Present: Kevin J. Doyle, chair; Edmund S. Coale, vice chair; trustees Roberta E. Dillow; Mary S. Esmond; Mamie J. Perkins; Katherine K. Rensin; and Dennis R. Schrader were present. Kathleen B. Hetherington, secretary-treasurer, was also present.

President’s Team: Lynn Coleman, vice president of administration and finance; Linda Emmerich, executive associate to the president; Nancy Santos Gainer, executive director of marketing and public relations; Thomas Glaser, vice president of information technology; Zoe Irvin, executive director of planning, research, and organizational development; Cynthia Peterka, vice president of student services; and, Sharon Pierce, vice president of academic affairs were present.

Guests: Steve Dubin, Esq., principal, SDA Ventures, LLC, and Melissa Mattey, executive director of the Howard Community College Educational Foundation and director of development, Howard Community College were present.

Alternative Revenue Sources at HCC: A Historical Perspective
At the board’s January 9, 2013, budget work session, the trustees engaged in conversation about exploring alternative revenue streams to supplement the college’s funding from the State of Maryland, Howard County, and student tuition and fees. The trustees asked to continue this discussion by focusing the board’s annual retreat on the topic of alternative revenue streams. The trustees requested background information on previous alternative revenue activities that the college had explored, as well as an opportunity to discuss the possibility of future alternative revenue initiatives.

Mr. Steve Dubin, principal, SDA Ventures, LLC, participated in the retreat by sharing his experiences and insights related to alternative revenue sources. Mr. Dubin is the former chief executive officer of Martek Biosciences. He is an attorney and CPA. He served on HCC’s Business Ventures (HBV) Committee. HBV was formed in 1996 with the intention of establishing alternative revenue streams; the company was officially dissolved in 2010.

Regarding the HBV, Mr. Dubin reported that the HBV committee discussed a number of ideas, but never fully executed any. He commented that there are risks inherent in alternative revenue ventures, noting the following:

- Most ventures are high-risk and do not profit; of every 10 ventures, about four may work.
- Ventures often take significant time and staff to execute them.
- Venture funds that work often have very deep backing.
- Losses generally exceed gains.
• There are IRS implications that may impact the non-profit tax status of the college, as well as significant legal considerations.

He further commented that alternative revenue ventures would expose the college to financial risk and reputational risk.

Mr. Dubin offered the following guidance if the college were to decide to engage in venture activities. That advice included the following:

• Do not use operating funds.
• Low risk ventures are better than high risk.
• Leverage something that aligns with the existing work of the college and that taps natural markets for the college. Focus on the college’s core competencies.

Melissa Mattey, who served in the president’s office when the HBV was active, reviewed the concepts that the group had considered, some of which included student housing and wind turbines. Lynn Coleman reviewed unique resource development projects that the college had previously or is currently engaged in such as the division of continuing education and workforce development, the Howard Community College Educational Foundation, and the Laurel College Center. She also reported on some ventures in which other colleges are engaged.

Kathleen Hetherington spoke about the Lone Star College System in Texas. Lone Star is a system of 90,000 students and six campuses. Because of the system’s location near a number of large, multi-national corporations, the college has engaged in some corporate funded initiatives such as the CHI Lone Star College-North Harris School of Cosmetology.

**Trustee Discussion**

The trustees engaged in discussion centered on many potential areas for resource development. Some common themes emerged, which included: eLearning; human capital particularly related to criminal justice and cybersecurity; and health care. President Hetherington summarized the direction from the board to the administration:

• Analyze opportunities by considering core competencies and what aligns with the college mission and vision.
• Be open to opportunity—cultivate a culture of intrapreneurship—take a systemic approach to resource development.
• Review the filtering mechanism for processing ideas.
• Continue to utilize continuing education and workforce development as a vehicle to explore growth and development.
• Confirm that there is a board core end that addresses resource development.

Other concepts were raised during the discussion period. Dr. Hetherington noted that the college will continue its focus on cost containment and cost reduction strategies. The importance of placing senior administration, faculty, and staff on key boards and
committees within critical partner organizations was stressed. The significance of fostering partners who can support or engage in resource development ventures was emphasized.

Review of Board of Trustees Bylaws and Policy Related to the Political Process
The trustees reviewed the portions of the board’s bylaws and policy related to involvement in the political process.

Closed Session
At approximately 12:33 p.m., the board chair read a resolution to go into closed session “to discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction” as permitted under Section 10-508 (a)(1) and that such meeting shall continue in closed session until the completion of business. The resolution was moved by Trustee Dillow, seconded by Trustee Schrader, and unanimously approved.
The Board of Trustees of Howard Community College (HCC) met in closed session on Monday, June 3, 2013, in The Rouse Company Foundation Student Services Hall (room 401) at Howard Community College, Columbia, Maryland. Chair Kevin J. Doyle read a resolution to enter into closed session at approximately 12:33 p.m. Other board members present included vice chair Edmund S. Coale and trustees Roberta E. Dillow; Mary S. Esmond; Mamie J. Perkins; Katherine K. Rensin; and Dennis R. Schrader. Kathleen B. Hetherington, secretary-treasurer, was also present.

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

Now, therefore, be it resolved, that the board of trustees of Howard Community College hereby conduct its meeting in closed session beginning on June 3, 2013, at the conclusion of the retreat in The Rouse Company Foundation Student Services Hall (room 401), “to discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction” as permitted under Section 10-508 (a)(1) and that such meeting shall continue in closed session until the completion of business.

During the meeting, the board of trustees discussed the aforementioned item.

The meeting was adjourned at approximately 2:21 p.m.

The above constitutes the official minutes of the June 3, 2013, closed session of the Howard Community College Board of Trustees as approved on August 28, 2013, and is a true and correct copy of same.

Kathleen B. Hetherington, secretary/treasurer