Board of Trustees’
Work Session
and
Board Meeting
Materials

October 29, 2014
6:00 pm
The Rouse Company Foundation Student Services Hall
RCF-400
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.

9. Board members may utilize email to communicate individually; however, email communications among a quorum of the board or the full board such as “reply all” responses are restricted in compliance with Maryland’s Open Meetings Law.
Howard Community College’s
Dragon Principles

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

We pledge to...

Be friendly
Be helpful to our students and community
Be considerate of each other

And we pledge to…

Value Innovation
Board of Trustees’ Meeting Agenda
October 29, 2014
The Rouse Company Foundation Student Services Hall
RCF 400

Work Session and Dinner 6:00 p.m. (A light dinner will be served at 5:30 p.m.)
I. Introduction of New Employees
II. Recognition of Grand Prix Chair and Hosts
III. Information Session: Science, Engineering, and Technology Building Design Update

Regular Meeting – Immediately following the work session
A. Approval of October 29, 2014, Agenda
B. Board Priority Items
   1. Fiscal Year 2014 Audit Report and Meeting with Auditors
   2. Financial Statements
   3. Board Core End: Student and Stakeholder Focus
   4. Fiscal Year 2016 Legislative Agenda
C. President’s Report
D. Board Member Comments
E. Reports to the Board of Trustees
   1. Facilities Master Plan Steering Committee
   2. Legislative and Community Relations Committee
   3. Maryland Association of Community Colleges Board of Directors
F. Approval of Board Meeting Minutes
   1. September 23, 2014, Work Session
   2. September 23, 2014, Regular Session
G. Consent Items
   1. Proposed New Hires
   2. Fiscal Year 2016 Capital Budget
   3. Campus Utility Project Phase III - Interior Lighting
   4. Time and Material Contract for Mechanical Services
H. Discussion Item
   1. Expanding Honorary Degree Criteria
I. Information Items
   1. Board Calendar
   2. Agreements Signed by the Board Chair Disclosure
   3. Personnel Summary

Adjournment
I – Introduction of New Employees

For the trustees' information, newly hired employees approved by the board at its September 23, 2014, meeting will be introduced to the trustees by Dr. Hetherington and area vice presidents.
II – Recognition of Grand Prix Chair and Hosts

The 27th annual Howard Community College Columbia Classic Grand Prix was held on Saturday, September 20, 2014. Approximately 2,000 people enjoyed a day of world-class equestrian show jumping and family fun at Marama Farm. In addition to the equestrian action and the custom and collector car show, attendees in the tent enjoyed some new beverages from local vendors. In the general admission area, a corn hole competition and kids yoga were added. Everyone watched the parade of dignitaries ride in an Apple Ford Mustang convertible, one of the raffle cars available, and in a horse-drawn carriage.

For the sixth year, Marilyn and George Doetsch and their family continued to give generously of their time and resources. They very generously donated and allowed the college to transform their 100-acre thoroughbred horse farm into the show grounds for the event. For the fourth year in a row, George and his son, Chip, provided half the cost of the raffle car, which directly impacts the event expenses, allowing the Howard Community College Educational Foundation to raise more money for scholarships through the raffle.

For the second year, Jahantab Siddiqui served as chair of the event. The biggest success this year was in the area of introducing new sponsors to the event, due in part to the hard work of the Grand Prix Committee. Jahantab made recruitment a priority this year and added several new members.
III – Information Session: Science, Engineering, and Technology Building Design Update

**Background:** In November 2011, the college entered into a contract with Ayers Saint Gross to provide professional architectural and engineering (A/E) services to design a new science, engineering, and technology building of approximately 145,600 gross square feet. This new facility provides the necessary space to deliver science, technology, engineering, and math (STEM) education, and promotes the college's new designation as a Center of Academic Excellence 2-Year (CAE2Y) in information assurance by the National Security Agency and the Department of Homeland Security. Disciplines to be housed in the new building include biology, chemistry, physics, physical science, geology, engineering technology, telecommunications, computer forensics including cyber forensics and cyber security, biomedical engineering, advanced computer systems, astronomy, meteorology, and horticulture. This building is designed with interactive learning environments that engage students and prepares them for the workforce.

Representatives from Ayers Saint Gross will be at the board meeting to present the progress of the project. The presentation will provide a review of the project goals, building location, approach to campus, site design, pedestrian movement, exterior views, recap of program organization, exterior and interior palette, and interior views.

The presentation agenda will include:

- a PowerPoint presentation;
- the exterior material samples and an interiors finish board; and
- a physical model.

The project team is completing the design phase and the project is moving into the construction phase. The administration continues to work diligently with the A/E firm and construction management firm on all aspects of the project.

**Purpose:** To update the board on the progress of the science, engineering, and technology building

**Timeline:** Design continues through 95 percent construction documents with construction expected to begin in December 2014

**Recommendation**

This item is for information only and requires no board action.
A – Approval of October 29, 2014, Agenda

Work Session and Dinner 6:00 p.m. (A light dinner will be served at 5:30 p.m.)
I. Introduction of New Employees
II. Recognition of Grand Prix Chair and Hosts
III. Information Session: Science, Engineering, and Technology Building Update

Regular Meeting – Immediately following the work session
A. Approval of October 29, 2014, Agenda
B. Board Priority Items
   1. Fiscal Year 2014 Audit Report and Meeting with Auditors
   2. Financial Statements
   3. Board Core End: Student and Stakeholder Focus
   4. Fiscal Year 2016 Legislative Agenda
C. President’s Report
D. Board Member Comments
E. Reports to the Board of Trustees
   1. Facilities Master Plan Steering Committee
   2. Legislative and Community Relations Committee
   3. Maryland Association of Community Colleges Board of Directors
F. Approval of Board Meeting Minutes
   1. September 23, 2014, Work Session
   2. September 23, 2014, Regular Session
G. Consent Items
   1. Proposed New Hires
   2. Fiscal Year 2016 Capital Budget
   3. Campus Utility Project Phase III - Interior Lighting
   4. Time and Material Contract for Mechanical Services
H. Discussion Item
   1. Expanding Honorary Degree Criteria
I. Information Items
   1. Board Calendar
   2. Agreements Signed by the Board Chair Disclosure
   3. Personnel Summary

Adjournment
B-1 Fiscal Year 2014 Audit Report and Meeting with Auditors

Background: Included in these board materials are the following documents:

The Financial Statements for Howard Community College for the period ending June 30, 2014 (B1a):

This report includes management’s discussion and analysis of the financial status of the college along with the statement of net position, the statement of revenue, expenses, and changes in net position, and the statement of cash flows along with appropriate footnotes. The financial statements of the Howard Community College Educational Foundation, Inc. are also discretely presented within the statements.

The Annual Financial Report to the Maryland Higher Education Commission (B1b):

This report is the final audit of HCC’s enrollment data to the state and also reports information in a consistent manner so that information can be compared with other Maryland community colleges. This report is also referred to as the CC-4.

The Independent Auditor's Reports Required by Government Auditing Standards and OMB Circular A-133 (B1c):

This report is an organization-wide audit required when entities expend $500,000 or more in federal awards. This report is also referred to as the single audit.

Observation letter and college response (B1d):

The college’s audit firm has observations concerning the information technology (IT) audit that they wish to address with the board. The report includes the college’s response to the audit observations. None of the items were deemed to be material weaknesses as described in the letter.

Laurie Arena De Armond, engagement partner from the college’s audit firm, BDO USA, LLP, will attend the meeting to answer any questions on the audit. The administration will also give a brief presentation on the financial results for the fiscal year ended June 30, 2014.

Purpose: To present the college’s audit and annual financial report to the board of trustees

Timeline: July 1, 2013 – June 30, 2014
Recommendation

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

Compliance: This report is in support of the board of trustees’ policy Board-Staff Relationship – Monitoring Organizational Performance.
B-2 Financial Statements

**Background:** In May 2009, the college agreed to distribute the monthly financial statements to the county within four to six weeks of the end of the month. Since it normally takes two weeks to close out the books for the month, the board has typically received the financial statements two months in arrears due to the timing of the distribution of the board materials. In order to ensure that the board receives the statements prior to the distribution to the county, the financial statements are now sent electronically to the board with a paper copy of the statements distributed at the meeting. The September statements will be posted and available for board review on October 27, 2014.

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

**Recommendation**

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

**Compliance:** The financial statements are submitted in support of Board Bylaws Article II – The Board of Trustees Responsibilities and Powers.
Howard Community College
Financial Results
for the period ending September 30, 2014

This package and notes are color-coded and consist of the following
income and expense statements for:

Unrestricted fund includes:

- Operating
- Continuing Education
- Special Funds and Auxiliary

Restricted Fund

- Debt, Contingency, Other Post Employment Benefits (OPEB), Plant, and Agency

Capital Fund
### SOURCE OF FUNDS

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>Actuals Approved FY15</th>
<th>Approved Budget FY15</th>
<th>Percentage</th>
<th>Actuals Approved Notes FY15</th>
<th>Approved Budget Notes FY15</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition and Fees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer (all sessions)</td>
<td>$1,100,820</td>
<td>$2,288,141</td>
<td>48% 1</td>
<td>$ -</td>
<td>$0</td>
<td></td>
</tr>
<tr>
<td>Fall</td>
<td>12,958,434</td>
<td>12,773,427</td>
<td>101% 2</td>
<td>0</td>
<td>15,689</td>
<td>0% 1</td>
</tr>
<tr>
<td>Winter</td>
<td>(981)</td>
<td>859,943</td>
<td>0% 3</td>
<td>0</td>
<td>0</td>
<td>n/a</td>
</tr>
<tr>
<td>Spring</td>
<td>(15,119)</td>
<td>11,383,843</td>
<td>0% 3</td>
<td>0</td>
<td>15,689</td>
<td>(856)</td>
</tr>
<tr>
<td>Noncredit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fees</td>
<td>2,150,366</td>
<td>3,854,738</td>
<td>56% 4</td>
<td>863,497</td>
<td>0</td>
<td>15,869</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td>$16,193,520</td>
<td>$31,160,092</td>
<td>52% $2,508,693</td>
<td>$5,986,695</td>
<td>42% $1,280,750</td>
<td>$2,717,141</td>
</tr>
<tr>
<td><strong>Governmental</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local (Howard County)</td>
<td>$7,750,071</td>
<td>$31,000,287</td>
<td>25% 5</td>
<td>$0</td>
<td>$0</td>
<td></td>
</tr>
<tr>
<td>State of Maryland</td>
<td>3,282,247</td>
<td>13,128,987</td>
<td>25% 6</td>
<td>483,401</td>
<td>1,333,605</td>
<td>25% 4</td>
</tr>
<tr>
<td>Other</td>
<td>22,770</td>
<td>130,400</td>
<td>17% 7</td>
<td>81,732</td>
<td>325,262</td>
<td>25% 5</td>
</tr>
<tr>
<td>Continuing education</td>
<td>150,174</td>
<td>600,694</td>
<td>25% 8</td>
<td>(150,174)</td>
<td>(600,694)</td>
<td>25% 6</td>
</tr>
<tr>
<td>Unrestricted appropriation</td>
<td>512,142</td>
<td>2,048,569</td>
<td>25% 9</td>
<td>71,594</td>
<td>299,933</td>
<td>24% 7</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$11,717,403</td>
<td>$46,908,937</td>
<td>25%</td>
<td>$486,554</td>
<td>$1,958,106</td>
<td>25%</td>
</tr>
<tr>
<td><strong>AUXILIARY REVENUE</strong></td>
<td>$0</td>
<td>$0</td>
<td></td>
<td></td>
<td>$3,395,758</td>
<td>58%</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$11,717,403</td>
<td>$46,908,937</td>
<td>25%</td>
<td>$486,554</td>
<td>$1,958,106</td>
<td>25%</td>
</tr>
<tr>
<td><strong>USE OF FUNDS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>$23,802,002</td>
<td>$36,904,128</td>
<td>64% 8</td>
<td>$4,344,484</td>
<td>$7,134,318</td>
<td>61% 8</td>
</tr>
<tr>
<td>Public service</td>
<td>378,361</td>
<td>558,400</td>
<td>68%</td>
<td>0</td>
<td>10,499</td>
<td>102,500</td>
</tr>
<tr>
<td>Academic support</td>
<td>2,766,052</td>
<td>4,578,482</td>
<td>60% 10</td>
<td>0</td>
<td>396,076</td>
<td>2,850,539</td>
</tr>
<tr>
<td>Student services</td>
<td>6,189,049</td>
<td>8,862,262</td>
<td>70%</td>
<td>0</td>
<td>203,018</td>
<td>3,224,928</td>
</tr>
<tr>
<td>Operations &amp; Maintenance</td>
<td>7,109,747</td>
<td>10,521,959</td>
<td>68%</td>
<td>0</td>
<td>210,187</td>
<td>2,474,500</td>
</tr>
<tr>
<td>Institutional support</td>
<td>10,959,510</td>
<td>15,236,020</td>
<td>72% 11</td>
<td>0</td>
<td>683,349</td>
<td>3,109,838</td>
</tr>
<tr>
<td>Scholarships/waivers</td>
<td>523,177</td>
<td>1,407,769</td>
<td>37% 12</td>
<td>335,086</td>
<td>810,483</td>
<td>41% 9</td>
</tr>
<tr>
<td>Contingency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$51,728,798</td>
<td>$78,069,029</td>
<td>66% 13</td>
<td>$4,679,570</td>
<td>$7,944,801</td>
<td>59%</td>
</tr>
<tr>
<td><strong>AUXILIARY EXPENSES</strong></td>
<td>$0</td>
<td>$0</td>
<td></td>
<td></td>
<td>$3,395,758</td>
<td>50%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$51,728,798</td>
<td>$78,069,029</td>
<td>66%</td>
<td>$4,679,570</td>
<td>$7,944,801</td>
<td>59%</td>
</tr>
<tr>
<td><strong>NET</strong></td>
<td>($23,817,875)</td>
<td>($1,684,323)</td>
<td></td>
<td>$ (25,502,197)</td>
<td>$0</td>
<td></td>
</tr>
</tbody>
</table>

* The actual auxiliary revenue includes fund balance of \$1,221,512 to cover year-to-date costs. As revenues are earned, use of these funds will be reduced.


<table>
<thead>
<tr>
<th>SOURCE OF FUNDS</th>
<th>Actuals To Date September FY15</th>
<th>Approved Budget To Date September FY15</th>
<th>Percentage Notes</th>
<th>Actuals To Date September FY15</th>
<th>Approved Budget To Date September FY15</th>
<th>Percentage Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition and Fees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer</td>
<td>$1,280,750</td>
<td>$2,717,141</td>
<td>47%</td>
<td>$1,280,750</td>
<td>$2,717,141</td>
<td>47%</td>
</tr>
<tr>
<td>Fall</td>
<td>13,395,819</td>
<td>14,851,796</td>
<td>90%</td>
<td>13,395,819</td>
<td>14,851,796</td>
<td>90%</td>
</tr>
<tr>
<td>Intersession</td>
<td>(981)</td>
<td>859,943</td>
<td>0%</td>
<td>(981)</td>
<td>859,943</td>
<td>0%</td>
</tr>
<tr>
<td>Spring</td>
<td>(15,975)</td>
<td>13,462,212</td>
<td>0%</td>
<td>(15,975)</td>
<td>13,462,212</td>
<td>0%</td>
</tr>
<tr>
<td>Noncredit</td>
<td>1,675,237</td>
<td>4,321,587</td>
<td>39%</td>
<td>1,675,237</td>
<td>4,321,587</td>
<td>39%</td>
</tr>
<tr>
<td>Fees</td>
<td>3,122,170</td>
<td>6,012,564</td>
<td>52%</td>
<td>$980,763</td>
<td>$2,188,285</td>
<td>45%</td>
</tr>
<tr>
<td><strong>Subtotal - Tuition and Fees</strong></td>
<td><strong>$19,457,020</strong></td>
<td><strong>$42,225,243</strong></td>
<td><strong>46%</strong></td>
<td></td>
<td><strong>$980,763</strong></td>
<td><strong>$2,188,285</strong></td>
</tr>
<tr>
<td><strong>Governmental</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local (Howard County)</td>
<td>$7,750,071</td>
<td>$31,000,287</td>
<td>25%</td>
<td>$7,780,071</td>
<td>$31,120,287</td>
<td>25%</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>3,867,713</td>
<td>15,470,852</td>
<td>25%</td>
<td>5,244,496</td>
<td>20,881,211</td>
<td>25%</td>
</tr>
<tr>
<td>Federal</td>
<td>8,390,784</td>
<td>33,981,130</td>
<td>25%</td>
<td>8,390,784</td>
<td>33,981,130</td>
<td>25%</td>
</tr>
<tr>
<td>Other Income</td>
<td>681,500</td>
<td>4,125,821</td>
<td>17%</td>
<td>864,796</td>
<td>6,312,946</td>
<td>14%</td>
</tr>
<tr>
<td>Unrestricted appropriation</td>
<td>2,243,835</td>
<td>14,578,207</td>
<td>15%</td>
<td>2,243,835</td>
<td>21,006,072</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Subtotal - Governmental</strong></td>
<td><strong>$14,541,120</strong></td>
<td><strong>$65,175,167</strong></td>
<td><strong>22%</strong></td>
<td><strong>$9,782,755</strong></td>
<td><strong>$41,464,464</strong></td>
<td><strong>24%</strong></td>
</tr>
<tr>
<td><strong>Auxiliary Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$3,395,758</td>
<td>$5,867,146</td>
<td>58%</td>
<td></td>
<td>$3,395,758</td>
<td>$6,806,745</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Subtotal - Auxiliary Funds</strong></td>
<td><strong>$3,395,758</strong></td>
<td><strong>$6,867,146</strong></td>
<td><strong>58%</strong></td>
<td></td>
<td><strong>$3,395,758</strong></td>
<td><strong>$6,806,745</strong></td>
</tr>
<tr>
<td><strong>Debt Service</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$3,122,170</td>
<td>$6,012,564</td>
<td>52%</td>
<td></td>
<td>$2,188,285</td>
<td>$4,102,933</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Subtotal - Debt Service</strong></td>
<td><strong>$3,122,170</strong></td>
<td><strong>$6,012,564</strong></td>
<td><strong>52%</strong></td>
<td></td>
<td><strong>$2,188,285</strong></td>
<td><strong>$4,102,933</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$37,393,898</strong></td>
<td><strong>$113,267,556</strong></td>
<td><strong>33%</strong></td>
<td><strong>$316,625</strong></td>
<td><strong>$18,227,754</strong></td>
<td><strong>5%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL UNRESTRICTED</th>
<th>Actuals Approved</th>
<th>Actuals Approved</th>
<th>Percentage Notes</th>
<th>Actuals Approved</th>
<th>Actuals Approved</th>
<th>Percentage Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Use of Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>$29,726,700</td>
<td>$52,013,122</td>
<td>57%</td>
<td></td>
<td>$30,422,870</td>
<td>$60,220,918</td>
</tr>
<tr>
<td>Public service</td>
<td>388,860</td>
<td>660,909</td>
<td>59%</td>
<td></td>
<td>513,772</td>
<td>880,909</td>
</tr>
<tr>
<td>Academic support</td>
<td>3,162,128</td>
<td>7,429,021</td>
<td>43%</td>
<td></td>
<td>3,235,983</td>
<td>10,138,325</td>
</tr>
<tr>
<td>Student services</td>
<td>6,392,967</td>
<td>12,087,190</td>
<td>53%</td>
<td></td>
<td>6,655,197</td>
<td>13,628,998</td>
</tr>
<tr>
<td>Operations &amp; Maintenance</td>
<td>7,319,934</td>
<td>12,996,459</td>
<td>56%</td>
<td></td>
<td>7,718,215</td>
<td>21,375,518</td>
</tr>
<tr>
<td>Institutional support</td>
<td>11,642,859</td>
<td>18,345,858</td>
<td>63%</td>
<td></td>
<td>11,642,864</td>
<td>18,955,858</td>
</tr>
<tr>
<td>Scholarships/waivers</td>
<td>866,888</td>
<td>2,928,252</td>
<td>30%</td>
<td></td>
<td>9,350,796</td>
<td>30,568,767</td>
</tr>
<tr>
<td>Contingency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$59,500,336</strong></td>
<td><strong>$106,460,811</strong></td>
<td><strong>56%</strong></td>
<td><strong>$316,625</strong></td>
<td><strong>$18,227,754</strong></td>
<td><strong>5%</strong></td>
</tr>
<tr>
<td><strong>Auxiliary Funds</strong></td>
<td><strong>$3,395,758</strong></td>
<td><strong>$6,867,146</strong></td>
<td><strong>58%</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Debt Service</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OPEB</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$62,896,094</strong></td>
<td><strong>$113,267,556</strong></td>
<td><strong>56%</strong></td>
<td><strong>$316,625</strong></td>
<td><strong>$18,227,754</strong></td>
<td><strong>5%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GRAND TOTAL</th>
<th>Actuals Approved</th>
<th>Actuals Approved</th>
<th>Percentage Notes</th>
<th>Actuals Approved</th>
<th>Actuals Approved</th>
<th>Percentage Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net</strong></td>
<td>($25,502,197)</td>
<td>$0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*OPEB = Other Post Employment Benefits*
Tuition and Fees

1) Summer session 2 credit tuition revenue is currently $1,100,820 and six percent above the budget, or $64,467. This summer session is 45 percent or $1,036,353 of the total summer budget. Summer 1 occurs at the end of the fiscal year (FY) and accounts for 55 percent or $1,251,788 of the summer budget.

Overall, no FTE enrollment increase was budgeted for FY15; however, this summer session experienced a 5.49 percent increase in FTE over the prior year. Headcount was up 1.3 percent.

In-county tuition is currently $127 per credit hour. Out-of-county and out-of-state tuitions are $210 and $255, respectively. This tuition is a $2 increase over FY14.

2) Fall revenues are currently ahead of budget one percent, or $185,007. While fall enrollment is considered final at this time, revenues may vary due to late enrollments and any variance from the estimated funding due from the Maryland Higher Education Commission for health personnel shortage enrollments. This state program allows students throughout the state to enroll in these programs at in-county rates and subsidizes out-of-county charges as the state budget allows; the subsidy varies depending on statewide enrollments. As of September 12, 2014, fall enrollment showed that headcount is down slightly and FTEs are up 1.3 percent over FY14. (See note #1 for projected enrollment and tuition rate information.)

3) These actual amounts represent adjustments for prior year semesters made this year.

4) Fee revenues collected to date are 56 percent of budget. Fees are tied to courses and services to students.

A breakdown of operating account fees is as follows: course fees are $1,176,088 or 55 percent; consolidated fees are $918,647 or 43 percent; and other student fees are $55,631 or two percent.
Governmental Revenue and Other Revenue

5) Howard County’s contribution to the FY15 operating budget increased 6.41 percent over the prior year and is recognized evenly throughout the year. A significant portion of this increase, 70 percent, was requested to add 15 critical positions to the budget; 9.5 of these new positions are full-time faculty.

6) The state funding, distributed to community colleges based on the Cade funding formula, increased 9.9 percent, or $1,397,344 in FY15. The state funding will be recognized evenly over the next 12 months. $1,314,292 of this increase supports the operating fund and the balance supports the special fund programs.

7) Other income is currently under budget by eight percent at this time, with 25 percent (3/12 months) expected to date. Investment income represents $3,845 or 17 percent of other income. Service revenues for administration of contracts and small miscellaneous revenue make up the balance of other income.

8) The $600,694 for the continuing education and workforce development contribution to the operating fund will be recognized evenly over the next 12 months.

9) The use of $2,048,569 from the fund balance was needed to balance the FY15 budget. During the FY14 closeout process, funds were identified and held at year-end to cover this need in FY15. These funds will be recognized evenly throughout the year.
Expenses

It should be noted that encumbrances for annual budgeted salaries and open purchase orders are included in the actuals-to-date figures.

10) The academic support function has committed 60 percent of its budget at this time. Spending for faculty development, which will occur later in the year, along with salary savings experienced due to staff turnover, is causing the lower than average variance as compared to other functions.

11) Institutional support has committed 72 percent of its budget at this time. Annual service agreements paid or committed early in the year are causing this temporarily higher than average variance.

12) The scholarships/waivers function has spent 37 percent of its budget at this time. Waivers are charged at the time of registration. The first major scholarship disbursement occurred in September. These costs are associated with summer and fall terms, and are tracking lower than in the prior year. Waivers are temporarily down 19 percent due to the timing of processing disability waivers, which were completed in early October. Scholarships are down 13 percent, or $45,967. The new Pathway Scholarship Program, funded by the Howard County Government, disbursed over $460,000 in scholarships and assisted those with the greatest financial need, reducing the need for a portion of college-funded scholarships.

13) Overall, the operating budget’s expenditures are 66 percent of budget to date, the same percentage as September 2013. Other than those items noted above, expenditures are on track as planned.
Tuition and Fees

1) Credit tuition revenue for credit contract training will be reported for fall in October as enrollments are finalized.

2) Noncredit tuition revenues earned to date are 41 percent of budget. This is 7.6 percent, or $116,336 higher than this time last year. Enrollments are up in some areas described below, however, timing of contract revenue, entered into the system earlier for this year, is causing the temporary high variance between years. Noncredit classes are divided into four sessions, i.e., summer, fall, winter, and spring.

Summer, which covers classes in July and August, is currently $721,794 or 44 percent of earnings. Current FTEs for summer are down from last summer by approximately two percent, or five FTE. Most declines are in contract courses at the Ecker Business Training Center and for the Department of Social Services. In addition Ed2Go classes, Kids on Campus, and Project Access enrollments are down. Two areas that increased in summer were the Federal Government contracts, six FTE, and gifted and talented youth enrollments, which increased five FTE.

The fall session, which runs September through December, has collected preregistrations of $923,537 or 56 percent of revenue. This revenue is approximately nine percent ahead of this time last year. FTEs for fall will be reported closer to the end of classes. The variance of ($135) represents refunds from the prior year.

3) Fees collected to date are 45 percent of budget. Fees are attached to specific classes and pay for materials and other direct costs.

Governmental Revenue

4) The state contribution for FY15 for continuing education and workforce development remained level as compared to last year. This revenue is recognized evenly throughout the year.

Service and Other Income

5) Service revenues relate to administrative overhead charged to contracts and consulting revenues earned. Revenues earned are currently 25 percent of anticipated revenues. Revenues are not earned evenly throughout the year.

6) The $600,694 for continuing education and workforce development’s contribution to the operating fund will be recognized evenly over the next 12 months.
Unrestricted Appropriation

7) This unrestricted appropriation allows the division to use carryover funds to support upgrades in labs, purchase replacement furniture and equipment, or complete repairs to the continuing education and workforce development areas, as needed. A total of $299,933 is designated for this purpose. $71,594 of these funds has been committed at this time.

Expenses

8) The instructional function has expended 61 percent of the budget at this time. This spending is two percent lower than last year, which was 63 percent of budget. The division has several open positions at this time.

9) Scholarships and waivers to date are currently 41 percent of budget. This division has primarily waivers in this category, although some financial assistance for continuing education and workforce development students is included. Waivers are applied at the time of registration. These costs are in line with expectations.
Special Funds
Highlights and Current Developments

September 2014

These funds represent programs that receive no county and little state funding and, therefore, are either self-funded or dependent on excess tuition and fee revenues or fund balances to operate. Both joint partnerships are reported in the special funds; the Laurel College Center (LCC); and the Mount Airy College Center for Health Care Education (MACCHCE).

This area of the budget is also one that contains tuition and fees for excess growth over the anticipated enrollment should enrollment exceed the operating budget. Budgets are developed for potential unbudgeted growth in the operating, continuing education, and self-funded programs.

Results for major programs, such as the LCC, MACCHCE, the Children's Learning Center, the bookstore, and the food service operations, are compiled and reported quarterly. The partnership accounting is presented with the October statements, as time is required to coordinate the financial information with HCC's partner schools. Statistical information for other areas is included in this report for September.

Tuition and Fees

1) Tuition and fees earned in these funds are for the LCC and the MACCHCE. The LCC is a regional higher education center in Laurel operated in partnership by Prince George’s Community College (PGCC) and Howard Community College (HCC). The MACCHCE is a partnership among Frederick Community College (FCC), Carroll Community College (CCC), and HCC to provide health care education programs in Mount Airy.

The tuition and fee budgets also include credit and noncredit growth, should enrollment exceed the base budget in the operating and continuing education funds. For example, early summer revenues in the operating fund exceeded expectations and, therefore, this budget allows for that growth in both revenues and expenditures needed to manage that unanticipated growth.

2) Miscellaneous fees for special programs are included in this budget to allow for those fees to be maintained for the program. Examples include the Silas Craft Collegians, Rouse Scholars, Howard P.R.I.D.E., and Schoenbrodt Honors programs, and special testing fees.

Governmental Revenue

3) The FY15 state contributions for cost centers in the special funds include $24,326 for the Project Access program, $27,693 for MACCHCE, and $356,241 for the LCC. Funding for FY15 changed based on FTEs earned during FY13 in these programs. This state revenue is recognized evenly over 12 months.
Other Income

4) Other income comes from service or miscellaneous program revenue. Primary programs include international education, youth arts programs, various camps, music arts, and the theater programs. Each program budgets for all expected and potential growth. In addition, state aid received by PGCC for the LCC and all special funding as a regional center is reported in this revenue source because the funds are over and above HCC’s basic unrestricted state appropriation. The high budget represents potential growth for all programs in the special funds.

5) This unrestricted appropriation allows all programs to carryover funds that they earn. A fund balance in the amount of $1,658,099 has been recognized to date to cover all anticipated expenditures. As revenues are earned throughout the year, these fund balances will be reduced if they are not needed to cover current expenses. Some programs get support from operating budget surpluses if they are available at year-end. This source of funding is budgeted from the fund balance since excess earnings are not known at the time of budget development. Funding is determined in late spring after enrollment revenues and excess funds are estimated; transfers are done at year-end.

6) Auxiliary revenues and expenses come primarily from the college bookstore, the Children’s Learning Center, the art gallery, athletic programs, and the food services operation. The bookstore does not receive any support from the operating budget. The food service operation continues to run at a deficit, which is supported from the operating budget or the bookstore fund balance if no operating surplus is available. Food service vending sales revenue is up 17 percent in the first quarter over the prior year; however, the reallocation of some salaries from the bookstore to food service will result in a higher loss in food service. The reallocation of wages was done to better reflect the time full-time staff work in each area. The athletic programs are totally supported by student fees. To date, $1,221,512 of the fund balance has been recognized to cover all anticipated costs in the auxiliary fund. As additional revenues are earned, these funds will be reduced if not needed to cover expenses.

The Children’s Learning Center (CLC) revenue earned to date is currently 82 percent of budget. This is an eight percent increase over this period last year. Enrollment at the center is 80 percent of budgeted capacity. The infant enrollment, at 93 percent for that age group, has increased and has helped to improved revenues over last year. The CLC continues to be supported by the operating budget and also by the Howard Community College Educational Foundation. Expenditures for the first quarter are under budget by 18 percent primarily due to staff vacancies.
Auxiliary (con’t)

Bookstore sales are up one percent from the prior year. Efforts to increase sales have resulted in a 39 percent increase in instructional supply sales. This increase is the result of a new agreement with Dell to sell laptop computers in the bookstore. The reallocation of full-time wages between the bookstore and food service has decreased expenses and should result in a higher profit for the bookstore in FY15. A projection for the full year will be completed for the January statements once the winter/spring term sales have occurred.

Expenses

It should be noted that encumbrances for annual budgeted salaries and open purchase orders are included in the actuals-to-date figures. Excess budgets are built in each of these functions for potential unbudgeted growth in the operating, continuing education, and special funds.

Expenses in this function also include prior year purchases that did not come in by year-end and, therefore, are expensed in the current year. Funding for these expenses come from the fund balance carried over for this purpose.

7) The instructional expense budget includes the LCC, MACCHCE, international education programs, youth arts programs, instructional camps, the music arts program, and various smaller instructional program-related expenses.

8) This function currently contains expenditures for the college’s radio station.

9) Academic support is primarily spending for HCC’s theater and music programs, as well as library programs. The Rep Stage production costs are included in this function, as well as administrative operating costs of the Horowitz Center. Faculty programs in that facility are also reported here since they are patron supported. Technology upgrades done to support instruction, and funded through student fees collected in the previous year, are also included in this function.

10) The student services function contains expenditures for Project Access, special accommodations for students, the job fair program, the sports program, and special testing.

11) Operations and maintenance expenditures are for signage, special supplies, the shuttle service, and security expenses related to managing parking-related needs. Parking-related costs have increased significantly over the prior year as the college reduces parking on campus for the new science, engineering, and technology building this fall. Non-capital renovations are also included here and are funded by the existing fund balance.
Expenses (con’t)

12) Institutional support expenditures are primarily for special administrative programs, such as temporary staffing, which depend on surplus revenue or fund balances for support. Technology upgrades done to support the administrative areas of the college and funded through students fees collected in the previous year are also included in this function.

13) Additional funding allocated for student scholarships is expensed in this function. These amounts are FY14 summer awards applied to the summer 2 session, which occurs in FY15.
The restricted budget contains multiple grants from various funding sources. Some grants are competitive, while others are awarded based on availability of funds, or in the case of financial aid and scholarships, student eligibility. Revenue is typically billed on a reimbursement basis; however, some award funds are sent to the college at the beginning of the grant period. Budgets are built to include all grants applied for regardless of actual notification that the award has been received. In addition, contingencies are developed within each function to allow for the use of unanticipated grants awarded during the year. For budget purposes, funds carried forward in the fund balance are shown in the current year’s revenue to match expenditures.

1) This amount represents a grant from the Howard County Government for the cable studio. Expenditures are reimbursed by the county periodically as billed. Budget in excess of revenue is contingent on new grants received from other sources.

2) State of Maryland revenues are for various grants primarily for instructional programs such as Adult Basic Education, English as a second language, literacy, health care, teacher training, vocational education program support, and student scholarship programs. The state typically forwards funding at the beginning of the grant period. The Howard Community College Educational Foundation, Inc. grants and other foundations also support instructional development.

3) Federally-funded programs are primarily financial aid, direct lending, and student work-study. Also included are grants such as the Department of Health and Mental Hygiene epidemiology grant, the National Endowment for the Humanities grant for bridging cultures, the National Science Foundation technology grant, Startalk summer language program, student support services, and Perkins grants. All federal funds are drawn down on a reimbursement basis. Revenue for fall financial aid awards has now been recognized.

4) Other grants include funds received from the Howard Community College Educational Foundation, Inc., which supports various program costs. This category also contains grants from miscellaneous non-profit groups that provide support for programs such as Rep Stage. These organizations typically reimburse expenses.

Expenses

It should be noted that encumbrances for annual budgeted salaries and open purchase orders are included in the actuals to date figures.

5) These grants support faculty and curriculum development. This function also includes a grant from the Bill & Melinda Gates Foundation to develop a gateway for students in the science, technology, engineering, and mathematics (STEM) program to transition from the college to University of Maryland Baltimore County (UMBC). The college is a sub-recipient of the grant that was received by UMBC. This year is year three of a three-year grant. The grant runs on a calendar year so will continue through fiscal year 2016.
Expenses (con’t)

6) These expenditures are primarily for the student services programs, which support various student needs. Although a portion of these programs are state-funded, these grants are primarily federally-funded.

7) In the plant operations function, expenses are for the stream restoration project. This is a grant from the Bay Trust Fund.

8) In the institutional function, budget allows for possible research grant projects but none have been received to date.

9) Fall awards were disbursed in September after verification of student eligibility. Late awarding will continue throughout the term. Fall and summer program scholarships are included in the current expenses. Pell awards have increased this fall as compared to last year. Both the federal funding levels and the students receiving Pell awards have increased. Budgets are built to handle expenditure growth associated with the college’s enrollment growth, as well as growth in scholarship programs due to student financial need.

10) The auxiliary grants primarily provide affordable child care for students with children who are attending the college. One grant provides for high-quality pre-kindergarten programs that are provided in the college’s Children’s Learning Center. These grants are federally funded.
Revenues

1) Fees revenue in this section of the budget are part of the college’s consolidated fee. Fees collected in the amount of $64,132 are for student government programs in the agency fund and $916,631 covers plant and debt expenses. The student government programs are net of amounts moved to the operating fund to cover costs related to management of student programs. Additional transfers out of this fund will be made during the year to the auxiliary fund for the athletics programs. These transfers are made as costs are incurred. To date, 45 percent of revenues have been collected. This amount is in line with revenue expectations.

2) This budget is for miscellaneous program income in the agency fund and represents $200,000 of funding that will be received from the Howard Community College Educational Foundation, Inc. in support of the college’s debt service from fundraising efforts.

3) This unrestricted appropriation allows these budgets to use carryover funds to support programs as needed. $6,000,000 is designated for the parking garage and $230,000 for additional design work on the science, engineering, and technology building.

4) There is a $1,000,000 contingency built into the budget should there be a need to request a reallocation in any source and use categories.

5) This amount represents an internal adjustment made to balance the auxiliary budgets revenue and expenses. Funds were moved from the unrestricted surplus.

6) This budget represents the debt service and post-retirement benefits paid by the county for the college’s capital projects and retirement. The college does not report the county-paid debt service amounts in the financial statements and, therefore, does not record them in the general ledger of the college. The OPEB contribution will be recorded at year-end.

Expenses

It should be noted that open purchase orders are included in the actuals-to-date figures.

7) The plant operations function includes small renovations projects that are funded with student fees. Projects are on track as planned to date.

8) Agency expenditures include student government programs. Actuals are currently 14 percent of the budget. This budget includes spending some of the available fund balance if needed, but there is no current plan to spend these funds at this time.

9) The first of four payments made to repay the county for the college share of debt service on bonds issued by the county on the college’s behalf; $227,493 was paid in August. The county pays $7,233,855 of this budget and $914,007 is paid by the college. The county portion of these expenses is not recorded on the college’s books just as the revenues are not recorded, mentioned in note six above.
# CAPITAL PROJECTS
## SUMMARY SHEET

Results as of September 30, 2014

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>STATE*, COUNTY &amp; OTHER BUDGETED</th>
<th>EXPENDITURES THROUGH FY14</th>
<th>FUNDS AVAILABLE FOR FY15</th>
<th>EXPENDITURES FY15</th>
<th>ENCUMBRANCES FY15</th>
<th>BUDGET BALANCE-TO-DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>M-0532 - Allied Health Instructional Building</td>
<td>$50,198,673.00</td>
<td>$48,688,689.28</td>
<td>$1,509,983.72</td>
<td>$204,464.45</td>
<td>$186,574.74</td>
<td>$1,118,944.53</td>
</tr>
<tr>
<td>M-0536 - Nursing &amp; ST Building Renovations</td>
<td>$1,532,000.00</td>
<td>$0.00</td>
<td>$1,532,000.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$1,532,000.00</td>
</tr>
<tr>
<td>M-0540 - Safety, Compliance, Facility Renewals (Systemic)</td>
<td>$11,585,000.00</td>
<td>$9,571,338.65</td>
<td>$2,013,661.35</td>
<td>$202,455.88</td>
<td>$404,346.24</td>
<td>$1,406,859.23</td>
</tr>
<tr>
<td>M-0542 - Campus Roadways and Parking</td>
<td>$8,683,000.00</td>
<td>$0.00</td>
<td>$8,683,000.00</td>
<td>$0.00</td>
<td>$968,377.00</td>
<td>$7,714,623.00</td>
</tr>
<tr>
<td>M-0543 - Science, Engineering &amp; Technology Building</td>
<td>$24,060,000.00</td>
<td>$3,805,014.72</td>
<td>$20,254,985.28</td>
<td>$458,409.28</td>
<td>$1,617,526.00</td>
<td>$18,179,050.00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$96,058,673.00</strong></td>
<td><strong>$62,065,042.65</strong></td>
<td><strong>$33,993,630.35</strong></td>
<td><strong>$865,329.61</strong></td>
<td><strong>$3,176,823.98</strong></td>
<td><strong>$29,951,476.76</strong></td>
</tr>
</tbody>
</table>

* Some budgets differ from the approved budget to more accurately reflect expected state funding and available balances.
September 2014
There is no new information in this report for September.

M-0532 – Health Sciences (Allied Health) Instructional Building
The purpose of this project was to design and construct a health sciences building of approximately 65,352 net assignable square feet (NASF) and 113,031 gross square feet (GSF). The construction phase began on April 1, 2011, with a construction schedule of 22-24 months. The building is complete; final inspections and punch list items were completed in June. There are some warranty and equipment items outstanding; therefore, project closeout has been pushed to fiscal year 2015. The balance of the budget will be fully encumbered this fall. The project has received LEED gold certification.

M-0536 – Nursing and ST Building Renovations
The purpose of this project is to renovate the existing nursing and ST buildings due to the movement of the health sciences programs to the new health sciences building and the future move of the science and engineering programs to the science, engineering, and technology (SET) building. The nursing and ST buildings are physically connected. The area to be renovated is 107,204 gross square feet and 62,278 net assignable square feet. The renovated space will include additional classrooms, labs, collaborative study area, teaching and learning services, and administrative areas.

This is the first year for this project. The county and state have approved funding for $1,532,000 of the design work in fiscal year 2015 and the remaining $1,728,000 of the design work in fiscal year 2016. Construction will occur in fiscal years 2016 and 2017 and final furniture and equipment placement in 2018. The total project will cost $41,280,000.

The administration has completed the pre-proposal meetings for the hiring of the architectural firm. Proposals are due to the college in October. The highest ranked firm will then be recommended to the board of trustees for approval.
M-0540 – Safety, Compliance, Facility Renewals (Systemic)
This project began in FY08 and includes improvements to the college’s physical plant, as well as major deferred maintenance and facility renewals. The college did request new funding for this project in FY15; however, those funds were transferred to the parking project. So while there are no new funds this year, previous available funding will be spent during FY15 to finish projects in process.
Projects still in progress include:

- Facilities master plan
- Phased signage package installation
- Major utility renovation – phase three scheduled for fall
- Gateway modernization project
- Hickory Ridge administrative office renovation
- Administrative information systems office renovation
- NOC-HVAC renovation
- Phased information technology (IT) upgrades

Recently completed projects include:
- Learning assistance center improvement project

M-0542 – Campus Roadways and Parking
After a thorough analysis of the campus land plans, future building sites, forest conservations and wetland restrictions, the college determined that construction of parking decks on campus was more feasible than additional surface parking lots. With the planned addition of several new buildings on campus that are included in the college’s facility master plan, this parking project addresses the shortage of parking on campus. The roadways and pedestrian traffic throughout campus are also included in this project, as the existing ones are not meeting the growing needs of the campus.

The funds available for fiscal year 2015 are for the design and construction of the expansion of the existing east parking garage, adding 750 parking spaces.
M-0543 - Science, Engineering, and Technology Building
The purpose of this project is to design and construct a science, engineering, and technology building of approximately 145,900 gross square feet. This new facility will provide the necessary space to support the science, engineering, and technology disciplines. The college offers a wide variety of high quality programs and learning opportunities to help build a vibrant community and assist students in discovering their unique strengths and achieving their goals. Of the seven instructional divisions at the college, science and technology has seen a dramatic increase in enrollment over the last decade.

Disciplines to be housed in the new building include biology, chemistry, physics, physical science, geology, engineering technology, telecommunications, computer forensics including cyber forensics and cyber security, biomedical engineering, advanced computer systems, astronomy, meteorology, and horticulture. This building is being designed with interactive learning environments that engage students and prepare them for the workforce. The new facility will provide the necessary space to deliver STEM education, including the cyber curriculum that promotes the college’s new designation as both a Center of Academic Excellence 2-Year (CAE2Y) in Information Assurance by the National Security Agency and the Department of Homeland Security and a National Center of Digital Forensics Academic Excellence (CDFAE) by the Defense Cyber Crime Center (DC3).

In November 2011, the college entered into a contract with Ayers Saint Gross to provide professional architectural and engineering (A/E) services for the design of the new science, engineering, and technology building. Gilbane, the construction management at-risk contractor, was brought on board in January 2013 for pre-construction services during the schematic development (SD) phase. The project is moving forward as scheduled and has entered into the construction document (CD) phase of design. The college recently reconciled two independent cost estimates, one from the architect and one from the construction manager, and both were within budget. Based on the revised project schedule, delivery of the 95 percent construction documents remains scheduled for fall 2014, followed by the development of the guaranteed maximum price (GMP) and the start of construction. Pending all approvals, construction on the building is scheduled to being in December 2014. The administration is working diligently with the A/E firm and construction management firm on all aspects of the project.
<table>
<thead>
<tr>
<th>Cost Center</th>
<th>Budget Variance Disclosure Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Year Expenditures to date</td>
<td>Total Original Budget*</td>
</tr>
<tr>
<td>Total Budget after Revisions</td>
<td>Dollar Variance from Original (B-A)</td>
</tr>
<tr>
<td>Budgeted Salary Dollar Variance from Original**</td>
<td>Salary Items Variance From Original***</td>
</tr>
<tr>
<td>Percentage Variance of Non-Budgeted items (E/A)</td>
<td></td>
</tr>
<tr>
<td>Explanation of budget revisions</td>
<td></td>
</tr>
</tbody>
</table>

### Instruction
- 11200 Schoenbrodt honors
  - Instruction: 3,380 32,115 32,115 0 0 0 0%
- 11300 Mathematics
  - Instruction: 2,027,968 2,276,184 2,276,434 250 0 250 0%
- 11310 Health promotion & human performance
  - Instruction: 308,522 308,522 0 0 0 0%
- 11350 Health sciences
  - Instruction: 297,663 297,663 0 0 0 0%
- 11400 Social sciences
  - Instruction: 1,131,028 1,131,028 0 0 0 0%
- 11410 English
  - Instruction: 451,717 451,717 0 0 0 0%
- 11415 English as a second language
  - Instruction: 289,000 289,000 0 0 0 0%
- 11430 World language
  - Instruction: 268,213 268,213 0 0 0 0%
- 11450 Arts and humanities
  - Instruction: 1,131,028 1,131,028 0 0 0 0%
- 11451 Visual Arts
  - Instruction: 611,835 611,835 0 0 0 0%
- 11452 Communication & Digital Arts
  - Instruction: 233,186 233,186 0 0 0 0%
- 11453 Dance
  - Instruction: 461,406 461,406 0 0 0 0%
- 11454 Fine arts
  - Instruction: 298,000 298,000 0 0 0 0%
- 11455 Music
  - Instruction: 227,271 227,271 0 0 0 0%
- 11456 Theatre
  - Instruction: 108,708 108,708 0 0 0 0%
- 11480 Rouse scholars
  - Instruction: 200,726 200,726 0 0 0 0%
- 12100 Nursing
  - Instruction: 1,884,049 1,884,049 0 0 0 0%
- 12116 Sonography
  - Instruction: 205,802 205,802 0 0 0 0%
- 12118 Radiologic technology
  - Instruction: 205,802 205,802 0 0 0 0%
- 12120 Emergency medical technology
  - Instruction: 279,220 279,220 0 0 0 0%
- 12123 Medical lab technology
  - Instruction: 279,220 279,220 0 0 0 0%
- 12127 Dental assistance
  - Instruction: 279,220 279,220 0 0 0 0%
- 12150 Cardiovascular
  - Instruction: 279,220 279,220 0 0 0 0%
- 12200 Business and computers
  - Instruction: 2,181,938 2,181,938 0 0 0 0%
- 12250 Science, engineering and technology
  - Instruction: 2,515,929 2,515,929 0 0 0 0%
- 12280 Cooperative education
  - Instruction: 5,326 5,326 0 0 0 0%
- 13500 Service learning operating
  - Instruction: 123,039 123,039 0 0 0 0%
- 13525 Service learning trips
  - Instruction: 809 809 0 0 0 0%
- 13555 International program
  - Instruction: 130,900 130,900 0 0 0 0%
- 44010 User computer services
  - Instruction: 450,564 450,564 0 0 0 0%
- 44020 Student computer services
  - Instruction: 1,199,053 1,199,053 0 0 0 0%
- 44030 Student labs
  - Instruction: 235,568 235,568 0 0 0 0%
- 46100 Social sciences division
  - Instruction: 84,047 84,047 0 0 0 0%
- 46200 SET division
  - Instruction: 95,162 95,162 0 0 0 0%
- 46300 Math division
  - Instruction: 127,945 127,945 0 0 0 0%
- 46400 Evening services
  - Instruction: 0 0 0 0 0 0%
- 46700 English/world language division
  - Instruction: 126,498 126,498 0 0 0 0%
- 46800 Arts and humanities division
  - Instruction: 104,718 104,718 0 0 0 0%
- 46900 Health sciences division
  - Instruction: 161,889 161,889 0 0 0 0%
- 47500 Faculty learning community
  - Instruction: 2,046 2,046 0 0 0 0%
- 48000 Learning outcomes assessment
  - Instruction: 202,779 202,779 0 0 0 0%
- 48500 Instructional direction
  - Instruction: 18,881 18,881 0 0 0 0%
- 48501 Learning communities
  - Instruction: 240,284 240,284 0 0 0 0%
- 48502 Program development
  - Instruction: 50 50 0 0 0 0%
- 52102 Pool guards
  - Instruction: 202,779 202,779 0 0 0 0%
- 99600 Functional allocation
  - Instruction: 1,044,281 1,044,281 0 0 0 0%
- 99680 VPs allocation
  - Instruction: 0 0 0 0 0 0%
- 99990 Institutional Allocation
  - Instruction: 0 0 0 0 0 0%

Total instruction: 23,802,002 36,904,128 36,904,128 0 0 0 0%
<table>
<thead>
<tr>
<th>Cost Center</th>
<th>Expenditures to date</th>
<th>Fiscal Year Total Original Budget</th>
<th>Total Budget after Revisions</th>
<th>Dollar Variance from Original (B-A)</th>
<th>Dollar Variance From Original**</th>
<th>Non-budgeted Salary Items Variance From Original***</th>
<th>Percentage Variance of Non-Budgeted items (E/A)</th>
<th>Explanation of budget revisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Service</td>
<td>33250 Cable studio</td>
<td>351,456 406,578 406,578 0</td>
<td>0 0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>33254 Radio station</td>
<td>700 19,000 19,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>99970 Functional allocation</td>
<td>26,205 123,831 123,831 0</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>99990 Institutional allocation</td>
<td>0 9,000 9,000</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total public service</td>
<td>378,361 558,409 558,409 0</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic Support</td>
<td>33100 Rep Stage administration</td>
<td>161,117 190,067 190,067 0</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>33400 Horowitz Center</td>
<td>368,068 407,612 407,612</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>33500 Student Arts Collective</td>
<td>177,786 226,977 226,977</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>41001 Library services</td>
<td>761,508 100,732 100,732</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>41002 Teaching and learning center</td>
<td>160,138 164,167 164,167</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>43100 AV services</td>
<td>35,560 84,373 84,373</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>43200 Video services</td>
<td>65,215 87,598 87,598</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>43300 Instructional technology</td>
<td>128,970 153,177 153,177</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>46000 VP of academic affairs</td>
<td>299,368 377,498 377,498</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>47000 Faculty development</td>
<td>317,037 1,615,915 1,615,915</td>
<td>168,217 168,217 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>99970 Functional allocation</td>
<td>317,037 1,615,915 1,615,915</td>
<td>168,217 168,217 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>99980 VP's allocation</td>
<td>0 56,424 56,424</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>99990 Institutional Allocation</td>
<td>0 22,750 22,750</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total academic support</td>
<td>2,766,052 4,578,482 4,578,482 0</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Services</td>
<td>46500 Advising, academic services</td>
<td>572,239 671,307 671,307</td>
<td>(95,443) (95,443) 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>46502 Academic standing-enrollment ser</td>
<td>12,944 30,334 30,334</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>46600 Welcome center &amp; telephone adv.</td>
<td>139,718 214,919 214,919</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>51000 VP of student services</td>
<td>356,033 386,295 386,295</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>51100 Enrollment services</td>
<td>116,351 117,180 117,180</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>51200 Student ambassador program</td>
<td>0 8,782 8,782</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>52000 Student activities</td>
<td>0 2,601 2,601</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>52100 Athletic facility</td>
<td>352,603 414,023 414,023</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>52300 SGA support</td>
<td>304,512 304,512 304,512</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>53000 Career services</td>
<td>451,942 523,457 523,457</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>53100 Test center</td>
<td>314,293 434,054 434,054</td>
<td>(3,000) (3,000) 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>53102 High school test</td>
<td>2,000 19,750 19,750</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>53104 Nursing assessment</td>
<td>1,508 31,000 31,000</td>
<td>0 3,000 11%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>53300 Student conduct</td>
<td>4,000 5,000 5,000</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>53400 Step up</td>
<td>56,775 59,483 59,483</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>53500 Retention</td>
<td>195,328 216,379 216,379</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>53510 Howard Pride</td>
<td>79,854 111,874 111,874</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>53550 Disability support services</td>
<td>274,531 277,591 277,591</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>53560 Academic standing - student dev</td>
<td>133,152 163,681 163,681</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>54000 Financial aid services</td>
<td>864,950 1,076,775 1,076,775</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>55000 Admissions</td>
<td>735,719 840,229 840,229</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>55010 Admissions &amp; advising workgroup</td>
<td>373,300 475,285 475,285</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>56000 Records, Registration &amp; Veterans Affairs</td>
<td>505,776 628,055 628,055</td>
<td>(46,332) (46,332) 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>99970 Functional allocation</td>
<td>339,078 1,615,915 1,615,915</td>
<td>168,217 168,217 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>99980 VP's allocation</td>
<td>0 56,424 56,424</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>99990 Institutional Allocation</td>
<td>0 22,750 22,750</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total student services</td>
<td>6,189,949 8,862,262 8,862,262</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional Support</td>
<td>61000 President</td>
<td>629,204 709,573 709,573</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>61100 Board of trustees</td>
<td>46,358 109,602 109,602</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>61200 Research, planning and org. dev.</td>
<td>485,889 580,082 580,082</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>61900 Senior administration</td>
<td>1,843 13,617 13,617</td>
<td>0 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>62000 VP of administration and finance</td>
<td>358,240 362,740 362,740</td>
<td>(1,677) (1,677) 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>62100 Finance</td>
<td>1,378,224 1,509,081 1,509,081</td>
<td>(44,610) (44,610) 0 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Budget Variance Disclosure Report
September 30, 2014

<table>
<thead>
<tr>
<th>Cost Center</th>
<th>Fiscal Year Expenditures to date</th>
<th>Total Original Budget***</th>
<th>Total Budget after Revisions</th>
<th>Dollar Variance from Original (B-A)</th>
<th>Budgeted Salary Dollar Variance from Original***</th>
<th>Non-budgeted Salary Items Variance From Original***</th>
<th>Percentage Variance of Non-budgeted items (E/A)</th>
<th>Explanations of budget revisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>63101 Human resources</td>
<td>633,026</td>
<td>644,628</td>
<td>644,626</td>
<td>(2)</td>
<td>(2)</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>63102 Recruitment</td>
<td>7,009</td>
<td>56,546</td>
<td>56,546</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>63103 Unemployment</td>
<td>74,629</td>
<td>121,753</td>
<td>121,753</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>63104 Wellness program</td>
<td>8,726</td>
<td>20,891</td>
<td>20,891</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>63130 Professional development</td>
<td>63,817</td>
<td>91,206</td>
<td>97,206</td>
<td>6,000</td>
<td>0</td>
<td>6,000</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>63150 Diversity programs</td>
<td>2,940</td>
<td>35,406</td>
<td>35,406</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>63200 Reprographics</td>
<td>144,588</td>
<td>166,691</td>
<td>166,691</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>63400 Public safety</td>
<td>1,648,254</td>
<td>1,671,519</td>
<td>1,671,519</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>63500 Telecommunications</td>
<td>114,459</td>
<td>262,383</td>
<td>262,383</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>63554 Mediation &amp; conflict resolution ctr</td>
<td>130,420</td>
<td>135,860</td>
<td>130,651</td>
<td>(5,209)</td>
<td>(5,209)</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>63600 Risk management</td>
<td>100,335</td>
<td>354,426</td>
<td>354,426</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>63700 General administration</td>
<td>234,880</td>
<td>1,168,044</td>
<td>1,168,044</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>63800 Commencement/award programs</td>
<td>17,779</td>
<td>102,448</td>
<td>102,448</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>64000 Administrative information systems</td>
<td>1,828,932</td>
<td>1,912,503</td>
<td>1,839,133</td>
<td>(73,370)</td>
<td>(133,370)</td>
<td>60,000</td>
<td>3%</td>
<td>Cover SQL conversion; consolidated fees held at year-end are funding this need</td>
</tr>
<tr>
<td>64001 Enterprise network</td>
<td>676,418</td>
<td>971,241</td>
<td>898,045</td>
<td>(73,195)</td>
<td>(80,672)</td>
<td>7,477</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>64002 Web enterprise</td>
<td>319,405</td>
<td>441,101</td>
<td>433,624</td>
<td>(7,477)</td>
<td>(7,477)</td>
<td>(2)</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>64100 Information technology administration</td>
<td>288,618</td>
<td>340,024</td>
<td>340,024</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>65000 Public relations and marketing</td>
<td>794,752</td>
<td>1,127,888</td>
<td>1,106,551</td>
<td>(21,337)</td>
<td>(21,337)</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>65100 Development and alumni relations</td>
<td>599,407</td>
<td>704,803</td>
<td>655,376</td>
<td>(49,427)</td>
<td>(49,427)</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>65900 Fundraising</td>
<td>0</td>
<td>30,000</td>
<td>30,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>99970 Functional allocation</td>
<td>212,875</td>
<td>1,301,806</td>
<td>1,276,304</td>
<td>(21,337)</td>
<td>(21,337)</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>99980 VP's allocation</td>
<td>0</td>
<td>50,500</td>
<td>50,500</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>99990 Institutional Allocation</td>
<td>0</td>
<td>37,783</td>
<td>31,783</td>
<td>(6,000)</td>
<td>(6,000)</td>
<td>(16)</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Total institutional support</td>
<td>10,959,510</td>
<td>15,236,020</td>
<td>15,236,020</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Operation &amp; Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>71000 Plant administration</td>
<td>9,278</td>
<td>321,959</td>
<td>321,959</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>71100 General services</td>
<td>2,752,088</td>
<td>3,646,310</td>
<td>3,646,310</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>71115 Set-up/asset reallocation</td>
<td>208,240</td>
<td>212,434</td>
<td>212,434</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>71150 Recycling</td>
<td>1,408</td>
<td>13,001</td>
<td>13,001</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>71500 Safety</td>
<td>80,466</td>
<td>81,120</td>
<td>81,120</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>72000 Engineering</td>
<td>1,224,519</td>
<td>1,407,292</td>
<td>1,366,295</td>
<td>(40,997)</td>
<td>(40,997)</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>72500 Preventive maintenance</td>
<td>335,199</td>
<td>452,320</td>
<td>452,320</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>73000 Environmental services</td>
<td>1,805,267</td>
<td>1,935,051</td>
<td>1,935,051</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>75000 Grounds</td>
<td>313,172</td>
<td>384,017</td>
<td>384,017</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>76000 Renovations</td>
<td>10,611</td>
<td>52,229</td>
<td>52,229</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>99970 Functional allocation</td>
<td>289,261</td>
<td>1,886,556</td>
<td>1,927,553</td>
<td>40,997</td>
<td>40,997</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>99990 Institutional Allocation</td>
<td>0</td>
<td>42,800</td>
<td>42,800</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Total Operation &amp; Maintenance</td>
<td>7,109,747</td>
<td>10,521,959</td>
<td>10,521,959</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Scholarships</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>81000 Scholarships</td>
<td>299,436</td>
<td>746,756</td>
<td>746,756</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>82000 Waivers</td>
<td>223,740</td>
<td>661,013</td>
<td>661,013</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Total scholarships</td>
<td>523,177</td>
<td>1,407,769</td>
<td>1,407,769</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Grand totals</td>
<td>51,728,798</td>
<td>78,069,029</td>
<td>78,069,029</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
</tbody>
</table>

Note 1: Opening budgets reflect actual salary needs for the current year due to staffing changes.

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

** All salary budgets are held in the institutional reserve for open positions and only revert back to cost centers as positions are hired.

*** These variances are not included in the percentage change explained.
<table>
<thead>
<tr>
<th>Cost Center</th>
<th>Fiscal Year Spent to date*</th>
<th>Total Projected Expenditures</th>
<th>Percentage of Budget Spent to Date</th>
<th>Note</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>11200 Schoenbrodt Honors</td>
<td>2,202</td>
<td>32,115</td>
<td>7%</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>11300 Mathematics</td>
<td>470,591</td>
<td>2,726,434</td>
<td>17%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11310 Health promotion and human performance</td>
<td>69,587</td>
<td>428,586</td>
<td>16%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11350 Health sciences</td>
<td>93,153</td>
<td>579,956</td>
<td>16%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11400 Social sciences</td>
<td>461,461</td>
<td>2,749,626</td>
<td>17%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11410 English/world languages</td>
<td>123,681</td>
<td>626,682</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11415 English</td>
<td>368,051</td>
<td>2,063,875</td>
<td>18%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11416 English as a second language</td>
<td>64,180</td>
<td>348,518</td>
<td>18%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11430 World language</td>
<td>101,438</td>
<td>627,306</td>
<td>16%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11450 Arts and humanities</td>
<td>93,522</td>
<td>370,442</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11451 Visual arts</td>
<td>122,570</td>
<td>740,774</td>
<td>17%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11452 Communication and digital arts</td>
<td>69,747</td>
<td>369,244</td>
<td>19%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11453 Dance</td>
<td>46,483</td>
<td>276,003</td>
<td>17%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11454 Fine arts</td>
<td>118,310</td>
<td>606,248</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11455 Music</td>
<td>90,255</td>
<td>683,300</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11456 Theater</td>
<td>42,550</td>
<td>274,527</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11480 Rouse Scholars</td>
<td>21,564</td>
<td>138,142</td>
<td>16%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11600 E-learning</td>
<td>136,077</td>
<td>383,384</td>
<td>35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12100 Nursing</td>
<td>489,673</td>
<td>2,288,477</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12116 Sonography</td>
<td>50,492</td>
<td>225,759</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12118 Radiologic technology</td>
<td>48,083</td>
<td>217,097</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12120 Emergency medical technology</td>
<td>80,074</td>
<td>296,021</td>
<td>27%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12123 Medical lab technology</td>
<td>60,559</td>
<td>207,737</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12125 Physical therapy</td>
<td>55,251</td>
<td>256,867</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12127 Dental assistance</td>
<td>47,815</td>
<td>260,643</td>
<td>18%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12150 Cardiovascular</td>
<td>43,697</td>
<td>191,007</td>
<td>23%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12200 Business and computers</td>
<td>551,469</td>
<td>2,722,947</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12250 Science, engineering and technology</td>
<td>591,836</td>
<td>3,311,042</td>
<td>18%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12280 Cooperative education</td>
<td>5,326</td>
<td>17,275</td>
<td>31%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13500 Service learning operating</td>
<td>31,624</td>
<td>144,235</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13525 Service learning trips</td>
<td>809</td>
<td>9,250</td>
<td>9%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>13550 Instructional International program</td>
<td>35,995</td>
<td>161,855</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>44010 User computer services</td>
<td>136,656</td>
<td>551,320</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>44020 Student computer support</td>
<td>386,319</td>
<td>1,559,062</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>44030 Student labs</td>
<td>83,671</td>
<td>348,187</td>
<td>24%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>46100 Social sciences office support</td>
<td>29,104</td>
<td>108,673</td>
<td>27%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>46200 SET division office support</td>
<td>27,148</td>
<td>134,127</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>46300 Math support</td>
<td>35,133</td>
<td>157,007</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>46400 Evening services support</td>
<td>0</td>
<td>1,325</td>
<td>0%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>46700 English/world language division support</td>
<td>32,167</td>
<td>161,855</td>
<td>21%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>46800 Arts and humanities division support</td>
<td>35,576</td>
<td>144,874</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>46900 Health sciences support</td>
<td>46,753</td>
<td>193,188</td>
<td>24%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>47500 Faculty learning community</td>
<td>2,046</td>
<td>26,050</td>
<td>8%</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>48000 Learning outcomes assessment</td>
<td>49,084</td>
<td>261,786</td>
<td>19%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>48500 Instructional direction</td>
<td>18,881</td>
<td>317,795</td>
<td>6%</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>48501 Learning communities</td>
<td>59,146</td>
<td>265,409</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>48502 Program development</td>
<td>50</td>
<td>51,964</td>
<td>0%</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>52102 Pool guards</td>
<td>15,823</td>
<td>97,548</td>
<td>16%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>53200 Learning assistance center</td>
<td>161,379</td>
<td>787,243</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>99970 Functional allocation</td>
<td>1,013,619</td>
<td>6,433,538</td>
<td>16%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>99970 VP's allocation</td>
<td>0</td>
<td>801,619</td>
<td>0%</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>99990 Institutional allocation</td>
<td>0</td>
<td>105,016</td>
<td>0%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Total instruction</td>
<td>6,720,681</td>
<td>36,904,128</td>
<td>18%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Public Service

<table>
<thead>
<tr>
<th>Cost Center</th>
<th>Fiscal Year Spent to date*</th>
<th>Total Projected Expenditures</th>
<th>Percentage of Budget Spent to Date</th>
<th>Note</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>33250 Cable studio</td>
<td>94,232</td>
<td>406,578</td>
<td>23%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33254 Radio station</td>
<td>625</td>
<td>19,000</td>
<td>3%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>99970 Functional allocation</td>
<td>26,205</td>
<td>123,831</td>
<td>21%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>99990 Institutional allocation</td>
<td>0</td>
<td>9,000</td>
<td>0%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Total public service</td>
<td>121,062</td>
<td>558,409</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Academic Support

<table>
<thead>
<tr>
<th>Cost Center</th>
<th>Description</th>
<th>Spending</th>
<th>Budget</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>33100</td>
<td>Rep Stage administration</td>
<td>40,317</td>
<td>190,067</td>
<td>21%</td>
</tr>
<tr>
<td>33400</td>
<td>Horowitz center</td>
<td>116,612</td>
<td>407,612</td>
<td>29%</td>
</tr>
<tr>
<td>33500</td>
<td>Student Arts Collective</td>
<td>46,586</td>
<td>226,977</td>
<td>21%</td>
</tr>
<tr>
<td>41001</td>
<td>Library services</td>
<td>384,549</td>
<td>877,120</td>
<td>44%</td>
</tr>
<tr>
<td>41002</td>
<td>Teaching and learning center</td>
<td>36,544</td>
<td>164,167</td>
<td>22%</td>
</tr>
<tr>
<td>43100</td>
<td>AV services</td>
<td>81,691</td>
<td>377,841</td>
<td>22%</td>
</tr>
<tr>
<td>43200</td>
<td>Video services</td>
<td>40,125</td>
<td>87,598</td>
<td>46%</td>
</tr>
<tr>
<td>43300</td>
<td>Instructional technology</td>
<td>32,450</td>
<td>153,177</td>
<td>21%</td>
</tr>
<tr>
<td>46000</td>
<td>VP of academic affairs</td>
<td>73,467</td>
<td>317,498</td>
<td>23%</td>
</tr>
<tr>
<td>47000</td>
<td>Faculty development</td>
<td>31,723</td>
<td>84,373</td>
<td>38%</td>
</tr>
<tr>
<td>99970</td>
<td>Functional allocation</td>
<td>313,616</td>
<td>1,615,915</td>
<td>19%</td>
</tr>
<tr>
<td>99980</td>
<td>VP's allocation</td>
<td>0</td>
<td>53,387</td>
<td>0%</td>
</tr>
<tr>
<td>99990</td>
<td>Institutional allocation</td>
<td>0</td>
<td>22,750</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total academic support</strong></td>
<td></td>
<td>1,197,681</td>
<td>4,578,482</td>
<td>26%</td>
</tr>
</tbody>
</table>

### Student Services

<table>
<thead>
<tr>
<th>Cost Center</th>
<th>Description</th>
<th>Spending</th>
<th>Budget</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>46500</td>
<td>Advising, academic services</td>
<td>178,561</td>
<td>671,307</td>
<td>27%</td>
</tr>
<tr>
<td>46502</td>
<td>Academic standing-enrollment services</td>
<td>12,944</td>
<td>30,334</td>
<td>43%</td>
</tr>
<tr>
<td>46600</td>
<td>Welcome center and telephone advising</td>
<td>43,955</td>
<td>214,919</td>
<td>20%</td>
</tr>
<tr>
<td>51000</td>
<td>VP of student services</td>
<td>90,020</td>
<td>386,785</td>
<td>23%</td>
</tr>
<tr>
<td>51100</td>
<td>Enrollment services</td>
<td>29,778</td>
<td>117,180</td>
<td>25%</td>
</tr>
<tr>
<td>51200</td>
<td>Student ambassador program</td>
<td>0</td>
<td>8,782</td>
<td>0%</td>
</tr>
<tr>
<td>52000</td>
<td>Student activities</td>
<td>0</td>
<td>2,601</td>
<td>0%</td>
</tr>
<tr>
<td>52100</td>
<td>Athletic facility</td>
<td>96,921</td>
<td>414,023</td>
<td>23%</td>
</tr>
<tr>
<td>52300</td>
<td>SGA support</td>
<td>73,134</td>
<td>304,512</td>
<td>24%</td>
</tr>
<tr>
<td>53000</td>
<td>Career services</td>
<td>135,026</td>
<td>523,457</td>
<td>26%</td>
</tr>
<tr>
<td>53050</td>
<td>Peer leaders</td>
<td>624</td>
<td>8,000</td>
<td>8%</td>
</tr>
<tr>
<td>53100</td>
<td>Test center</td>
<td>98,233</td>
<td>434,054</td>
<td>23%</td>
</tr>
<tr>
<td>53102</td>
<td>High school testing</td>
<td>667</td>
<td>19,750</td>
<td>3%</td>
</tr>
<tr>
<td>53104</td>
<td>Nursing assessment testing</td>
<td>908</td>
<td>31,000</td>
<td>3%</td>
</tr>
<tr>
<td>53300</td>
<td>Student conduct</td>
<td>4,000</td>
<td>5,000</td>
<td>80%</td>
</tr>
<tr>
<td>53400</td>
<td>Step Up program</td>
<td>14,816</td>
<td>59,483</td>
<td>25%</td>
</tr>
<tr>
<td>53500</td>
<td>Retention</td>
<td>49,043</td>
<td>216,379</td>
<td>23%</td>
</tr>
<tr>
<td>53510</td>
<td>Howard P.R.I.D.E.</td>
<td>28,542</td>
<td>111,874</td>
<td>26%</td>
</tr>
<tr>
<td>53550</td>
<td>Disability support services</td>
<td>73,853</td>
<td>277,571</td>
<td>27%</td>
</tr>
<tr>
<td>53555</td>
<td>Career links program</td>
<td>66,283</td>
<td>163,681</td>
<td>40%</td>
</tr>
<tr>
<td>53556</td>
<td>Academic standing - student development</td>
<td>2,750</td>
<td>27,350</td>
<td>10%</td>
</tr>
<tr>
<td>54000</td>
<td>Financial aid services</td>
<td>244,305</td>
<td>1,076,775</td>
<td>23%</td>
</tr>
<tr>
<td>55000</td>
<td>Admissions</td>
<td>195,639</td>
<td>840,229</td>
<td>23%</td>
</tr>
<tr>
<td>55001</td>
<td>Admissions and advising workgroup</td>
<td>109,976</td>
<td>475,285</td>
<td>23%</td>
</tr>
<tr>
<td>56000</td>
<td>Records, registration and veterans affairs</td>
<td>156,598</td>
<td>629,055</td>
<td>25%</td>
</tr>
<tr>
<td>99970</td>
<td>Functional allocation</td>
<td>332,237</td>
<td>1,727,496</td>
<td>19%</td>
</tr>
<tr>
<td>99980</td>
<td>VP's allocation</td>
<td>0</td>
<td>6,214</td>
<td>0%</td>
</tr>
<tr>
<td>99990</td>
<td>Institutional allocation</td>
<td>0</td>
<td>80,166</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total student services</strong></td>
<td></td>
<td>2,038,814</td>
<td>8,862,262</td>
<td>23%</td>
</tr>
</tbody>
</table>

### Institutional Support

<table>
<thead>
<tr>
<th>Cost Center</th>
<th>Description</th>
<th>Spending</th>
<th>Budget</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>61000</td>
<td>President</td>
<td>222,723</td>
<td>709,573</td>
<td>31%</td>
</tr>
<tr>
<td>61100</td>
<td>Board of trustees</td>
<td>17,378</td>
<td>109,602</td>
<td>16%</td>
</tr>
<tr>
<td>61200</td>
<td>Research, planning and organizational dev.</td>
<td>136,411</td>
<td>580,082</td>
<td>24%</td>
</tr>
<tr>
<td>61900</td>
<td>Senior administration</td>
<td>1,843</td>
<td>13,617</td>
<td>14%</td>
</tr>
<tr>
<td>62000</td>
<td>VP of administration and finance</td>
<td>95,189</td>
<td>362,740</td>
<td>26%</td>
</tr>
<tr>
<td>62100</td>
<td>Finance office</td>
<td>362,993</td>
<td>1,509,081</td>
<td>24%</td>
</tr>
<tr>
<td>62110</td>
<td>Purchasing</td>
<td>38,842</td>
<td>155,589</td>
<td>25%</td>
</tr>
<tr>
<td>63101</td>
<td>Human resources</td>
<td>180,712</td>
<td>644,626</td>
<td>28%</td>
</tr>
<tr>
<td>63102</td>
<td>Recruitment</td>
<td>3,509</td>
<td>56,546</td>
<td>6%</td>
</tr>
<tr>
<td>63103</td>
<td>Unemployment</td>
<td>(6,621)</td>
<td>121,753</td>
<td>(5%)</td>
</tr>
<tr>
<td>63104</td>
<td>Wellness program</td>
<td>1,027</td>
<td>20,891</td>
<td>5%</td>
</tr>
<tr>
<td>63130</td>
<td>Professional development</td>
<td>15,625</td>
<td>97,206</td>
<td>16%</td>
</tr>
<tr>
<td>63150</td>
<td>Diversity programs</td>
<td>2,940</td>
<td>35,406</td>
<td>8%</td>
</tr>
<tr>
<td>63200</td>
<td>Reprographics</td>
<td>20,679</td>
<td>166,691</td>
<td>12%</td>
</tr>
<tr>
<td>63400</td>
<td>Public safety</td>
<td>260,681</td>
<td>1,671,519</td>
<td>16%</td>
</tr>
</tbody>
</table>
### Howard Community College
**September 30, 2014**

#### Cost Center Spending Percentages

<table>
<thead>
<tr>
<th>Cost Center Description</th>
<th>Amount Spent 2014</th>
<th>Amount Budgeted 2014</th>
<th>Percent Spent</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>63500 Telecommunications</td>
<td>96,574</td>
<td>262,383</td>
<td>37%</td>
<td>5</td>
</tr>
<tr>
<td>63554 Mediation and conflict resolution center</td>
<td>32,684</td>
<td>130,651</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>63600 Risk management</td>
<td>59,646</td>
<td>354,426</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>63700 General administration</td>
<td>206,468</td>
<td>1,168,044</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>63800 Commencement/awards program</td>
<td>3,358</td>
<td>102,448</td>
<td>3%</td>
<td>11</td>
</tr>
<tr>
<td>64000 Administrative information systems</td>
<td>803,629</td>
<td>1,839,133</td>
<td>44%</td>
<td>5</td>
</tr>
<tr>
<td>64001 Enterprise network</td>
<td>277,315</td>
<td>898,045</td>
<td>31%</td>
<td></td>
</tr>
<tr>
<td>64002 Web enterprise network</td>
<td>117,039</td>
<td>433,624</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>64100 VP of Information technology</td>
<td>82,371</td>
<td>340,024</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>65000 Public relations and marketing</td>
<td>214,686</td>
<td>1,106,551</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>65100 Development and alumni relations</td>
<td>171,425</td>
<td>655,376</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>65900 Fundraising</td>
<td>0</td>
<td>30,000</td>
<td>0%</td>
<td>2</td>
</tr>
<tr>
<td>99970 Functional allocation</td>
<td>212,050</td>
<td>1,578,110</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>99980 VP's allocation</td>
<td>0</td>
<td>50,500</td>
<td>0%</td>
<td>3</td>
</tr>
<tr>
<td>99990 Institutional allocation</td>
<td>0</td>
<td>31,783</td>
<td>0%</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total institutional support</strong></td>
<td><strong>3,631,178</strong></td>
<td><strong>15,236,020</strong></td>
<td>24%</td>
<td></td>
</tr>
</tbody>
</table>

#### Plant

<table>
<thead>
<tr>
<th>Plant Description</th>
<th>Amount Spent 2014</th>
<th>Amount Budgeted 2014</th>
<th>Percent Spent</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>71000 VP of administration and finance</td>
<td>9,113</td>
<td>321,959</td>
<td>3%</td>
<td>12</td>
</tr>
<tr>
<td>71100 General services</td>
<td>433,554</td>
<td>3,646,310</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>71110 Mailroom</td>
<td>48,893</td>
<td>212,434</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>71115 Set up/asset reallocation</td>
<td>19,994</td>
<td>86,871</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>71150 Recycling</td>
<td>1,408</td>
<td>13,001</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>71500 Safety and sustainability</td>
<td>21,919</td>
<td>81,120</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>72000 Engineering</td>
<td>300,260</td>
<td>1,366,295</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>72500 Preventive maintenance</td>
<td>111,238</td>
<td>452,320</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>73000 Environmental services</td>
<td>434,204</td>
<td>1,935,051</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>75000 Grounds</td>
<td>79,128</td>
<td>384,017</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>76000 Renovations</td>
<td>9,891</td>
<td>52,229</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>99970 Functional allocation</td>
<td>289,261</td>
<td>1,927,553</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>99990 Institutional allocation</td>
<td>0</td>
<td>42,800</td>
<td>0%</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total plant operations and maintenance</strong></td>
<td><strong>1,758,864</strong></td>
<td><strong>10,521,959</strong></td>
<td>17%</td>
<td></td>
</tr>
</tbody>
</table>

#### Scholarships

<table>
<thead>
<tr>
<th>Scholarships Description</th>
<th>Amount Spent 2014</th>
<th>Amount Budgeted 2014</th>
<th>Percent Spent</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>81000 H.C.C. Scholarships</td>
<td>299,436</td>
<td>746,756</td>
<td>40%</td>
<td>13</td>
</tr>
<tr>
<td>82000 State mandated waivers</td>
<td>223,741</td>
<td>661,013</td>
<td>34%</td>
<td></td>
</tr>
<tr>
<td><strong>Total scholarships and waivers</strong></td>
<td><strong>523,177</strong></td>
<td><strong>1,407,769</strong></td>
<td>37%</td>
<td></td>
</tr>
</tbody>
</table>

**Grand totals**

<table>
<thead>
<tr>
<th>Amount Spent 2014</th>
<th>Amount Budgeted 2014</th>
<th>Percent Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>15,991,456</td>
<td>78,069,029</td>
<td>20%</td>
</tr>
</tbody>
</table>

* These amounts do not include encumbered funds that are included in other financial reports.

Notes:
1. This division had few summer offerings and therefore spent-to-date figures are lower than average.
2. These cost centers have relatively small budgets. Spending occurs for supplies and services as needed.
3. These programs, that support instruction, student services, and special projects, spend funds as needed during the year.
4. These cost centers contain budgets for equipment and furniture needs typically spent later in the year.
5. The annual contract(s) and software purchased early in the year are causing this temporary high spent-to-date figure.
6. Video equipment purchased early in the year is causing this temporary high spent-to-date figure.
7. Faculty summer projects and travel costs are causing this temporary high spent-to-date figure.
8. 54 percent of the Career Links expenses to date support students in the form of scholarships disbursed in summer and fall.
9. Recruitment costs are expensed throughout the year as open positions are recruited, causing this low spent-to-date figure.
10. In addition, online recruitment is less expensive than traditional advertising, which is being used more often than print advertising.
11. Faculty summer projects and travel costs are causing this temporary high spent-to-date figure.
12. Annual insurance payments have not been paid yet, causing this low spent-to-date figure.
13. Most of the summer and fall scholarships have been disbursed at this time.
14. FY15 actual spending is 20 percent of budget; the same as in September of 2013.
<table>
<thead>
<tr>
<th>Description of account</th>
<th>FY15 1st Quarter</th>
<th>FY15 1st Quarter</th>
<th>FY15 Budget</th>
<th>FY15 Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1st Quarter</td>
<td>Budget</td>
<td>Variance</td>
<td>Budget</td>
</tr>
<tr>
<td>Revenue:</td>
<td>Actuals</td>
<td>Budget</td>
<td>Variance</td>
<td>Budget</td>
</tr>
<tr>
<td>Tuition - child care/other</td>
<td>214,596</td>
<td>250,575</td>
<td>(35,979)</td>
<td>1,002,300</td>
</tr>
<tr>
<td>Educational foundation</td>
<td>6,250</td>
<td>6,250</td>
<td>-</td>
<td>25,000</td>
</tr>
<tr>
<td>Instructional support</td>
<td>35,703</td>
<td>48,931</td>
<td>(13,228)</td>
<td>195,722</td>
</tr>
<tr>
<td>Student services/Operating</td>
<td>35,703</td>
<td>48,931</td>
<td>(13,228)</td>
<td>195,722</td>
</tr>
<tr>
<td>Contingency for full capacity</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>227,800</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>292,252</td>
<td>354,686</td>
<td>(62,434)</td>
<td>1,646,544</td>
</tr>
<tr>
<td>Expenses:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hourly</td>
<td>10,392</td>
<td>10,000</td>
<td>(392)</td>
<td>40,000</td>
</tr>
<tr>
<td>Overtime</td>
<td>225</td>
<td>2,000</td>
<td>1,775</td>
<td>8,000</td>
</tr>
<tr>
<td>Budgeted Wages</td>
<td>172,355</td>
<td>206,959</td>
<td>34,604</td>
<td>827,837</td>
</tr>
<tr>
<td>Benefits</td>
<td>85,649</td>
<td>106,923</td>
<td>21,273</td>
<td>427,690</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>109</td>
<td>1,875</td>
<td>1,766</td>
<td>7,500</td>
</tr>
<tr>
<td>Printing, Publications</td>
<td>-</td>
<td>125</td>
<td>125</td>
<td>500</td>
</tr>
<tr>
<td>Advertising/Recruitment</td>
<td>-</td>
<td>188</td>
<td>188</td>
<td>750</td>
</tr>
<tr>
<td>General Office Supplies</td>
<td>365</td>
<td>750</td>
<td>385</td>
<td>3,000</td>
</tr>
<tr>
<td>Instructional Supplies</td>
<td>592</td>
<td>1,000</td>
<td>408</td>
<td>4,000</td>
</tr>
<tr>
<td>First Aid and Diaper supplies</td>
<td>777</td>
<td>750</td>
<td>(27)</td>
<td>3,000</td>
</tr>
<tr>
<td>Snack Foods</td>
<td>611</td>
<td>1,250</td>
<td>639</td>
<td>5,000</td>
</tr>
<tr>
<td>Classroom supplies-food</td>
<td>34</td>
<td>188</td>
<td>153</td>
<td>750</td>
</tr>
<tr>
<td>Classroom supplies-non-food</td>
<td>951</td>
<td>1,000</td>
<td>49</td>
<td>4,000</td>
</tr>
<tr>
<td>Kitchen supplies</td>
<td>565</td>
<td>500</td>
<td>(65)</td>
<td>2,000</td>
</tr>
<tr>
<td>Cleaning supplies</td>
<td>354</td>
<td>500</td>
<td>146</td>
<td>2,000</td>
</tr>
<tr>
<td>Special Supplies</td>
<td>51</td>
<td>375</td>
<td>324</td>
<td>1,500</td>
</tr>
<tr>
<td>Portable Communications</td>
<td>181</td>
<td>375</td>
<td>194</td>
<td>1,500</td>
</tr>
<tr>
<td>Postage</td>
<td>44</td>
<td>125</td>
<td>81</td>
<td>500</td>
</tr>
<tr>
<td>Conferences &amp; Meetings</td>
<td>-</td>
<td>500</td>
<td>500</td>
<td>2,000</td>
</tr>
<tr>
<td>Travel-local</td>
<td>-</td>
<td>63</td>
<td>63</td>
<td>250</td>
</tr>
<tr>
<td>Catering</td>
<td>128</td>
<td>250</td>
<td>122</td>
<td>1,000</td>
</tr>
<tr>
<td>Dues &amp; Subs</td>
<td>-</td>
<td>125</td>
<td>125</td>
<td>500</td>
</tr>
<tr>
<td>Utilities*</td>
<td>16,367</td>
<td>18,367</td>
<td>0</td>
<td>65,467</td>
</tr>
<tr>
<td>Liability Ins.*</td>
<td>2,500</td>
<td>2,500</td>
<td>-</td>
<td>10,000</td>
</tr>
<tr>
<td>Equipment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Computer Equipment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Contingency for full capacity</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>227,800</td>
</tr>
<tr>
<td>Total expenses</td>
<td>292,252</td>
<td>354,686</td>
<td>62,434</td>
<td>1,646,544</td>
</tr>
<tr>
<td>Net Balance of account</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
</tr>
</tbody>
</table>

* These costs are estimated at this time.
B-3 Board Core End: Student and Stakeholder Focus

**Background:** This report addresses the board core end, *Student and Stakeholder Focus*. HCC aligns its operations with the criteria developed by the Baldrige Performance Excellence Program. Monitoring measures were selected by the board in 2003. The measures include the required Maryland Higher Education Commission (MHEC) indicators. The dashboard was introduced as a vehicle to summarize the information in 2005.

Green ■ – signals that HCC is operating above the benchmark, yellow ■ – indicates performance is at the benchmark, and red ■ – shows that the operating level is still below the benchmark. Detail pages follow the dashboard. Any updates are indicated in blue. Information concerning benchmarks is in purple.

At its August 24, 2011, meeting, the trustees set and approved all the benchmarks (five-year targets) for the most recent list of required Maryland Higher Education Commission (MHEC) indicators. For non-MHEC indicators, the trustees also approved the targets, as needed. At its June 3, 2014, retreat, the trustees reviewed and expressed continued endorsement of its core ends.

Once reviewed by the board, this report will be posted on the college’s website so that members of the college community can become familiar with the measures that are part of the board core end (key performance indicator) system. The website address is: http://www.howardcc.edu/about_hcc/campus_profile/board_core_ends/index.html

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

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

**Timeline:** Annual

---

**Recommendation**

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

**Compliance:** This report is in compliance with Board Bylaws Article VII - Board Execution and Evaluation of Policy: Suggested Timeline for Important Tasks.
**Category 3 - Student and Stakeholder Focus**

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

<table>
<thead>
<tr>
<th>Source</th>
<th>Item</th>
<th>Current</th>
<th>Benchmark</th>
</tr>
</thead>
</table>
| **External Quality Feedback**   | **Voice of the Student and Stakeholder**<br>
*How does your organization obtain information from your students and other stakeholders?*<br>
Baldrige 2013 50-60% (By 2016) |          |                     |
| **Student and Stakeholder Engagement**<br>
*How does your organization serve students’ and other stakeholders’ needs to engage them and build relationships?*<br>
Baldrige 2013 50-60% (By 2016) |          |                     |
| MHEC                            | 1. Graduate satisfaction with educational goal achievement           | 98.8%    | 99.0%              |
|                                 | 2. Non-returning student satisfaction with educational goal achievement | 61.8% | 70.0% |
|                                 | 3. Graduate satisfaction with transfer preparation                    | 92.3%    | 83.0%              |
|                                 | 4. Graduate satisfaction with job preparation                          | 95.0%    | 90.0%              |
|                                 | 5. Employer/organization satisfaction with contract training            | 96.3%    | 100%               |
|                                 | 6. Number of business organizations provided training and services under contract | 28      | 50                 |
|                                 | 7. Percent of career program graduates employed full-time in a related field | 87.0%   | 90.0%              |
|                                 | 8a. Wage growth of occupational degree graduates:                      |          |                    |
|                                 |   Median income one year prior to graduation                           | $20,108  | -                  |
|                                 | 8b. Median income three years after graduation                          | $52,657  | -                  |
| **In-class surveys**            | 1. Overall student satisfaction *(Yearly Evaluation of Services Survey (YESS))* | 3.77     | 4                   |
|                                 | 2. Progress relevant to credit course objectives *(Individual Development and Educational Assessment (IDEA) Survey)* | 80.3% | 80% |
|                                 | 3. Excellence of teacher *(IDEA Survey)*                               | 78.1%    | 80%                |
|                                 | 4. Quality of instruction-overall *(YESS Survey)*                       | 75%      | 80%                |
|                                 | 5. Overall noncredit course satisfaction as measured on course evaluations *(Continuing Education and Workforce Development Survey)* | 98.7% | 95% |

Also see the FY14 “Comment Card Trends” report on page 22
External Measures

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

<table>
<thead>
<tr>
<th>National Baldrige Performance Excellence Award Application</th>
<th>Overall Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2008: 56.1-71.1</td>
<td>50-69%</td>
</tr>
<tr>
<td>No range is provided for other applicant scores – Site visit</td>
<td></td>
</tr>
<tr>
<td>December 2009: 41.0-56.0</td>
<td>30-49%</td>
</tr>
<tr>
<td>Criteria enhanced.</td>
<td></td>
</tr>
<tr>
<td>December 2010: 42.4-57.4</td>
<td>20-29%</td>
</tr>
<tr>
<td>Criteria enhanced.</td>
<td></td>
</tr>
<tr>
<td>December 2011: 31.4-46.4</td>
<td>0-9%</td>
</tr>
<tr>
<td>Criteria enhanced.</td>
<td></td>
</tr>
<tr>
<td>December 2012: 41.8-56.8</td>
<td>30-49%</td>
</tr>
<tr>
<td>Criteria enhanced.</td>
<td></td>
</tr>
<tr>
<td>November 2013: 39.2-54.2</td>
<td>50-69%</td>
</tr>
</tbody>
</table>

Baldrige Criteria    | 1000 points |
Overall Score

Category 3: Student and Stakeholder Focus

<table>
<thead>
<tr>
<th>3.1 Voice of the Students and Stakeholders</th>
<th>40 points</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30-49%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3.2 Student and Stakeholder Engagement</th>
<th>45 points</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30-49%</td>
</tr>
</tbody>
</table>

Action: HCC receives a detailed feedback report in late fall delineating strengths and weaknesses in each category. The president's team reviews the opportunities for improvement and charges process improvement teams to pursue those initiatives. After winning the U.S. Senate Productivity Award (Maryland Performance Excellence Award - 2007), HCC was a finalist in 2008 and hosted a site visit in October 2008 for the Baldrige award. A team created and submitted a Baldrige application in May 2014. HCC was not chosen for a site visit this year.
**Benchmark:** When the benchmark was originally set, institutions receiving an overall score of 450 or more received at least site visits. In April 2009, the board accepted the administration’s recommendation to increase the benchmark: **HCC will receive a 50-65 percent rating for category number three of the performance excellence criteria by 2016.**

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

1. **Percentage of graduates indicating that their educational goal was completely or partly achieved at the time of graduation.**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate satisfaction with educational goal achievement</td>
<td>94.3% n=83/88</td>
<td>93.8% n=137/146</td>
<td>98.6% n=213/216</td>
<td>98.8% n=168/170</td>
<td>99.0%</td>
</tr>
<tr>
<td><em>State AVG:</em></td>
<td>96.2%</td>
<td>94.8%</td>
<td>97.5%</td>
<td>97.4%</td>
<td></td>
</tr>
<tr>
<td><em>Peer AVG:</em></td>
<td>94.3%</td>
<td>92.7%</td>
<td>97.3%</td>
<td>97.4%</td>
<td></td>
</tr>
</tbody>
</table>

2. **Percentage of students enrolled in the spring term that neither received an award nor enrolled in the subsequent fall term who indicated that they achieved their educational goal.**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-returning student satisfaction with educational goal achievement</td>
<td>68.6% n=208/303</td>
<td>68.4% n=78/114</td>
<td>63.9% n=62/97</td>
<td>60.8% n=45/74</td>
<td>61.8% n=34/35</td>
<td>70.0%</td>
</tr>
<tr>
<td><em>State AVG:</em></td>
<td>70.9%</td>
<td>70.4%</td>
<td>69.5%</td>
<td>70.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Peer AVG:</em></td>
<td>71.3%</td>
<td>70.5%</td>
<td>69.5%</td>
<td>69.2%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*During 2005, HCC sent the survey to all non-returning students; in other years the survey was sent to a sample of 1,000. Also, the survey is anonymous so no follow-up request to complete it can be sent.
3. Percentage of community college transfer program graduates who transferred to a four-year institution who rated their preparation for transfer as very good or good.

<table>
<thead>
<tr>
<th>Alumni Survey</th>
<th>Alumni Survey</th>
<th>Alumni Survey</th>
<th>Alumni Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate satisfaction with transfer preparation</td>
<td>76.6%</td>
<td>89.3%</td>
<td>80.6%</td>
<td>92.3%</td>
</tr>
<tr>
<td>n=36/</td>
<td>n=67/</td>
<td>n=79/</td>
<td>n=72/</td>
<td></td>
</tr>
<tr>
<td>State AVG:</td>
<td>83.1%</td>
<td>82.5%</td>
<td>80.6%</td>
<td>79.3%</td>
</tr>
<tr>
<td>Peer AVG:</td>
<td>82.0%</td>
<td>82.8%</td>
<td>78.0%</td>
<td>81.4%</td>
</tr>
</tbody>
</table>

4. Percentage of credit career program graduates employed full-time in areas related or somewhat related to their academic major who rated their preparation for employment as very good or good.

<table>
<thead>
<tr>
<th>Alumni Survey</th>
<th>Alumni Survey</th>
<th>Alumni Survey</th>
<th>Alumni Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate satisfaction with job preparation</td>
<td>85%</td>
<td>100%</td>
<td>89.8%</td>
<td>95%</td>
</tr>
<tr>
<td>n=17/</td>
<td>n=32/</td>
<td>n=53/</td>
<td>n=19/</td>
<td></td>
</tr>
<tr>
<td>State AVG:</td>
<td>82.9%</td>
<td>84.5%</td>
<td>86.2%</td>
<td>85.7%</td>
</tr>
<tr>
<td>Peer AVG:</td>
<td>87.3%</td>
<td>77.4%</td>
<td>84.2%</td>
<td>91.2%</td>
</tr>
</tbody>
</table>

5. Percentage of employers and organizations who rated their satisfaction with contract training as very satisfied or satisfied.

<table>
<thead>
<tr>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer/organization satisfaction with contract training</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>96.3%</td>
</tr>
<tr>
<td>n=43/</td>
<td>n=41/</td>
<td>n=37/</td>
<td>n=31/</td>
<td>n=26/</td>
<td></td>
</tr>
<tr>
<td>State AVG:</td>
<td>98.9%</td>
<td>98.8%</td>
<td>99.2%</td>
<td>98.1%</td>
<td></td>
</tr>
<tr>
<td>Peer AVG:</td>
<td>99.3%</td>
<td>96.3%</td>
<td>98.3%</td>
<td>98.6%</td>
<td></td>
</tr>
</tbody>
</table>

6. The unduplicated number by site of businesses or organizations provided workforce and/or workplace-related training and services under a contractual agreement.

<table>
<thead>
<tr>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of businesses or organizations provided training and services under contract</td>
<td>43</td>
<td>41</td>
<td>38</td>
<td>35</td>
<td>28</td>
</tr>
<tr>
<td>State AVG:</td>
<td>64</td>
<td>60</td>
<td>66</td>
<td>62</td>
<td></td>
</tr>
<tr>
<td>Peer AVG:</td>
<td>70</td>
<td>59</td>
<td>86</td>
<td>56</td>
<td></td>
</tr>
</tbody>
</table>

7. Percent of career program graduates employed full-time in a related field.

<table>
<thead>
<tr>
<th>Alumni Survey</th>
<th>Alumni Survey</th>
<th>Alumni Survey</th>
<th>Alumni Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of career program graduates employed full-time in a related field.</td>
<td>95%</td>
<td>89%</td>
<td>93.8%</td>
<td>87.0%</td>
</tr>
<tr>
<td>n=20/21</td>
<td>n=32/26</td>
<td>n=60/64</td>
<td>n=20/23</td>
<td></td>
</tr>
<tr>
<td>State Avg.</td>
<td>85%</td>
<td>83%</td>
<td>83%</td>
<td>88%</td>
</tr>
<tr>
<td>Peer Avg.</td>
<td>85%</td>
<td>87%</td>
<td>88%</td>
<td>92%</td>
</tr>
</tbody>
</table>
8. Increase in the median annual income of full-time employed occupational program associate degree graduates one year prior to graduation compared to three years after graduation. ONLY Maryland data.

<table>
<thead>
<tr>
<th>Wage growth of occupational degree graduates</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>MHEC requires no Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Median income one year prior to graduation</td>
<td>$18,416</td>
<td>$13,775</td>
<td>$14,707</td>
<td>$17,349</td>
<td>$17,761</td>
<td>$20,108</td>
<td>No Benchmark Requested</td>
</tr>
<tr>
<td>b. Median income three years after graduation</td>
<td>$46,934</td>
<td>$47,563</td>
<td>$50,432</td>
<td>$55,540</td>
<td>$53,153</td>
<td>$52,657</td>
<td>No Benchmark Requested</td>
</tr>
</tbody>
</table>

For comparison:

<table>
<thead>
<tr>
<th>Median income</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Median income one year prior to graduation -State Avg</td>
<td>$15,461</td>
<td>$14,919</td>
<td>$17,352</td>
<td>$16,945</td>
<td>$17,955</td>
<td></td>
</tr>
<tr>
<td>-Peer Avg</td>
<td>$18,408</td>
<td>$15,698</td>
<td>$18,801</td>
<td>$15,839</td>
<td>$20,650</td>
<td></td>
</tr>
<tr>
<td>b. Median income three years after graduation -State Avg</td>
<td>$34,581</td>
<td>$35,044</td>
<td>$40,011</td>
<td>$39,824</td>
<td>$41,798</td>
<td></td>
</tr>
<tr>
<td>-Peer Avg</td>
<td>$35,911</td>
<td>$40,414</td>
<td>$44,633</td>
<td>$43,793</td>
<td>$47,053</td>
<td></td>
</tr>
</tbody>
</table>
Internal Measures

The next three items were selected to measure student satisfaction.

<table>
<thead>
<tr>
<th>CREDIT STUDENT SATISFACTION BY AGE GROUP</th>
<th>Overall Student Satisfaction by Age as Measured by the Annual YESS Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benchmark</td>
</tr>
<tr>
<td></td>
<td>Status</td>
</tr>
<tr>
<td>25 &amp; younger</td>
<td>3.79</td>
</tr>
<tr>
<td>26 - 39</td>
<td>3.87</td>
</tr>
<tr>
<td>40 - 59</td>
<td>3.91</td>
</tr>
<tr>
<td>60+</td>
<td>4.10</td>
</tr>
<tr>
<td>Overall</td>
<td>3.82</td>
</tr>
</tbody>
</table>

**Description of the Indicator:** The YESS survey is administered every year to a sample of HCC credit students in the spring semester. Ratings are given on a five-point satisfaction scale, ranging from "Very Satisfied" (5) to "Very Dissatisfied" (1). The ratings on this chart are each year's averaged ratings for all of the items on the survey that are rated on the five-point scale by age group. For spring 2014, N= (25 and younger) 888, (26-39) 171, (40-59) 64, (60+) 15, spring enrollment 9,397, YESS respondents = 1,174.

**Benchmark:** Set by the board, the overall or composite rating for overall student satisfaction will be 4.00 (on a scale ranging from 1.00 to 5.00) for all age groups.

**Performance Outcome:** Across all age groups there was a slight decline in this measure of satisfaction in 2014.

**Data Source:** Data is from HCC's annual YESS survey administered and analyzed by the planning, research, and organizational development (PROD) office.
IDEA Survey Rating

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

The college routinely administers course evaluations in credit courses. The students of all new instructors complete evaluations. Students of other faculty evaluate their classes on a rotating schedule. The college is currently using the Individual Development and Educational Assessment (IDEA) survey developed by professors from Kansas State University who have now formed a non-profit that sponsors and scores the survey (The IDEA Center, Inc.). During the 2013-2014 academic year (AY), the IDEA survey was administered to students in 1,765 course sections. Students in 80.3 percent of these classes evaluated the course at the satisfactory or above level when rating their progress against relevant course objectives. Students in 78.1 percent of these classes responded at the satisfactory or above level when rating the excellence of the teacher.

![Credit Student Satisfaction-Course](image-url)

- **Progress on Relevant Objectives**
- **Excellence of Teacher**
- **Benchmark**
On the YESS survey, the overall quality of instruction is rated at 75 percent. Note that numbers in the boxes represent number of survey respondents enrolled in credit instruction.

During the even numbered years 2010, 2012, and 2014 three surveys (IDEA, CCSEE-by state agreement, YESS-services use these results in their vital signs) were administered in the spring semester. While the college tries not to ask students to take multiple surveys, some students may be asked to do all three and experience survey fatigue, which was evident in lower numbers for 2012.
### Noncredit Student Satisfaction - Course

<table>
<thead>
<tr>
<th>Year</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>98.5%</td>
<td>98.2%</td>
<td>98.3%</td>
<td>98.4%</td>
<td>98.4%</td>
<td><strong>98.7%</strong></td>
<td>95%</td>
<td><strong>Exceeded</strong></td>
</tr>
</tbody>
</table>

**Description of the Indicator:** A survey is administered at the end of a noncredit class to all HCC students. Course ratings are given on a five-point satisfaction scale, ranging from "Excellent" (5) to "Poor" (1). This indicator measures the percent of students choosing excellent, good, or satisfactory on the 5-point scale. For **FY14**, \( n=10,303/10,443 \).

**Benchmark:** Set by the board, 95 percent of all respondents will rate their overall course satisfaction as satisfactory, good, or excellent.

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

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

There were a total of 219 comment cards received in FY14, a fourteen percent increase from FY13. This year, the number of traditional paper comments outnumbered the online comments: 58 percent (126) of the comments received in FY14 were from the traditional paper comment cards and 42 percent (93) were from the online web form.

The percentage of student comments increased this year to 74 percent (162) from sixty-one percent in FY13, while the percentage of visitor comments decreased from 25.5 percent in FY13 to 16 percent (35) this year. The number of staff comments increased to seven percent (15) this year.

As can be seen in chart 3, compliments and problems are still the most frequent comment types. However, as opposed to last year, the number of compliments increased by eight percentage points and the percentage of problems increased by three percentage points. Examples of some of the comments labeled as problems are:
issues with financial aid, registration complications, or website navigation. Of the 92 compliments submitted, 60 percent (55) cited a staff member by name. Copies of cards commending an individual are sent to that person to acknowledge his/her contribution to HCC.

As in previous years, comment cards sent by HCC’s stakeholders were distributed to the president or appropriate vice president of the topic area for his/her review and action. As one would expect, because of the large number of service areas, students tend to make the most comments about departments under the vice president of student services (VPSS) area. Staff comments most often fall under the vice president of administration and finance (VPAF) area.
Board Talking Points:

- Students are highly satisfied (75-98.7 percent) with their instructors and the instructional processes at HCC.

- Credit students who graduate and go on to transfer institutions, as well as those who go directly into the workforce, are highly satisfied (92.3-95 percent) with the preparation they received at HCC.

- For FY12 (since the college has the comparators for that cohort), the median income of HCC occupational program degree graduates three years after graduation outpaces ($53,153) the comparative peer and state earnings.
B-4 Fiscal Year 2016 Legislative Agenda

Background: The Howard Community College (HCC) legislative agenda focuses on the issues that directly impact HCC, while also supporting the Maryland Association of Community Colleges' (MACC) legislative agenda. The legislative agenda is divided into three main areas of emphasis: HCC capital budget, operating budget, and the MACC/statewide budget and issues.

The HCC legislative agenda is included for board review.

Purpose: To discuss the legislative agenda and obtain board approval of the final document

Timeline: FY16

Recommendation

The administration requests that the board of trustees approve the following proposed FY16 legislative agenda as recommended by the legislative and community relations committee at its October 2, 2014, meeting.

Compliance: This request is in support of board policy, Governance Process: Governance Commitment.
Fiscal Year 2016 Howard Community College Legislative Agenda

1. Invest in Infrastructure to Serve the Needs of Current and Future Students
   - Construction of a new Science, Engineering, and Technology Building: ($16,039,000 county; $16,039,000 state)
     - This new building is essential to support growth in the science, engineering, and technology programs and to educate students who fulfill Howard County workforce demands.
     - Pre-authorized, split-funded construction
   - Expansion of the East Parking Garage: ($7,717,000 county)
     - This expansion will provide a necessary 750-space addition to the East Parking Garage and an additional access road from Little Patuxent Parkway.
     - With increased enrollment at the college, the current parking does not adequately serve students. Parking lots and garages fill early each day, and satellite parking has become necessary.
     - With the construction of the Science, Engineering, and Technology Building, the college will lose 250 in-demand parking spaces.
     - Remaining construction funding
   - Renovation of the Nursing Building and the Science/Technology Building: ($913,000 county; $815,000 state)
     - With the construction of the Science, Engineering, and Technology Building, these academic programs will vacate two campus buildings. The renovation of the buildings will provide instructional and support space for the social sciences and teacher education areas, establish learning space for students and faculty, and consolidate space currently utilized by academic and administration departments to enhance collaboration and realize efficiencies.
     - Remaining design funding
   - Improvements to safety, compliance, and facilities: ($3,503,000 county)
     - This funding will support much-needed deferred maintenance projects, enhancements of campus security systems, Americans with Disabilities Act (ADA) facility renovations, and technology upgrades.
     - Design and construction funding

Total Request from County - $28,172,000, from State - $16,854,000

2. Enhance Operational Funding to Support Students in Success, and Support Faculty and Staff in Providing Excellent Education and Services
   - Operating budget priorities include:
     - Providing students with pathways to success
     - Investing in faculty and staff to ensure they will continue to provide students excellent education and services
3. Increase State Aid to Community Colleges by 10 Percent
   - This request would maintain access for all Marylanders seeking postsecondary education and skill training.
   - The Cade formula was established to enhance the state’s portion of a community college education. Unfortunately, the Cade and Baltimore City Community College (BCCC) funding formulas were adjusted downward five times during peak community college enrollment growth. Currently, full statutory funding for community colleges will not be reached until 2023.
   - The increase of $22.6 million for the 15 Cade-funded institutions and $4.2 million for Baltimore City Community College would expedite the percentage ties in the Cade and BCCC funding formulas, which have been reduced to help balance the state’s structural deficit.

4. Fully Fund the FY16 Capital Request for Community Colleges
   - 23 Projects Across 12 Community Colleges: $85.1 Million ($32 Million Pre-authorized)
     - Howard Community College is requesting funding for the construction of the new Science, Engineering, and Technology Building and renovations of the Nursing Building and Science/Technology Building.

5. Leverage Private Investment
   - Tax Credit for Community College Foundations
     - The 2014 Maryland General Assembly recently passed a law that provides for a credit for donations made to a qualified permanent endowment funds at an eligible community foundation. Although institutions that have a community foundation in their jurisdiction work closely with their respective community foundations, the recently enacted legislation provides a barrier for college foundations when competing for limited donor support.
   - College for Technical Education (CTE) Matching Grant
     - Maryland Association of Community Colleges (MACC) seeks state matching grants for donations from private business and industries designated to a community college to provide up-to-date technology equipment for career and technology training in order to prepare a workforce to compete globally for business and industries.

6. Provide Enhancement Funding
   - College and Career Counseling at Area High Schools
     - With the passage of the College and Career Readiness and College Completion Act of 2013, the General Assembly signaled its commitment to preparing students for college and careers in high school, creating pathways for two- and four-year college completion, and successful entry
into the workforce. Achieving these goals requires additional advising and mentoring of students in the public schools and higher education institutions

- **CTE Financial Aid for Workforce Training Courses Leading to Licensure or Certification**
  - There is no state financial aid and very little federal aid available to students who are pursuing licensure or certification through noncredit courses at their local community college. Affordable training for skills in areas of construction, culinary arts, computer technology, and other related fields is critical to maintaining a skilled Maryland workforce.

7. **Change Necessary to Career and College Readiness Act of 2013**
   - *Eliminate the four course maximum*
     - The number of courses is very difficult to track for students choosing to attend multiple postsecondary institutions as dually enrolled students and as specified in each Memorandum of Understanding (MOU) drafted by the local school district and postsecondary institution
   - *Maintain one tuition reimbursement rate*
     - Calculate the rate at 90 percent of 75 percent of the cost of tuition and eliminate the alternative.

8. **Restore Full Funding for Statewide and Health Workforce Shortage Programs**
   - These grant programs permit Marylanders to attend a community college outside their county of residence at reduced tuition rates if the program is deemed to address a workforce shortage need or if the local community college does not offer the program.
   - The Budget Reconciliation and Finance Act of 2011 (BRFA) permanently altered the funding for the Statewide and Health Workforce Shortage Programs. For the past three years, funding for these programs has been capped at $6 million. In addition, the state still has a deficiency for these programs of approximately $2.5 million that has been carried forward from prior years.
HCC in the News
Howard Community College has been selected for the Military Friendly Schools® list by Victory Media for the third consecutive year. The designation is awarded to the top 15 percent of colleges, universities, and trade schools in the country that are doing the most to support and embrace military students and to dedicate resources to ensure their success in the classroom and after graduation.

The Military Friendly Schools® designation provides service members with data-driven ratings about post-military education and career opportunities. The survey captures over 50 leading practices in supporting military students and is available free of charge to the more than 8,000 schools approved for post-9/11 GI Bill funding.

More information about Howard Community College’s support for military students, veterans, and their families is available at www.howardcc.edu/veterans.

HCC Celebrates First Successful Completion of MI-BEST/A+ Preparation
The division of continuing education and workforce development has recognized fourteen students who completed HCC’s first Maryland Innovative Education and Skills Training (MI-BEST)/A+ Preparation. Since January 2014, when the MI-BEST/A+ Certification career pathways program began, adult basic skills and English as a second language students have learned computer hardware repair and maintenance, as well as acquired the hands-on skills and knowledge needed to prepare for the A+ certification exams.

Students also attended career preparation workshops presented by HCC counseling and career services and the Columbia Workforce Center. Many of the students completed internships and are now in the process of preparing for the rigorous A+ certification exams in addition to applying for jobs and continuing their education. Congratulations to the three students, Johnson Addy, Evgeniya Talalayeva, and Tania Morales, who have already passed their certification exams and received A+ certification.

Special thanks to Kim Bohnet, Greg Bowers, Nick DeYoung, Anna Hamilton, Corey Harris, Sheri Hawes, Susan Fedors, Patty Keeton, Angel Marshall, Paul Martin, Mike Plotnick, Rebecca Price, Scott Thomas, Patti Turner, Rosie Veratti, as well as career and counseling services, continuing education and workforce development, and science, engineering, and technology staff members for their hard work and support.

“Meet the Moguls” Speaker Series
On October 9, 2014, I was honored to be invited by the Greater Baltimore Committee to represent Maryland’s community colleges on a panel to discuss trends and share insights in the field of higher education. Also on the panel were William E. “Brit” Kirwan, chancellor, University System of Maryland, and Dr. Jay A. Perman, president, University of Maryland, Baltimore.
Former Board Member Lou Hutt Speaks to Howard P.R.I.D.E.

On September 23, 2014, former board member, Lou Hutt, served as the guest speaker for a Howard P.R.I.D.E. workshop. Mr. Hutt’s presentation focused on empowerment, leadership skills, and goal setting. An audience of more than 60 P.R.I.D.E. students participated in the event where Mr. Hutt shared his personal and career success stories. Mr. Hutt spoke about his career and educational experiences as an attorney, CPA, entrepreneur, author, and a Sirius XM radio show host for a program focusing on finance. The event was a great success and a huge thank you goes to Robert Etheridge, Steven Freeman, Robert Jones, Samuel Samuel, the Howard P.R.I.D.E. Peer Leaders, and all of the students and staff who participated.

Transfer Fair

On September 30, 2014, the office of admissions and advising hosted 56 colleges and universities and over 1,500 students who participated in the fall transfer fair held in the Burrill Galleria. Laura Gerst and Fran Kroll hosted a teacher education mini fair for teacher education majors at the same time.

Many thanks to staff volunteers including Sandy Adkins, Jennifer Armstrong, Debbie Bauley, Jennifer Gray, Danielle Johnson, Becky Lessey, Bobby Leyva, Kevin Maffey, Noriko Maitland, Stephanie Nielsen, Jim Robbins, Jane Scott, and Jessica Torres who planned and implemented this event. Student volunteers representing Howard P.R.I.D.E., the Rouse Scholars Program, and the Silas Craft Collegians Program assisted transfer representatives and fellow students. Thanks to Javon Canady, Kayla Crone, Dehkontee Druweay, Erica Gillard, Lena Halboni, Dominic Mandile, Christiana Minor, Rosemary Rhodes, Noah Walden and Alex Webster. This event would not have been possible without the support of the HCC faculty and staff and in particular financial aid services, international education, plant operations, public safety, the social sciences/teacher education division, and student life. Thanks to all.

Paul R. Willging Annual Lecture

HCC hosted the second lecture of the Paul R. Willging Speaker Series and Scholarship Fundraiser on October 20, 2014. The lecture series is the brainchild of HCC’s former board of trustees’ member, Ron Carlson, who is the donor representative of the Paul R. Willging Endowment. The endowment and lecture series provides scholarships and enhanced learning opportunities for HCC students pursuing studies in the area of direct or clinical care for seniors and those in non-clinical career paths such as health policy and program management.

The lecture series highlights the areas of gerontology, health policy, and delivery of health and human services to seniors. This year’s lecture was delivered this past Tuesday by Dr. Eric De Jonge, who is the co-founder of the Medical House Call Program at the Washington Hospital Center. His mission is to promote the development of skilled and affordable care teams that help frail elders live with dignity at home. I had the pleasure of delivering welcoming remarks at the luncheon and lecture. Also attending the luncheon and lecture were the most recent Willging endowment recipients, Daliah Halboni, who is studying geriatric nursing, and Renee Jefferson, who is pursuing a degree in aging services. My thanks to Missy Mattey and Sharon Pierce for working with the planning committee on coordinating this event.
8th Annual Community Market Festival
The office of student life sponsored its 8th annual community market festival on October 7, 2014. Over 250 faculty, staff, and students participated in this year’s market festival. The community market festival is designed to expose the campus community to local businesses and to encourage them to support the local economy as well as to learn the benefits of buying locally and how that aids the community environmentally and economically. The businesses that participated in the community market festival included: Anna Banana Cakes and Smoothies; Cupcakes by Lex; EZ Stitch Sampler; Glass Expressions by Paul; Hazida’s Hot Peppers and Spice; Jim’s Birdhouses; Kelsey’s Closet; LaPearl Waffles; Love Ablaze; My Sweets and More; Pong’s Orchard; Royal Court Creations; Ruby Scoops Ice Cream & Sweets; Sugars Collections; The Gilded Rose; and Wood Art for Living. The student program board also had a pumpkin painting table at the event and raised $115 to support the Pathways Scholarship fund.

The event was a tremendous success and I would like to give a special thank you to Llatetra Brown-Esters, Candace de Pass, Schnell Garrett, Sean Musgrove, the Student Program Board, plant operations, the AV department, and all the students and staff who participated. Our sincere appreciation also goes out to all the volunteers that assisted with the event. Those individuals include: Abdulmajid Amous, Leah Banky, Michael Butler, George Garzon, Arnette Haywood, Kathleen Hsieh, Ezimma Onwuka, Darcy Rollow, Skylar Petrik and Mai Phuong Trinh.

HCC Completion Fest 2014
“Completion Fest” held on Wednesday, October 8, 2014, was a huge success. Over 130 students pledged their commitment to complete their degrees at HCC with the help of Phi Theta Kappa (PTK) student volunteers. Many had their pictures taken in caps and gowns with Duncan the Dragon and their expected year of graduation. A large crowd enjoyed pizza while viewing a variety of displays about financing college, using support services, and planning for the future. Table displays were provided by academic support services, admissions and advising, Accelerated Learning Program (ALP), Career Links, continuing education, culinary management, entrepreneurship, financial aid, finance, First Year Experience (FYEX), Global Distinction, Howard P.R.I.D.E., international education, records and registration, Rouse Scholars, Schoenbrodt Scholars, Step UP, Transfer-STEM initiative, and veterans affairs. I had the pleasure of joining Dr. Cindy Peterka and Dr. Sharon Pierce as we provided words of encouragement and inspiration to students while wearing our academic regalia. Showcase activities were facilitated by the mathematics division, the health sciences division, the library, and instructional technology. Additional activities held during completion week included degree audits, information sessions on testing and transfer, a resume review session, and a campus tour of Frostburg State University.

The success of this event would not have been possible without the contribution of many, including the faculty members who encouraged students to attend. I would like to acknowledge the audiovisual and plant operations staffs for the support of the event. The following individuals should be recognized for their contributions to all of the events held during completion week: Aaron Alder, Denelle Alton, Brandon Bellamy, Brittany Budden, Alison Buckley, Christele Cain, Victoria Cardoni, Julia Cutler, Alaka Dharmadhikari, Jacquie Dzubak, Llatetra Brown Esters, Greg Fleisher, Steven...
Development Update

<table>
<thead>
<tr>
<th>September Foundation Revenue</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gifts and Pledges Only</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly total[1]</td>
<td>$640,041*</td>
<td>$129,100</td>
</tr>
<tr>
<td>Endowment funds</td>
<td>$1,185</td>
<td>$4,545</td>
</tr>
<tr>
<td>Scholarship funds</td>
<td>$500,411</td>
<td>$1,970</td>
</tr>
<tr>
<td>Grant funds</td>
<td>$17,048</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

*This amount reflects the first payment of $500,000 for the Pathway Scholarship from Howard County.

[1] Endowment, scholarship, and grant revenues reflect ONLY funds that have been restricted to those specific types of accounts. The monthly total includes all revenue and therefore is not a sum of the numbers indicated for endowment, scholarship, and grant funds.

Capital Update

Science, Engineering, and Technology Building
The 95 percent construction documents were delivered to the college and state agencies in September as planned. Currently, the construction manager is developing the guaranteed maximum price (GMP). Once the GMP has been finalized, college staff will present the GMP to the board for its acceptance and then forward it to the Maryland Higher Education Commission (MHEC), the Maryland Department of General Services (DGS), and the Maryland Department of Budget and Management (DBM) with a request for the allocation of state funds. When the request is approved, the item will be placed on the agenda for the Maryland Board of Public Works and the authorization of state funds. Following these approvals, construction on the building will begin in December 2014.

Campus-wide Utilities Project
This project consists of critical upgrades to the existing campus cooling, heating, lighting, and electrical infrastructure. Phases one and two are complete and commissioning is underway.

Phase one was completed in June and included upgrades to campus utilities as follows:
1) Clark Library absorption chiller
2) Clark Library chilled water optimization
3) Hot water boiler in the Athletic and Fitness center
4) Lighting retrofit in Parking Lot F; and
5) Lighting retrofit in Parking Lot A

Phase two was completed in August and consisted of retrofitting all exterior lighting with new LED technology and included replacing existing metal halide parking lot lighting and pathway lighting, the west garage roof lighting, the east garage lighting, and the exterior building mounted lights.

The third phase of the project consists of two components: 1) retrofit all interior lighting throughout the campus; and 2) relocate incoming main line service for natural gas. The campus-wide interior retrofit and installation of LED lighting will continue to assist the college in its energy management efforts. Phase three is estimated for completion in May 2015.

The upgrades to the campus cooling, heating, lighting, and electrical infrastructure continue to reduce energy consumption and enhance the college’s energy savings. This project is critical in addressing existing health and safety concerns, as well as increases energy efficiencies throughout campus.

East Garage Expansion
This project includes developing a freestanding parking structure adjacent to and connecting with the existing east garage. The new structure will provide an additional 750 parking spaces on campus. The scope of the project also includes a new access road with a stream crossing to provide a vehicular and pedestrian connection with Little Patuxent Parkway.

Proposals for professional services to design the expansion to the east garage were solicited on June 24, 2014. The technical proposal submissions were required on July 21, 2014, followed by oral interviews on August 6, 2014. Desman Associates was determined to be the most qualified, highest ranked firm and submitted its price proposal on August 12, 2014, after which the college was successful in negotiating a fair and reasonable fee.

Design services have commenced and the college has issued the request for proposals documents for the construction phase of the project. Technical proposals were received on September 8, 2014 followed by oral presentations that were held on October 6, 2014. Following the interviews, the college will request price proposals from the highest ranked firms and present the recommended firm to the board of trustees at its November meeting.

Renovations to Nursing and ST Renovations
The purpose of this project is to renovate the existing nursing and ST buildings following the moves into the new health sciences building and the new science, engineering and technology building.
The nursing building is the second oldest building on campus, constructed in 1976, and is connected to the ST building, which was constructed in 1989. The nursing building is also physically connected to McCuan Hall, as well as the Galleria and Clark Library. Because of its location, it is an ideal opportunity to address the college's unmet needs and to consolidate areas and adjacencies.

The largest portion of renovations are for social sciences and teacher education, however, this project will also allow for the expansion of the hospitality management and culinary management programs, student life, teaching and learning services, faculty development, and administration.

Proposals for professional services for this renovation project were due on October 7, 2014. The college will evaluate the proposals and invite qualified firms for oral presentations on October 30, 2014. Following the interviews, the selection team will recommend the highest qualified firm, which will be presented to the board at its December meeting.

Safety, Compliance, and Facility Renewal Projects
The college prioritizes and schedules its immediate major renovation needs as documented in the facilities condition assessment, facilities master plan, and identified in the capital budget. The current renovation projects in progress and recently completed items are listed below. The college continues to evaluate and prioritize its list of projects to meet the needs of the college community.

Recently completed projects include:
• East Garage Maintenance;
• Smith Theatre Rigging Renovations;
• Furniture Reupholstering Project; and
• Smith Theatre Box Office Cashier’s Room.

Projects in progress include:
• Learning Assistance Center Improvement Project – furnishing and equipping phase;
• AIS Office Renovations – planning phase;
• Gateway modernization – carpet and paint complete, currently in AV and furniture phase; and
• Hickory Ridge Administrative Offices - planning phase.

Parking and Shuttle Services for FY15
In addition to the two shuttles currently being offered, the college opened an employee temporary parking lot at the athletic fields on October 1, 2014. This temporary lot provides an additional 60 parking spaces on campus to assist with the parking deficit. In addition to this temporary lot, the college continues to promote alternatives to traditional parking, which include shuttle services and bicycling and walking to campus.

The college’s dedicated webpage www.howardcc.edu/shuttle continues to be updated to serve the campus community and provide parking information, shuttle schedules, and maps.
D – Board Member Comments
E – Reports to the Board of Trustees

- Facilities Master Plan Steering Committee (10/1)
- Legislative and Community Relations Committee (10/2 notes follow)
- Maryland Association of Community Colleges Board of Directors (10/29)
The meeting came to order at 8:31 a.m.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| 1. Review of the Maryland Association of Community Colleges Presidents’ Retreat | Dr. Hetherington reported on the Maryland Council of Community College Presidents’ annual retreat, which took place at Howard Community College (HCC) from August 4-6, 2014. Dr. Hetherington noted that the visiting presidents commented on the professionalism of the staff and the beauty of the campus. The following are bulleted highlights of the retreat.  
  - Catherine Shultz, acting secretary of higher education, spoke about Maryland Higher Education Commission initiatives.  
  - Senator Barbara Mikulski spent an hour and a half speaking with the presidents about issues on the national level that are of concern to community colleges, including the impact of certain federal regulations on financial aid offices.  
  - Lieutenant Governor Anthony Brown discussed that his focus, if elected governor, would be on Career Technical Education (CTE);  
  - Boyd Rutherford, the Republican candidate for lieutenant governor, addressed the presidents.  
  - The presidents spoke with representatives from the Public School Superintendents Association of Maryland about the need to embrace dual enrollment opportunities statewide, as well as the concept of treating dual enrollment credit as weighted credit when calculating high school grade point averages.  
  - Eric Seleznow, deputy assistant secretary for the United States Department of Labor, Employment and Training Administration, also met with the presidents and discussed the Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant process. |
<p>| 2. Review of Draft 2015 Maryland Association of Community Colleges’ Legislative Agenda | Dr. Hetherington reviewed the current draft of the MACC legislative agenda, which focuses on state-level issues that affect the welfare of HCC students. The board of directors of the Maryland Association of Community Colleges will approve the legislative agenda at its October 29, 2014, meeting. The MACC legislative agenda serves as a general model for HCC’s legislative agenda. |</p>
<table>
<thead>
<tr>
<th>Topic</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Review of the Draft Fiscal Year 2016 Howard Community College Legislative Working Agenda</td>
<td>Beth Homan provided an overview of the college’s legislative agenda, which aligns with the MACC legislative agenda, and also includes priorities for HCC’s capital and operating budgets.</td>
</tr>
<tr>
<td>4. Planning for the Howard Community College Legislative Breakfast</td>
<td>The college’s annual legislative breakfast will take place on November 14, 2014, and will be followed immediately by the science, engineering, and technology groundbreaking. The theme of the breakfast is “Building the Foundation for Student Success.” During the breakfast, students will address the elected officials and Dr. Hetherington will review the college’s legislative agenda.</td>
</tr>
<tr>
<td>5. Expanding Honorary Degree Criteria</td>
<td>The administration requested that committee members consider restoring the original 2002 criteria for awarding honorary degrees, which includes:</td>
</tr>
<tr>
<td></td>
<td>• To recognize an exceptional scholarly, intellectual or artistic achievement;</td>
</tr>
<tr>
<td></td>
<td>• To recognize extraordinary service to the institution; or</td>
</tr>
<tr>
<td></td>
<td>• To recognize outstanding contributions to the community.</td>
</tr>
<tr>
<td></td>
<td>This expanded language would allow the college to recognize commencement speakers and other individuals who have made extraordinary contributions to society, but who may not have a direct connection with the college.</td>
</tr>
<tr>
<td></td>
<td>The committee supported the recommendation to restore the original 2002 criteria, which will be presented to the full board for approval as a consent item at the October 29, 2014, board meeting.</td>
</tr>
</tbody>
</table>

The meeting adjourned at 9:40 a.m.
F – Approval of Minutes

1. September 23, 2014, Work Session
2. September 23, 2014, Regular Session
The Board of Trustees of Howard Community College (HCC) met in work session on Tuesday, September 23, 2014, in The Rouse Company Foundation Student Services Hall (room 400) at Howard Community College, Columbia, Maryland. Chair Edmund S. Coale, III brought the work session to order at 6:00 p.m. Other board members present included vice chair Dennis R. Schrader, and trustees Roberta E. Dillow, Mamie J. Perkins, and Katherine K. Rensin. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustee Kevin J. Doyle was absent.

I. Introduction of New Employees

Sharon Pierce, vice president of academic affairs, introduced Jon Bielski, assistant professor, computer science; Jeremy Bomberg, instructor, digital media and design; Leigh Giles-Brown, assistant professor, diagnostic medical sonography; Michelle Franz, assistant professor, business and computers; director of eLearning; Cliff Galloway, multimedia program manager; Judi Green, diagnostic medical sonography clinical coordinator; Michael Harvey, assistant professor, television and radio; Elizabeth Higgins, assistant professor, dance; Heather Lemko, instructor, anatomy and physiology; Brian Martin, instructor, English; and Jane Wenstrom, associate professor, mathematics.

Lynn Coleman, vice president of administration and finance, introduced Rebecca Gotsch, purchasing assistant; and Ana Silva, accounting clerk/cashier evening lead.

Tom Glaser, vice president of information technology, introduced Danielle Brown, associate director of learning outcomes assessment.

Cindy Peterka, vice president of student services, introduced Victoria Cardoni, assistant registrar, veteran affairs and reporting.

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

Sharon Pierce introduced faculty forum president Judith Kizzie, and curriculum and instruction committee chair Hanael Bianchi, in absentia.

Lynn Coleman introduced support group chair Terry Howard, vice chair Yvonne Beachum, treasurer Dianna Heaney-Reynolds, and representatives Shoshanna Allaire and Eric Sanchez. She also introduced facilities and sustainability team co-chairs Shelly Bilello and Bob Marietta; and health and safety chair Bill Davis.

Tom Glaser introduced professional/technical group chair Tara Rupp, vice chair Greg Bowers, and representative Jessica Klug. He also introduced technology team chair, Anna Hamilton.

Cindy Peterka introduced student government president Mofoluwaso Ogunley and vice president Raz Tzameret. She also introduced enrollment management team co-chair Alison Buckley.
Linda Emmerich, executive associate to the president, introduced administrators group chair Llatetra Brown, and vice chair Janet Lombard-Cullison. She also introduced college council vice chair, Elizabeth Moss.

Kate Hetherington introduced college completion cross-functional team co-chairs Cindy Peterka and Sharon Pierce, diversity team co-chair Parul Shah, and salary and benefits committee chair Jessica Klug.

III. Information Session: English and World Languages

Sharon Pierce introduced Claudia Dugan, department chair, division of English and world languages, who gave an overview of the program and introduced students who talked about their experiences in the program.

The work session adjourned at 6:39 p.m.

The above constitutes the official minutes of the September 23, 2014, work session of the Howard Community College Board of Trustees as approved on October 29, 2014, and is a true and correct copy of the same.

Kathleen B. Hetherington, secretary/treasurer
The Board of Trustees of Howard Community College (HCC) met in regular session on Tuesday, September 23, 2014, in The Rouse Company Foundation Student Services Hall (room 400) at Howard Community College, Columbia, Maryland. Chair Edmund S. Coale, III brought the work session to order at 6:45 p.m. Other board members present included vice chair Dennis R. Schrader, and trustees Roberta E. Dillow, Mamie J. Perkins, and Katherine K. Rensin. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustee Kevin J. Doyle was absent.

A. Approval of September 23, 2014, Agenda

A recommendation to approve the September 23, 2014, agenda, was moved by Trustee Dillow, seconded by Vice Chair Schrader, and unanimously approved.

B. Board Priority Items

1. Board Core End: Strategic Planning

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

2. Proposed Fiscal Year 2016 Capital Budget

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

3. Financial Statements

   Lynn Coleman gave an overview of the financial results for the period ending August 31, 2014.

4. Bylaws Amendment – Remote Participation in Meetings

   Chair Coale gave a brief update on the recommendation from the college attorney on remote participation and opened it up for discussion. Trustee Rensin suggested developing guidelines for remote participation rather than putting limits on how many and how often trustees may call in. She mentioned that she reviewed the Maryland law on remote participation and the attorney general's guidelines, which does not preclude remote participation. Vice chair Schrader noted that he has participated remotely in many business meetings. He noted that trustees who call in demonstrate their commitment to participate in meetings even when they cannot physically be present. He noted the importance of having protocols rather than limiting remote participation. Trustee Dillow agreed that a bylaw amendment was not needed but noted that remote participation is not the most effective means of participation. Trustee Perkins agreed with trustee Dillow and noted the lack of full engagement with remote participation. She agreed the usefulness of remote participation for emergency situations rather than making it the norm.
Chair Coale agreed that a bylaw amendment may not be needed but rather looking at developing guidelines and protocols, see how they work, and then revise as needed. Tom Glaser, vice president of information technology, explained the complexity of using video participation, with different technology at the caller's end, and needing multiple cameras so callers could see all meeting participants. Chair Coale summarized the trustees' agreement that a bylaw amendment is not needed, but rather have guidelines for remote participation. Guidelines will be shared at the next board meeting.

C. President’s Report

President Hetherington thanked board members for attending committee meetings, and Chair Coale for attending the County Council tribute to HCC for receiving the Great Colleges to Work For recognition for the sixth year. She also thanked chair Coale, vice chair Schrader, and trustees Dillow, Doyle, and Rensin, for attending the Grand Prix. She gave an update on her summer meetings with elected officials, which will continue after the elections. President Hetherington reported that enrollment is up 1.5 percent and thanked all those involved in making it happen. She gave an update on the Pathway Scholarship Program and the many students who are benefiting from it. She gave an update on the Patient Protection and Affordable Care Act (PPACA) changes following a one-year study cycle. She commended the people involved in working on it.

D. Board Member Comments

Based on the information session at the work session, Trustee Dillow commented that several nursing students are taking a foreign language to enhance their education and better serve patients.

Trustee Rensin commented that the weather at this year's Grand Prix was the best ever. She commended the EMT technicians on their prompt response to a medical emergency.

Vice chair Schrader also commented on the Grand Prix and its sustainability for 27 years. He commended HCC staff for its work on the event and noted that it speaks to the culture of the organization that employees volunteer every year.

Chair Coale noted how honored he was to attend the County Council recognition of HCC as a Great College to Work For. He also commented on the Grand Prix, the variety of guests, and volunteers’ commitment to providing an exemplary experience for all.

E. Reports to the Board of Trustees

Chair Coale gave an update on the September 16, 2014, audit and finance committee meeting and commended the finance staff on a clean audit. President Hetherington asked Missy Mattey, director of development, to give an update on the Grand Prix and Challenge Race. Ms. Mattey noted that Grand Prix sponsorships were up this year, raffle sales slightly down, and that it’s still early to give a final number on net revenues. President Hetherington thanked Missy Mattey and the development staff for a successful Grand Prix. Missy Mattey gave an update on the upcoming challenge race on campus on October 12, 2014, where company teams will compete against each
other. She also talked about the Pathway Scholarship matching program, which is currently targeting employees and will be followed by soliciting external donors.

F. Approval of Board Meeting Minutes

A recommendation to approve the August 27, 2014, work session and regular session minutes was moved by Trustee Dillow, seconded by Trustee Perkins, and unanimously approved.

G. Consent Items

1. Proposed New Hires
2. Insurance: Life, Accidental Death and Dismemberment, and Long-Term Disability

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

H. Information Items

1. Board Calendar

Linda Emmerich, executive associate to the president, highlighted upcoming calendar items, noting the October 2, 2014, legislative and community relations meeting, and the October board meeting, which is a week later on Wednesday, October 29, 2014.

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

2. Agreements Signed by the Board Chair Disclosure

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

3. Personnel Summary

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

Adjournment

A recommendation to adjourn the regular session was moved by Trustee Rensin, seconded by Trustee Dillow, and unanimously approved.

The regular session was adjourned at 8:00 p.m.

The above constitutes the official minutes of the September 23, 2014, regular meeting of the Howard Community College Board of Trustees as approved on October 29, 2014, and is a true and correct copy of the same.

Kathleen B. Hetherington, secretary/treasurer
G – Consent Items
Board of Trustees’ Consent Materials

October 29, 2014
6:00 pm
The Rouse Company Foundation Student Services Hall
RCF-400
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.

9. Board members may utilize email to communicate individually; however, email communications among a quorum of the board or the full board such as “reply all” responses are restricted in compliance with Maryland’s Open Meetings Law.
Howard Community College’s
Dragon Principles

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

We pledge to...

Be friendly
Be helpful to our students and community
Be considerate of each other

And we pledge to…

Value Innovation
Board of Trustees
Consent Agenda

October 29, 2014
The Rouse Company Foundation Student Services Hall
RCF-400

1. Proposed New Hires
2. Fiscal Year 2016 Capital Budget
3. Campus Utility Project Phase III - Interior Lighting
4. Time and Material Contract for Mechanical Services
1 – Proposed New Hires

**Background:** The following item is a summary of the proposed new hires for Howard Community College. Each employee’s salary is determined by objective analysis of the job skills of the position and by placement in the appropriate salary range, as approved by the board.

**Purpose:** To obtain board approval for new hires

**Timeline:** September 4, 2014 – September 30, 2014

---

**Recommendation**

The administration requests that the board of trustees approve:

**Item:** List of new hires

**Source of funds:** The position and/or the funds are in the FY15 budget as approved by the board at its April 30, 2014, meeting.

**Compliance:** This request is in compliance with college procedure, 63.02.03 – Selection of Faculty and Staff, and within the presidential boundaries related to compensation, fiscal conditions, and other appropriate limitations.
BUDGETED HIRES (Position Control Positions)

October 2014

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control Status</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation</th>
<th>Name</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Associate V</td>
<td>Science, Engineering &amp; Technology</td>
<td>Existing Position Replacement</td>
<td>8</td>
<td>$36,175-$58,871</td>
<td>$36,175</td>
<td>Lash, Kristen</td>
<td>10/01/14</td>
</tr>
<tr>
<td>Teacher III</td>
<td>Children’s Learning Center</td>
<td>Existing Position Replacement</td>
<td>9</td>
<td>$39,287-$63,934</td>
<td>$39,287</td>
<td>Watson, Jessica</td>
<td>10/06/14</td>
</tr>
</tbody>
</table>

November 2014

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control Status</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation</th>
<th>Name</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Academic Scheduling</td>
<td>Academic Affairs</td>
<td>New Position</td>
<td>15</td>
<td>$64,448-$104,885</td>
<td>$70,893</td>
<td>Flag.Evonne</td>
<td>11/03/14</td>
</tr>
</tbody>
</table>

1Position Control position hires are those employees hired who are budgeted employees of the core workforce.

2Annual salary is shown for exempt employees; estimated annual compensation is shown for non-exempt employees since official compensation is an hourly amount (not shown); the employee’s salary may reflect part-time or ten-month employment.

Ranges shown are taken from the published salary schedules which include only 12-month salaries for full-time staff. Faculty ranges may be 10 or 12-month as applicable.
2 – Fiscal Year 2016 Capital Budget

**Background:** The following document is the final proposed version of Howard Community College’s FY16 capital budget. The preliminary budget was presented to the audit and finance committee on September 16, 2014, and to the full board at its meeting on September 23, 2014. The proposed budget is now provided to the board of trustees for final approval as a consent item. The final document will be submitted to the County Executive and Howard County Council in early November 2014.

**Purpose:** To obtain board approval for the final proposed FY16 capital budget

**Timeline:** July 1, 2015 – June 30, 2016

---

**Recommendation**

The administration requests that the board of trustees approve the following document including the priority of capital project requests.

**Source of funds:** FY16 capital budget

**Compliance:** This request is in support of the board of trustees’ policies and Governance Process: Board’s Role and Presidential Boundaries: Budgeting/Forecasting.
Proposed
Fiscal Year 2016
Capital Budget
BOARD OF TRUSTEES

Mr. Edmund S. Coale, III, Chair

Mr. Dennis R. Schrader, Vice Chair

Ms. Roberta E. Dillow

Mr. Kevin J. Doyle

Ms. Mary S. Esmond

Ms. Mamie J. Perkins

Ms. Katherine K. Rensin

Dr. Kathleen B. Hetherington, Secretary-Treasurer
TABLE OF CONTENTS

INTRODUCTION......................................................................................................................... 1

PRIORITY OF FISCAL YEAR 2016 CAPITAL PROJECT REQUESTS................................. 5

PROJECT DESCRIPTIONS........................................................................................................ 6

FY14 NURSING BUILDING AND ST BUILDING RENOVATIONS (PROJECT NUMBER M-0536) .................................................................................................................................... 6
FY16 MATHEMATICS BUILDING (PROJECT NUMBER M-0539) .............................................. 8
FY08 SAFETY, COMPLIANCE, AND FACILITY RENEWALS (PROJECT NUMBER M-0540) ........................................................................................................................................ 10
FY15 CAMPUS ROADWAYS AND PARKING (PROJECT NUMBER M-0542) ...................... 13
FY12 SCIENCE, ENGINEERING, AND TECHNOLOGY BUILDING (PROJECT NUMBER M-0543) .................................................................................................................................... 15
FY15 MAINTENANCE BUILDING (PROJECT NUMBER M-0545) ......................................... 17
FY17 ATHLETIC & FITNESS CENTER (PROJECT NUMBER M-0546) ................................. 19
FY18 CONTINUING EDUCATION BUILDING (PROJECT NUMBER M-0547) ................. 21
FY19 ENGLISH AND WORLD LANGUAGES (PROJECT NUMBER M-0548) ................. 23
FY20 STUDENT LIFE BUILDING BUILDING (PROJECT NUMBER M-0549) .................... 24

SUMMARY OF CAPITAL PROJECT FUNDING ................................................................ 25

OTHER IMMEDIATE NEEDS AND FUTURE PROJECTS....................................................... 26

ATTACHMENT A...................................................................................................................... 27
INTRODUCTION

The capital budget delineates future projects planned as part of Howard Community College’s (HCC) five-year capital improvements program and ten-year facilities master plan. The renovation and new construction of campus facilities are critical components of these plans and are consistent with the college’s mission, vision, values, and strategic goals. The justification for capital projects particularly involving new construction is directly related to the college’s enrollment growth. Capital projects are planned using a ten-year student enrollment projection. The current enrollment and ten-year projected enrollment growth along with the state space allocation guidelines are calculated and used in determining higher education space needs that are eligible for capital funding.

In accordance with the provisions of the Education Article of the Annotated Code of Maryland and the Code of Maryland Regulations (COMAR), each college is mandated to generate a comprehensive facilities master plan that establishes a framework for the orderly development of all capital improvements that support the institution’s role and mission. The plan is required to cover a period of no less than ten years with a land-use plan covering twenty years. In addition, it is required that the plan be updated every five years, whenever major changes occur in role and mission, or when changes occur in plan components that have significant facilities implications.

The college’s facilities master plan includes a comprehensive look at the physical environment of the campus and how that environment helps the college to succeed in its educational mission. It also includes an assessment of the college’s existing buildings and green space, utility and information technology infrastructure, environmental impact, roads and parking, as well as space needs for academic planning. The development of the facilities master plan is a year-long process. The college is in the process of updating its master plan for submission to the state in February 2015.

The campus facilities master plan creates a roadmap for the college to follow in future years based on a thorough examination of the college’s academic programs, enrollment patterns, unique institutional characteristics, staffing trends, and instructional direction that are used to drive the college’s future capital budget requests and identify immediate and long-term needs. This ten-year plan is the foundation for the college’s five-year capital improvements program (CIP) and then the five-year CIP drives the annual capital budget request. Components of the facilities master plan are summarized in the five-year CIP each year resulting in the annual capital budget submissions to the county and state. The sequencing of capital projects is critical in supporting the college’s mission, vision, values, and strategic initiatives. The proposed FY16 capital budget request reinforces the overwhelming need for ongoing facilities construction and renewals on HCC’s campus.

The college has received strong capital support from both the county and state to assist in the funding of new construction and facility renewals. Justification for capital projects is based on the college’s current and projected enrollment and the critical space needs required to accommodate this growth. Based on the growth trends for enrollment, Maryland Higher Education Commission (MHEC) projections show that the college is expected to grow by 28 percent in total headcount over the next ten years. The following chart illustrates current and projected growth trends by fiscal year:

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Credit</th>
<th>Noncredit</th>
<th>Total Headcount*</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY09</td>
<td>11,771</td>
<td>17,467</td>
<td>28,538</td>
</tr>
<tr>
<td>FY10</td>
<td>12,851</td>
<td>16,780</td>
<td>28,913</td>
</tr>
<tr>
<td>FY11</td>
<td>13,753</td>
<td>16,426</td>
<td>29,496</td>
</tr>
<tr>
<td>FY12</td>
<td>14,518</td>
<td>16,406</td>
<td>30,204</td>
</tr>
<tr>
<td>FY13</td>
<td>14,668</td>
<td>15,395</td>
<td>29,424</td>
</tr>
</tbody>
</table>

Consent Page 11
<table>
<thead>
<tr>
<th>FY14</th>
<th>14,538</th>
<th>15,735</th>
<th>29,621</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19 (Projected)</td>
<td>17,591</td>
<td>17,387</td>
<td>33,768</td>
</tr>
<tr>
<td>FY24 (Projected)</td>
<td>20,644</td>
<td>19,039</td>
<td>37,915</td>
</tr>
</tbody>
</table>

*Beginning FY04, the figure for “total headcount” is an overall unduplicated count of credit and noncredit rather than a sum.*

Source: HCC Databook, Annual Enrollment Trends, Planning, Research, and Organizational Development
Enrollment Projections 2014-2023, Maryland Higher Education Commission, June 2014

The total unduplicated headcount for FY14 was 29,621 with 14,538 for credit courses and 15,735 for noncredit courses, including continuing education and workforce development programs. The above table also includes a five-year projection and a ten-year projection using 42 percent increase for credit enrollment, 21 percent increase for noncredit, and 28 percent for total headcount. This is higher than the statewide average for all community colleges who show a 36 percent for credit enrollment and 12 percent for noncredit enrollment as reported by the MHEC.

MHEC collects, analyzes, and reports enrollment data from all Maryland public colleges and universities. For reporting purposes, it separates the data into two categories: 1) full-time students and 2) part-time students; and provides projection for both credit and noncredit enrollments. All projection models involve the application of a linear regression analysis. Credit enrollments can be predicted by applying the historical relationship between the state’s population and past in-state enrollments to future population projections. Noncredit enrollments are forecasted by applying the historical relationship between the adult population 20 years of age or older in the county and past noncredit enrollments at the campus to future population projects. The predicted number of students at the community colleges was determined on the basis of the recent market share, growth rate of each institution, and the anticipated change in the college-age population in each county.

The state continues to report that community colleges will see a higher growth percentage of full-time and part-time undergraduates than the four-year institutions. This difference is attributed to affordable tuition and fees, articulation programs with four-year institutions, and the recent economic recession. While tuition increases typically have an impact on full-time and part-time college enrollments, colleges will also be affected by changes in the per capita disposable income of Maryland residents.

This data is also consistent with the statistics reported by the college’s planning, research, and organizational development office, as well as with the Census Bureau and Howard County’s 2010 Census Overview. The county report summarizes the major 2010 census results for Howard County based on the datasets of population, age, race, housing, household type, and relationship information. While the county’s population grew by 16 percent over the past decade, county growth is slowing overall. Consistent with the U.S. population, the number of children ages five to 19 in Howard County has grown over the last decade resulting in an increase in school enrollments. However, young children under age five have decreased, which will result in less pressure on school enrollments in the future.

The Howard County Spending Affordability Advisory Committee examined the current economic conditions and projections with growth in the county to determine future revenue growth. In particular, the committee considered the impact of personal income growth, real and personal property taxes, and the impact of national, state, and local economies.

Despite the economic recovery, Howard County still faces challenges as it deals with projecting revenue growth and the continued demands for increased spending. A portion of the county economy is tied to the presence of the Federal government and level of Federal spending.

While the county understands it has real needs to build, renovate, and expand schools, community college facilities, parks, fire stations, and transportation, and to maintain its infrastructure of roads, storm drains, and other facilities, the level of funding requested for capital projects is likely to translate into future debt.
service payment in the operating budget far beyond what the county can afford. The county will have to make some difficult decisions to keep spending within reasonable and realistic levels including the level of debt the county can afford and how that translates into bonds authorized in the budget without jeopardizing the bond rating or impacting the ability to afford other services.  

State Participation
In the FY15 capital budget, the state approved funding for HCC for one project: the first phase of design for the Nursing and ST Building Renovations project in the amount of $766,000 (state share). Continued state support is necessary to manage growth in higher education. Since the funds available for community college capital projects have become more competitive, the colleges have agreed to work with the state to split-fund design and construction dollars on eligible projects over multiple years to help alleviate the burden of financing in one fiscal year. Efforts by the community college boards and presidents have secured additional funding for the community colleges in the capital budget over the past couple of years and the presidents are continuing this endeavor. Over the next decade, community colleges will continue to serve the largest share of undergraduates in the state of Maryland; therefore, it is critical that the state fully support the current funding model.

County Participation
For FY15, the county funded two capital projects for the college: the first phase of design for the Nursing and ST Building Renovations project in the amount of $766,000 (county match); and the design for the East Garage Expansion in the amount of $2,683,000. As the college recognizes the limitations on the county’s bond funding, it consistently requests state funding on eligible projects. However, it is mandated that 50 percent local participation be achieved to obtain the state match. In addition, the uncertainty of the state support places a heavier funding burden on the college and the county. The college will continue to pursue innovative funding alternatives for capital projects as appropriate. Recently, the community colleges have agreed to work with the state to split-fund design or construction dollars on eligible projects to alleviate the burden of funding construction in one year. Similarly, the college proposed this split for the county funding as well. Continued county support is essential to manage and address the college’s current and projected enrollment growth.

Project Priorities
Current and new projects for this fiscal year are listed on page six. Priorities for these projects are set by the college’s board of trustees. In addition, other immediate needs and future capital projects are identified at the end of this document and are supported by the college’s facilities master plan.

Summary
Due to consistent enrollment growth experienced by the college over the last decade, the college must expand its physical space and renovate its existing buildings to accommodate new students and the faculty, staff, and equipment necessary to educate these students.

As previously noted, state space guidelines assist in determining higher education space needs that are eligible for capital funding. The space allocation guidelines are used to compute each college’s maximum allowances for each type of space listed in the national Higher Education General Information Survey (HEGIS) Space Classification System. These guidelines are used by the state in evaluating individual construction projects, as well as for long-range capital planning.

Capital projects are planned using a ten-year enrollment projection, which produces a full-time day equivalent student count. This count is used in conjunction with the on-campus weekly student contact hours (WSCH), and space factors as the basis for determining space needs. Based on the state’s capital space allocation guidelines, the college remains eligible for the new buildings proposed in the capital budget. Over the past several years, the college has received significant county support that facilitated the construction of four new buildings and two parking structures, and the renovation of three existing buildings on campus.
Duncan Hall for English, Languages, and Business (new construction, completed 2003)
Horowitz Visual and Performing Arts Center (new construction, completed 2006)
East Parking Garage of 518 spaces (new construction, completed 2006)
The Rouse Company Foundation Student Services Hall (new construction, completed 2007)
Children’s Learning Center (renovation, completed 2008)
Smith Theatre and McCuan Hall (renovation, completed 2009)
James Clark, Jr. Library Hall (renovation, completed 2010)
West Parking Garage of 723 spaces (new construction, completed 2011)
Health Sciences Building (new construction, completed 2013)

However, even after completing these new construction and renovation projects, the college’s total campus space inventory continues to show a current space deficit of 288,767 net assignable square feet (NASF) and a ten-year projected deficit of 354,200 NASF. Even though the college continues to propose new buildings on campus to address the large deficiencies, the enrollment growth projected by MHEC multiplied by the state space allocation guidelines yields large deficits. This, compounded by the state funding limitations and average award of one capital project per year, restricts the college’s ability to address the deficits.

Under the capital budget prioritization model, a component used in prioritizing capital projects is the inventory of the academic space and relative need. Each year the Maryland Department of Legislative Services (DLS) conducts an analysis of the Governor’s executive budget. The analysis includes an evaluation of each community college’s academic space inventory - classrooms, labs, study space, and offices - and whether the space needs for those areas were met. The following data was reported by DLS as Appendix 1 in its Analysis of the FY15 Maryland Executive Budget. The data presented below include the current academic space needs and ten-year projected academic space deficits based on the current and future facilities inventory.

Of the current space deficit of 288,767, a total of 230,073 NASF reflects the academic deficiencies (classrooms, labs, study, and office space). The chart below illustrates this and shows the current and projected academic space needs as reported by DLS.

The chart includes the institutions ranked first through fifth, with first representing the lowest percentage of need met having the largest deficits of academic space. The results of this analysis show that Howard has the second largest academic space deficits among all community colleges based on current campus inventories and the second largest deficits of academic space over the next ten years.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Institution</th>
<th>Current Space Deficit in NASF</th>
<th>Rank</th>
<th>Institution</th>
<th>Ten-Year Space Deficit in NASF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Montgomery</td>
<td>561,131</td>
<td>1</td>
<td>Montgomery</td>
<td>575,789</td>
</tr>
<tr>
<td>2</td>
<td>Howard</td>
<td>230,073</td>
<td>2</td>
<td>Howard</td>
<td>313,156</td>
</tr>
<tr>
<td>3</td>
<td>CCBC</td>
<td>131,171</td>
<td>3</td>
<td>CCBC</td>
<td>214,267</td>
</tr>
<tr>
<td>4</td>
<td>CSM</td>
<td>102,947</td>
<td>4</td>
<td>AACC</td>
<td>129,242</td>
</tr>
<tr>
<td>5</td>
<td>AACC</td>
<td>51,433</td>
<td>5</td>
<td>CSM</td>
<td>97,735</td>
</tr>
</tbody>
</table>

*Academic deficits include only classrooms, labs, study, and office space.

The data truly emphasizes the seriousness of Howard’s campus-wide space deficiencies. HCC’s capital needs are urgent and critical and a top priority for the president and board of trustees. In order to continue to support the mission, vision, and values of the college, the proper infrastructure must exist.

FY 2016 Capital Budget
PRIORITY OF FISCAL YEAR 2016 CAPITAL PROJECT REQUESTS

Listed below are the capital project requests and priorities as approved by the board of trustees. Only projects that require funding are assigned priorities. Each of these projects is described in more detail in the sections that follow.

<table>
<thead>
<tr>
<th>Year Requested</th>
<th>FY16 Board Priorities</th>
<th>HCC Project No.</th>
<th>HCC Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>High</td>
<td>M-0536</td>
<td>Nursing Building and ST Building Renovations</td>
</tr>
<tr>
<td>FY16</td>
<td>High</td>
<td>M-0540</td>
<td>Safety, Compliance, and Facility Renewals</td>
</tr>
<tr>
<td>FY16</td>
<td>High</td>
<td>M-0542</td>
<td>Campus Roadways and Parking</td>
</tr>
<tr>
<td>FY16</td>
<td>High</td>
<td>M-0543</td>
<td>Science, Engineering, and Technology Building</td>
</tr>
<tr>
<td>FY18</td>
<td>Medium</td>
<td>M-0546</td>
<td>Athletic and Fitness Center</td>
</tr>
<tr>
<td>FY18</td>
<td>Medium</td>
<td>M-0539</td>
<td>Mathematics Building</td>
</tr>
<tr>
<td>FY19</td>
<td>Medium</td>
<td>M-0545</td>
<td>Maintenance Building</td>
</tr>
<tr>
<td>FY20</td>
<td>Medium</td>
<td>M-0547</td>
<td>Continuing Education Building</td>
</tr>
<tr>
<td>FY21</td>
<td>Medium</td>
<td>M-0548</td>
<td>English and World Languages</td>
</tr>
<tr>
<td>FY22</td>
<td>Medium</td>
<td>M-0549</td>
<td>Student Life Building</td>
</tr>
</tbody>
</table>

**High Priority** – Funding for these projects is critical to meet HCC’s current capital needs.

**Medium Priority** – These projects are being requested in future fiscal years and although the college understands that funding will be critical to meet the goals of its long-term capital improvements program and facilities master plan, they are a lesser priority.
PROJECT DESCRIPTIONS

FY14 NURSING BUILDING AND SCIENCE AND TECHNOLOGY BUILDING RENOVATIONS (PROJECT NUMBER M-0536)

Description
The next renovation project on campus is the nursing building and science and technology (ST) building following the move into the new health sciences building and the new science, engineering, and technology building. Renovations will need to occur to the vacated buildings to allow for additional classrooms, labs, collaborative study areas, teaching and learning services, as well as administrative areas.

Justification
The nursing building is the second oldest building on campus, constructed in 1976. The building is divided by a central circulation corridor that is flanked by classrooms to the north and south. The building connected to nursing is the ST building, which was constructed in 1989. While the college has been diligent in providing minor renovations to individual classrooms and labs, faculty offices, and meeting areas, the current building cannot support the demand for additional instructional and administrative spaces. The college must expand its physical space and renovate its existing buildings and utility services in order to accommodate its students and employees. As the buildings are vacated with the moves into the new health sciences building and the new science, engineering, and technology building, the college will be required to renovate the existing nursing building and ST building accordingly.

Renovations to Existing Buildings
The nursing building is physically connected to McCuan Hall, so the extension of administration into the vacated spaces on the second floor is programmatically effective. In addition, the insertion of class labs and meeting space on the first floor will allow for natural connectivity of the two buildings. Because of its location, it is an ideal opportunity to address the college’s unmet needs. With the nursing building attached to the administration building, the college can consolidate areas and allow for the overflow of offices into the adjacent area.

With the ST building physically connected to the nursing building, the two buildings are proposed for renovation as one project. Based on the existing footprint of the ST building and the needs of the social sciences division, it is proposed that the vacated spaces be renovated for social sciences and teacher education. This renovation will also allow for the expansion of the hospitality management and culinary management programs, student life, the center for service learning, teaching and learning services, faculty development, and administration. Renovations to the nursing and ST buildings will be required to ensure that the college continues to provide quality instruction and outstanding services to its community. The college will need to renovate the vacated areas of the campus to accommodate academic instructional space, collaborative student study space, faculty offices, and administrative areas.

Project Overview
- Building Footprint: 107,204 GSF / 62,278 NASF
- Areas Served: social sciences/teacher education classrooms and labs, hospitality management and culinary management labs, mediation and conflict resolution, the center for service learning, faculty development center, honors center, Silas Craft Collegians, student life, teaching and learning services, human resources, information technology, instructional media, public relations and marketing, continuing education and workforce development, plant operations, senior administration
- Occupancy: general use classrooms, general use labs, collaborative study areas, faculty and administrative offices
academic instructional space  
center for service learning  
center for hospitality and culinary studies  
faculty development center  
honors center (Rouse Scholars, Schoenbrodt honors, Phi Theta Kappa)  
human resources  
instructional media/AV services  
information technology (AIS network operations center)  
learning assistance center  
mediation and conflict resolution center  
planning, research and organizational development  
plant operations  
print shop  
administration area  
continuing education and workforce development  
public relations and marketing  
Silas Craft Collegians  
social sciences/teacher education  
student life  
teaching and learning services  
storage/custodial areas  

- Project Status: proposed for design in FY15

Changes Since FY15
This renovation project is critical following the move into the new health sciences building and the new science, engineering, and technology building. The college proposes the project with phased design and construction schedules based on the project timeline. The on-going need for additional space forces the college to move this project forward and identify it as a priority.

Project Schedule and Cost Summary
Presented below is a summary of funding for this project.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>County</th>
<th>State</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>Planning and Design (split-funded)</td>
<td>$766,000</td>
<td>$766,000</td>
<td>$0</td>
<td>$1,532,000</td>
</tr>
<tr>
<td>FY16</td>
<td>Planning and Design (split-funded)</td>
<td>913,000</td>
<td>815,000</td>
<td>0</td>
<td>1,728,000</td>
</tr>
<tr>
<td>FY17</td>
<td>Construction (split-funded)</td>
<td>8,999,000</td>
<td>8,476,000</td>
<td>0</td>
<td>17,475,000</td>
</tr>
<tr>
<td>FY18</td>
<td>Construction (split-funded)</td>
<td>8,999,000</td>
<td>8,476,000</td>
<td>0</td>
<td>17,475,000</td>
</tr>
<tr>
<td>FY19</td>
<td>Furniture and Equipment</td>
<td>1,648,000</td>
<td>1,552,000</td>
<td>0</td>
<td>3,200,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>$20,640,000</strong></td>
<td><strong>$20,640,000</strong></td>
<td><strong>$0</strong></td>
<td><strong>$41,410,000</strong></td>
</tr>
</tbody>
</table>
FY16 MATHEMATICS BUILDING (PROJECT NUMBER M-0539)

Description
The mathematics division currently shares the Hickory Ridge building with continuing education and workforce development. The purpose of this project is to design and construct a new mathematics building of approximately 70,000 gross square feet. The construction of a new mathematics building will accommodate the increased enrollment growth and future needs for math instructional space.

Justification
Over the past five years, enrollment in mathematics classes has grown by 39 percent. Students are able to take courses that range from self-paced labs for developmental students to advanced calculus. Each year, enrollment in mathematics classes has grown so that the projected ten-year enrollment growth is expected to increase by 32 percent by 2021. With this continued growth, the current classrooms will no longer be able to accommodate the demand.

It is a state mandate that every degree program at the college requires a mathematics course. In addition, with the adoption of new legislation effective July 1, 2013, the College and Career Readiness and College Completion Act of 2013 requires students to complete a developmental mathematics course and college mathematics course within their first 24 credits. It is anticipated that this new legislation will have a significant impact on future growth.

As part of the new master planning process to be completed in 2015, a space needs analysis will be prepared with consideration to the college’s current and future needs. In addition, the placement of the new mathematics building will be critical in developing academic synergies. The building is planned to house classrooms, labs, meeting and assembly space, group study and project rooms, and the faculty division offices.

Today’s fast-paced labor industry requires the attention, application, and understanding of mathematics. Mathematics and science are without question the backbone of technological advances and remain within the forefront of innovation, and those with extensive mathematics experience benefit substantially. At this time, many jobs such as accounting, computer development, engineering, and business incorporate mathematical applications every single day. Professions that once required a very basic understanding in mathematics will take advantage of the heightened standards, even for entry-level jobs.

Advances in technology, heightened global competition, fast-paced innovation, and shifting demographics of the regional workforce demand skilled individuals prepared for these changes. The college’s mission charges the institution with responding to the economic needs of its community.

Project Overview
• Building Footprint: 70,000 GSF / 42,000 NASF
• Areas Served: mathematics
• Occupancy: classrooms
class labs
meeting and assembly area
group study and project rooms
faculty offices
division office area
conference rooms
storage, custodial, telecommunications areas
• Project Status: proposed for design in FY18
Changes Since FY15
During the development of the new facilities master plan, which covers the period of 2015-2025, the sequencing and location of future buildings will be determined. Mathematics has been identified as a viable program justifying the need for its own facility. With the significant increases in mathematics enrollments, this building is identified as a necessary capital project.

Project Schedule and Cost Summary
Presented below is a summary of funding for this project.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>County</th>
<th>State</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18</td>
<td>Planning and Design – new building</td>
<td>1,160</td>
<td>1,160</td>
<td>0</td>
<td>2,320</td>
</tr>
<tr>
<td>FY19</td>
<td>Construction – new building</td>
<td>10,600</td>
<td>10,600</td>
<td>0</td>
<td>21,200</td>
</tr>
<tr>
<td>FY20</td>
<td>Furniture and Equipment – new building</td>
<td>1,100</td>
<td>1,100</td>
<td>0</td>
<td>2,200</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>$12,860</td>
<td>$12,860</td>
<td>$0</td>
<td>$25,720</td>
</tr>
</tbody>
</table>

Consent Page 19
**FY08 SAFETY, COMPLIANCE, AND FACILITY RENEWALS (PROJECT NO M-0540)**

**Description**
This project addresses campus-wide systemic renovations and deferred maintenance. Over the last decade the project has evolved to much more than merely improvements to the college’s physical plant and has expanded to deferred maintenance and facility renewals, as well as safety and code compliance at all the college campuses.

**Justification**
Below are the necessary projects inclusive of all college campuses and locations that include compliance with current safety standards and necessary facility renewals:

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>Phased installation of campus-wide security systems</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>Phased public rest room upgrades</td>
<td>52,000</td>
</tr>
<tr>
<td></td>
<td>Interior improvements (classrooms, offices, and other)</td>
<td>281,000</td>
</tr>
<tr>
<td></td>
<td>IT upgrades and modifications</td>
<td>200,000</td>
</tr>
<tr>
<td></td>
<td>Phased signage package installation</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>Cable TV upgrades</td>
<td>150,000</td>
</tr>
<tr>
<td></td>
<td>Phased AV upgrades for academic buildings</td>
<td>75,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>$ 958,000</td>
</tr>
<tr>
<td>FY15</td>
<td>Projects deferred to FY16 to support garage funding</td>
<td>$0</td>
</tr>
<tr>
<td>FY16</td>
<td>ADA renovations</td>
<td>25,000</td>
</tr>
<tr>
<td></td>
<td>Phased public rest room upgrades</td>
<td>53,000</td>
</tr>
<tr>
<td></td>
<td>Phased deferred maintenance</td>
<td>160,000</td>
</tr>
<tr>
<td></td>
<td>Interior improvements (classrooms, offices, and other)</td>
<td>80,000</td>
</tr>
<tr>
<td></td>
<td>IT upgrades and modifications</td>
<td>200,000</td>
</tr>
<tr>
<td></td>
<td>Cable TV upgrades</td>
<td>150,000</td>
</tr>
<tr>
<td></td>
<td>Phased AV upgrades for academic buildings</td>
<td>75,000</td>
</tr>
<tr>
<td></td>
<td>Integrated Library System (ILS) upgrade</td>
<td>130,000</td>
</tr>
<tr>
<td></td>
<td>Athletic track resurfacing and field drainage</td>
<td>350,000</td>
</tr>
<tr>
<td></td>
<td>Athletic storage, speakers, bleachers, goal repair</td>
<td>510,000</td>
</tr>
<tr>
<td></td>
<td>Hickory Ridge HVAC</td>
<td>520,000</td>
</tr>
<tr>
<td></td>
<td>Admissions and advising modifications</td>
<td>1,250,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>$3,503,000</td>
</tr>
<tr>
<td>FY17</td>
<td>Phased installation of campus-wide security systems</td>
<td>200,000</td>
</tr>
<tr>
<td></td>
<td>Café renovations</td>
<td>500,000</td>
</tr>
<tr>
<td></td>
<td>ADA renovations</td>
<td>26,000</td>
</tr>
<tr>
<td></td>
<td>Phased public restroom upgrades</td>
<td>54,000</td>
</tr>
<tr>
<td></td>
<td>Phased deferred maintenance</td>
<td>450,000</td>
</tr>
<tr>
<td></td>
<td>Interior improvements (classrooms, offices, and other)</td>
<td>480,000</td>
</tr>
<tr>
<td></td>
<td>IT upgrades and modifications</td>
<td>375,000</td>
</tr>
<tr>
<td></td>
<td>Phased signage package installation</td>
<td>200,000</td>
</tr>
<tr>
<td></td>
<td>Cable TV upgrades</td>
<td>150,000</td>
</tr>
<tr>
<td></td>
<td>Phased landscaping plan</td>
<td>200,000</td>
</tr>
<tr>
<td></td>
<td>Phased AV upgrades for academic buildings</td>
<td>75,000</td>
</tr>
<tr>
<td></td>
<td>Athletic field bleachers</td>
<td>180,000</td>
</tr>
<tr>
<td></td>
<td>Arts and humanities suite repurposing</td>
<td>650,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>$3,540,000</td>
</tr>
<tr>
<td>FY</td>
<td>Description</td>
<td>Amount</td>
</tr>
<tr>
<td>-----</td>
<td>-----------------------------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>FY18</td>
<td>Phased installation of campus-wide security systems</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>ADA renovations</td>
<td>27,000</td>
</tr>
<tr>
<td></td>
<td>Phased public restroom upgrades</td>
<td>55,000</td>
</tr>
<tr>
<td></td>
<td>Phased deferred maintenance</td>
<td>120,000</td>
</tr>
<tr>
<td></td>
<td>Interior improvements (classrooms, offices, and other)</td>
<td>280,000</td>
</tr>
<tr>
<td></td>
<td>IT upgrades and modifications</td>
<td>1,125,000</td>
</tr>
<tr>
<td></td>
<td>Phased signage package installation</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>Cable TV upgrades</td>
<td>150,000</td>
</tr>
<tr>
<td></td>
<td>Phased landscaping</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>Phased AV upgrades for academic buildings</td>
<td>75,000</td>
</tr>
<tr>
<td></td>
<td>Athletic field lights</td>
<td>1,200,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>$3,332,000</strong></td>
</tr>
<tr>
<td>FY19</td>
<td>Phased installation of campus-wide security systems</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>ADA renovations</td>
<td>28,000</td>
</tr>
<tr>
<td></td>
<td>Phased public restroom upgrades</td>
<td>56,000</td>
</tr>
<tr>
<td></td>
<td>Phased deferred maintenance</td>
<td>450,000</td>
</tr>
<tr>
<td></td>
<td>Interior improvements (classrooms, offices, and other)</td>
<td>280,000</td>
</tr>
<tr>
<td></td>
<td>IT upgrades and modifications</td>
<td>200,000</td>
</tr>
<tr>
<td></td>
<td>Phased signage package installation</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>Cable TV upgrades</td>
<td>150,000</td>
</tr>
<tr>
<td></td>
<td>Phased landscaping</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>Phased AV upgrades for academic buildings</td>
<td>75,000</td>
</tr>
<tr>
<td></td>
<td>Athletic field turf resurfacing</td>
<td>750,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>$2,289,000</strong></td>
</tr>
<tr>
<td>FY20</td>
<td>Phased installation of campus-wide security systems</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>ADA renovations</td>
<td>29,000</td>
</tr>
<tr>
<td></td>
<td>Phased public restroom upgrades</td>
<td>57,000</td>
</tr>
<tr>
<td></td>
<td>Phased deferred maintenance</td>
<td>128,000</td>
</tr>
<tr>
<td></td>
<td>Interior improvements (classrooms, offices, and other)</td>
<td>280,000</td>
</tr>
<tr>
<td></td>
<td>IT upgrades and modifications</td>
<td>200,000</td>
</tr>
<tr>
<td></td>
<td>Phased signage package installation</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>Cable TV upgrades</td>
<td>150,000</td>
</tr>
<tr>
<td></td>
<td>Phased landscaping</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>Phased AV upgrades for academic buildings</td>
<td>75,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>$1,219,000</strong></td>
</tr>
<tr>
<td>FY21</td>
<td>Phased installation of campus-wide security systems</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>ADA renovations</td>
<td>30,000</td>
</tr>
<tr>
<td></td>
<td>Phased public restroom upgrades</td>
<td>58,000</td>
</tr>
<tr>
<td></td>
<td>Phased deferred maintenance</td>
<td>132,000</td>
</tr>
<tr>
<td></td>
<td>Interior improvements (classrooms, offices, and other)</td>
<td>280,000</td>
</tr>
<tr>
<td></td>
<td>IT upgrades and modifications</td>
<td>200,000</td>
</tr>
<tr>
<td></td>
<td>Phased signage package installation</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>Cable TV upgrades</td>
<td>150,000</td>
</tr>
<tr>
<td></td>
<td>Phased landscaping</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>Phased AV upgrades for academic buildings</td>
<td>75,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>$1,225,000</strong></td>
</tr>
</tbody>
</table>
Changes Since FY15
A comprehensive building condition assessment and examination of critical campus systems is completed every five years to guide the college with its deferred maintenance schedule. The facility condition assessment is typically completed as part of the facilities master plan and provides the college with a campus-wide audit of all building systems including mechanical, electrical, structural, plumbing, and life safety. It is a valuable tool to assess new and existing systems and determine building efficiency, as well as incorporate a database system to yield deferred maintenance lists to be used as justification for building renovations. The goal is to develop deferred maintenance schedules that will ultimately reduce operating costs and increase building efficiency.

Project Schedule and Cost Summary
Presented below is a summary of funding for this project. The college is providing funds listed under the “other” column. The source of these funds are provided by the college through college fund balances, student fees, and the operating budget.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>County</th>
<th>State</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY08-13</td>
<td>Prior Funds</td>
<td>7,679,000</td>
<td>1,974,000</td>
<td>974,000</td>
<td>10,627,000</td>
</tr>
<tr>
<td>FY14</td>
<td>Design/Construction/Equipment</td>
<td>958,000</td>
<td>0</td>
<td>0</td>
<td>958,000</td>
</tr>
<tr>
<td>FY15</td>
<td>Design/Construction/Equipment</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>FY16</td>
<td>Design/Construction/Equipment</td>
<td>3,503,000</td>
<td>0</td>
<td>0</td>
<td>3,503,000</td>
</tr>
<tr>
<td>FY17</td>
<td>Design/Construction/Equipment</td>
<td>3,540,000</td>
<td>0</td>
<td>0</td>
<td>3,540,000</td>
</tr>
<tr>
<td>FY18</td>
<td>Design/Construction/Equipment</td>
<td>3,332,000</td>
<td>0</td>
<td>0</td>
<td>3,332,000</td>
</tr>
<tr>
<td>FY19</td>
<td>Design/Construction/Equipment</td>
<td>2,289,000</td>
<td>0</td>
<td>0</td>
<td>2,289,000</td>
</tr>
<tr>
<td>FY20</td>
<td>Design/Construction/Equipment</td>
<td>1,219,000</td>
<td>0</td>
<td>0</td>
<td>1,219,000</td>
</tr>
<tr>
<td>FY21</td>
<td>Design/Construction/Equipment</td>
<td>1,225,000</td>
<td>0</td>
<td>0</td>
<td>1,225,000</td>
</tr>
<tr>
<td>FY22</td>
<td>Design/Construction/Equipment</td>
<td>1,231,000</td>
<td>0</td>
<td>0</td>
<td>1,231,000</td>
</tr>
<tr>
<td>FY23</td>
<td>Design/Construction/Equipment</td>
<td>1,237,000</td>
<td>0</td>
<td>0</td>
<td>1,237,000</td>
</tr>
<tr>
<td>FY24</td>
<td>Design/Construction/Equipment</td>
<td>1,243,000</td>
<td>0</td>
<td>0</td>
<td>1,243,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>$27,456,000</td>
<td>$1,974,000</td>
<td>$974,000</td>
<td>$30,404,000</td>
</tr>
</tbody>
</table>
FY15 CAMPUS ROADWAYS AND PARKING (PROJECT NUMBER M-0542)

Description
After a thorough analysis of the campus land plans, future building sites, forest conservation and wetland restrictions, the college determined that construction of parking decks on campus was more feasible than additional surface parking lots. The completion of the second garage in 2011 has significantly helped the college’s parking shortage, however, the college continues to shuttle students from satellite parking lots due to the severe parking deficit. In addition, with the construction of the new science, engineering, and technology building, an additional 250 spaces will be lost. The college must request the construction of additional parking facilities over the next ten years to address parking shortages on campus.

As the campus has grown to accommodate the college’s enrollment growth, the college’s roadway infrastructure has not kept pace with the new construction. With the severe parking shortage on campus, the college completed its first parking deck of 518 spaces in 2006, followed by the second parking garage of 723 spaces in 2011. Even with the completion of these two parking garages, the college’s current parking deficit remains at 2,088 spaces. The inclusion of the parking garages on campus, as well as the new construction and increased usage, have made it necessary for the college to upgrade its campus roadway infrastructure and address necessary changes to vehicular and pedestrian traffic patterns.

Currently, the college has three vehicular access points along two major roads. The main entrance off Little Patuxent Parkway, the secondary entry point off Hickory Ridge Road, and a third entry in the form of a right-in and right-out, is east of the main entrance on Little Patuxent Parkway. Generally, visibility from Little Patuxent Parkway is limited and the access off Hickory Ridge Road is inadequate. The internal campus road does not function well for automobiles and makes it difficult for pedestrians to cross. The campus roadway modifications and parking will be studied again with recommendations to be included as part of the development of the new facilities master plan.

Justification
Enrollment increases experienced over the last several years along with the construction of new buildings have caused the parking deficit to compound. Parking is critical for college access, therefore, parking issues must be addressed before additional campus development.

The college must also upgrade its campus roadways to provide safe driving conditions. The facilities master plan recommended a new campus road layout that keeps automobile traffic on the periphery of the campus leaving a car-free learning environment. This included four entry points with signage, a change in paving materials, crosswalks, and other physical language telling of the entrance to an educational institution, as well as pick-up and drop-off points.

The secondary entry point to the campus exists off of Hickory Ridge Road and it is currently being over-utilized making this entrance extremely congested. The internal campus road does not function well for automobiles and there are pedestrian conflicts at various locations creating safety hazards at pedestrian points. As part of the campus development, the college will continue to evaluate the vehicular and pedestrian traffic patterns.

Changes Since FY15
The modifications to the entrance off of Little Patuxent Parkway and the traffic circle were completed with the health sciences building project. The work associated with the Hickory Ridge Road realignment is currently on hold. As part of the road realignment project, stream restoration and dell improvements were included. Current code requirements necessitate additional work involving stream restoration and improvements to the dell. The road realignment project has been identified as a future project and will include the necessary enhancements to the stream and dell area.

With consideration to land use and the college’s traffic study, the sequencing for parking facilities and road improvements is shown below. The expansion to the existing east parking garage of 750 spaces
located adjacent to plant operations will have the least impact on land use. Funds for the design of the 750 space expansion as well as a portion of the construction phase were allocated in FY15. The request for FY16 is for the remaining construction funds needed in order to complete the garage expansion project. The cost summary below includes the garage expansion of 750 spaces, road installation, a bridge option, and site improvements.

The southeast perimeter entrance will be the next project proposed in FY18, and must be addressed prior to the planning and design of the south campus. The remaining parking structures proposed include a new north garage on Lot A, a future south garage, and an expansion to the west parking garage. Based on projected need and funding, it is anticipated the last two structures will be proposed following the new perimeter road. As previously noted, one of the most critical areas on campus is the parking shortage.

**Project Schedule and Cost Summary**

Presented below is a summary of funding for this project. Funds listed under the “other” column are provided by the college. The source of these funds are through college fund balances, student fees, and the operating budget.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>County</th>
<th>State</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>Acquisition–Existing building</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>FY15</td>
<td>Design–Garage expansion at plant of 750 spaces</td>
<td>1,200,000</td>
<td>0</td>
<td>0</td>
<td>1,200,000</td>
</tr>
<tr>
<td>FY15</td>
<td>Design-Environmental Remediation</td>
<td>1,000,000</td>
<td>0</td>
<td>0</td>
<td>1,000,000</td>
</tr>
<tr>
<td>FY15</td>
<td>Construction–Garage expansion of 750 spaces</td>
<td>483,000</td>
<td>0</td>
<td>6,000,000</td>
<td>6,483,000</td>
</tr>
<tr>
<td>FY16</td>
<td>Construction (split funded)</td>
<td>7,717,000</td>
<td>0</td>
<td>0</td>
<td>7,717,000</td>
</tr>
<tr>
<td>FY17</td>
<td>Design–Southeast perimeter road entry work, roadwork, stream and dell restoration</td>
<td>270,000</td>
<td>0</td>
<td>0</td>
<td>270,000</td>
</tr>
<tr>
<td>FY18</td>
<td>Construction–Southeast perimeter road entry</td>
<td>3,000,000</td>
<td>0</td>
<td>0</td>
<td>3,000,000</td>
</tr>
<tr>
<td>FY19</td>
<td>Design–North garage at Lot A of 750 spaces</td>
<td>800,000</td>
<td>800,000</td>
<td>0</td>
<td>1,600,000</td>
</tr>
<tr>
<td>FY20</td>
<td>Construction–North garage at Lot A of 750 spaces</td>
<td>9,250,000</td>
<td>9,250,000</td>
<td>0</td>
<td>18,500,000</td>
</tr>
<tr>
<td>FY21</td>
<td>Design-future south garage</td>
<td>550,000</td>
<td>550,000</td>
<td>0</td>
<td>1,100,000</td>
</tr>
<tr>
<td>FY22</td>
<td>Construction-future south garage</td>
<td>6,000,000</td>
<td>6,000,000</td>
<td>0</td>
<td>12,000,000</td>
</tr>
<tr>
<td>FY23</td>
<td>Design–HR garage expansion of 400 spaces</td>
<td>630,000</td>
<td>630,000</td>
<td>0</td>
<td>1,260,000</td>
</tr>
<tr>
<td>FY24</td>
<td>Construction–HR Garage expansion of 400 spaces</td>
<td>6,900,000</td>
<td>6,900,000</td>
<td>0</td>
<td>13,800,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>$37,800,000</td>
<td>$24,130,000</td>
<td>$6,000,000</td>
<td>$67,930,000</td>
</tr>
</tbody>
</table>

FY 2016 Capital Budget
FY12 SCIENCE, ENGINEERING, AND TECHNOLOGY BUILDING (PROJECT NUMBER M-0543)

Description
The purpose of this project is to design and construct a science, engineering, and technology building of approximately 84,800 net assignable square feet and 145,300 gross square feet. This new facility will provide the necessary space to support the science, engineering, and technology disciplines. The college offers a wide variety of high quality programs and learning opportunities to help build a vibrant community and assist students in discovering their unique strengths and achieving their goals. Of the seven instructional divisions at the college, science and technology has seen a dramatic increase in enrollment over the last decade. This building will serve the disciplines of biology, chemistry, physics, astronomy, meteorology, horticulture, physical science, geology, engineering technology, telecommunications, computer forensics including cyber forensics and cyber security, biomedical engineering, and advanced computer systems. The new building will house associated lab space, lab service space, meeting rooms, resource rooms, administrative space, and student study space. The facility will provide the necessary space to deliver science, technology, engineering, and math (STEM) education including cyber curriculum and will promote the college’s new designation as a Center of Academic Excellence 2-Year (CAE2Y) in Information Assurance by the National Security Agency and the Department of Homeland Security. It will provide the facilities necessary to prepare students for careers in science, engineering, and technology.

Justification
The continued growth in science, engineering, and technology will no longer permit the current labs to accommodate the demand. Current facilities problems include insufficiency of space for classrooms, laboratories, offices and their support functions. Inadequacy of facilities includes ineffective laboratory design, aged and improperly equipped laboratory facilities, inadequate laboratory service rooms for storage and hazardous materials, fragmentation of functions, inappropriate mix of academic classrooms and labs, inappropriate mix of tutorial and open study environments, lack of facilities that support collaborative learning environments, undersized offices, and insufficient support spaces.

In addition, the building will be equipped with the latest technological advances. The college is targeting institutional trends with consideration to technology advances and learning environments of the future. This area is critical as the college must have the framework in place to create an infrastructure to support the present and future addition of technology into the college’s learning environment.

Technology is having, and will continue to have, a significant impact on academic programs, student services, and institutional support, including what is delivered, how it is delivered, where it is delivered, and when it is delivered. The other known trend regarding higher education planning for technology advances is that technology will continue to be an integral part of campus. As technologies evolve, the college must plan to meet these changing advances.

The existing science, engineering, and technology building laboratories are not configured to support this shift in pedagogy and the existing technology infrastructure cannot accommodate the rapidly changing instructional technologies that are essential to this new way of teaching. These programmatic initiatives and the integration of technology in the curriculum are critical. The natural deterioration of the laboratories due to intensive use is also a factor that must be considered. The building and its systems are not flexible enough to support the rapidly changing technology that is the heartbeat of science, engineering, and technology laboratories.

Not only will this building enhance program delivery, it will address local and state workforce shortages and provide the necessary facilities to educate and train students for a career in these fields. The project supports science, technology, engineering, and mathematics initiatives and incorporates the guiding principles of Project Kaleidoscope (PKAL). Supported by the National Science Foundation, PKAL focuses on all aspects of STEM education – students, faculty, curriculum, and facilities.
Project Overview

- Building Footprint: 145,300 GSF
- Areas Served: science, engineering, and technology
- Occupancy: science labs, prep labs, computer labs; classrooms and demonstration rooms; meeting rooms and assembly areas; group study areas and project rooms; greenhouse; rooftop observation area; faculty offices and division offices; storage, custodial, telecommunications areas
- Project Status: under design in FY12; construction beginning in FY15

Changes Since FY15

There was a schedule delay during the design phase in order to complete value engineering, redesign the schematic design phase, and realign the project with the budget. This work was completed and construction is scheduled to begin in December 2014.

With consideration to the debt capacity and funding limitations for both the county and state, the college has requested multi-year funding for the construction phase of this project. Construction funds are being requested over three fiscal years with the building being slated for completion in FY17.

Project Schedule and Cost Summary

Presented below is a summary of funding for this project. Funds listed under the “other” column are provided by the college. The source of these funds are through college fund balances, student fees, and the operating budget.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>County</th>
<th>State</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY12</td>
<td>Planning and Design – new building</td>
<td>$1,480,000</td>
<td>$2,968,000</td>
<td>$0</td>
<td>$4,448,000</td>
</tr>
<tr>
<td>FY13</td>
<td>Planning and Design – new building</td>
<td>1,488,000</td>
<td>0</td>
<td>0</td>
<td>1,488,000</td>
</tr>
<tr>
<td>FY15</td>
<td>Planning and Design – additional work</td>
<td>0</td>
<td>0</td>
<td>230,000</td>
<td>230,000</td>
</tr>
<tr>
<td></td>
<td>Subtotal Building Design</td>
<td>2,968,000</td>
<td>2,968,000</td>
<td>230,000</td>
<td>6,166,000</td>
</tr>
<tr>
<td>FY14</td>
<td>Construction – new building (multi-year funded)</td>
<td>8,947,000</td>
<td>8,947,000</td>
<td>0</td>
<td>17,894,000</td>
</tr>
<tr>
<td>FY16</td>
<td>Construction – new building (multi-year funded)</td>
<td>16,039,000</td>
<td>16,039,000</td>
<td>0</td>
<td>32,078,000</td>
</tr>
<tr>
<td>FY17</td>
<td>Construction – new building (multi-year funded)</td>
<td>6,214,000</td>
<td>6,214,000</td>
<td>0</td>
<td>12,428,000</td>
</tr>
<tr>
<td></td>
<td>Subtotal Building Construction</td>
<td>31,200,000</td>
<td>31,200,000</td>
<td>0</td>
<td>62,400,000</td>
</tr>
<tr>
<td>FY17</td>
<td>Furniture and Equipment – new building</td>
<td>4,100,000</td>
<td>4,100,000</td>
<td>0</td>
<td>8,200,000</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>$38,268,000</td>
<td>$38,268,000</td>
<td>$230,000</td>
<td>$76,766,000</td>
</tr>
</tbody>
</table>
FY15 MAINTENANCE BUILDING (PROJECT NUMBER M-0545)

Description
As the college continues to grow, the campus maintenance area has not kept pace with the campus growth. Additionally, the college’s utilities need to be upgraded to support future buildings and load requirements. In order to properly serve the needs of the campus, the college proposes the need for a maintenance and plant operations building.

In order to properly maintain the infrastructure throughout the campus, a proper maintenance and plant operations facility is required. The plant operations and facilities department also assures the cleanliness of all college facilities and grounds, which helps maintain an environment conducive to learning. It strives to provide responsive, reliable, and cost-effective services for the enhancement of a safe, comfortable, and aesthetically pleasing environment for the college’s students, faculty, and staff.

The plant operations program area will be designed in a way that delineates service space, office space, and means of access. The overall project shall include utility infrastructure to provide appropriate systems, including mechanical, electrical, plumbing, thermal insulation, and electronic/data, consistent with typical office construction and campus standards.

The new building will consist of a new ‘front door’ for plant operations and facilities. It will contain administrative offices for improved workflow, project rooms, conference rooms, storage rooms, and support areas.

On a campus with future growth planned, a dedicated maintenance building is essential. The proposed facility is necessary to provide around-the-clock building maintenance plus the operational and environmental monitoring of 774,368 square feet of existing facilities that serve the campus.

Justification
With recent construction and renovations on campus, the college’s total on-campus gross square feet is 774,368 GSF. In order to properly service the campus buildings, infrastructure and college community, a maintenance building must be constructed. With the continued growth, the current facilities can no longer accommodate the demand.

Advances in technology and fast-paced innovation are also considerations for this new facility. New technologies as well as sustainability initiatives such as green technology, solar power, and geothermal energy will assist the college in developing cost-savings programs that will enhance building efficiency and ultimately decrease operating costs.

This new building will help the plant operations and facilities department in its efforts to maintain the functional integrity of the physical plant and provide a safe and comfortable environment for the college campus.

Project Overview
- Building Footprint: 18,000 GSF / 12,000 NASF
- Areas Served: plant operations, facilities, maintenance
- Occupancy: service areas, equipment bays, administrative offices, conference rooms, project rooms, storage areas, utilities
- Project Status: proposed for design in FY19
Changes Since FY15
With the expansion of the college’s campus, enrollment increases, and community demands, it is necessary
 to identify this building as a critical capital project. Design funds are being requested in FY19.

Project Schedule and Cost Summary
Presented below is a summary of funding for this project.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>County</th>
<th>State</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>Planning and Design</td>
<td>640,000</td>
<td>640,000</td>
<td>0</td>
<td>1,280,000</td>
</tr>
<tr>
<td>FY20</td>
<td>Construction</td>
<td>6,230,000</td>
<td>6,230,000</td>
<td>0</td>
<td>12,460,000</td>
</tr>
<tr>
<td>FY21</td>
<td>Furniture and Equipment</td>
<td>550,000</td>
<td>550,000</td>
<td>0</td>
<td>1,100,000</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>$7,420,000</td>
<td>$7,420,000</td>
<td>$0</td>
<td>$14,840,000</td>
</tr>
</tbody>
</table>
Description
The athletic and fitness center was constructed in 1969 with the addition of the gym and swimming pool in 1976. While the college has been diligent in maintaining the facility, it has been determined that the cost of renovation exceeds the cost of new construction. The building consists of cast-in-place concrete walls and floor slab. The condition of the concrete, while appearing structurally sound at this time, has spalled and cracked at the walls, floors, and beams. In addition, the leaching of chemicals and mineral deposits will have an adverse effect on the overall life of the facility. Because the building is in need of significant repair far beyond its structural life, the college must propose a new facility to house athletics.

With the completion of the new facilities master plan, it is proposed that the new center be constructed as part of a multi-level facility located adjacent to the Children’s Learning Center. The project is proposed to accommodate space for physical education and wellness requirements, multi-purpose and event space, and instructional space. In addition, a new pool is planned that will be connected to the facility but constructed at grade level. The new center is proposed at approximately 59,000 net assignable square feet.

Justification
The new facility will be designed to concentrate athletics into consolidated areas and to meet new programmatic demands for settings that serve physical education and wellness. It was essential to modify and upgrade the current athletic facilities in order to properly serve the credit and non-credit programs, the college community, and the citizens of Howard County. The facilities are used seven days a week for approximately fifteen hours a day. With the completion of this building, the college will be able to provide the necessary accommodations for its varsity athletes, as well as recreational and league programs.

The present athletic facilities are in need of major repair in order to provide the proper playing environment and to meet Title IX standards. The college must improve the athletic facilities to successfully participate in collegiate athletics as part of the National Junior Collegiate Athletic Association (NJCAA). The demand for the sports programs has increased as the full-time student population has grown. More importantly, it is critical to provide a safe, educational environment for the students and community.

This facility is integral to campus development and is based on its importance to the community and the local economy, as well as the need for this space. Additional parking spaces will be proposed to meet projected growth based on enrollment trends.

Project Overview
• Building Footprint: 110,000 GSF / 59,000 NASF
• Areas Served: athletics, physical education, recreation, wellness
• Occupancy: athletic space requirements
gymnasium
classrooms and labs
training rooms
multipurpose and event space
swimming pool
conference rooms
storage
custodial
telecommunications areas
• Project Status: proposed for design in FY18
**Changes Since FY15**
With recent enrollment increases and community demands, it is important to identify the building as a necessary capital project.

**Project Schedule and Cost Summary**
Presented below is a summary of funding for this project.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>County</th>
<th>State</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18</td>
<td>Planning and Design</td>
<td>$2,100,000</td>
<td>$2,100,000</td>
<td>$0</td>
<td>$4,200,000</td>
</tr>
<tr>
<td>FY19</td>
<td>Construction (split-funded)</td>
<td>9,800,000</td>
<td>9,800,000</td>
<td>0</td>
<td>19,600,000</td>
</tr>
<tr>
<td>FY20</td>
<td>Construction (split-funded)</td>
<td>9,800,000</td>
<td>9,800,000</td>
<td>0</td>
<td>19,600,000</td>
</tr>
<tr>
<td>FY21</td>
<td>Furniture and Equipment</td>
<td>3,200,000</td>
<td>3,200,000</td>
<td>0</td>
<td>6,400,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>$24,900,000</strong></td>
<td><strong>$24,900,000</strong></td>
<td><strong>$0</strong></td>
<td><strong>$49,800,000</strong></td>
</tr>
</tbody>
</table>
FY18 CONTINUING EDUCATION BUILDING (PROJECT NUMBER M-0547)

Description
The continuing education and workforce development division supports the college’s mission by providing noncredit courses, contract credit courses, and professional services to individuals, county agencies, and employers. Approximately forty full-time and part-time administrative, professional-technical, and support staff are currently located in the Hickory Ridge building, with three additional continuing education staff and two technical support staff in the Ecker Business Training Center. This project will allow the continuing education and workforce development division to expand to a new building.

The new continuing education building is required to ensure that the college continues to provide quality services to the community, including online and web accessibility. The college will need to provide appropriate space to accommodate the demands of the continuing education and workforce development programs. In addition, adequate parking will be required to meet projected growth based on enrollment trends.

Justification
Continuing education provides special services to the Howard County community and state agencies such as contract training, both credit and noncredit, in business management, healthcare, advanced technology and other areas. Services also include open enrollment classes for personal and professional development, year-round enrichment programs for elementary, middle and high school students, non-traditional high school diplomas for adults, credit opportunities in a noncredit format, adult basic skills and literacy courses, and a variety of levels of English as a second language training.

Courses and programs are offered in a variety of formats and are held at various sites throughout Howard County. The majority of classes are held either on the first floor of the Hickory Ridge building of approximately 18,300 square feet or at the Ecker Business Training Center of approximately 14,247 square feet in the Gateway building located at Columbia Gateway Drive in Columbia. The English as a second language program and the English Language Institute needed to expand into six offices, six additional classrooms, and a conference/storage room on the second and third floors of the Hickory Ridge building comprising an additional 7,100 square feet in the Hickory Ridge building. In addition, the Kids on Campus program uses all available space at the Hickory Ridge building during its annual summer program.

Classes are also offered at the Laurel College Center—where the continuing education and workforce development division shares 48,871 square feet of instructional space with HCC’s credit division and Prince George’s Community College credit and noncredit divisions. Because of space limitations in the Hickory Ridge building and the Ecker Business Training Center, continuing education and workforce development uses approximately 200 square feet of space in the nursing building and the Children’s Learning Center, plus ten to fifteen classrooms in three high schools in Howard County for evening classes for an additional 12,000 square feet. Classes are also now being offered at the Mount Airy College Center for Health Care Education where continuing education is utilizing approximately 50 percent or 7,800 square feet of the 15,750 square feet leased space.

The majority of the space to which continuing education currently has access is in shared facilities where the space is not assured for the future. The space that HCC occupies in the Gateway building is owned by the county and is considered a valuable asset that may be sold in the near future. As Laurel College Center develops as a higher education center and adds partners and programs, less space will be available for continuing education. Classes at the high schools have always presented a logistical problem to the students because of differences in operating hours, calendars, and emergency closing policies. The new continuing education building will ensure that the division continues to have operating space and will reduce management costs by consolidating operations that are currently distributed throughout many different sites.
The college’s strategic initiatives and goals commit the institution to taking a lead role in workforce training and supporting Howard County government and Maryland’s economic development efforts. Given the economic conditions, certain areas of workforce training that previously were relatively flat over the past couple of years are expected to change and increase as the economy improves and companies invest more in their employees. Advances in technology, heightened global competition, fast-paced innovation, and shifting demographics of the regional workforce demand skilled individuals prepared for these changes. The college’s mission charges the institution with responding to the economic needs of its community.

Project Overview
- Building Footprint: 60,000 GSF / 30,000 NASF
- Areas Served: continuing education and workforce development
- Occupancy: classrooms
class labs
meeting and assembly area
group study and project rooms
faculty offices
division office area
conference rooms
storage, custodial, telecommunications areas
- Project Status: proposed for design in FY20

Changes Since FY15
This project has appeared in the capital budget book for several years under future capital projects. The Maryland Higher Education Commission projects that as the economy recovers, workforce development will improve. In order to properly accommodate current and future enrollments, it is necessary to identify this building as a future capital need.

Project Schedule and Cost Summary
Presented below is a summary of funding for this project.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>County</th>
<th>State</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY20</td>
<td>Planning and Design – new building</td>
<td>$1,180,000</td>
<td>$1,180,000</td>
<td>$0</td>
<td>$2,360,000</td>
</tr>
<tr>
<td>FY21</td>
<td>Construction – new building</td>
<td>10,800,000</td>
<td>10,800,000</td>
<td>0</td>
<td>21,600,000</td>
</tr>
<tr>
<td>FY22</td>
<td>Furniture and Equipment – new building</td>
<td>1,100,000</td>
<td>1,100,000</td>
<td>0</td>
<td>2,200,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$13,080,000</strong></td>
<td><strong>$13,080,000</strong></td>
<td><strong>$0</strong></td>
<td><strong>$26,160,000</strong></td>
</tr>
</tbody>
</table>
FY19 ENGLISH AND WORLD LANGUAGES BUILDING (PROJECT NUMBER M-0548)

Description
The business/computer systems disciplines currently share the Duncan Hall for English, Languages, and Business with the English and world languages division. Once the English and world languages division moves to a new facility, the business/computer systems division will expand in Duncan Hall. The purpose of this project is to construct a building of approximately 60,000 gross square feet.

Justification
The new facility will be designed to concentrate several departments into consolidated areas, and to meet new programmatic demands for lab type settings that facilitate computer-assisted learning and technology. The new space will expand the English and world languages offerings, which are in high demand. The location of this building will be determined with consideration to the adult basic skills and literacy courses, and a variety of levels of English as a second language training through continuing education and workforce development. Building placement on the campus will complement other programs, create academic synergies, and provide the necessary resources required for the college community.

This facility is integral to campus development and is based on its importance to the community and the local economy, as well as the need for additional space. The program goals of meeting enrollment growth, the development of an instructional infrastructure that fully utilizes new technology and software to assist the learning process, and the consolidation of the programs into one area can be accomplished most effectively with the development of this new building.

Project Overview
- Building Footprint: 60,000 GSF / 30,000 NASF
- Areas Served: English and world languages
- Occupancy: classrooms, class labs, meeting and assembly area, group study and project rooms, faculty offices, division office area, conference rooms, storage, custodial, telecommunications areas
- Project Status: proposed for design in FY21

Changes Since FY15
With recent enrollment increases and community demands, it is important to identify the building as a necessary capital project.

Project Schedule and Cost Summary
Presented below is a summary of funding for this project.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>County</th>
<th>State</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY21</td>
<td>Planning and Design</td>
<td>$1,140,000</td>
<td>$1,140,000</td>
<td>$0</td>
<td>$2,280,000</td>
</tr>
<tr>
<td>FY22</td>
<td>Construction</td>
<td>10,400,000</td>
<td>10,400,000</td>
<td>0</td>
<td>20,800,000</td>
</tr>
<tr>
<td>FY23</td>
<td>Furniture and Equipment</td>
<td>1,100,000</td>
<td>1,100,000</td>
<td>0</td>
<td>2,200,000</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>$12,640,000</td>
<td>$12,640,000</td>
<td>$0</td>
<td>$25,280,000</td>
</tr>
</tbody>
</table>
FY20 STUDENT LIFE BUILDING (PROJECT NUMBER M-0549)

Description
The original intent of The Rouse Company Foundation Student Services Hall was to include the functions of student life activities. In order to accommodate the needs of the other student services areas and regulate the new building footprint, student life was removed as a component of the building. Therefore, the student life area remained in its existing location as part of the Burrill Galleria between the science and technology building and the James Clark Jr. Library Hall. The purpose of this project is to design and construct a dedicated building of approximately 60,000 gross square feet to accommodate all student life functions at the college.

Justification
The new facility will be designed to concentrate several units into consolidated areas, and to meet new programmatic demands, student groups and activities. The new space will expand the existing student life and student club areas into one building. This building is proposed to be located on the south end of campus within close proximity to athletic facilities as well as academic buildings. The facility is proposed to house student life administrative spaces, student club space requirements, meeting space, lounge space, study space, wellness areas, and food venues.

This building is integral to campus development and is based on its importance to the college’s students, as well as the need for additional space. The program goals of meeting enrollment growth, promoting student development and enrichment, and the consolidation of the programs into one are can be accomplished most effectively with the development of this new building.

Project Overview
- Building Footprint: 60,000 GSF / 30,000 NASF
- Areas Served: student life and student clubs
- Occupancy:
  - student life space requirements
  - meeting and assembly area
  - study space and project rooms
  - lounge space
  - administrative offices
  - student club offices
  - food venues
  - storage, custodial, telecommunications areas
- Project Status: proposed for design in FY22

Changes Since FY15
With recent enrollment increases and student demands, it is important to identify the building as a necessary capital project.

Project Schedule and Cost Summary
Presented below is a summary of funding for this project.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>County</th>
<th>State</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY22</td>
<td>Planning and Design</td>
<td>$1,280,000</td>
<td>$1,280,000</td>
<td>$0</td>
<td>$2,560,000</td>
</tr>
<tr>
<td>FY23</td>
<td>Construction</td>
<td>13,200,000</td>
<td>13,200,000</td>
<td>0</td>
<td>26,400,000</td>
</tr>
<tr>
<td>FY24</td>
<td>Furniture and Equipment</td>
<td>1,200,000</td>
<td>1,200,000</td>
<td>0</td>
<td>2,400,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>$15,680,000</td>
<td>$15,680,000</td>
<td>$0</td>
<td>$31,360,000</td>
</tr>
</tbody>
</table>

24 FY 2016 Capital Budget
### SUMMARY OF CAPITAL PROJECT FUNDING

<table>
<thead>
<tr>
<th>CURRENT PROJECTS FOR FY 2016</th>
<th>Prior Funds</th>
<th>FY2014 Funds</th>
<th>FY2015 Funds</th>
<th>FY2016 Funds</th>
<th>FY2017 Funds</th>
<th>FY2018 Funds</th>
<th>FY2019 Funds</th>
<th>FY2020 Funds</th>
<th>FY2021 Funds</th>
<th>FY2022 Funds</th>
<th>FY2023 Funds</th>
<th>FY2024 Funds</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing Building and ST Building Renovations - M-0536</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County</td>
<td>-</td>
<td>-</td>
<td>766,000</td>
<td>913,000</td>
<td>8,999,000</td>
<td>8,999,000</td>
<td>1,648,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State</td>
<td>-</td>
<td>-</td>
<td>766,000</td>
<td>815,000</td>
<td>8,476,000</td>
<td>8,476,000</td>
<td>1,552,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Mathematics Building - M-0539</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,160,000</td>
<td>10,600,000</td>
<td>1,100,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,160,000</td>
<td>10,600,000</td>
<td>1,100,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Safety, Compliance, and Facility Renewals - M-0540</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County</td>
<td>7,879,000</td>
<td>958,000</td>
<td>-</td>
<td>3,503,000</td>
<td>3,540,000</td>
<td>3,332,000</td>
<td>2,289,000</td>
<td>1,219,000</td>
<td>1,225,000</td>
<td>1,231,000</td>
<td>1,237,000</td>
<td>1,243,000</td>
<td>-</td>
</tr>
<tr>
<td>State</td>
<td>1,974,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>974,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Campus Roadways and Parking - M-0542</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County</td>
<td>-</td>
<td>-</td>
<td>2,683,000</td>
<td>7,717,000</td>
<td>270,000</td>
<td>3,000,000</td>
<td>800,000</td>
<td>9,250,000</td>
<td>550,000</td>
<td>6,000,000</td>
<td>6,900,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>6,000,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Science, Engineering, and Technology Building - M-0543</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County</td>
<td>2,968,000</td>
<td>8,947,000</td>
<td>-</td>
<td>16,039,000</td>
<td>10,314,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State</td>
<td>2,968,000</td>
<td>8,947,000</td>
<td>-</td>
<td>16,039,000</td>
<td>10,314,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>230,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Maintenance Building - M-0545</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>640,000</td>
<td>6,230,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>640,000</td>
<td>6,230,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Athletic &amp; Fitness Center - M-0546</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,100,000</td>
<td>9,800,000</td>
<td>9,800,000</td>
<td>3,200,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,100,000</td>
<td>9,800,000</td>
<td>9,800,000</td>
<td>3,200,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Continuing Education Building - M-0547</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,190,000</td>
<td>10,800,000</td>
<td>1,100,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,190,000</td>
<td>10,800,000</td>
<td>1,100,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>English and World Languages Building - M-0548</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,140,000</td>
<td>10,400,000</td>
<td>1,100,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,140,000</td>
<td>10,400,000</td>
<td>1,100,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Student Life Building - M-0549</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,280,000</td>
<td>13,200,000</td>
<td>1,200,000</td>
<td>-</td>
</tr>
<tr>
<td>State</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,280,000</td>
<td>13,200,000</td>
<td>1,200,000</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>SUBTOTAL - COUNTY</td>
<td>10,647,000</td>
<td>9,905,000</td>
<td>6,952,000</td>
<td>28,209,000</td>
<td>22,915,000</td>
<td>17,548,000</td>
<td>24,707,000</td>
<td>28,785,000</td>
<td>16,921,000</td>
<td>20,017,000</td>
<td>22,443,000</td>
<td>2,443,000</td>
<td>-</td>
</tr>
<tr>
<td>SUBTOTAL - STATE</td>
<td>4,942,000</td>
<td>8,947,000</td>
<td>766,000</td>
<td>18,854,000</td>
<td>18,790,000</td>
<td>11,736,000</td>
<td>23,392,000</td>
<td>27,660,000</td>
<td>15,690,000</td>
<td>18,780,000</td>
<td>21,200,000</td>
<td>1,200,000</td>
<td>-</td>
</tr>
<tr>
<td>SUBTOTAL - OTHER</td>
<td>974,000</td>
<td>-</td>
<td>6,230,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>SUBTOTAL - CC BONDS</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>$16,563,000</td>
<td>$18,852,000</td>
<td>$13,948,000</td>
<td>$45,063,000</td>
<td>$41,705,000</td>
<td>$48,099,000</td>
<td>$41,705,000</td>
<td>$48,099,000</td>
<td>$56,345,000</td>
<td>$32,611,000</td>
<td>$38,797,000</td>
<td>$43,643,000</td>
<td>$3,643,000</td>
</tr>
</tbody>
</table>
OTHER IMMEDIATE NEEDS AND FUTURE PROJECTS

IMMEDIATE NEEDS

- **Ecker Business Training Center (BTC)** - Currently, the BTC occupies 14,247 gross square feet in the Gateway building. With increased demands from growing businesses in Howard and the surrounding counties, this space needs to be doubled. The space that HCC occupies in the Gateway building is owned by the county and is considered a valuable asset that may be sold in the future. If that occurs, the college will need to work with the county to relocate the space.

- **Laurel College Center (Regional Higher Education Center)** – The Laurel College Center resulted from a unique joint initiative between Prince George's and Howard Community Colleges to make higher education and continuing education more accessible to the residents of Laurel and the surrounding area. With the increased enrollment and success of the facility, the center acquired additional space and now occupies 48,871 square feet of the building. While the existing facility meets the college’s current needs, the college continues to consider future spatial opportunities if enrollment continues to grow.

- **Land Acquisition** – The main academic core of the college is located on the north side of campus. During the last facilities master planning process, the ten-year plan addressed expansion on the south end of campus. The college’s exterior periphery is surrounded by streams and buffers, floodplains, and wetlands. Based on the existing grounds and infrastructure, the college is landlocked with no parcel of real property that has access or egress. The college will investigate available parcels surrounding the campus in order to address its challenges with growth and development as it develops its new facilities master plan, which covers a ten-year period of 2015 through 2025.

- **Mount Airy College Center for Health Care Education** – The college partnered with Frederick and Carroll Community Colleges to develop an educational center to address the growing needs for skilled workers in health care occupations. This new facility has increased access to health care education by establishing new programs and supporting existing programs. It will address health care training in areas facing shortages of trained professionals. While the existing facility meets the college’s current needs, the college should consider additional space if enrollment continues to grow.

- **Leased Space** – Due to the critical space deficits the college is experiencing, it will need to consider leased space in the interim if new construction projects are not funded. The college continues to investigate available leased space in the immediate area adjacent to the community college’s main campus.

1 Enrollment Projections 2014-2023 Maryland Public Colleges and Universities, Maryland Higher Education Commission, June 2014
2 2010 Census Overview, Howard County Department of Planning and Zoning, January 2012
3 FY15 Spending Affordability Advisory Committee Report, Howard County, Maryland, March 2014
4 MACC Prioritization Data FY16, Maryland Association of Community Colleges, August 2014; and Analysis of FY15 Maryland Executive Budget, MD Department of Legislative Services, March 2014
ATTACHMENT A

FY10 HEALTH SCIENCES BUILDING (PROJECT NUMBER M-0532)

Description
The purpose of this project was to design and construct a health sciences building of approximately 67,036 net assignable square feet (NASF) and 112,692 gross square feet (GSF) to provide the facilities necessary to prepare students for a career in health sciences.

Justification
The new facility supports the health sciences disciplines of nursing and allied health, which includes cardiovascular technology, emergency medical services, exercise science, life fitness, health care, health education, human services, nursing, nutrition, radiological technology, dental hygienist, physical therapist assistant, medical laboratory technician, medical diagnostic sonography, and public health. These disciplines support the state’s workforce shortage areas as reported by the Maryland Higher Education Commission.

The new building includes classrooms and labs, lecture hall, meeting rooms, skills-based vocational laboratories, clinical and simulated patient suites, offices and administrative support facilities, and building support areas. The prior facilities were severely inadequate and the factors that influenced the need for the new building included the sufficiency and adequacy of health sciences instruction and learning outcomes for: 1) planned growth; 2) increased use of specialized learning environments in instructional delivery; 3) increased commitment to the nursing, allied health, and health care industries; and 4) expansion of program offerings in the health sciences disciplines. This new facility provides the necessary space to support the health sciences, allied health, and medical careers disciplines.

Project Overview

- Building Footprint: 112,692 GSF / 67,036 NASF
- Areas Served: Cardiovascular technology, emergency medical services, exercise science, life fitness, health care, health education, human services, nursing, nutrition, radiological technology, dental hygienist, physical therapist assistant, medical laboratory technician, medical diagnostic sonography, and public health.
- Occupancy: Large assembly hall, classrooms, disciplinary labs with service areas
  - Simulation laboratory suites
  - Group study and project rooms
  - 45 faculty offices, division office area, 3 conference rooms
  - Storage, custodial, telecommunications areas
- Project Status: Completed, building opened in 2013

Changes Since FY15
This project was completed and the new building opened in 2013. Although there are no future funding requests and it is therefore not included as part of the capital budget request, this project is listed as part of the capital budget appendices until project closeout. As of the June 30, 2014 financial results, the budget balance-to-date is $1,378,689.72.

Project Schedule and Cost Summary
Presented below is a summary of funding for this project.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>County</th>
<th>State</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY10</td>
<td>Planning and Design – new building</td>
<td>$2,004,000</td>
<td>$2,004,000</td>
<td>$0</td>
<td>$4,008,000</td>
</tr>
<tr>
<td>FY11</td>
<td>Construction – new building (split-funded)</td>
<td>4,623,000</td>
<td>9,465,000</td>
<td>0</td>
<td>14,088,000</td>
</tr>
<tr>
<td>FY12</td>
<td>Construction – new building (split-funded)</td>
<td>14,308,000</td>
<td>9,466,000</td>
<td>0</td>
<td>23,774,000</td>
</tr>
<tr>
<td></td>
<td><strong>Subtotal Building Construction</strong></td>
<td><strong>18,931,000</strong></td>
<td><strong>18,931,000</strong></td>
<td>0</td>
<td><strong>37,862,000</strong></td>
</tr>
<tr>
<td>FY12</td>
<td>Construction – quad and traffic circle</td>
<td>750,000</td>
<td>0</td>
<td>0</td>
<td>750,000</td>
</tr>
<tr>
<td>FY13</td>
<td>Furniture and Equipment – new building</td>
<td>4,100,000</td>
<td>3,300,000</td>
<td>0</td>
<td>7,400,000</td>
</tr>
<tr>
<td>FY13</td>
<td>Additional D,C,F&amp;E – new academic programs</td>
<td>687,000</td>
<td>0</td>
<td>0</td>
<td>687,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>$26,472,000</strong></td>
<td><strong>$24,235,000</strong></td>
<td>$0</td>
<td><strong>$50,707,000</strong></td>
</tr>
</tbody>
</table>
3 – Campus Utility Project Phase III - Interior Lighting

**Background:** Phase III of the campus utility project will replace interior lighting with LED technology in various areas around the campus to further reduce the college’s carbon footprint. The removal of inefficient fluorescent and indoor metal halide light fixtures will also improve the learning and working environment for students and staff. The technology was installed as a prototype in a Hickory Ridge classroom and in one office area. Students and instructors provided very positive feedback about the improved lighting quality in the classroom, and staff was very satisfied with the improved lighting quality, controllability, and reduction of glare within the office space. This phase of the project will qualify for BGE Smart Energy program rebates.

An invitation to bid (ITB) was issued on September 2, 2014. The bid requested a base bid price for work to be performed in the Hickory Ridge building. Additionally, the college requested pricing for six (6) additional alternates to encompass work at the Athletic & Fitness center, the Galleria, and Duncan Hall. Three (3) firms submitted bid responses on September 30, 2014. American Energy Services, LLC had the lowest price for the base work to be performed in Hickory Ridge. Based on the bid prices, there are sufficient funds in the budget to proceed with all of the alternates to supply and install lighting in the additional spaces. The administration recommends awarding the bid for phase III of the campus utility upgrade project to American Energy Services, LLC as the lowest responsible, responsive bidder. References were checked for this firm and were very favorable.

**Purpose:** To obtain board approval to award the bid for campus utility project phase III to American Energy Services, LLC

**Bid Title/Number:** 15-005 – Campus Utility Project – Phase III

**Location:** Hickory Ridge, athletic and fitness center, Duncan Hall, and the Burrill Galleria

**Timeline:** All work will be completed within 12 months

**Report:** This item will appear on the quarterly spending report that will be provided in accordance with the purchasing procedures as part of the audit and finance committee materials.

**Bids:** Bids were submitted on September 30, 2014 as follows:
American Energy Services, LLC | $202,000
Global Energy Services | $238,810
Hunt Consulting | $264,000

American Energy, LLC also submitted pricing for the additional alternate work. The total price for this firm to complete the entire project, including the alternates, is approximately $269,000.

Recommendation

The administration requests that the board of trustees approve:

Method: The award of the campus utility project – phase III project to American Energy, LLC.

Source of funds: Capital budget

Compliance: This request is in compliance with college purchasing policy and procedure, 62.05A/62.05A.01 – Bids.
4 – Time and Material Contract for Mechanical Services

**Background:** Recently, an infrastructure evaluation was performed by Leach Wallace Associates and determined that the network operations center (NOC) in the computer center requires increased cooling capacity to accommodate an increase of network and server technology within the center. The study recommended replacing one of the cooling units with a high capacity unit, and also increasing the capacity of an electrical panel in this area at a total cost of $85,000.

Leach Wallace Associates recommended increasing cooling capacity of the existing six-ton HVAC unit in the NOC, which is nearing the end of its useful life expectancy, with a 10-ton HVAC unit that can provide the additional cooling necessary for planned additional equipment. Since the existing equipment utilizes R-22 refrigerant and the new equipment requires R-123 environmental friendly refrigerant, all existing piping and equipment located on the roof must be replaced. Also included in the cost of this project is the updated monitoring by the building automation system, modifying the existing raised floor to accommodate the larger unit, and the larger electrical circuit required to operate the unit.

This work can be completed by Emjay Construction, which has an existing contract with the college. The current contract for regular reoccurring services was established in 2012 when the college issued a multi-year solicitation for time and materials (T&M) for mechanical services. However, as the rates were given for time and materials, it also can be used as the basis for any special renovation work that is needed, as the pricing is based on the lowest bid for time and materials.

At the time of this year’s renewal with Emjay, which was approved by the college president on August 4, 2014, it was anticipated that approximately $95,000 would be spent on regular on-going services during fiscal year 2015 and any additional work over $50,000 would come forward to the board as a separate item. The $95,000 was estimated based on prior year’s expenditures for on-going maintenance work.

Emjay submitted a proposal in the approximate amount of $85,000 to provide time and materials to furnish and install a new cooling unit in the NOC and to remove the existing unit in accordance with the T&M contract. This work would be performed in addition to the $95,000 estimated for regular ongoing services that will be performed throughout this year.

**Purpose:** To obtain board approval to purchase additional services and equipment from Emjay Engineering and Construction for the modification of mechanical infrastructure in the NOC.
Report: This item will appear on the quarterly spending report that will be provided in accordance with the purchasing procedures as part of the audit and finance committee materials.

Recommendation

The administration requests that the board of trustees approve:

Method: The additional purchase of T&M mechanical services and supplies from Emjay Engineering and Construction

Source of funds: Capital systemic budget

Compliance: This request is in compliance with college purchasing policy and procedure, 62.05B/62.05B.01 – Bids.
H-1 Discussion Item: Expanding Honorary Degree Criteria

Background: In 2002, the college established a procedure for awarding honorary degrees. At that time, honorary degrees were awarded to an individual for one or more of the following reasons:

- To recognize an exceptional scholarly, intellectual or artistic achievement;
- To recognize extraordinary service to the institution; or
- To recognize outstanding contributions to the community.

At its March 28, 2007, meeting the board of trustees approved the following revisions, which narrowed the criteria for awarding honorary degrees. That revised language follows:

- Recognizes a significant period of extended service to the college. Honorary degrees will be granted to a small number of people each year. In some years there may be no recipients.
- Presented at commencement.

The American Association of Collegiate Registrars and Admissions Officers (AACRAO) in *The Registrar’s Guide: Evolving Best Practices in Higher Education* (2006, Appendix 21-B) states that the honorary degree has a three-hundred year tradition in American education as a distinction awarded typically for one of three reasons:

- “To recognize extraordinary intellectual or artistic achievement;
- To honor service to the university and to the wider society; or
- To recognize men and women who might serve as examples to the institution’s student body.”

At the October 2, 2014, meeting of the legislative and community relations committee, the administration asked the committee to consider restoring the 2002 version of honorary degree criteria. Expanding the criteria would allow for the award of the honorary degree to commencement speakers and other individuals who have made extraordinary contributions to society, but who may not have a direct connection with the college.

It should be noted that, in addition to the honorary degree, the college has two additional recognitions that acknowledge service to the college. The Trustees’ Award recognizes accomplishment or contribution to the college that year. The Clark Medal recognizes a lifetime of achievement and service to HCC and the community.
Recommendation

The administration recommends that the 2002 version of the honorary degree criteria be restored.

**Item:** Honorary degree criteria

**Compliance:** This request is in compliance with college policy, Awarding Honorary Degrees-61.07a.
## I1 – Board Calendar

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Event/Location</th>
<th>Tentative Agenda Items/Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>November 2014</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>November 7, 2014</td>
<td>Student/Donor Luncheon</td>
<td>• Trustee Attendance: <strong>Required</strong>&lt;br&gt;• Donors Arrive at 12:00 pm, Students Arrive at 12:30 pm</td>
</tr>
<tr>
<td>Friday 12:00-1:30 pm</td>
<td>RCF-400</td>
<td></td>
</tr>
<tr>
<td>November 8, 2014</td>
<td>30th Annual Diploma Recognition Ceremony and Reception</td>
<td>• Trustee Attendance: <strong>Encouraged</strong>&lt;br&gt;• For students who have successfully completed the general education development program (GED) or the external diploma program (EDP)</td>
</tr>
<tr>
<td>Saturday 1:30 pm</td>
<td>Smith Theatre/HVPA Lobby</td>
<td></td>
</tr>
<tr>
<td>November 11, 2014</td>
<td>Audit and Finance Committee Meeting</td>
<td>• Trustee Attendance: <strong>Committee Members Required</strong>, Other Trustees Encouraged**&lt;br&gt;• Quarterly Reports&lt;br&gt;• FY16 Budget Outlook and Discussion&lt;br&gt;• Salary and Benefits Committee Recommendations&lt;br&gt;• Tuition and Fees&lt;br&gt;• FY14 Single Audit&lt;br&gt;• Bad Debt Report</td>
</tr>
<tr>
<td>Tuesday 8:30 am</td>
<td>RCF-401</td>
<td></td>
</tr>
<tr>
<td>November 13, 2014</td>
<td>Facilities Master Plan Community Breakfast</td>
<td>• Trustee Attendance: Optional</td>
</tr>
<tr>
<td>Thursday 8:00-9:30 am</td>
<td>RCF-400</td>
<td></td>
</tr>
<tr>
<td>November 14, 2014</td>
<td>Annual Legislative Breakfast</td>
<td>• Trustee Attendance: <strong>Required</strong>&lt;br&gt;• Legislators Invited&lt;br&gt;• County Council / County Executive Invited&lt;br&gt;• Students Invited</td>
</tr>
<tr>
<td>Friday 8:00-9:30 am</td>
<td>RCF-400</td>
<td></td>
</tr>
<tr>
<td>November 14, 2014</td>
<td>Groundbreaking Ceremony</td>
<td>• Trustee Attendance: <strong>Encouraged</strong>&lt;br&gt;• Legislators Invited&lt;br&gt;• County Council / County Executive Invited&lt;br&gt;• Students Invited</td>
</tr>
<tr>
<td>Friday 9:30 am</td>
<td>Science, Engineering, &amp; Technology Building Site</td>
<td></td>
</tr>
<tr>
<td>November 19, 2014</td>
<td>Work Session / Regular Meeting</td>
<td>• Trustee Attendance: <strong>Required</strong>&lt;br&gt;• HCCEF Annual Report&lt;br&gt;• Information Session: Facilities Master Plan&lt;br&gt;• Report on Board End: Information and Analysis&lt;br&gt;• Recommendations on Sabbatical/Administrative Leave&lt;br&gt;• Full-time/Part-time Enrollment Ratios by Division</td>
</tr>
<tr>
<td>Wednesday 6:00 pm</td>
<td>RCF-400</td>
<td></td>
</tr>
<tr>
<td><strong>December 2014</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>December 4, 2014</td>
<td>Entrepreneurial Celebration</td>
<td>• Trustee Attendance: Encouraged**&lt;br&gt;• HCCEF Annual Report&lt;br&gt;• Information Session: Facilities Master Plan&lt;br&gt;• Report on Board End: Information and Analysis&lt;br&gt;• Recommendations on Sabbatical/Administrative Leave&lt;br&gt;• Full-time/Part-time Enrollment Ratios by Division</td>
</tr>
<tr>
<td>Thursday 5:30-8:30 pm</td>
<td>RCF-400/401</td>
<td></td>
</tr>
<tr>
<td>December 10, 2014</td>
<td>Abbreviated Board Meeting</td>
<td>• Trustee Attendance: <strong>Required</strong>&lt;br&gt;• Approval of Minutes and Consent Items&lt;br&gt;• FY15 Presidential Mid-Year Evaluation</td>
</tr>
<tr>
<td>Wednesday 6:00 pm</td>
<td>RCF-401</td>
<td></td>
</tr>
<tr>
<td>Date/Time</td>
<td>Event/Location</td>
<td>Tentative Agenda Items/Information</td>
</tr>
<tr>
<td>-----------</td>
<td>----------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>December 10, 2014 Wednesday 7:30 pm</td>
<td>Board of Trustees Holiday Dinner TBD</td>
<td>• Trustee Attendance: <strong>Required</strong></td>
</tr>
</tbody>
</table>
| December 15, 2014 Monday 6:30 pm | Nursing Recognition Ceremony Smith Theatre | • Trustee Attendance: **Encouraged**  
  • Mid-Year RN  |
| December 24, 2014 – January 1, 2015 HCC Winter Break | | • College Closed  |

**January 2015**

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Event/Location</th>
<th>Tentative Agenda Items/Information</th>
</tr>
</thead>
</table>
| January 14, 2015 Wednesday 6:00 pm | Budget Work Session RCF-400 | • Trustee Attendance: **Required**  
  • Review of FY16 Integrated Strategic Plan and Operating Budget  |
| January 23, 2015 Friday 8:45 am | Pre-Convocation Breakfast Café on the Quad | • Trustee Attendance: **Encouraged**  
  • Recognition of New Employees  |
| January 23, 2015 Friday 9:30 am | Winter Convocation Smith Theatre | • Trustee Attendance: **Board Chair Required**, Other Trustees Encouraged**  
  • Welcome from Board Chair  |
| January 28, 2015 Wednesday 6:00 pm | Regular Meeting RCF-400 | • Trustee Attendance: **Required**  
  • Approval of FY16 Integrated Operating Budget and Strategic Plan  |

**February 2015**

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Event/Location</th>
<th>Tentative Agenda Items/Information</th>
</tr>
</thead>
</table>
| February 2, 2015 Monday 12:00-8:00 pm | MACC Trustee Leadership Conference and Legislative Reception Calvert House, Annapolis | • Trustee Attendance: **Required**  
  • Registration begins at 12:00 noon  |
| February 12, 2015 Thursday 8:30 am | Legislative and Community Relations Committee Meeting RCF-120B | • Trustee Attendance: **Committee Members Required**, Other Trustees Encouraged**  
  • Award Nominations  
  • Progress of Legislative Session  
  • Student Advocacy Day  |
| February 18 or 19, 2015 8:30 am TBD | Community College Student Advocacy Day Annapolis, MD | • FYI for Trustees  |
| February 25, 2015 Wednesday 6:00 pm | Work Session / Regular Meeting RCF-400 | • Trustee Attendance: **Required**  
  • Information Session: Dental Hygiene and Medical Laboratory Technician Programs  
  • Report on Board End: Faculty and Staff Focus  
  • FY14 Workforce Snapshot  
  • FY15 Award Recipients  |

**March 2015**

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Event/Location</th>
<th>Tentative Agenda Items/Information</th>
</tr>
</thead>
</table>
| March 9, 2015 Monday 5:00–8:00 pm | Silas Craft Fundraiser Hunan Manor Restaurant | • Trustee Attendance: Encouraged**  
  • Fundraiser for the College  |
| March 17, 2015 Tuesday 8:30 am | Audit and Finance Committee Meeting RCF-401 | • Trustee Attendance: **Committee Members Required**, Other Trustees Encouraged**  
  • Audit Areas for Review  
  • Semi-Annual Non-Purchasing Agreement Disclosure  
  • Quarterly Reports  |
<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Event/Location</th>
<th>Tentative Agenda Items/Information</th>
</tr>
</thead>
</table>
| March 25, 2015            | Work Session / Regular Meeting RCF-400 | • Review of Salary Schedules (if necessary)  
• Review of Outstanding College Debt  
• Trustee Attendance: **Required**  
• Information Session: Learning Outcomes Assessment  
| March 30-April 5, 2015    | HCC Spring Break             | • College Closed Monday – Sunday                                                               |
| April 22, 2015            | Work Session / Regular Meeting RCF-400 | • Trustee Attendance: **Required**  
• Introduction of Alternative Break Participants  
• Information Session: Engineering Program  
• Report on Board End: Leadership  
• Cultural Diversity Plan Report  
• FY16 Budget Approvals  
• FY16 Faculty Promotions  
• Candidates for Commencement |
| April 24, 2015            | Vino Scholastico TBD         | • Trustee Attendance: **Encouraged**  
• HCC's 10th Annual Wine Tasting of Distinctive International Fine Wines to Benefit Howard Community College Student Scholarships  
• Pre-event Tasting 6:30-7:30  
• Main Event 7:30-10:30 |
| April 28, 2015            | Current and Former HCC Boards Social RCF-400 | • Trustee Attendance: **Board Chair Required**, Other Trustees Encouraged**  
• Current and Former HCCEF Board Members, Former Board of Trustees Members, and Former Capital Campaign Council Members Invited |
| May 1, 2015               | Student Awards Banquet Sheraton Columbia | • Trustee Attendance: **Required**  
• Welcome from Board Chair  
• Trustees Invited and Participate in Presenting Awards |
| May 5, 2015               | Entrepreneurial Celebration RCF-400/401 | • Trustee Attendance: **Encouraged**** |
| May 12, 2015              | Audit and Finance Committee Meeting RCF-401 | • Trustee Attendance: **Committee Members Required**, Other Trustees Encouraged**  
• Quarterly Reports  
• Meeting with Auditors (FY15 Report)  
• Year-end Purchases |
<p>| May 13, 2015              | Dragon Athlete Awards Banquet Sheraton Columbia | • Trustee Attendance: <strong>Encouraged</strong>** |
| May 19, 2015              | Nursing Recognition Ceremony TBD | • Trustee Attendance: <strong>Encouraged</strong>** |</p>
<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Event/Location</th>
<th>Tentative Agenda Items/Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tentative</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 19, 2015</td>
<td>Reception for Platform Party</td>
<td>• Trustee Attendance: <strong>Required</strong></td>
</tr>
<tr>
<td>Tuesday 12:30 pm</td>
<td><em>TBD</em></td>
<td></td>
</tr>
<tr>
<td><strong>Tentative</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 19, 2015</td>
<td>Commencement</td>
<td>• Trustee Attendance: <strong>Required</strong></td>
</tr>
<tr>
<td>Tuesday 2:00 pm</td>
<td><em>TBD</em></td>
<td>• Board Members Confer Degrees</td>
</tr>
<tr>
<td><strong>Tentative</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 21, 2015</td>
<td>Pre-Convocation Lunch</td>
<td>• Trustee Attendance: <strong>Encouraged</strong></td>
</tr>
<tr>
<td>Thursday 12:00 pm</td>
<td>Cafe on the Quad</td>
<td>• Innovation Fair Immediately Following</td>
</tr>
<tr>
<td><strong>Tentative</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 21, 2015</td>
<td>Spring Convocation</td>
<td>• Trustee Attendance: <strong>Board Chair Required</strong>, Other Trustees Encouraged**</td>
</tr>
<tr>
<td>Thursday 1:30 pm</td>
<td>Smith Theatre</td>
<td>• Welcome from Board Chair</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Recognition Event for Retired Employees, Degree Recipients, New Employees, and Career Service Awards</td>
</tr>
<tr>
<td><strong>Tentative</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 27, 2015</td>
<td>Work Session / Regular Meeting / Closed Session</td>
<td>• Trustee Attendance: <strong>Required</strong></td>
</tr>
<tr>
<td>Wednesday 6:00 pm</td>
<td>RCF-400</td>
<td>• Information Session: Cyber Security</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Election of FY16 Board Officers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Mission, Vision, Values, and Strategic Goals</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Approval of Audit Areas for Review</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Authorization for Board Chair to Approve on Behalf of Board until next Regular Meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Full-time/Part-time Enrollment Ratios by Division</td>
</tr>
<tr>
<td><strong>June 2015</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>June 3, 2015</td>
<td>Board Retreat</td>
<td>• Agenda – TBD</td>
</tr>
<tr>
<td>Wednesday 8:30 am – 3:00 pm</td>
<td>RCF-401</td>
<td></td>
</tr>
</tbody>
</table>

**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.

Red denotes information changed from original posting. NEW! denotes item not on last calendar.

**A “Required” event is one in which trustees play an integral part (i.e., board meetings, commencement, etc.) and which all trustees should make every effort to attend. An “Encouraged” event is one at which trustee representation is preferred; however, all trustees do not need to be present.

Shaded meetings and events are included in the attendance calculation to determine individual trustee compliance with Maryland State Government Annotated Code § 8-501.
I-2 Agreements Signed by the Board Chair Disclosure

**Background:** The agreements included in this disclosure are non-purchasing agreements and pass through contracts of $100,000 or more signed by the board chair in compliance with signature limits established at the May 2010 board meeting.

**Purpose:** To disclose to the board the list of non-purchasing agreements and pass through contracts that have been signed by the board chair since the last board meeting.

**Timeline:** September 10, 2014, through October 8, 2014

### Disclosure

<table>
<thead>
<tr>
<th>Agreement Name</th>
<th>Agreement Type</th>
<th>Owner</th>
<th>Sent to Attorney</th>
<th>BOT Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right of Entry Agreement – Lot 1, Columbia Town Center, Section 3, Area 3</td>
<td>Non-Purchasing</td>
<td>Coleman/Hetherington</td>
<td>Yes</td>
<td>9/16/14</td>
</tr>
</tbody>
</table>
I-3 Personnel Summary

Background: The following document contains personnel summaries.

Purpose: Disclosure to the board
Timeline: September 2014

Recommendation

This item is for information only and requires no board action.
Section I – Change in Status

ASSOCIATE DIVISION CHAIR APPOINTMENTS (3-YEAR TERM)

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control Status</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation</th>
<th>Name</th>
<th>Eff. Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor, Digital Arts; Associate Division Chair, Arts &amp; Humanities; Director, Communications &amp; Digital Arts</td>
<td>Arts &amp; Humanities</td>
<td>Reappointment</td>
<td>Associate Division Chair (12-Month)</td>
<td>$76,008-$123,701</td>
<td>$91,367</td>
<td>Beaudoin, David</td>
<td>7/01/12</td>
<td>6/30/15</td>
</tr>
<tr>
<td>Associate Professor, Sociology; Associate Division Chair, Social Sciences/Teacher Education; Assistant Director of Rouse Scholars Program</td>
<td>Social Sciences/Teacher Education</td>
<td>Appointment</td>
<td>Associate Division Chair (12-Month)</td>
<td>$76,008-$123,701</td>
<td>$81,749</td>
<td>Fleisher, Gregory</td>
<td>7/01/12</td>
<td>6/30/15</td>
</tr>
<tr>
<td>Associate Professor, English; Associate Division Chair, English/World Languages</td>
<td>English/World Languages</td>
<td>Appointment</td>
<td>Associate Division Chair (12-Month)</td>
<td>$76,008-$123,701</td>
<td>$81,252</td>
<td>Yoo, Laura</td>
<td>7/01/13</td>
<td>6/30/16</td>
</tr>
<tr>
<td>Associate Professor, Medical Laboratory Technology/Director, Medical Laboratory Technician Program; Associate Division Chair, Health Sciences</td>
<td>Health Sciences</td>
<td>Reappointment</td>
<td>Associate Division Chair (12-Month)</td>
<td>$76,008-$123,701</td>
<td>$94,627</td>
<td>Calder, Nancy</td>
<td>4/01/14</td>
<td>6/30/17</td>
</tr>
<tr>
<td>Assistant Professor, Chemistry; Associate Division Chair, Science, Engineering, &amp; Technology</td>
<td>Science, Engineering, &amp; Technology</td>
<td>Reappointment</td>
<td>Associate Division Chair (12-Month)</td>
<td>$76,008-$123,701</td>
<td>$84,586</td>
<td>Bare, Susan</td>
<td>7/01/14</td>
<td>6/30/17</td>
</tr>
<tr>
<td>Professor, Mathematics; Associate Division Chair, Mathematics</td>
<td>Mathematics</td>
<td>Reappointment</td>
<td>Associate Division Chair (12-Month)</td>
<td>$76,008-$123,701</td>
<td>$100,970</td>
<td>Bunyard, Guy</td>
<td>7/01/14</td>
<td>6/30/17</td>
</tr>
<tr>
<td>Associate Professor, Entrepreneurship &amp; Coaching; Associate Division Chair, Business &amp; Computer Systems</td>
<td>Business &amp; Computer Systems</td>
<td>Reappointment</td>
<td>Associate Division Chair (12-Month)</td>
<td>$76,008-$123,701</td>
<td>$92,298</td>
<td>Noble, Elizabeth</td>
<td>7/01/14</td>
<td>6/30/17</td>
</tr>
</tbody>
</table>

DIVISION CHAIR APPOINTMENTS (4-YEAR TERM)

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control Status</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation</th>
<th>Name</th>
<th>Eff. Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor, English &amp; Associate VP of Academic Affairs</td>
<td>Teaching &amp; Learning Services</td>
<td>Appointment</td>
<td>Division Chair (12-Month)</td>
<td>$82,546-$134,339</td>
<td>$108,834</td>
<td>Horvath, Stephen</td>
<td>7/01/05</td>
<td>Undetermined</td>
</tr>
<tr>
<td>Professor, Nursing; Division Chair, Health Sciences</td>
<td>Health Sciences</td>
<td>Reappointment</td>
<td>Division Chair (12-Month)</td>
<td>$82,546-$134,339</td>
<td>$115,788</td>
<td>Butler, Georgene</td>
<td>7/01/14</td>
<td>6/30/18</td>
</tr>
</tbody>
</table>

1Annual 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
September 1 – September 30, 2014

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control Status</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation¹</th>
<th>Name</th>
<th>Effective Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interim Senior Producer/Director</td>
<td>Arts &amp; Humanities</td>
<td>(Temporary with Benefits) Grant Funded Existing Position Replacement</td>
<td>13</td>
<td>$54,644-$88,931</td>
<td>$58,730</td>
<td>Garcia, Louis</td>
<td>5/21/12</td>
<td>Undetermined</td>
</tr>
<tr>
<td>Interim Special Populations Lead Instructor</td>
<td>Continuing Education &amp; Workforce Development</td>
<td>(Temporary with Benefits) New Position</td>
<td>12</td>
<td>$50,317-$81,888</td>
<td>$54,471</td>
<td>Gold, Sheryl</td>
<td>7/01/13</td>
<td>Undetermined</td>
</tr>
<tr>
<td>Interim Instructor, Technology</td>
<td>Business &amp; Computers</td>
<td>New Position Instructor (10-Month)</td>
<td></td>
<td>$48,923-$67,132</td>
<td>$55,926</td>
<td>Lui, Theresa</td>
<td>8/05/13</td>
<td>6/05/15</td>
</tr>
<tr>
<td>Interim Office Associate IV</td>
<td>English/World Languages</td>
<td>(Temporary with Benefits) New Position</td>
<td>7</td>
<td>$33,297-$54,209</td>
<td>$33,856</td>
<td>Baltz, Diane</td>
<td>3/03/14</td>
<td>Undetermined</td>
</tr>
<tr>
<td>Acting Teacher II</td>
<td>Children’s Learning Center</td>
<td>(Temporary with Benefits) Existing Position Replacement</td>
<td>8</td>
<td>$36,175-$58,871</td>
<td>$36,175</td>
<td>Carthran, Chalese</td>
<td>6/18/14</td>
<td>Undetermined</td>
</tr>
<tr>
<td>Interim Office Associate IV</td>
<td>Social Sciences</td>
<td>(Temporary with Benefits) New Position</td>
<td>7</td>
<td>$33,297-$54,209</td>
<td>$33,297</td>
<td>Gerst, Laura</td>
<td>6/23/14</td>
<td>Undetermined</td>
</tr>
</tbody>
</table>
## Howard Community College
### SUMMARY OF PERSONNEL ACTIVITY
September 1 – September 30, 2014

<table>
<thead>
<tr>
<th>Position</th>
<th>Department</th>
<th>Position Control Status</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation</th>
<th>Name</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acting HCC Concert Coordinator (18.75 Hours)</td>
<td>Arts &amp; Humanities</td>
<td>New Position</td>
<td>13</td>
<td>$54,644-$88,931</td>
<td>$27,322</td>
<td>Huang, Wei-Der</td>
<td>7/01/14</td>
</tr>
<tr>
<td>Acting Assistive Technology/Accommodated Testing Specialist</td>
<td>Academic Student Support and Career Services</td>
<td>New Position</td>
<td>11</td>
<td>$46,332-$75,404</td>
<td>$46,332</td>
<td>Hughes, Marie</td>
<td>7/01/14</td>
</tr>
<tr>
<td>Acting Arts Collective Office Manager (18.75 Hours)</td>
<td>Arts &amp; Humanities</td>
<td>New Position</td>
<td>10</td>
<td>$42,674-$69,433</td>
<td>$21,337</td>
<td>McKeiver, Darius</td>
<td>7/01/14</td>
</tr>
<tr>
<td>Acting Television Production Assistant (30 Hours)</td>
<td>Arts &amp; Humanities</td>
<td>New Position</td>
<td>8</td>
<td>$36,175-$58,871</td>
<td>$28,940</td>
<td>Stovall, Matthew</td>
<td>7/01/14</td>
</tr>
</tbody>
</table>

### SEPARATIONS

- **SCS Computer/Network Support Technician**
  - Department: Student Computer Support
  - Position Control Status: N/A
  - Grade: N/A
  - Range for Grade: N/A
  - Compensation: N/A
  - Name: Pendleton, Derrick
  - Effective Date: 9/12/14

- **Programmer/Analyst**
  - Department: Administrative Information Systems
  - Position Control Status: N/A
  - Grade: N/A
  - Range for Grade: N/A
  - Compensation: N/A
  - Name: Egan, Carol
  - Effective Date: 9/08/14

- **Research Associate**
  - Department: Planning, Research & Organizational Development
  - Position Control Status: N/A
  - Grade: N/A
  - Range for Grade: N/A
  - Compensation: N/A
  - Name: Alperson, Jay
  - Effective Date: 9/26/14

### PHASED RETIREMENT

- **Professor, Art**
  - Department: Arts & Humanities
  - Position Control Status: F/T to P/T (50%)
  - Grade: Professor (10-Month)
  - Range for Grade: $61,216-$99,035
  - Compensation: $41,680
  - Name: Adkins, James
  - Effective Date: 1/27/14

### Section II – Leaves

### LEAVE WITHOUT PAY

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Beginning Date of Leave</th>
<th>Ending Date of Leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tinnirella, Jaime</td>
<td>Teacher III</td>
<td>5/05/14</td>
<td>Undetermined</td>
</tr>
<tr>
<td>Brannan, Allie</td>
<td>Office Associate IV</td>
<td>9/11/14</td>
<td>Undetermined</td>
</tr>
</tbody>
</table>