The Board of Trustees of Howard Community College (HCC) met in budget work session on Wednesday, January 12, 2011, in The Rouse Company Foundation Student Services Hall (room 400) at Howard Community College, Columbia, Maryland. Chair Katherine K. Rensin brought the work session to order at 6:15 p.m. Other board members present included vice chair, Roberta E. Dillow, trustees Kevin J. Doyle, Mary S. Esmond, and Patrick L. Huddie. Kathleen Hetherington, secretary-treasurer, was also present. Trustee Edmund S. Coale, III was absent.

Financial Statements
Lynn Coleman, vice president of administration and finance, provided highlights of the November financial statements. This item was for information only and required no board action.

Fiscal Year 2012 Integrated Operating Budget and Strategic Plan
Dr. Hetherington, president, gave an overview of the budget development process, emphasizing that it is a college-wide process in which all college departments and their personnel have an opportunity to submit requests for funding to fill their needs. These requests are then reviewed and revised by president’s team members. She also discussed enrollment growth, the full-time/part-time faculty ratio, and the limited county increases that the college has requested during the past several years.

Lynn Coleman gave an overview of the budget process, including planning; alignment with mission, vision, values, and strategic goals; and submission, review, and approval by the county. Ms. Coleman reviewed the goals of the strategic plan and discussed any monetary needs associated with those goals. Ms. Coleman discussed both the restricted and unrestricted budgets, including operating, continuing education, special, and auxiliary funds.

The FY12 proposed budget is based on a projected enrollment growth of 3 percent with a $4 tuition increase planned. The proposed budget includes a requested increase from the county of 3 percent. The state increase over the FY11 budget is $232,335; however, these are not additional funds from the state since they were received in FY11 after the final budget was submitted. Flat funding from the state is anticipated in FY12. The trustees discussed the full-time/part-time faculty ratio and the need for a total of 26 new faculty positions to meet the 50/50 full-time/part-time faculty ratio recommended under Maryland Higher Education Commission guidelines.

Ms. Coleman outlined comparative data on tuition and fee rates for Maryland community colleges and the annual tuition and fee costs. Currently, Montgomery College has the highest tuition and fees in the state; however, the administration does not currently have complete data on what the other colleges are planning for the coming year.

Uses of new funds were also reviewed. A 1 percent merit increase for budgeted faculty and staff has been included in this proposal. Ms. Coleman gave details on the following:

- 14 new faculty positions (4 of which will be partially grant-funded) and 5 staff positions to accommodate enrollment growth;
• additional hourly funds to accommodate enrollment growth;
• additional funds for adjunct faculty to accommodate enrollment growth;
• an increase in the cost of health benefits;
• an increase in tuition reimbursement in alignment with the request from the salary and benefits committee;
• non-personnel requests from various areas of the college; and
• a review of the continuing education budget, special funds, auxiliary, and grants.

Ms. Coleman emphasized that the proposed budget is indicative of the college’s emphasis on cost savings and maximizing resources and she reviewed reductions that took place during the budget development process.

Dr. Hetherington advised the trustees that the college is at a point where additional funds are critical to hiring new faculty and staff and providing the resources necessary to meet institutional needs. Trustee Huddie discussed the need for the college to advocate and develop a story about the budget request focusing on the growth the college has experienced and the demographics of the students the college is now receiving. Chair Rensin also discussed the need to connect the programs and budget requests of the college to job needs within the community. Vice Chair Dillow encouraged the college to also focus on the unmet needs section of the budget proposal and ensure that all elected officials receive it for review. Trustee Doyle also emphasized the need to outline the consequences of not fully funding the budget request. Trustee Esmond agreed that the college should examine what steps would be taken if the request is not fully funded and educate elected officials on the impact these steps will have on students and the community. Various ideas for how to accomplish this goal were discussed.

The trustees and Dr. Hetherington also discussed asking employees for their ideas on how to streamline processes and develop cost savings. The impact of the increasingly popularity of electronic books on bookstore revenue was discussed.

Dr. Hetherington and the trustees commended Lynn Coleman, Janet Cullison, associate vice president of finance, and the administration and finance staff on the budget and the clear and comprehensive budget briefing. It will be brought to the full board for approval at the January 26, 2011, meeting.

The college budget will be submitted to the County Executive in February. After the County Executive releases his budget, the college will adjust its budget accordingly. The County Council will release its final version of the budget in May and the college budget will then be revised again prior to being finalized.

The meeting was adjourned at 7:40 p.m.

The above constitutes the official minutes of the January 12, 2011, budget work session of the Howard Community College Board of Trustees as approved on January 26, 2011, and is a true and correct copy of same.

Kathleen Hetherington, secretary/treasurer