009 PGCC Budget	PGCC Variance Over (Under) Annual Budget
<b>Expenditures</b>				
5102	Salaries - Cr. PT Faculty - SII	20,329.00	19,535.00	794.00
5103	Salaries - Cr. PT Faculty - Fal	108,666.31	81,075.00	27,591.31
5104	Salaries - Cr. PT Faculty - Spr	99,469.62	80,490.00	18,979.62
5105	Salaries - Cr. PT Faculty - SI	19,609.83	26,555.00	(6,945.17)
5107	Non Credit PT Faculty	37,450.00	70,503.00	(33,053.00)
6000	Contracted Services	50,230.00	33,500.00	16,730.00
6021	Capital Lease	7,400.13	6,500.00	900.13
6100	Instructional Supplies	22,305.24	20,000.00	2,305.24
6160	Microcomputer Supplies	389.00	1,400.00	(1,011.00)
<b>Direct Instructional Expenditures</b>		<b>365,849.13</b>	<b>339,558.00</b>	<b>26,291.13</b>
<b>Other Expenditures</b>				
5002	PT Administrator	0.00		0.00
5301	FT Classified Staff	170,189.85	176,289.00	(6,099.15)
5302	PT Classified Staff	76,871.05	83,369.00	(6,497.95)
5303	PT Classified Staff On-Call	51,598.80	53,185.00	(1,586.20)
5304	Overtime	13,169.75	7,342.00	5,827.75
5812	PT Benefits (7.65%)	32,678.07	32,287.00	391.07
5800	Benefits (25%)	42,547.46	44,072.00	(1,524.54)
6000	Contracted Services	35,991.00	30,317.00	5,674.00
6025	Advertising	35,525.57	36,000.00	(474.43)
6028	Custodial Contract	0.00	0.00	0.00
6050	Off-Campus Rentals	382,930.43	399,504.00	(16,573.57)
6140	Custodial Supplies	0.00	0.00	0.00
6200	Telephone	0.00	0.00	0.00
6220	Postage	0.00	0.00	0.00
6310	Travel	339.93	1,200.00	(860.07)
6510	Electricity	81,621.45	80,000.00	1,621.45
7160	Equipment/Furniture	8,264.58	18,167.00	(9,902.42)
<b>Total Indirect Expenditures</b>		<b>931,729.95</b>	<b>961,732.00</b>	<b>(30,003.05)</b>
<b>Total Expenditures</b>		<b>1,297,579.08</b>	<b>1,301,290.00</b>	<b>(3,711.92)</b>

<b>Operating Income (Loss)</b>	<b>(251,024.54)</b>	<b>(123,118.00)</b>	<b>(127,907.54)</b>
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## C – President’s Report

### Fiscal Year 2009 Enrollment

Enrollment numbers for FY09 have been finalized. HCC credit headcount increased **4.4** percent over FY08, and full-time equivalent students (FTES) increased **7.65** percent. FY09 credit FTES were **4,826** and unduplicated headcount was **11,771**.

### News from Development

<b>May, June, and July Foundation Revenue</b>		
	<b>2008</b>	<b>2009</b>
Monthly total – <b>May</b> <sup>[1]</sup>	\$321,640	\$196,086
Monthly total – <b>June</b>	\$189,685	\$337,635
Monthly total – <b>July</b>	\$75,026	\$102,937
<b>May</b> <sup>[2]</sup>		
Endowment funds	\$16,995	\$8,125
Scholarship funds	\$7,511	\$4,715
Grant funds	\$191,614	\$0
<b>June</b> <sup>[2]</sup>		
Endowment funds	\$12,906	\$686
Scholarship funds	\$4,737	\$6,081
Grant funds	\$0	\$0
<b>July</b> <sup>[2]</sup>		
Endowment funds	\$5,126	\$10,402
Scholarship funds	\$3,047	\$5,200
Grant funds	\$0	\$0

<sup>[1]</sup> Total revenue reflects all incoming funds to the foundation including both restricted and unrestricted funds.

<sup>[2]</sup> Endowment, scholarship, and grant revenues reflect ONLY funds that have been restricted to those specific types of accounts.

### Youth Programs Certified

All HCC summer youth programs—Kids on Campus, The Actors Studio, The Music Institute, HCC Sports School and JB Soccer Camp—have been certified by the Maryland Department of Health and Mental Hygiene as a youth camp. This certification required detailed documentation of all procedures, a site visit, and the implementation of new processes. Kudos go to Sara Baum and Paula Wolkowitz of continuing education who led the certification effort and compiled all the required information and to Grace Anastasiadis, Jim Bailey, Diane Schumacher, and the staffs of each camp who provided assistance and made sure all regulations were followed. Excellent job everyone – congratulations on another successful summer!

### **Increasing College Preparedness Presentation**

On Thursday, June 25, 2009, Cindy Peterka, (student services), Tara Hart (English/world languages), and Eli Stav, (test center) presented at the 19th annual ACCUPLACER national conference. Their presentation titled "Increasing college preparedness and opportunity: A multidisciplinary team approach" was the culmination of the first year of HCC's partnership with the Howard County Public School System's English college-preparedness initiative. Their interactive session reviewed the roles of initiative participants including administrators, testing professionals, faculty, and counselors and described the logistics of the testing and programmatic efforts to improve preparedness outcomes. It also included a presentation of trend data and a lively discussion of best practices.

Many thanks to Kim Brosmer, Andrea Dardello, Barbara Greenfeld, Julie Knox-Brown, Rick Leith, Jenny Leopold, Simone Livingston, Theresa Madden, Nancy Pickard, Dorothy Plantz, Buck Setter, Christy Thomson, Peggy Walton, and Caroline Wood who also contributed to this initiative.

### **Encouraging Self-Sufficiency through Education**

Anita Blake, assistant director, Career Links program, was featured in the August edition of the *Howard Magazine*, which is included in the Columbia Flier. Anita is quoted as saying, "At the end of the day, I'm helping women take those baby steps toward self-sufficiency, where they know they can support themselves and their children." The article also mentions the impressive Career Links 75 percent student retention rate! The article was scanned and is attached with permission from Howard Magazine. Congratulations, Anita!

### **New Simulation Skills Lab Complete**

Many thanks to the nursing faculty and staff, Georgene Butler, Jessica Dipalma, Cheryl Nitz, and Sharon Pierce, for their hard work; and special thanks to the plant operations department, especially Dennis Collier, Rodney Freeman, Brian Garnett, Travis Hopkins, Greg Jenkins, Bill Moody, Chuck Nightingale, Clint Thomas, and Jay Weinrich, who transformed the old space on the second floor of the nursing building into the state of the art skills learning center that it has become. The nurse education program held an open house for the new simulation skills lab on Monday, August 17<sup>th</sup>.

### **Project Access parent Transition Workshop – A Huge Success!**

Project Access hosted a very successful Parents' Workshop on Wednesday evening, July 22, 2009. The fifty-three attending parents evaluated the workshop very favorably. Topics covered included: transitioning from high school to college, disability support services and reasonable accommodations on the HCC campus, a day in the life of a Project Access student, acquiring writing skills for college, college survival skills for eleventh and twelfth graders, and transitioning into the workplace. Kudos should go to Janice Marks, HCC associate vice president of student development; Linda Schnapp, assistant director of Project Access; Marilyn Webb, Project Access reading teacher; Kim Reynolds, Project Access writing teacher; Ann Kukulies, Project Access career development teacher; Justin Masket and Kristin Freije, Project Access peer mentors; and Crissy Shevchenko and Nesa Herring,

Project Access teachers of special programs for eleventh and twelfth graders. In appreciation of these efforts, a Project Access mother e-mailed the following message to the staff the morning after the meeting: "Last night hearing Justin and Kristen (Project Access Peer Mentors) speak about their disabilities and successes was emotionally overwhelming. It gives us all hope. I always knew my daughter would be successful in college...but there was always that seed of doubt. Kristen has shown me that without a doubt, she will succeed. I know it will be difficult, but my daughter's determination will be her best asset." Again, thank you to all who participated.

## **Capital Update**

### Athletic Fields Renovations

The Maryland Board of Public Works (BPW) approved the Pennsylvania Education Joint Purchasing Council (PAEJPC) contract and the college has started work on the athletic fields. This phase includes the design/build services related to excavation, grading, field restoration, fencing, and installation of FieldTurf on the multi-purpose athletic field to be used for soccer, lacrosse, softball, and baseball.

### McCuan Hall and Smith Theatre Renovations

Minor punchlist items are currently being addressed in preparation for project closeout.

### The Rouse Company Foundation Student Services Hall

The work associated with the acoustics, noise, and functionality of the cashiers' area as well as the noise level from the adjoining atrium has been completed. A security dispatch center is currently being added to the security office to enhance operations in this department. Smaller renovations are also in the works for the financial aid office and the test center to accommodate changes needed due to new programs. All renovations are being coordinated to ensure aesthetic and structural conformity.

### James Clark, Jr. Library Building Renovations

Construction continues to progress and the project is now 80 percent complete. Phase three, which included the east side of the building with nine classrooms and the remaining portion of the IT department, was completed in July 2009. Phase four, the last phase, includes the south side of the building encompassing the remaining portion of the library, the information literacy room, and student/faculty training rooms, is scheduled for completion in spring 2010.

The college has been pleased with the progress and coordination throughout the project. Ongoing meetings continue with college staff and the construction management firm to continue to move the project forward.

### Health Sciences Building

The college recently released a request for proposal (RFP) for professional architectural services for the design of the new health sciences building. The purpose of this project is to design and construct a new health sciences building of 94,830 gross square feet to support the health sciences disciplines of nursing and allied health, which include cardiovascular technology, emergency medical

technician/paramedic, exercise science, life fitness, healthcare, health education, human services, nursing, radiologic technology, **surgical technology**, **physical therapy**, and **respiratory therapy**. Bolded items are currently offered through the mid-Maryland Allied Healthcare Education Consortium. In addition to these twelve current offerings, the college is planning for dental assistant/hygienist and occupational therapy as two new programs to be housed in the new facility. In addition to the project specifications, the college is looking to the firm that receives the contract to propose a team that will manage the certification process and assist the college in achieving Leadership in Energy and Environmental Design (LEED) silver certification.

The administration expects to present the most qualified highest ranked firm to the board for approval and award at its September meeting.

#### Shuttle Services and Temporary Parking on Grand Prix Field

One of the most critical areas on campus is the parking shortage. While the college is currently in the planning phase for a second parking garage, some immediate actions must take place in order to accommodate HCC's students and employees and help alleviate the parking issues on campus.

One of those immediate steps was to relocate the Grand Prix event and convert the front lawn to a temporary gravel parking lot. The college is not moving forward with graveling the lot because of possible changes. It will use the field to its maximum potential by parking cars on the grass.

The college is also offering shuttle services from the Wilde Lake Village Center to the college's campus. Directional signage will be installed to assist people in locating the parking area. Additionally, security services will be provided to enhance safety and help monitor the parking lot. Even though security is provided by Kimco Realty, which manages the parking site, the college's security department will provide regular drive-bys at the Wilde Lake Village Center to enhance the safety of employees and students who park at this location. The Howard County Police now have a new satellite office in the Village Center, which will enhance the security efforts.

#### The Garage

The next parking garage was originally scheduled to be located on the Hickory Ridge parking lot. After reviewing entry and exit points with the architect along with the current road, it has been determined that there may be other areas on campus that would be better suited for the next garage. Possible locations include the Grand Prix field or adjacent to the current parking garage. These new locations will be finalized with the master plan process. Although site work has been done on the current Hickory Ridge location, no construction drawings have started so this is a good time to consider the change. Any final determination of the location will require board approval.

#### Master Plan Update

The master plan process was launched over the summer and is well underway. The architect's team has conducted numerous interviews of college staff. The first set of

meetings was conducted in May for an environmental scan of all college programs and operations. The consultants from JMZ also reviewed data from the college's external sources, such as the Commission on the Future, and national trends. This data will be used to determine programming needs and suggestions for future years.

In early July, the architects from Ayer Saint Gross (ASG) conducted another set of college-wide meetings to determine space needs for the future. From this set of meetings, the architects learned what areas worked well and what areas should be considered for improvement. In late July, the master plan steering committee met with ASG to review the findings and consider possibilities for the future. During that meeting, the possibility of changing the current campus land-use plan for future buildings was proposed. This possibility will be discussed again at future meetings.

On Wednesday, August 19, the college has planned a community breakfast to get input from its external constituents about the campus. Following this meeting, the steering committee will meet with the architects again to hear the results of the findings from the traffic consultant (Kittleson), the environmental engineers (Biohabitats), and the civil engineer (KCI).

At the September board meeting, a presentation is planned for the board to update trustees on the college's progress to date. A two-day planning session is scheduled for October with meetings monthly thereafter. The college's long-term goal is to have the master plan completed by April 1, 2010, to submit to the state.

#### Campus-wide Safety, Compliance, and Facility Renewal Projects

The college prioritizes and schedules its immediate renovation needs as documented in the facilities condition assessment and identified in the capital budget. For fiscal year 2009, the college completed a total of 75 projects. The current renovation projects in progress or recently completed are listed below. The college is evaluating and prioritizing its list of projects for fiscal year 2010.

In progress:

- On-going deferred maintenance items;
- On-going interior and exterior signage design and installation;
- Security camera and code blue phone installation throughout campus;
- ST Building second floor bathrooms commenced in July; and
- HVAC replacement for nursing building started.

**D – Board Member Comments**

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

- May 27, 2009, Meeting Minutes

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

Meeting Notes  
May 27, 2009 – 4:30 p.m.

The Rouse Company Foundation Student Service Hall, Room 120B

**Present:** T. James Truby, committee chair; Mary Tung, trustee; and Kathleen Hetherington, president

**Absent:** Kevin Doyle, trustee

**Staff:** Lynn Coleman, vice president of administration and finance; Janet Cullison, associate vice president of finance; and Erin Yun, director of board relations/special projects

**Guest:** Bill Seymour, SB & Company

Topic	Outcome
Trustee Truby brought the meeting to order at 4:45 p.m.	
1. Meeting with College Auditor and Audit Area for Review	Trustee Truby welcomed Mr. Seymour, a former HCC student, back to the college. Mr. Seymour reviewed the scope of services for the FY09 audit and the timeline for it. Planning is currently underway and preliminary fieldwork will start in June. The audit will be completed by October.  Mr. Seymour then reviewed the risk-based approach that the firm would take during the audit and reviewed significant risk areas and key accounting policies for the college identified by the auditors.  During the last audit and finance meeting, the committee members asked that Trustee Hutt be consulted about the potential areas for review. After discussion with Trustee Hutt, a schedule of when various areas should be reviewed was developed. Additionally, some areas would be reviewed every year.  The committee requested that the auditors review the following areas: bookstore, inventory, Belmont, and procurement cards.
2. Quarterly Sole Source Vendors Report	The committee reviewed the report. This item was for information only and no committee action was requested.
3. Semi-Annual Cumulative Purchases Greater than \$25,000 Report	The committee reviewed the report. This item was for information only and no committee action was requested.
4. Salary Schedules	The committee supported the recommendation that no changes be made in the salary schedules for FY10.
5. Other	Lynn Coleman gave an overview of adjustments made in the FY10 budget based on discussions with the County Council. These changes will be brought to the full board for discussion and approval.
The meeting adjourned at 5:25 p.m.	

## **F – Approval of Minutes**

1. May 27, 2009, Work Session
2. May 27, 2009, Regular Session
3. May 27, 2009, Closed Session
4. June 8, 2009, Retreat
5. June 8, 2009, Retreat Closed Session

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
WORK SESSION MINUTES  
May 27, 2009**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, May 27, 2009, 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 6:13 p.m. Other board members present included vice chair Katherine K. Rensin, trustees Roberta E. Dillow, Patrick L. Huddie, and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustees Kevin J. Doyle and Louis G. Hutt, Jr were absent.

**I. Informational Tour: Radiologic Technology Program and Laboratory**

Ron Roberson, vice president of academic affairs, gave a brief introduction of the year-old program. Board members and staff visited the radiologic laboratory where Dr. Sharon Pierce, division chair, health sciences, and Evelyn Gary, program director/associate professor of radiologic technology, gave a brief overview of the program. Two students gave presentations on prostate cancer and breast cancer. Students introduced themselves and indicated highlights from their poster displays. An x-ray of a skull was demonstrated.

Chair Truby recalled that at the ribbon-cutting for the radiologic laboratory last July, Congressman Cummings had asked students to combine technology with a healing touch.

**II. Commendation of Trustee Mary B. Tung**

Chair Truby commended Trustee Tung for her collegiality, shared values, passion, and community outreach. He praised her ability to “go to the heart of the matter and not be distracted by peripheral issues.” He thanked her for all her contributions to HCC and the board and indicated that she would be called on to stay involved with the college in other capacities. Chair Truby read the resolution honoring Trustee Tung, which was signed by the other trustees, and presented it to her along with cards signed by the board.

Trustee Dillow seconded earlier comments and added that she would treasure Trustee Tung’s input on the legislative committee and commended her for “looking out for HCC” and bringing information from the community back to the board. Trustee Huddie added that Trustee Tung always asked the right questions, that he was touched when she rediscovered her family and shared the experience with the board, and reminded her that the board would continue to reach out to her after her term expired. Vice Chair Rensin concurred with earlier comments. She added that Trustee Tung was a strong voice for the college in the community. On a personal note, she hoped they could continue their friendship and wished her the best as she explored new opportunities. President Hetherington thanked Trustee Tung on behalf of the faculty, staff, and students for her many years of dedicated service, her caring attitude, and steady force on the board.

Trustee Tung recalled being asked to serve on the HCC board by then Senator Sandy

Schrader. She knew at once that it was the perfect fit since education has always been a priority in her life. She reminisced about how the campus has transformed during her tenure on the board. She also appreciated the collegiality of the board and administration and mentioned that HCC was one of the best organizations she has seen. She said she would continue to stay involved with the entrepreneurial center and the information technology board. She concluded by extending her thanks to everyone.

The work session adjourned at 7:20 p.m.

The above constitutes the official minutes of the May 27, 2009, work session of the Howard Community College Board of Trustees as approved on August 26, 2009, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
REGULAR SESSION MINUTES  
May 27, 2009**

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, May 27, 2009, 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 7:20 p.m. Other board members present included vice chair Katherine K. Rensin, trustees Roberta E. Dillow, Patrick L. Huddie, and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustees Kevin J. Doyle and Louis G. Hutt, Jr were absent.

**A. Approval of May 27, 2009, Agenda**

A revised agenda adding “Fiscal Year 2010 Budget Adjustment” as the second item to board priority items was distributed to the board. Additionally, the “Audit Areas for Review” was moved from a consent item to a discussion item.

*A recommendation to approve the May 27, 2009, agenda as amended, was moved by Trustee Huddie, seconded by Trustee Dillow, and unanimously approved.*

**B. Board Priority Items**

**1. Financial Statements**

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

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

**2. Fiscal Year 2010 Budget Adjustment**

Lynn Coleman gave a brief overview of the changes and additions to the operating budget requested by the County. President Hetherington reiterated that while the budget items mentioned were not previously shown in the college’s budget, all the items were shown on the college’s books and were reported to the board as part of the audited financial statements.

*A recommendation to approve the changes as noted, was moved by Trustee Huddie, seconded by Trustee Dillow, and unanimously approved.*

**3. Fiscal Years 2010-2015 Vision, Mission, Values, and Strategic Goals**

Zoe Irvin, executive director of planning, research and organizational development, gave an overview using item 1.2 (***Increase student successful-persistence rate after 4 years for all students from 73.2% (fall 2003 cohort) to 80%\* (fall 2006 cohort).***) as an example. Cindy Peterka, vice president of student services, and Ron Roberson, vice president of academic affairs, provided examples of action plans related to item 1.2. Chair Truby applauded the

administration on identifying bold benchmarks and pledged the board's support of these initiatives. President Hetherington added that the administration continues to examine data that matters and seeks to identify external benchmarks for comparison. The College of Southern Maryland's positive relationship with their school system with regard to developmental education was also discussed.

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

#### **4. Election of Fiscal Year 2010 Board Officers**

Trustee Huddie nominated Chair Truby and Vice Chair Rensin to remain in their current positions for FY10. He mentioned that they had done "a sterling job and should double their efforts" for the next year. Trustee Dillow seconded the nomination.

*A recommendation to elect T. James Truby as board chair and Katherine K. Rensin as vice chair for fiscal year 2010, was moved by Trustee Huddie, seconded by Trustee Dillow, and unanimously approved.*

Chair Truby accepted the chair position for FY10 and mentioned that it gives him enormous pleasure being chair because of the collegiality, collective approach to issues, and HCC is a strong organization. Vice Chair Rensin accepted the position of vice chair and thanked her colleagues for their vote of confidence.

#### **C. President's Report**

A television clip featuring graduating student, Amber Golden, and another one about the nursing program with WBAL education reporter, Tim Tooten, was shown. President Hetherington thanked Nancy Gainer, executive director of public relations, for the media coverage. Dr. Hetherington announced two recent grants in the nursing area: the Who Will Care 3-year grant for a little under \$544,164, which will provide one and a half full-time faculty positions with a focus on retention, and the nurse support Maryland Higher Education Commission (MHEC) 5-year grant for \$996,830, which will provide for one and a half full-time faculty positions to expand the LPN to RN transition program. President Hetherington thanked board member for attending college events.

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

Vice Chair Rensin thanked the board for their vote of confidence in re-electing her for FY10. She mentioned that she enjoys working with Chair Truby. She commended President Hetherington on her recent Maryland's Top 100 Women award. She also informed the board of the president's office's recent entry in the innovation fair on sustainability, which had resulted in a 41 percent reduction in paper and supply costs over the past year. She commended the president's office staff on this initiative.

Trustee Tung mentioned the dumpster dive clip on YouTube and the rocket marketing projects at the entrepreneurial celebration. She encouraged board members to read a couple of the projects in which the students are working and to get involved by providing ideas and business counseling.

Trustee Huddie congratulated Trustee Tung on her new position at Davis, Agnor,

Rapport and Skalny, LLC. He commended the two student speakers at commencement and commented that several faculty and staff were instrumental in the students' success.

Trustee Dillow seconded Trustee Tung's comments and added that the entrepreneurial center was a direct result of a Commission on the Future recommendation and an example of the benefit of involving community members. She also commented on the student awards banquet, the nursing recognition, commencement and especially Congressman Cummings's inspirational speech.

Chair Truby agreed with earlier comments and pointed out that Congressman Cummings said that HCC is the best community college in the country!

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

*A recommendation to approve the April 22, 2009, work session, regular session, and closed session, and the May 20, 2009 closed session, was moved by Trustee Dillow, seconded by Trustee Rensin, and unanimously approved.*

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

1. Proposed new hires;
2. Electricity for Belmont Conference Center in the amount of \$40,000 awarded to PEPCO;
3. Office supplies contract in the amount of \$455,000 awarded to Corporate Express;
4. Trade services contracts for plumbing, HVAC, carpentry, and electrical in an amount not to exceed \$50,000 for plumbing and \$50,000 for HVAC awarded to Emjay; and an amount not to exceed \$80,000 for carpentry and \$50,000 for electrical awarded to Benaka, Inc.;
5. Facilities operations supplies in the amount of \$80,000 awarded to W.W. Grainger, Inc.;
6. Janitorial supplies contract in the amount of \$100,000 awarded to Fitch Co. Inc.;
7. Telecommunications services in the amount of \$182,900 awarded to Verizon Maryland Inc.;
8. Print Shop copiers contract in the amount of \$77,484 annually awarded to Canon Business Solutions;
9. Software licensing agreements and purchases in the amount of \$135,000 awarded to Bell Industries;
10. Computer hardware purchases in the total amount of \$1,340,400 awarded to Dell Inc. (\$1,198,000), Apple Computers (\$50,400), Gateway Computers (\$38,000), CAS Severn - IBM (\$26,000), Hartford Computers – HP computers and printers (\$28,000);
11. Fiscal year 2010 new academic programs – associate of arts in arts and sciences in aging services, nutrition, public health, environmental science – ecological technology design option, mass media design and production – radio production option, mass media design and production – radio and television production option, and certificate of proficiency in – business management – business management in the virtual environment;
12. Implementation of the nursing pre-admission exam;
13. Summer I graduates;
14. The Rouse Company Foundation Student Services Hall heat exchanger

- installation in the amount of \$38,800 awarded to Emjay, Inc.;
15. License agreement with Ten Acres Business Trust for property on the other side of campus drive between the sidewalk and the new medical arts building;
  16. Parking lot F expansion fast track project in amounts not to exceed \$53,895 for design fees (FSH), \$24,420 for construction administration (FSH), \$30,495 for design fees for associated run-off (Environmental Research), totaling \$108,810;
  17. Painting services – the board is requested to reject all bids;
  18. Fiscal year 2010 credit and non-credit schedule printing in the amount of \$110,030.75 plus up to \$20,000 in additional funds to accommodate the printing of additional pages for credit schedules and \$72,168 plus up to \$15,000 in additional funds to accommodate the printing of additional pages for non-credit schedules awarded to AFL Web Printing (credit) and Engle Printing (non-credit);
  19. Contract renewals:
    - a. Security services in the amount of \$1,112,125 awarded to Allied Security;
    - b. Waste management trash removal service in the amount of \$60,000 awarded to Waste Management;
    - c. Belmont Conference Center heating oil in the amount of \$40,000 awarded to Parker Fuel;
    - d. Belmont Conference Center propane gas delivery in the amount of \$40,000 awarded to Amerigas;
    - e. Cellular phone contract in an amount not to exceed \$70,000 awarded to Verizon Wireless;
    - f. Procurement card contract in the amount of \$1,000,000 awarded to US Bank;
    - g. Sodexo management agreement in the amount of \$275,000;
    - h. Administrative software service agreement in the amount of \$336,885 awarded to Datatel Incorporated;
    - i. Athletic trainer agreement in the amount of \$39,784.50 awarded to MedStar Health Organization;
    - j. Laurel College Center lease in the amount of \$373,917.39 awarded to 312 Marshall Avenue Limited Partnership; and
    - k. Audit contract in an amount not to exceed \$35,568 awarded to SB & Company;
  20. ~~Audit areas for review~~ – (moved to discussion); and
  21. Authorization for board chair to approve on behalf of board until next regular meeting.

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

### **Discussion Item – Audit Areas for Review**

The item “**Audit Areas for Review**” was revised based on the recommendations of the audit and finance committee, which met at 4:30 p.m. immediately preceding the full board meeting on the 27<sup>th</sup>. The committee recommended the following items be reviewed in the audit: bookstore, inventory, Belmont, and procurement cards. Approval of this item was moved by Trustee Huddie, seconded by Trustee Dillow, and unanimously approved.

## **G. Information Items**

### **1. Issue Bin**

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

**2. Board Calendar**

Erin Yun, director of special projects and board relations, mentioned that the board retreat materials would be sent out on June 1. She also reminded board members of the Solstice Celebration on June 11, at which Mr. and Mrs. James Moxley, Jr. will receive the Clark Medal.

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**

Chair Truby read the resolution to adjourn the regular session and move into closed session.

The regular meeting was adjourned at 8:15 p.m.

The above constitutes the official minutes of the May 27, 2009, regular meeting of the Howard Community College Board of Trustees as approved on August 26, 2009, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
CLOSED SESSION MINUTES  
May 27, 2009**

The Board of Trustees of Howard Community College (HCC) met in closed session on Wednesday, May 27, 2009, in room 400 of the Rouse Company Foundation Student Services Hall at Howard Community College, Columbia, Maryland. At approximately 8:20 p.m., Chair Truby read a resolution to enter into closed session at the conclusion of the public meeting, which was supported unanimously by the board. Other board members present included vice chair Katherine K. Rensin as well as trustees Roberta E. Dillow, Patrick L. Huddie and Mary B. Tung. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustees Kevin J. Doyle and Louis G. Hutt, Jr. were absent.

Additional attendees included: Lynn Coleman, vice president of administration and finance; Nancy Gainer, executive director of public relations; and Jerrold Thrope and Searle Mitnick from the law firm of Gordon, Feinblatt, Rothman, Hoffberger and Hollander, LCC.

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

**NOW, THEREFORE, BE IT RESOLVED**, that the board of trustees of Howard Community College hereby conduct its meeting in closed session beginning on May 27, 2009, at the conclusion of the regular meeting in room 400 of the Rouse Company Foundation Student Services Hall to consult with counsel to obtain legal advice as permitted under Section 10-508 and that such meeting shall continue in closed session until the completion of business.

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

The above constitutes the official minutes of the May 27, 2009, closed session of the Howard Community College Board of Trustees as approved August 26, 2009, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer

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

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

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

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

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

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

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

- the positive and negative impact of potential flat enrollment. While it might enable the college to improve its full-time/part-time faculty ratio, the potential of turning away students due to full classes and lack of space for growth is not consistent with the community college philosophy of open access to education.
- the factors taken into account in the Maryland Higher Education Commission enrollment projections. While they do taken into account the size of future graduating classes at the Howard County Public School System (HCPSS), they do not take into account the potential impact of the growth associated with the Base Realignment and Closure Act (BRAC) nor do they take into account a potential shift in the ratio of students attending four-year institutions versus community colleges.

The trustees considered that such a sea change might be on the horizon due to the evolving economic landscape and the affordability of community colleges relative to four-year institutions. The trustees also discussed the impact of such a sea change on the college's honors brand and the Silas Craft Collegians program.

- steps being taken to increase full-time students at the college as opposed to part-time and the impact of growing this student population. Cindy Peterka explained that the enrollment management team is developing strategies to target recent high school graduates. Ron Roberson commented that the enrollment management team is charged with responding to the environment that exists at a particular time. During the past 10 years, that environment has been one of growth.
- retaining existing students as well as the recruitment of new students. Trustees wondered if students were staying at HCC longer prior to transferring due to financial factors and economic constraints.

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

### Opportunities

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

### Constraints

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

## **B. Middle States Overview**

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

## **C. Responses to Baldrige Opportunities for Improvement**

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

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

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

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

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

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

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

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

Kathleen B. Hetherington, secretary/treasurer

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

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

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

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

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

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

Kathleen B. Hetherington, secretary/treasurer

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

## **H-1 Discussion Item – Belmont Capital Update**

**Background:** In September, the board will review the preliminary FY11 capital budget and, by that time, the college will need to make a decision about the culinary kitchen at the Belmont Conference Center. This discussion item will assist the administration in completing the FY11 capital budget.

When Howard Community College originally made the decision to purchase Belmont, the decision was based on the college's intent of using Belmont as a conference center and integrating HCC's hospitality management and culinary arts programs into Belmont's operations. In addition, the college intended to use the center for other educational activities. A decision was subsequently made to restore the historic barn and add a culinary teaching facility onto the barn that would be used by both the conference center and the culinary program. The project was delayed as the county and state required a number of perc tests. Eventually, in May 2009, the water issue was resolved. Additionally last fall, the college learned that the county would require it to build 93 additional parking spaces, which would also mandate a storm water management pond. This additional pond is in the process of being approved by the Maryland Historic Trust (MHT). An underground fire suppression system may be required as well. None of these additional costs were originally anticipated. With these unplanned costs, it is now expected that the original \$2,820,000 budget will need to be increased by an additional \$2,800,000, making the total project cost \$5,620,000. In order to meet these costs, the college, through the HCC Educational, Foundation, Inc. (HCCEF), would either need to borrow an additional \$2,800,000 to continue the project or scale back the project.

In the fall of 2008, the board approved funding these additional costs. However, with the current economic climate, the board asked the college to scrutinize every program to determine the most effective use of its resources. Hence, the administration is now presenting this project to the board for review.

Some of the challenges that the college faces by continuing the project as currently planned are as follows:

1. The college learned last spring that the health sciences building funds were approved by both the state and the county. Prior to completion of the health sciences building, the second parking garage must be built to accommodate current students and the additional traffic anticipated. The college already has a debt burden for the first garage and may be asked by the county to assume additional debt with the second garage. Borrowing the additional \$2,800,000 for Belmont would add to the debt burden of the college at a time when other projects need to be funded (see attached debt schedule).

2. The Howard County Council previously approved this project with the understanding that the college would use donations to fund the project. This stipulation occurred despite the fact that the college had previously corresponded with county officials letting them know that the Belmont project would be funded with a combination of *donations, grant solicitations, student fees, and the operating budget*. Approval would need to be sought from the County Executive and the County Council to have the foundation borrow funds and repay them with student fees, grant solicitations, operating or donor funds.
3. The construction manager at risk (CM-at-risk), Struever Brothers, lost its bond funding due to its financial difficulties. Struever may partner with another firm to continue in the construction business. However, as this change would alter the original CM-at-risk that the board approved, the college would need to consider re-bidding for these services or allowing Struever and their new partner to continue on the project. The college learned that Struever had not paid a number of their sub-contractors. Although this matter has been resolved, continuing with Struever would mean establishing extra payment procedures for the HCC staff to make sure the sub-contractors were paid. Hiring a new construction manager-at-risk would mean additional costs for the rebidding and delays as the new CM-at-risk got up to speed. Re-pricing for this project would need to occur with a new construction manager to determine if the current budget is correct.
4. The Belmont Conference Center has been subsidized by the college the past several years. The conference center has been instructed to break even this year and is reviewing expense reductions, if additional bookings do not occur. Adding another building at Belmont would initially increase operating costs, which may not be covered by additional revenues in the first few years. This addition could restore the subsidy the college would be expected to pay.
5. In an effort to save money, the college analyzed the current project extensively and reduced non-instructional expenditures to get to the current proposed budget. Several of the areas in the current program were to be shell space with the understanding that these areas would be completed at a future date. The cost to build out the shell spaces would be an additional expense in the future.
6. Downsizing the project further could have significant savings, but the smaller location would hamper the growth of the culinary program and possibly would not allow additional usage by the conference center for additional revenue.
7. Downsizing the project could mean additional reviews by MHT on new plans after they had currently spent time reviewing the current plans.

**Purpose:** To discuss and make a decision about the capital project for the Belmont culinary program

**Location:** Belmont Conference Center

**Timeline:** Plans will be implemented with the FY11 capital budget.

◆————— **Recommendation** —————◆

The administration requests that the board of trustees make a decision about the capital project for the Belmont culinary program

**Amount:** If the college proceeds with the project, the HCC Educational Foundation, Inc. would need to borrow \$2,800,000, to be repaid by student tuition and fees and/or other sources. This option would need approval by the County Executive and the County Council.

**Source of funds:** Capital budget and possible borrowing by the HCCEF, Inc. to be repaid with student tuition and fees and/or other sources.

**Compliance:** This request is in compliance with college procedure, Purchasing – 62.05.01.

**Outstanding Debt**

Description	Amount Outstanding at June 30, 2009	Terms	Estimated Annual 2010 Debt Payment	Payoff Date	Source of Funds
Burrill Galleria	\$ 37,400	One annual payment remains; payable to the County \$40,018 in 2010 (6.9% to 7.0%)	\$ 40,018	2010	Student Consolidated Fees covers debt (note 1)
Children's Learning Center (CLC)	\$ 134,313	Monthly payments made by the HCCEF and reimbursed by the College	\$ 85,593	2011	College auxiliary budget
Horowitz Visual and Performing Arts Center	\$ 3,612,209	March 2009, 20-year bonds, \$3,583,208 Short Term Debt, \$29,001 Interest approx. 4-5%	\$ 29,001 \$ 276,340	2029	Student Consolidated Fees covers debt Some pledges may offset our payments
Garage #1	\$ 6,433,758	County has sold \$6,865,500 of 20-year bonds as follows: March 2007: \$6,448,0000 initial bond sale Interest approx. 4-5% March 2008: \$417,500 second sale	\$ 512,100 \$ 32,627	2027 2028	Student Consolidated Fees will cover debt (note 1)
<b>Total Debt</b>	<b>\$ 10,217,680</b>		<b>\$ 975,679</b>		

**Notes:**

1 As part of the consolidated fee, 7.12% of each credit hour of tuition is collected to make the debt payments on the Burrill Galleria, Parking Garage, and HVPA (approximately \$8.50 per credit hour). Until FY10, \$3.00 of the tuition collected has been used toward debt service. In FY10, the \$3.00 of tuition will no longer be used for debt service since HCC has raised enough with the consolidated fee to pay the pending debt.

2 The following debt payments were made (including the CLC and excluding Belmont) as follows:

FY06	\$ 136,008
FY07	\$ 133,428
FY08	\$ 593,771
FY09	\$ 675,555

## I-1 Issue Bin

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

<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
MACC Board of Directors	T. James Truby
Facilities Master Plan	Roberta E. Dillow
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>Committee:</b>	<b>Members:</b>
Audit and Finance	TBD
Legislative and Community Relations	TBD

### ◆———— Recommendation —————◆

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

## I-2 Fiscal Year 2010 Board Calendar

Date	Event	Tentative Agenda Items
<b>September 2009</b>		
September 3, 2009 Thursday 6:00–8:00 pm	Rouse Scholars Presidential Reception RCF 400	<ul style="list-style-type: none"> <li>• Welcome from Board Chair</li> <li>• Trustees and Spouses/Guests Invited</li> <li>• Dinner served</li> </ul>
September 9, 2009 Wednesday 8:30 am	Legislative and Community Relations Committee Meeting Schoenbrodt Boardroom	<ul style="list-style-type: none"> <li>• FY11 Legislative Agenda</li> <li>• Review of MACC CEO Retreat</li> </ul>
September 17, 2009 Thursday 8:30 am	Audit and Finance Committee Café on the Quad - RCF-120B	<ul style="list-style-type: none"> <li>• Interim Meeting with the Auditors</li> <li>• Discussion of Proposed FY11 Capital Budget (operating budget scenarios)</li> <li>• FY09 Cumulative Purchases Greater than \$25,000 Report</li> <li>• Semi-Annual Non-Purchasing Agreement Disclosure</li> <li>• Quarterly Sole Source Report (April – June)</li> <li>• Annual Compensation and Earnings Report</li> </ul>
September 20, 2009 Sunday 10:00 am–5:00 pm	21 <sup>st</sup> Annual Columbia Classic Grand Prix Marama Farm	<ul style="list-style-type: none"> <li>• Trustees and Spouses/Guests Invited</li> <li>• Major Community and Fundraising Event</li> </ul>
September 23, 2009 Wednesday 6:00 pm	Work Session / Regular Meeting RCF-400	<ul style="list-style-type: none"> <li>• Introduction of Constituency Group and Cross-Functional Team Leaders</li> <li>• Information Session: Facilities Master Plan – Campus Plans</li> <li>• Proposed FY11 Capital Budget</li> <li>• Report on Board End: Strategic Planning</li> </ul>
September 23, 2009 <b>Wednesday</b> <b>5:30-9:00 pm</b>	Ho Co EDA 16th Annual Meeting <b>APL</b>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• RSVP Required</li> </ul>
September <b>25</b> , 2009 Friday 6:00 pm	Major Donor Party <b>Apple Ford Showroom</b>	<ul style="list-style-type: none"> <li>• Major donors will be invited</li> <li>• Remarks by Board Chair</li> <li>• Trustees &amp; Spouses/Guests Invited</li> </ul>
<b>October 2009</b>		
October 2, 2009 Friday 6:00 pm	Chamber Signature Event and ACE Awards Banquet Turf Valley	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• RSVP Required</li> </ul>
October 28, 2009 Wednesday	Work Session / Regular Meeting	<ul style="list-style-type: none"> <li>• Meeting with Auditors</li> <li>• Recognition of Grand Prix Chair</li> </ul>

Date	Event	Tentative Agenda Items
6:00 pm	RCF-400	<ul style="list-style-type: none"> <li>• Informational Tour: Strategic Communications Plan/Public Relations</li> <li>• FY09 Audit Report and Response to Management Letter</li> <li>• Approval of FY11 Capital Budget</li> <li>• Report on Board End: Student and Stakeholder Focus</li> </ul>
October 30, 2009 Friday 6:00 pm	Appreciation Event for HCC Boards TBD	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Halloween Theme</li> </ul>
<b>November 2009</b>		
November 4, 2009 Wednesday 8:30 am	Audit and Finance Committee Café on the Quad - RCF-120B	<ul style="list-style-type: none"> <li>• Quarterly Sole Source Report</li> <li>• Parameters of FY11 Operating Budget</li> <li>• Salary and Benefits Committee Recommendations</li> <li>• Tuition and Fees</li> <li>• FY09 Single Audit</li> </ul>
November 5, 2009 Thursday 8:30-10:00 am	Legislative and Community Relations Committee Meeting Schoenbrodt Boardroom	<ul style="list-style-type: none"> <li>• Planning for Legislative Breakfast</li> <li>• Review of HCC Legislative Agenda</li> <li>• Student Advocacy Day</li> </ul>
November 8, 2009 Sunday 3:00 pm	Twenty-Fifth 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 11, 2009 Wednesday 12:30-1:30 pm	Student/Donor Luncheon RCF-400/401	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
November 18, 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: Enrollment Services (tentative)</li> <li>• Recommendations on Sabbatical/Administrative Leave</li> <li>• Report on Board End: Information and Analysis</li> <li>• Proposed FY11 Legislative Agenda</li> </ul>
<b>December 2009</b>		
December 1, 2009 Tuesday 5:00-9:00 pm	Entrepreneurial Celebration RCF-400/401	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
December 9, 2009 Wednesday 6:00 pm	Consent Items / Closed Session Belmont	<ul style="list-style-type: none"> <li>• FY10 Presidential Mid-Year Evaluation</li> </ul>
December 9, 2009 Wednesday 7:30 pm	Board of Trustees Holiday Dinner Belmont	
December 10, 2009 Thursday	Chamber Holiday Party Columbia Sheraton	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• RSVP Required</li> </ul>

Date	Event	Tentative Agenda Items
6:00-10:00 pm		
December 15, 2009 Tuesday 6:30 pm	Nursing Recognition Ceremony Smith Theatre	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Mid-Year RN</li> </ul>
December 24, 2009 – January 3, 2010	HCC Winter Break	<ul style="list-style-type: none"> <li>• College Closed Thursday - Sunday</li> </ul>
<b>January 2010</b>		
January 12, 2010 Tuesday 7:30 am (tentative)	Annual Legislative Breakfast RCF-400	<ul style="list-style-type: none"> <li>• Legislators Invited</li> <li>• County Council and Executive Invited</li> <li>• Students Invited</li> </ul>
January 13, 2010 Wednesday 6:00 pm	Budget Work Session RCF-401	<ul style="list-style-type: none"> <li>• Review of FY11 Integrated Strategic Plan and Operating Budget</li> </ul>
January 25, 2010 Monday 8:30 am	New Employee Recognition Breakfast Café on the Quad	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• New employees recognized</li> </ul>
January 25, 2010 Monday 10:00 am	Winter Convocation & Clark Building Dedication Smith Theatre	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Welcome from Board Chair</li> </ul>
January 25, 2010 Monday 12:00-7:00 pm	MACC Trustee Leadership Conference and Legislative Reception Calvert House, Annapolis	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Registration begins at 12:00 noon</li> </ul>
January 27, 2010 Wednesday 6:00 pm	Regular Meeting RCF-400	<ul style="list-style-type: none"> <li>• Approval of FY11 Integrated Strategic Plan and Operating Budget</li> </ul>
<b>February 2010</b>		
February 4, 2010 Thursday 8:30 am	Legislative and Community Relations Committee Meeting Schoenbrodt Boardroom	<ul style="list-style-type: none"> <li>• Award Nominations</li> <li>• Progress of Annapolis Session</li> <li>• Student Advocacy Day</li> </ul>
February 10, 2010 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 17, 2010 Wednesday 6:30 pm	Former HCC Boards Social RCF-400	<ul style="list-style-type: none"> <li>• Trustees Invite</li> <li>• Current and Former HCCEF Board Members, Former Board of Trustees Members, Former Capital Campaign Council Members, and Former Howard Business Ventures Board Members Invited</li> </ul>
February 24, 2010 Wednesday 6:00 pm	Work Session / Regular Meeting RCF-400	<ul style="list-style-type: none"> <li>• Informational Tour: Entrepreneurial Program</li> <li>• Report on Board End: Faculty and Staff Focus</li> <li>• FY09 Workforce Snapshot</li> <li>• Award Recipients</li> </ul>

Date	Event	Tentative Agenda Items
<b>March 2010</b>		
March 8, 2010 Monday 5:00–8:00 pm	Silas Craft Fundraiser Hunan Manor Restaurant	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Fundraiser for the College</li> </ul>
March 9, 2010 Tuesday 12:30 pm & 6:00 pm	Dean’s Reception Smith Theatre/HVPA Grand Hall	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Recognition for Dean’s List and Distinguished Students</li> </ul>
March 10, 2010 Wednesday 8:30 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>• Areas for Audit Review</li> <li>• Semi-Annual Non-Purchasing Agreement Disclosure</li> <li>• Quarterly Sole Source Report</li> <li>• Review of Salary Schedules (if necessary)</li> <li>• Review of Outstanding College Debt</li> </ul>
March 18, 2010 Thursday 6:00-8:00 pm (Tentative) <b>NEW!</b>	Alumni Social Event TBD	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Mingle with Alumni, Faculty, and HCCEF Board Members</li> </ul>
March 24, 2010 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 2010</b>		
April 3-9, 2010	HCC Spring Break	<ul style="list-style-type: none"> <li>• College Closed Saturday - Friday</li> </ul>
April 17, 2010 Saturday 10:00 am – 4:00 pm	Howard County GreenFest Burrill Galleria	<ul style="list-style-type: none"> <li>• Open to the Public</li> </ul>
April 21, 2010 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>
April 28, 2010 Wednesday 6:00 pm	Work Session / Regular Meeting RCF-400	<ul style="list-style-type: none"> <li>• Informational Tour: Police Academy</li> <li>• FY11 Operating Budget Approval (if necessary)</li> <li>• FY11 Faculty Promotions</li> <li>• Candidates for Commencement</li> <li>• Report on Board End: Leadership</li> </ul>
<b>May 2010</b>		
May 1, 2010 Saturday 6:00-10:00 pm	Vino Scholastico RCF-400/401	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Pre-event Tasting 6:00-7:00</li> <li>• Main Event 7:00-10:00</li> </ul>
May 5, 2010 Wednesday 6:00 pm <b>NEW!</b>	Phi Theta Kappa Statewide Recognition Dinner Turf Valley	<ul style="list-style-type: none"> <li>• Board Chair Invited</li> <li>• Ceremony to recognize the All-Maryland Academic Team</li> <li>• Hosted by Howard Community College</li> </ul>
May 7, 2010 Friday 6:30-9:00 pm	Student Awards Banquet Sheraton Columbia	<ul style="list-style-type: none"> <li>• Welcome from Board Chair</li> <li>• Trustees Invited and Participate in Presenting Awards</li> </ul>

<b>Date</b>	<b>Event</b>	<b>Tentative Agenda Items</b>
May 12, 2010 Wednesday 8:30 am	Audit and Finance Committee Café on the Quad - RCF-120B	<ul style="list-style-type: none"> <li>• Quarterly Sole Source Report</li> <li>• Meeting with Auditors (FY10 Report)</li> <li>• Year-end Purchases</li> </ul>
May 19, 2010 Wednesday 6:30-9:00 pm	Third Annual Student Athlete's Banquet Sheraton Columbia	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
May 24, 2010 Monday 12:30 pm	Pre-Convocation Lunch Café on the Quad	<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 24, 2010 Monday 1:30 pm	Spring Convocation Smith Theatre	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Welcome from Board Chair</li> <li>• Recognition Event for Retired Employees, Degree Recipients, New Employees, and Career Service Awards</li> </ul>
May 26, 2010 Wednesday 6:00 pm	Work Session / Regular Meeting / Closed Session RCF-400	<ul style="list-style-type: none"> <li>• Informational Tour: English and World Languages</li> <li>• Vision, Mission, Values, and Strategic Goals</li> <li>• Election of FY11 Board Officers</li> <li>• Authorization for Board Chair to Approve on Behalf of Board until next Regular Meeting</li> </ul>
May 27, 2010 Thursday 10:00 am	Nursing Recognition Ceremony HCC Campus/Grand Prix Field	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
May 27, 2010 Thursday 12:30 pm	Reception for Platform Party RCF-400	<ul style="list-style-type: none"> <li>• Trustees Invited</li> </ul>
May 27, 2010 Thursday 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>
<b>June 2010</b>		
June 7, 2010 Monday 8:00 am – 2:00 pm	Board Retreat Belmont	<ul style="list-style-type: none"> <li>• Agenda – TBD</li> </ul>

### Looking to the Future:

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

#### Notes:

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 changed from original posting.

NEW! denotes item not on last calendar.



## I-4 Personnel Summary

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

**Purpose:** Disclosure to the board

**Timeline:** May – July 2009

◆———— Recommendation —————◆

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

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

**May 1, 2009 – July 31, 2009**

*Section 1 – Change in Status*

**ASSOCIATE DIVISION CHAIR APPOINTMENTS (3-YEAR TERM)**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Associate Division Chair, English & World Languages; Associate Professor, ESL	English/World Languages	Reappointment	Associate Division Chair	\$73,057-\$121,275	\$86,310	Svacina, Jean	7/01/09

**CHANGE IN POSITION TITLE ONLY**

Old Title	New Title	Department	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Housekeeper (19 Positions)	Environmental Services Technician	Plant Operations	3	\$24,555-\$40,758	N/A	N/A	7/01/09
Housekeeping Supervisor (4 Positions)	Environmental Services Supervisor	Plant Operations	7	\$34,160-\$56,689	N/A	N/A	7/01/09
Director of Public Relations and Marketing (1 Position)	Director of Marketing and Communications	Public Relations and Marketing	17	\$73,057-\$121,275	N/A	N/A	7/01/09

**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 Academic Advisor (25 Hours)	Admissions & Advising	Temp with Benefits New Position	12	\$48,363-\$80,283	\$32,247	Cripps, Laura	8/04/08	Undetermined
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
Acting Division Chair, Arts & Humanities	Arts & Humanities	Existing Position Replacement	Division Chair	\$79,340-\$131,705	\$81,814	Beaudoin, David	1/01/09	6/30/09
Acting Director of International Education	International Education	Existing Position Replacement	15	\$61,945-\$102,828	\$61,945	Cain, Christele	2/20/09	Undetermined
Acting Benefits Manager	Human Resources	Existing Position Replacement	14	\$57,039-\$94,685	\$63,410	Cahill, Melissa	3/01/09	Undetermined
Rep Stage Interim Managing Director (22.5 Hours)	Arts & Humanities – Rep Stage	Existing Position Replacement	13	\$52,522-\$87,187	\$32,886	Tarr Hart, Nancy	7/01/09	Undetermined

**PHASED RETIREMENT**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Professor, English	English/World Languages	N/A	N/A	N/A	N/A	Wiley, Linda	2/01/09

<sup>1</sup>Annual Salary is shown for exempt employees; estimated annual compensation is shown for non-exempt employees since official compensations are an hourly amount (not shown).

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

**May 1, 2009 – July 31, 2009**

**CHANGE IN POSITION STATUS**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Research Associate	Planning, Research, and Organizational Development	F/T Temporary with Benefits to F/T Budgeted	13	\$52,522-\$87,187	\$52,522	Ebrahimi, Nassim	7/01/09
Financial Aid Counselor	Financial Aid Services	F/T Temporary with Benefits to F/T Budgeted	12	\$48,363-\$80,283	\$48,363	Lewis, Alisa	7/01/09
Crew Chief/Audio Engineer	Arts and Humanities	F/T Temporary with Benefits to F/T Budgeted	11	\$44,533-\$73,925	\$44,533	Mortensen, Geren	7/01/09
Professor, Nursing	Health Sciences	Change in Hours (10 Month to 12 Month)	Professor	\$70,606-\$116,512	\$93,808	Straka, Jean	7/01/09

**TRANSFER**

Old Title	New Title	Department	Old Grade	New Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
ELI Lead Instructor	ESL Instructor	Continuing Education Office	12	11	\$44,533-\$73,925	\$45,869	Weber, Whitney	5/01/09
Television Production Assistant	Studio/Field Production Specialist/Technician	Arts & Humanities – TV Studio	8	11	\$44,533-\$73,925	\$44,533	Malloy, Danielle	6/01/09

**SEPARATIONS**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Reprographics Technician	Print Shop	N/A	N/A	N/A	N/A	Anuszewski, Gerard	5/15/09
Professor, Mathematics	Mathematics	N/A	N/A	N/A	N/A	Bulleri, Andrew*	6/30/09
Electronics/Technology Laboratory Manager	Science & Technology	N/A	N/A	N/A	N/A	Chapman, Richard*	6/30/09
Environmental Services Technician	Plant Operations	N/A	N/A	N/A	N/A	Debrah-Afful, Samuel	7/24/09

\* Retirement

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

**May 1, 2009 – July 31, 2009**

*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
Berman, Cheryl	Professor, World Languages	1/01/09	6/05/09
Bunyard, Guy	Associate Professor, Mathematics	1/01/09	6/05/09
Lash, Valerie	Professor, Theatre; Division Chair, Arts, & Humanities; Founding Director, Rep Stage	1/01/09	6/30/09

**LEAVE WITHOUT PAY**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
Conn, Alice	Assistant Professor, English	5/07/09	5/13/09
Flint, Allie*	Office Assistant III	7/10/09	Undetermined
Gardner, Lucy*	Director of Teaching and Learning Services	7/22/09	Undetermined

\*Intermittent

**ADMINISTRATIVE LEAVE**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
Lowe, William	Assistant Professor, English	7/01/09	6/30/10

\*Modified half year spread over FY09

**Resolution for Board of Trustees to Meet in Closed  
Session on August 26, 2009**

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

**NOW, THEREFORE, BE IT RESOLVED**, that the board of trustees of Howard Community College hereby conduct its meeting in closed session beginning on August 26, 2009, at the conclusion of the regular meeting in The Rouse Company Foundation Student Services Hall, room 400 to consult with staff, consultants, or other individuals about pending or potential litigation; as permitted under Section 10-508(a)(8) and that such meeting shall continue in closed session until the completion of business.