Board of Trustees’ Legislative and Community Relations Committee Meeting Materials
1. Board members practice respectful dialogue that serves the best interests of the college.

2. Each board member works to integrate servant-leadership into the board culture.

3. Each board member has the opportunity to speak uninterrupted.

4. Board members come prepared – board chair needs to understand what is required and set time and material appropriately.

5. Board chair acts as caretaker for the board – acts as filter, evaluates agenda for time well spent.

6. Board chair speaks for the board to the media.

7. Consent materials are available 10 days in advance; remaining board materials are available seven days in advance.

8. Board members should route any requests for additional information to the board chair or the president at least two business days prior to the board meeting.
Howard Community College’s
Dragon Principles

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

We pledge to...

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

And we pledge to…

Work with Elected Officials and the Community
November 6, 2008
8:30 a.m.
Schoenbrodt Boardroom
A-256

1. Review of the Howard Community College Legislative Agenda

2. Update on State Funding

3. Review of the Board of Trustees’ Bylaws and Policies

4. Planning for the Howard Community College Legislative Breakfast

5. Student Advocacy Day

The last meeting of the legislative and community relations committee scheduled for FY09 will be held February 4, 2009.
1 – Review of the Howard Community College Legislative Agenda

Background

Following this item is a revised version of the proposed fiscal year (FY) 2010 Howard Community College legislative agenda. This agenda has been revised in order to update numbers and incorporate changes made by committee members. For ease of review, revisions are highlighted in yellow.

Recommendation

The administration requests that the legislative and community relations committee recommend approval of the legislative agenda to the full board at its November 19, 2008, meeting.
Enrollment at Howard Community College (HCC) is at an all-time high. These key statistics highlight the significant growth at the college:

- Full-time equivalent (FTE) enrollment for fall 2008 increased 6.26 percent from last year; a 3 percent increase was predicted last year for fall 2008 enrollment.
- A total of 7,905 students enrolled in credit classes at HCC in fall 2008.
- Over the last eight years, state-funded FTE enrollment at HCC has increased 53.7 percent.
- One out of four graduates of Howard County Public Schools enrolled at HCC in fall 2008.

HCC offers 182 programs leading to a degree or certificate. New programs that have been added this year include Arabic, film studies, secondary education/English, architectural and construction management, and police science. Future academic programs, which are currently under development, include new programs in fire science, environmental science/sustainability, and entertainment design.

The continuing education division continues to reach out to the community by offering many diverse classes and programs that attract learners of all ages. A total of 17,056 people enrolled in HCC continuing education classes last year. Highlighting the year were a number of popular programs such as Kids on Campus, which enrolled over 1,700 children representing over 3,000 enrollments from elementary to high school age; motorcycle safety, which enrolled 1,218 students; and English as a second language/English Language Institute, which enrolled 2,167 students.

HCC plays an important role in workforce development in Howard County by providing access to training. The college offers courses, certificates, and degree programs for entry-level and incumbent employees, industry certifications, advanced technical programs, and executive development, leadership, and management programs.

Last year, HCC provided customized courses to 1,421 employees from 61 businesses and organizations. The program received 100 percent satisfaction rate from employers. In addition, a survey of students taking general open enrollment classes indicated that 45.6 percent were taking the courses for work-related reasons. Enrollments continue to be strong in child care, technology, health care, and language courses.
HCC also offers courses and programs at three other locations:

- The Laurel College Center (LCC), operated jointly with Prince George’s Community College (PGCC), continues to be a marked success for the community. Designated as a regional higher education center by the Maryland Higher Education Commission (MHEC), LCC provides students access to associate, bachelor, and master’s degree programs through HCC, PGCC, Towson University, University of Maryland University College, and the College of Notre Dame of Maryland. Commencing this fall, Morgan State University will begin offering its doctoral program in Community College Leadership at LCC.

- The Belmont Conference Center provides unparalleled opportunities for HCC’s culinary and hospitality students. Programs offered have been designed specifically to allow students to learn skills that will help them secure professional-level positions in the hospitality industry, a critical workforce need throughout Maryland. The college anticipates enrolling at maximum capacity upon the renovation of the teaching kitchen.

- HCC’s Charles I. Ecker Business Training Center, located in the Gateway building with its professional meeting spaces and computer labs, is a resource for the local business community to meet and train so these businesses can continue to be regional, national, and international leaders in their respective industries.

HCC is an institution that strives for excellence and continuous quality improvement. Most recently, HCC was the proud winner of the 2007 U.S. Senate Productivity Award, which is Maryland’s top annual award for performance excellence as presented by the Maryland Performance Excellence Awards (MPEA) Program. HCC continues to promote an institutional culture that is committed to continuous quality improvement, and has adopted the Baldrige framework to measure and improve performance. HCC won a Bronze Maryland State Quality Award in both 2002 and 2003 and earned a silver award in 2006.

HCC is focused on the changes that will come to Howard County as a result of the federal Base Realignment and Closure (BRAC) initiative. The college is actively involved and taking leadership to ensure that Howard County is prepared for the influx of people and jobs that will be coming into the region.

HCC works in concert with the Maryland Association of Community Colleges (MACC) and the other fifteen community colleges in the state to pursue a state-focused legislative agenda that collectively addresses the needs of Maryland’s community colleges. Over 122,000 students enroll in credit classes at community colleges across the state and another 377,943 enroll in continuing education classes. HCC encourages the Maryland General Assembly and the executive branch of state government to support the priorities developed by MACC. Statewide and local priorities of special concern to HCC are outlined in this legislative agenda.
Operating Budget

Position: Support funding for HCC at the state level through full statutory funding of the Cade community college formula and through county appropriations at the local level.

HCC receives funding for its unrestricted budget and auxiliary funds from multiple sources. State funding accounts for 15 percent of support, the county provides 29 percent, tuition and fees 33 percent, and 23 percent comes from other sources.

In addition to serving more students each year, HCC is working hard to manage recurring costs such as replacing and upgrading campus technology, increased health care costs, and serving students with documented disabilities.

Community colleges receive the state portion of their operating budget through the John A. Cade funding formula. The FY10 budget marks the third year of a six-year commitment to enhance this formula. Last year, the formula was scheduled to be 26.25 percent of the state aid per full-time equivalent student (FTE) at select four-year public colleges and universities; however, after legislative cuts, only 26 percent was funded. The funding level for this coming year has not been established.

Access and affordability of higher education are directly associated with the level of state and county operating funds received by the institution. Strong operating support from the state and county, coupled with prudent fiscal management by HCC, helps to keep student tuition as affordable as possible. In fall 2008, the college did not increase tuition in order to keep HCC affordable and accessible to students.

Due to governmental budget constraints in the early 2000’s and large enrollment increases at HCC, state funding has not kept up with student needs. In fact, state funding per FTE has increased minimally this decade. The chart following this document shows a graphic representation of the proportion of funding contributed to the HCC operating budget by the state, county, and tuition dollars (see attachment 1).
Capital Budget

Position: Support funding of HCC capital projects for FY10

The college has received significant state and county support, which facilitated the construction of three new buildings on campus. The Duncan Hall for English, Languages, and Business was completed in 2003, followed by the Horowitz Visual and Performing Arts Center in 2006, and, finally, The Rouse Company Foundation Student Services Hall in 2007.

Even after deducting these three buildings, however, the college continues to show a projected ten-year deficit of 235,240 net assignable square feet (NASF). 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 square foot inventory - classrooms, labs, study space, and offices - and whether the space needs for those areas were met, yielding a percentage of need covered. The following data was reported by DLS in its exhibit 10. This chart includes the institutions ranked first through fifth, with first representing the lowest percentage of need met for academic space:

**Academic Net Square Foot Inventory – Percent of Need Covered**

<table>
<thead>
<tr>
<th>Capital Budget Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Inventory</td>
</tr>
<tr>
<td>1. Howard 59.2%</td>
</tr>
<tr>
<td>2. Carroll 64.6%</td>
</tr>
<tr>
<td>3. Wor-Wic 68.4%</td>
</tr>
<tr>
<td>4. Montgomery 74.4%</td>
</tr>
<tr>
<td>5. CCBC 75.4%</td>
</tr>
</tbody>
</table>

Based on this analysis, Howard Community College maintains the lowest percentage of current need met for all 16 community colleges in the state. While the college ranks fifth in the analysis under ten-year projected inventory, that percentage is based on HCC receiving all funding requests from the state for its capital projects proposed over the next ten years.

During the 2007 legislative session, the joint chairman's report mandated that the Maryland Association of Community Colleges (MACC) in coordination with the community colleges, develop a process to submit a combined capital request for the community colleges based on the funding anticipated in the capital improvement plan. A prioritization model was then created containing several evaluation components that were compiled to create one systematic methodology for ranking capital projects.

Therefore, under the new capital budget prioritization model, campus space is categorized into three areas as instructional space, student space, and institutional space. Instead of evaluating just academic space as DLS has done, this model...
incorporates all campus facilities, which are weighted as 20 percent for current space deficits and 20 percent for future ten-year space deficits. This table shows a slightly different picture of the facilities inventories and space needs with Howard Community College ranking third among the community colleges for both current and ten-year projected:

Facilities Inventory Deficits – MACC Prioritization Data

<table>
<thead>
<tr>
<th>Capital Budget Analysis</th>
<th>Current Inventory</th>
<th>Ten-Year Projected Inventory</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Montgomery</td>
<td>467,946</td>
<td>Montgomery 503,674</td>
</tr>
<tr>
<td>2. CCBC</td>
<td>288,500</td>
<td>CCBC 274,190</td>
</tr>
<tr>
<td>3. Howard</td>
<td>182,215</td>
<td>Howard 235,240</td>
</tr>
<tr>
<td>4. CSM</td>
<td>173,841</td>
<td>Anne Arundel 215,364</td>
</tr>
<tr>
<td>5. Anne Arundel</td>
<td>126,471</td>
<td>CSM 164,578</td>
</tr>
</tbody>
</table>

The college’s large space deficit emphasizes the seriousness of the campus 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 carry out the mission and vision of the college, the proper infrastructure must exist.

With regard to state support, in FY09 the state approved funding for one project: the construction phase for the Clark Library Building renovations in the amount of $7,889,000 (50 percent state share). Continued state support is necessary to manage growth in higher education and specifically for community colleges as the funds available for capital projects have become even more competitive. 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 for FY10. However, while the overall capital grant program funds have increased, the number of projects eligible for funding has greatly diminished. One reason is that the costs of the projects have increased dramatically over the last few years.

While the college has received strong support from the county over the past several years, it recognizes the limitations on the county’s bond funding and has requested state funding on eligible projects. It is mandated, however, 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.

Over the next decade, community colleges will continue to serve the largest share of undergraduates; it is critical that the state and county support the FY10 capital request. Current facilities must grow to support the college’s customers and stakeholders — the citizens of Howard County and the State of Maryland.
HCC requests support for the following projects included in its FY10 annual capital budget request:

Health Sciences Building Design $3,980,000 (State Request $1,990,000 and County Request $1,990,000)
This year is the third that the college has requested the health sciences project for funding as it has been deferred the past two years. The college is proposing to construct a new health sciences building of 55,650 NASF and 94,830 gross square feet (GSF) to support the allied and health sciences disciplines. This proposed facility is vital for the college and addresses the state’s critical workforce shortage needs. Maryland projects the greatest job growth in the nursing and allied health fields. Programs to be housed in the new building include the following: cardiovascular technology, emergency medical technician/paramedic, exercise science, life fitness, health care, health education, human services, nursing, radiologic technology, dental assistant/hygienist, physical therapy, occupational therapy, and respiratory therapy. The disciplines bolded above include the state’s workforce shortage areas as reported by the Maryland Higher Education Commission. Of the thirteen disciplines to be housed in this facility, eleven support the state’s workforce shortage areas.

Senator James Clark, Jr. Library Building Furniture and Equipment $2,080,000 (County Request $2,080,000)
The Clark Library building renovations are required to ensure that the library continues to provide quality services to the college community and to the community-at-large, including online access to library services. Other areas in the building that are being renovated include the information technology department, wellness center, outcomes assessment office, international programs area, and necessary faculty offices. The furniture and equipment phase is the final stage of the project.

Parking Garage at Hickory Ridge $15,000,000 (County Request $15,000,000)
One of the most critical areas on campus is the parking shortage. Even after the completion of the college’s first parking garage containing 518 spaces, the college parking deficit remains at 1,576 spaces. With consideration of future infrastructure and campus expansion, the college must address its parking issues before its facility development and renewals. The severe parking shortage situation on campus warrants the inclusion of the parking garage project in the current capital budget request. Therefore, the FY10 capital budget request includes construction funds for the second parking garage of 750 spaces at an estimated $20,000 per space.

Safety Compliance and Facility Renewals $2,851,000 (County Request $2,851,000)
This project includes systemic renovations as well as deferred maintenance and facility renewals at all the college campuses including Laurel and Belmont. With the implementation of new state and county codes, stringent Americans with Disabilities Act (ADA) and safety compliance, and critical maintenance requirements, the following projects are proposed for FY10:

- Phased installation of campus-wide security access/camera control system/rekeying;
- ADA renovations;
- Phased public restroom upgrades;
- Phased deferred maintenance per building assessment study;
- Carpeting replacements;
- Interior improvements (classrooms, offices, and other);
- Information technology modifications and upgrades;
- Phased signage package installation;
- Facilities master plan development; and
- Rigging systems replacement.

Campus Roadways $520,000 (County Request $520,000)
The campus has grown to accommodate the college’s significant enrollment boost with three new buildings approved by the state and county. The college’s roadway infrastructure, however, has not kept pace with the new construction. The college must upgrade its campus roadways to provide safe driving conditions, as well as to address state and local codes and compliance.

Belmont Conference Center $1,400,000 (College Funding $1,400,000)
In FY09, the college proposed the Belmont barn project to be one that will demonstrate its commitment to the advancement of sustainability and climate neutrality through environmentally responsible design and construction practices. The renovation and expansion project incorporated new technological advances using green technology and geothermal energy principles to enhance building efficiency, decrease operating costs, and provide a superior educational facility that is socially responsible. While the original budget for the project was not fully funded to support the costs associated with these principles and the inclusion of geothermal technologies into the project, the college funded these additional costs. As of September 2008, the design development phase of the project is nearing completion. After several meetings with the county, the college has learned that it will need to include parking as part of the project, which was not originally anticipated. Parking also necessitates the development of a storm water management pond. In addition, due to the escalation in material costs several areas that were projected in the schematic development phase have now increased in cost. Additional funds have been added to the project in FY10 to compensate for this increase; these funds are from donations, grants, and student fees and do not include county bonds or PAYGO funds.
Laurel College Center

Position: Support state funding for the Laurel College Center

The Laurel College Center (LCC) was formed as a partnership between Prince George’s and Howard Community Colleges in 2001. LCC has expanded educational opportunities to many residents in the Laurel region. In addition to the courses offered by PGCC and HCC, several four-year institutions, including Towson University, University of Maryland University College, and College of Notre Dame of Maryland, offer bachelor and master’s programs, at LCC as well as a doctoral program offered by Morgan State University. For fall 2008, 140 sections of credit courses are being offered at LCC. Students can study business administration, general studies, criminal justice, and applied information technology. LCC is currently offering 158 sections of continuing education courses, which include job training and workforce development courses, as well as those courses related to personal interests.

LCC is an important access point to higher education. In fall 2007, there were 718 credit and 835 non-credit students enrolled in courses offered by Howard and Prince George’s Community Colleges. A total of 173 students were enrolled in classes offered by four-year institutions for FY08.

At its inception, LCC was fully funded by both Prince George’s and Howard Community Colleges. For the past 3 years, LCC has received an annual appropriation of $100,000. These funds have been very helpful in supporting the students at LCC; however, based on the original funding guidelines for the regional higher education centers, LCC should have received $200,000.

The Maryland Higher Education Commission (MHEC) has developed criteria to calculate a level of base funding each of the regional higher education centers in the state should receive based on enrollments and programmatic offerings. While these criteria do not exist in statute, HCC believes they are a reasonable way to determine equitable funding levels for regional higher education centers. Based on these criteria, the FY10 request for LCC includes:

- $200,000 base allocation
- 62,595 incentive funding based on FTE
- 50,552 leasing costs
- 290,000 special funding

$603,147 – TOTAL

*Terms are as follows:

**Base Allocation**: The base allocation supports the basic operation of a regional higher education center (RHEC). This allocation may include a minimum amount of the cost to
maintain and operate center facilities as well as staff needed to support the core functions of the center (i.e., the administration of the facility and coordination of center activities). The statewide RHEC workgroup recommended that the base allocation be funded at $200,000 for each center. However, LCC has only received $100,000 to date.

**Incentive Funding:** Incentive funding is designed to encourage baccalaureate and graduate degree offerings at RHECs. The funding formula includes an incentive multiplier amount per targeted full-time equivalent (FTE) student. Targeted FTEs include: eligible, credit lower division FTEs in 2+2 programs* that are offered at the center, upper division FTEs, and graduate FTEs. Incentive funding is based on dollars per upper-division and graduate division FTE enrollments and lower division FTEs enrolled in 2+2 programs offered at the center. Shady Grove’s general fund appropriation per FTEs is used to set the benchmark for dollars per FTEs. This benchmark is then inflated annually by the Higher Education Price Index (HEPI) for the recommended funding level per FTEs for the current fiscal year. The resulting inflated funding per FTE figure is multiplied by the number of upper division, graduate division, and 2+2 lower division FTEs to determine that center’s incentive funding amount.

To date this funding has not been received.

**Leasing Costs:** Leasing costs are based on dollars per upper division and graduate FTEs at centers that lease facilities. The leasing appropriation is calculated by dividing the annual lease cost by the number of total FTEs at the center (lower, upper, and graduate). The resulting number is multiplied by the total number of upper division and graduate FTEs at the center to determine the amount of the grant. To date this funding has not been received.

**Special Funding:** Special funding is designated for initiatives such as start-up of new centers; support for high need, critical, and special programs to meet regional needs; one-time enhancement funding; and funding for non-capital equipment (i.e., any equipment with a useful life of less than 15 years and is not funded with debt and therefore must be financed through the operating budget). Each request is examined on a case-by-case basis. LCC has typically submitted a list of computer needs and furniture and equipment for this amount. To date this funding has not been received.

* A 2+2 program refers to a lower division program of study that may result in an associates degree that directly and intentionally articulates to upper division work for the completion of a baccalaureate degree. The incentive funding formula includes only those 2+2 FTEs that have documented intent to enroll in upper division degree programs offered at the center. These students should be documented either through a letter of intent as part of their academic advising or via a joint application filed with the lower division and upper division degree granting institutions that offer courses at the center.
Financial Aid

Position: Support student financial aid

Howard Community College must be affordable for students. The college financial aid office works diligently to make sure students are aware of various federal and state aid programs. The college also sets funds aside from its operating budget to provide aid to students, and the Howard Community College Educational Foundation Inc. (HCCEF) raises scholarships funds. For FY08, the HCCEF distributed $348,685 in scholarships, which is up approximately 46 percent over FY07.

In FY07, about one-third of all HCC students received some form of financial aid totaling $6.8 million. This aid helps offset expenses for tuition, fees, books, supplies, child care, and other educational expenses. Even with this aid, many students still have unmet needs that make it a challenge for them to afford college.

Because of this continuing need, HCC asks that the state make funding for financial aid programs, particularly need based aid, a priority in the state budget.
2 – Update on State Funding

Background

On October 15, 2008, the Board of Public Works (BPW) announced a reduction in the FY09 state operating budget totaling $297 million. The cuts included a reduction of $8,182,970 in funding to community colleges, which results in a net increase of approximately 4 percent over FY08. Essentially, BPW approved a 50 percent cut in the community colleges' FY09 funding increase. The BPW agenda notes that community colleges were funded above their FY08 level, while some agencies were taken back to their FY08 funding level.

MACC has stated that the reduction is on the base Cade formula funds only and does not include grants to community colleges outside of the formula, such as grants to small colleges and retirement benefits. In addition to the community college reduction, University System of Maryland (USM) was reduced $15.6 million (1.5 percent). In summary, after the current cuts USM will have received an increase of 7.83 percent for FY09 and community colleges will receive an increase of 4.1 percent. The private colleges and universities (MICUA) saw their funding through the Sellinger formula reduced $5.6 million (10 percent).

At a meeting of the Maryland Council of Community College Presidents (MCCCP) on October 17, 2008, MACC conveyed that additional FY09 spending reductions may occur in December 2008. The presidents in attendance agreed that Clay Whitlow, executive director, MACC, would send a letter on their behalf to Eloise Foster, secretary, Department of Budget and Management, stating their willingness to split the funding for capital projects over two years with the understanding that if this action was taken the second year of funding for projects would be guaranteed in the subsequent year.

The administration is working diligently to let legislators know the impact the funding cuts will have on the college’s students. Additionally, the college’s faculty and staff have been informed of the cuts and are being updated regularly on the measures being put in place to absorb them.

Recommendation

This item is for discussion only and requires no committee action.
3 – Review of the Board of Trustees’ Bylaws and Policies

Background
At the October 22, 2008, meeting of the board of trustees, revisions to the board’s bylaws and policies were approved. However, a couple of outstanding items were referred to the legislative and community relations committee for further discussion, including:

- requiring trustees running for office to resign from the board entirely rather than taking a leave of absence as the bylaws currently state in Article III, Ethical Conduct, number 2 and policies state under Governance Process: The Political Process and the Board of Trustees numbers 7 and 8.
- The process for requesting a leave of absence from the Governor’s Office, where missed meetings would not be counted against attendance.

The relevant areas of the board bylaws and policies are highlighted in yellow in the following documents.

Recommendation

The administration requests that the legislative and community relations committee discuss the outstanding items in both the bylaws and policies and develop recommendations for the full board.
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GOVERNANCE PRINCIPLES
In its legal and fiduciary capacity to manage the affairs of Howard Community College, the board of trustees shall operate the college as a public trust for the benefit of the citizens of Howard County.

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

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

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

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

**Nurturing.** The board is committed to supporting an environment that serves the best interests of students, staff, and administration.

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

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

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

**Citizen Participation.** The board believes that it will best carry out its mission in the public interest through maximum citizen participation, input, and support. The board welcomes input from the community.
**Sustainability.** The board values the health of the world in which we live and supports the ideals of environmental sustainability.

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

THE BOARD OF TRUSTEES RESPONSIBILITIES AND POWERS

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

Other significant responsibilities and powers include:

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

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

APPOINTMENT OF PRESIDENT, FACULTY, AND STAFF
To appoint, set compensation and terms of employment for the president of the college.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

2. Such a board member has an existing or potential financial or other interest which impairs or might appear to impair such member’s independent, unbiased, judgment in the discharge of his or her responsibilities to the college, or

3. Such board member is aware that a member of his or her family or any organization, in which such board member (or member of his or her family) is an officer, director, employee, member, partner, trustee, or controlling stockholder, has such existing or potential financial or other interest.

4. No board member shall vote on any matter, under consideration at a board or board committee meeting, in which such member has a potential conflict of interest, nor shall such board member be counted in determining the quorum for such meeting. The minutes of such meeting shall reflect that a disclosure was made, that the member having a potential conflict of interest abstained from voting, and that such member was not counted in determining the quorum for the meeting.

**Ethics Policy**

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

2. All use of college resources, including but not limited to facilities and staff time, must be made through the president’s office. The board chair and vice chair must be notified in advance, appropriate fees must be paid, and the use will be disclosed to the board in the monthly staff materials.

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

4. **In the event a board member pursues political office, s/he must resign from the board.** – **UNDER DISCUSSION**

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

6. Board members should not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
7. Board members' interaction with the president or with other staff must recognize the lack of authority in any individual board member or group of board members except when explicitly board authorized.

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

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

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

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

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

Respect and Courtesy
1. Board members shall be ethical, courteous, and respectful of fellow trustees as well as the president, the staff, the citizens of Howard County and the State of Maryland, and the public in general.

2. Board members shall refrain from interference with established lines of authority or normal procedures for the handling of personnel complaints or grievances. Any information requests should be made to the board chair or president. The board chair will be responsible to work with the president to ensure that a response is reasonably provided in a timely manner and shared with other board members.

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

BOARD OFFICERS AND THEIR DUTIES

OFFICERS OF THE BOARD OF TRUSTEES

A. The officers of the board shall be a chair, a vice-chair, and the secretary-treasurer (the president).
B. The board chair shall serve as the presiding officer of the board. The board chair shall review the proposed meeting agenda and make changes as appropriate including input from board members.

ELECTION OF OFFICERS

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

SPECIAL ELECTION

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

DUTIES OF BOARD OFFICERS

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

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

The secretary-treasurer (the president) of the board shall:
- Prepare the agenda, with the chair, for meetings of the board;
- Send out notices and correspondence of the board;
- Be responsible for maintaining an accurate record of the minutes of the board, which shall be available to the public;
- Prepare any required reports;
- Prepare the annual operating budget for the office of the board; and
- Perform such other duties, as may be assigned to him or her from time to time by the board.
MEETING ATTENDANCE
In accordance with state requirements, members of the board of trustees shall be required to attend at least 50 percent of meetings during any consecutive 12-month period. Any trustee who fails this requirement shall be considered to have resigned. Not later than January 15 of the year following the end of the 12-month period, the chair of the board shall forward to the Governor: (1) the name of any individual considered to have resigned; and (2) a statement describing the individual’s history of attendance during the period. – UNDER DISCUSSION
ARTICLE V

BOARD MEETINGS AND PROCEDURES

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

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

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

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

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

The members of the board have legal authority only when the board is in formal session and when a quorum is present, subject to the provision on emergency action.
AGENDA
The president shall prepare an agenda, in cooperation with the board chair, and submit it to the members of the board at least one week in advance of regular meetings and three (3) business days in advance of special meetings. Board members should be given the opportunity to suggest agenda items in advance of the meeting.

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

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

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

Other items may be provided as INFORMATION items. These items will be presented for information and discussion but do not require consent of the board.

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

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

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

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

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

**AMENDMENT TO THE BYLAWS**
The bylaws may be amended at any meeting of the board, provided the proposed amendment was mailed, faxed, or sent electronically to all members of the board at least one week prior to the board meeting and provided it was presented for review and discussion at a prior meeting. Amendment of the bylaws requires approval by a majority of the appointed members of the board.
ARTICLE VI

COMMITTEES OF THE BOARD

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

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

Duties and Responsibilities:
1. The committee shall discuss with the president the parameters of the budget before budget development and advise the administration on budget development. The full board will review the proposed budget at a January work session.

2. The committee shall meet quarterly or as needed and shall determine the types and frequencies of reports necessary to monitor the college’s financial operations to ensure that the expenditures comply with the budget and financial expectations.

3. The committee may conduct a periodic review of administrative policies and procedures and board policies to ensure effective controls.

4. The committee shall recommend to the board the selection and terms of engagement of an external independent auditor. The auditor shall submit to the audit and finance committee a management letter, preliminary report, and the final audit report. The committee shall approve the administration’s responses to the audit findings. The administration shall submit to the committee its periodic report on satisfying the audit exceptions, if necessary.

5. The committee monitors the board functions required by state code, particularly §16-103 Powers of the Board of Trustees, and reports significant variances to the board and recommends actions to be taken by the board based on the information the committee has received.

LEGISLATIVE AND COMMUNITY RELATIONS COMMITTEE
The legislative and community relations committee members shall be appointed by the board chair annually. The committee, consisting of three members, shall review and recommend the college’s legislative plan at the county, state, and federal levels. Additionally, the committee members shall recommend recipients for the Trustees’
Award for Outstanding Service to Howard Community College, honorary degrees, and the James Clark, Jr. medal. All board members are invited and encouraged to observe.

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

BOARD EXECUTION AND EVALUATION OF POLICY

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

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

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

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

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

PLANNING AND BUDGETING

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

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

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<th>Month</th>
<th>Tasks</th>
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| August | • Review of prior year’s outcomes  
• Revision of current year’s plan based on funding |
| September | • Audit and finance committee and board of trustees discuss capital budget proposal  
• Review capital budget plan  
• Report on core end: Strategic Planning |
| October | • Report on core end: Student and Stakeholder Focus  
• Board of trustees approves capital budget  
• Board of trustees reviews audit |
| November | • Audit and finance committee discusses operating budget parameters  
• Report on core end: Information and Analysis |
| December | • Mid-year report from the president  
• Board of trustees prepares mid-year evaluation of the president |
| January | • Work session and meeting to review and approve the proposed integrated core work and strategic plan and budget for upcoming year  
• Mid-term meeting of board chair and president |
| February | • Report on core end: Workforce Focus |
| March | • Report on core end: Process Management  
• Board of trustees should approve auditor at this meeting if it has not done so at a prior meeting |
| April | • Report on core end: Leadership  
• Board of trustees approves revised operating budget (if necessary) |
| May | • Approval of final plan and budget  
• Annual report of the president  
• Review and approval of vision, mission, values, , and strategic goals for budget development for year after upcoming year  
• Approval of benchmarks for the Maryland Higher Education Commission performance accountability indicators (approximately every five years) |
| June | • Board of trustees gives written evaluation to the President  
• Board chair meets with president  
• Board of trustees approves Maryland Higher Education Commission performance accountability plan |
THE PRESIDENT’S REPORTS AND PERFORMANCE EVALUATION
The president shall report on core ends annually. The board shall review the Maryland Higher Education Commission (MHEC) Indicators (§11-304 Performance accountability plan) submitted to the state each June 30th.

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

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

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

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

Principles Discussed:

- The ethics commission has found non-compensated service on State governing boards to be employment. Public Ethics Law section 15-502 prohibits an employee (in this case a member of the Howard Community College board of trustees appointed by the Governor) from being employed by an entity (sitting on another board – i.e., Howard Community College Educational Foundation) that contracts with this agency (Howard Community College), and further bars any other employment that would impair his impartiality or independence of judgment.

- A member of the board of trustees cannot be appointed to serve as an individual on the foundation board. A member of the board CAN serve as a non-voting ex-officio liaison to the foundation but they must be clear that they are representing the board of trustees and not serving as an individual member of the foundation board.

- HOWEVER, if the potential conflict exists prior to the individual’s appointment to the board of trustees (i.e., service on the foundation board occurs prior to board of trustees appointment), and if it is disclosed to the appointing authority (i.e., the Governor) prior to appointment to the board of trustees and the appointing authority sees no conflict of interest, then the individual may serve on both boards until the term that is being served on the foundation board expires. BUT, they must recuse themselves on any issues that have a potential conflict of interest with the Board of Trustees.

- A person who is serving as an individual on both boards should not be the board liaison to the foundation. Instead, another trustee representing the board’s interests should be appointed liaison (non-voting/ex-officio member) if that is so specified in the bylaws.

- University System of Maryland has special legislation waiving the prohibition against dual service.
BOARD OF TRUSTEES
POLICIES

OFFICE OF THE PRESIDENT
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Columbia, Maryland 21044
(410) 772-4820
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The board of trustees is the legal repository of authority for operation of Howard Community College.

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

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

1. A self-evaluation of the board, which is conducted on an annual basis as a means of continually improving trustee performance.

2. An effective performance evaluation system for all employees shall be maintained as a means of continually improving employee performance.

3. An institutional effectiveness system, which includes financial, student, program, and human resources information, shall be maintained as a means of improving organizational performance.

4. Benchmarking data from inside and outside the college and the academic community will be a component to measure effective performance and responsiveness to stakeholders.

5. The institutional effectiveness system shall also be used to support the college’s strategic planning and evaluation systems, which include the vision, mission, and strategic goals.

6. The board shall routinely monitor college achievement against core ends as set forth in the board policy manual.

Drafted: 11/9/96
Adopted: 2/26/97
Reviewed: 3/21/98
Revised: 4/23/98, 9/22/99, 2/23/00
Approved: 4/26/00
Revised: 12/11/00
Approved: 3/21/01
Revised & Approved: 10/22/2008
As delineated in § 16-103 *Powers of board of trustees* of the Annotated Code of Maryland, subject to the authority of the Maryland Higher Education Commission, each board of community college trustees has the powers and duties set forth in this section. The board of trustees:

1. May establish and operate a community college with the approval of the Maryland Higher Education Commission.

2. Shall exercise general control over the community college, keep separate records and minutes, and adopt reasonable rules, regulations, or bylaws to carry out the provisions of this subtitle.

3. May fix the salaries and tenure of the president, faculty, and other employees of the community college.

4. May purchase, lease, condemn, or otherwise acquire any property it considers necessary for the operation of the community college.

5. May sell, lease, or otherwise dispose of community college assets or property.

6. May, with the President, execute a conveyance or other legal document under an appropriate resolution of the board.

7. With the approval of the Commission, permit the county board of education to use the lands, buildings, or other facilities of the community college; and with the approval of the county board of education, use any land, buildings, assets, or other facilities of the county board of education.

8. May apply for and accept any gift or grant from the federal government or any other person.

9. May determine, subject to the minimum standards of the Commission, entrance requirements and approve offerings that consist of: Transfer programs offering the equivalent of the first two years of a bachelor’s degree program; Career programs offering technical, vocational, and semiprofessional education; and Continuing education programs.

10. May charge students reasonable tuition and fees set by it with a view of making college education available to all qualified individuals at low cost.
11. May sue and be sued.

12. May make agreements with the federal government or any other person, including agreements between counties to support a regional community college, if the board considers the agreement advisable for the establishment or operation of the community college.


   Additionally, the board of trustees:

14. Shall govern the college through written policies, which address ends and presidential limitations.

15. Shall approve changes in by-laws and policies.
Purpose:

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

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

Selection of Members:

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

Meetings:

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

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

Officers:

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

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

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

Drafted: 6/13/03
Adopted: 8/27/03
Revised & Approved: 10/22/2008
The Howard Community College (HCC) board of trustees recognizes that the Howard Community College Educational Foundation board’s primary responsibility is to build an endowment and raise funds for HCC. The foundation operates as a separate entity and the board of trustees can choose to have no relationship with the foundation board.

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

1. Good professional relations should be maintained between the two boards.

2. The HCC board liaison should report monthly on the work of the foundation. Additionally, the board of trustees should recognize the work of the foundation board annually.

3. The board of trustees may be able to identify potential prospects or have direct access to prospective donors. In such a case, a trustee may be willing to ask for money on behalf of the college. This should be done in cooperation with the foundation board.

4. The trustees need to recognize their “public persona.” While not involved in direct fundraising, the trustees need to recognize that people give to people they like and trust. The trustees must show spirit and enthusiasm for the college that inevitably attracts enthusiastic advocates, who often remain committed to the college for years to come.

5. The trustees should add their thanks to donors, both formally and informally. The president should regularly inform the board of such gifts.

6. The trustees, as part of their overall stewardship of the college, should make every effort to insure the integrity of the gifts given by the foundation to the college.

7. The trustees should recognize and support the president’s role in friend-raising and fundraising, including an adequately staffed development office, overseen by the president.

8. The HCC board is expected to participate in the foundation’s fundraisers to demonstrate commitment and support.

Adopted: 4/21/99
Revised & Approved: 10/22/2008
The college has an obligation to inform trustees, employees and students about local, state, and federal issues. This must be conducted in a fair, open, non-partisan manner, offering diverse views. As citizens of Howard County, Maryland, all members of the college community are encouraged to register to vote and to encourage students to register to vote.

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

1. No board member shall engage in political activity using the resources of the college (e.g., copying materials, borrowing or lending technology, using college staff, etc.). Any involvement in political activity should be as an individual, not as a member of the Howard Community College board of trustees and, in any case, may not involve the use of college resources, including, but not limited to, facilities and staff.

2. No board member may use any Howard Community College property or symbol (e.g., logo, signage, electronic images) in any political campaign materials or activities.

3. No board member may solicit funds for political purposes on campus. Additionally, no retribution can be taken against any employee or student who does not accept an invitation to a political event or contribute money to a candidate.

4. The board prohibits the president and the vice-presidents from expending any funds (state law) for any political fundraising activity.

5. The board prohibits the president and the vice-presidents from attending any political fundraisers by candidates.

6. The board prohibits the president and vice-presidents from running for political office while employed full-time at the college.

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

a. Any board member who takes a leave of absence in excess of twelve months shall be deemed to have resigned from the board. – UNDER DISCUSSION

b. Board members on a leave of absence may receive all publicly available board documents but will not have access to confidential materials.

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

4. If elected to public office, a trustee must resign from the board of trustees. – UNDER DISCUSSION

Drafted: 6/13/03
Adopted: 8/27/03
Revised: 11/30/05
Reviewed and Discussed: 10/22/08
The United States must remain a leader in the global community of the 21st century to maintain its educational and economic vitality. The citizenry must be prepared to engage in worldwide activities related to education, business, industry, and social interaction. To ensure the survival and well-being of our communities, it is imperative that community colleges develop a globally and multi-culturally competent citizenry. Howard Community College is strategically positioned and experienced to respond to this educational and economic development imperative by educating and training individuals to function successfully in a multicultural and advanced technological environment that crosses all boundaries of education, communications, language, and business. To meet this challenge, Howard Community Colleges provides:

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

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

Adopted: 4/26/00
Revised & Approved: 10/22/2008

(The Board of Trustees formally endorsed the American Association of Community Colleges’ (AACC) Policy Statement on International Education at its November 17, 1999, meeting. That statement was reformatted as Howard Community College board policy and approved on April 26, 2000.)
The board of trustees may name buildings, rooms, outdoor spaces, etc. after individuals or organizations based on the following criteria:

1. contributed significantly to the founding or advancement of the college;

2. contributed financially to the college; the type of space named commensurate with the gift; or

3. contributed significantly to the community over an extended period of time.

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

Naming of facilities must be in compliance with state and county regulations.

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

Drafted: 03/10/2005
Adopted: 04/27/2005
Revised & Approved: 10/22/2008
All board authority, which is delegated to staff, is delegated through the president, so that all authority and accountability of staff – as far as the board is concerned – is considered to be the authority and accountability of the president.

1. The board directs the president to achieve certain results, for certain recipients, at a certain cost or priority through the establishment of ends. The board limits the latitude the president may exercise in practices, methods, conduct, and other means to the ends through establishment of means limitations and presidential limitations.

   a. Decisions or instructions of individual board members, officers, or committees are not binding on the president except when the board has specifically authorized such exercise of authority.

   b. In the case of board members requesting information or assistance without board authorization, the president may refuse such requests that require a material amount of staff time or funds or that are disruptive.

Drafted: 11/9/96
Adopted: 2/26/97
Reviewed: 3/21/98
Revised & Approved: 4/23/98
Revised & Approved: 10/22/2008
The president is the chief administrative officer of the college. The president is the board’s single official link with the college as an organization. The president is accountable to the board acting as a collective body. The board will instruct the president through written policies delegating implementation to the president.

The president’s responsibilities are:

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

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

Additionally, the president may not:

1. Deal with students, staff, or persons from the community in an inhumane, unfair or undignified manner.
2. Make decisions except by a process where openness and fairness is maintained.
3. Permit financial conditions that risk fiscal jeopardy or compromise core ends.
4. Allow assets to be unprotected, inadequately maintained, or unnecessarily risked.
5. Cause or allow financial planning for any fiscal period to deviate materially from core ends, risk fiscal jeopardy, or fail to show a generally acceptable level of foresight.
6. Provide information to the community, board or college constituencies, which is knowingly untimely, inaccurate, or misleading or omits information that would be perceived by the board as relevant.
7. Fail to develop and publish an ethics policy that is consistent with the board of trustees’ code of conduct and the State of Maryland’s Code of Ethics.
8. Manage the college without written administrative policies and procedures in accordance with the board policies.

9. Fail to report variances in board and administrative policies to the board. Neither alteration of variance reporting nor discouraging of variance reporting is allowed.

10. Fail to take prompt and appropriate action when the president becomes aware of any violation of any laws, regulations, administrative policies or board policies.

11. Have fewer than two other senior staff familiar with board and presidential issues, plans, problems, processes, and written succession plan; fail to inform the board at such time as there are changes to the succession plan.

Drafted: 11/9/96
Adopted: 2/26/97
Reviewed: 3/21/98
Revised: 4/23/98
Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008
Monitoring presidential performance is synonymous with monitoring organizational performance against board policies on ends, within boundaries set by the board can be accomplished as follows:

1. A given policy may be monitored in one or more ways:
   a. **Internal Report**: disclosure of compliance information to the board from the president.
   b. **External Report**: disclosure of compliance information by a disinterested, external auditor, inspector, or judge who is selected by and reports directly to the board. This reporting includes direct inspection of documents, activities or circumstances directed by the board.

2. Upon the choice of the board, any policy can be monitored by any method at any time.

3. The board will monitor those duties that it cannot legally delegate continuously.

4. The audit and finance committee reviews the Request for Proposals (RFP) for an independent certified public accountant to audit the college’s financial records, as required by state code and makes recommendations to the board. The auditor shall be engaged by and report to the board.

Drafted: 11/9/96
Approved: 2/26/97
Reviewed: 3/21/98
Revised: 4/23/98
Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008
Monitoring presidential performance is synonymous with monitoring organizational performance against core ends, within boundaries set by the board.

1. Annual reports on core ends shall be issued to the board by the president. The board considers college employees, students, and the community important constituents in the evaluation of core ends. Input from all constituents will be gathered as part of the evaluation of the core ends.

2. The president shall prepare a self-evaluation for the board annually for discussion at the June retreat. The board will evaluate the president prior to June 30 each year.

3. The president shall formulate written administrative policies and procedures for the operation of the college in accordance with the adopted board policies.

Drafted: 11/9/96
Approved: 2/26/97
Reviewed: 3/21/98
Revised: 4/23/98
Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008
The trustees have three primary expectations of the president:

1. The president will administer the college to meet the core ends within the limitations and disclosure requirements of the trustees. The president will have wide discretion to implement the programs consistent with her/his administrative style.

2. The president will provide the trustees with accurate information with respect to the role and scope of current and proposed programs and services. As the primary advisor to the board, the president will provide guidance, advice, and recommendations on the integrated strategic plan and budget presented annually to the board.

3. The president will provide leadership at ceremonial functions that will further the college’s mission both in the community and within the college.

4. Other trustee expectations may be delineated separately to the president by the board.

Drafted: 6/27/98
Adopted: 8/26/98
Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008
The president shall create and sustain an environment for living, working, and teaching that supports the development and realization of human potential and promotes the college’s values. Treatment of and dealing with students, staff, and persons from the community shall be humane, fair and dignified.

The president may not:

1. Operate without written policies and/or procedures that set forth staff and student rules, provide for effective handling or grievances, ensure due process, and protect against wrongful conditions.

2. Fail to comply with all laws, rules, and regulations pertaining to employees and students including those pertaining to:
   - Discrimination
   - Equal Opportunity
   - Sexual Harassment
   - Rights of Privacy

3. Prevent students and staff from using grievance procedures.

4. Fail to acquaint students and staff with their rights and responsibilities.

5. Use application or registration forms or procedures that elicit information for which there is no clear need.

6. Use methods of collecting, reviewing, or storing client information that fail to protect against improper access to the information elicited.

7. Hire anyone where conflict of interest or perceived conflict of interest may exist, without full board disclosure.

Drafted: 11/9/96
Adopted: 2/26/97
Reviewed: 3/21/98
Revised: 4/23/98
Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008
With respect to actual, ongoing condition of the organization’s financial health, the president may not cause or allow the development of fiscal jeopardy or a deviation of actual expenditures from board priorities established in the board adopted budget without approval or disclosure to the board.

The president may not:

1. Authorize purchases for greater than board approved purchasing authorization amounts.

2. Execute non-purchasing agreements exceeding $24,999.99 or renew ongoing agreements, which are extended as renewed on the same terms that exceed $50,000.00 without disclosure to the board.

3. Allow the awarding of a single sole source contract of greater than $24,999. Cumulative sole source contracts over $24,999.99 will be disclosed to the board. All sole source contracts must meet board approved sole source requirements.

4. Fail to establish and provide to the board, at the time of recommending a construction contract or service contract over $50,000 to the board, a schedule of progress reports to include if the contract is on time and is within the amount the board authorized.

5. Fail to obtain authorization from the board should additional funds be anticipated or be needed for a contract in excess of $24,999.99.

6. Fail to disclose the name, position control position, work unit, salary scale, and wage of every “budgeted” (position control) employee at the time of appointment or fail to disclose the name and earnings of temporary and hourly employees.

7. Allow an employee wage recommended to be outside of the board approved salary scale.

8. Charge tuition or consolidated fees not approved by the board.

9. Fail to maintain a cost accounting system sufficient for program cost comparisons and comparison of college practices to best practices.

10. Fail to insure that there be a separation of duties, such that no person, originates, controls, and approves a cost center budget or funds, and that no person, who requests or approves a purchase, verifies the receipt of that purchase.
POLICY TITLE: Fiscal Condition

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

Drafted: 11/9/96
Adopted: 2/26/97
Revised: 4/23/98
Revised: 8/25/99
Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008
The president may not cause or allow compensation and benefits to employees, consultants, contract workers, or volunteers to jeopardize fiscal integrity or public image.

The president may not:

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

Drafted: 11/9/96
Adopted: 2/26/97
Reviewed: 3/21/98
Revised: 4/23/98
Revised: 8/25/99
Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008
The board, cognizant of its fiduciary responsibility to ensure that all college property and assets are used to achieve the college’s educational mission, authorizes the use of college property in ways strictly limited by the agreements and partnerships entered by the board in accordance with applicable law. Federal and state laws restrict the manner in which personal property and improvements acquired through tax-exempt bonds, leases, and similar governmental financing transactions may be used. The use of college equipment and employee services will be strictly limited to achieve the college’s public purposes and not misdirected to support private interests without fair and reasonable remuneration and board authorization.

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

The president may not:

1. Fail to insure against theft and casualty losses, including extra expenses and loss of tuition and fees, in amounts consistent with replacement values or against liability losses to board members, staff, or the college itself in amounts consistent with limits of coverage obtained by comparable organizations.

2. Allow unbonded personnel access to material amounts of funds.

3. Allow facilities and equipment to be improperly used or maintained.

4. Unnecessarily expose the organization, its board or staff to claims of liability.

5. Make any purchase or commit the organization to a purchase greater than $24,999.99 without disclosure to the board.

6. Recommend or make any purchase of new goods or services: a) which is not in accordance with state law and board policy; and b) wherein a conflict of interest or appearance of conflict of interest has not been fully disclosed to the board.

7. Receive, process or disburse funds under controls which are insufficient to meet board or board-appointed auditor standards.

8. Invest or hold operating capital in violation of approved investment policy.

9. Acquire, encumber, lease, or dispose of real property without board disclosure and authorization.
10. Make any purchase or award any contract where a conflict of interest exists.

11. Fail to maintain an inventory of real properties and capital equipment of value greater than $1,000 owned by the organization.

12. Fail to protect the college's trademarks, copyrights, intellectual property, critical information, and files from loss or damage.

13. Fail to annually review, with each cost administrator, measures to prevent fraud, waste, and misuse of college assets.

14. Allow facilities and equipment to be subjected to improper use or for personal benefit.

15. Allow the services of college employees to be used for private gain without fair and reasonable remuneration and disclosure to the board.

16. Acquire, encumber, lease, or dispose of real property without achieving fair compensation for the same and board authorization.

17. Fail to protect college assets from diminishing in value outside of reasonable depreciation and normal wear and tear.

18. Endanger the college's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.

19. Enter into self-dealing or self-serving agreements or agreements that appear to be self-dealing or self-serving.

Drafted: 11/9/96
Adopted: 2/26/97
Reviewed: 3/21/98
Revised: 4/23/98
Revised: 8/25/99
Revised & Approved: 12/15/99
Revised & Approved: 10/22/2008
The president may not cause or allow financial planning for any fiscal period to deviate from core ends, risk fiscal jeopardy, nor fail to show a generally acceptable level of foresight.

The president may not cause or allow budgeting which:

1. Contains insufficient information to enable the board to: a) accurately project revenues and expenditures; b) separate capital and operational items; c) project cash flow; and d) understand planning assumptions.

2. Is not based upon the board-approved planning goals.

3. Is not at the fund level (e.g., fund 10, 11, 12…) and function level.

4. Does not present program budget information, comparison data, and best practices.

5. Fails to provide the annual funds for board operations.

6. Proposes a capital and operating budget that deviates from core ends and board budget guidelines.

7. Proposes a budget that does not have a broad base of input.

8. Endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ends in future years.

9. Does not properly classify revenues and expenditures and that budgeted amounts reflect expected revenues and expenditures.

10. Fails to control expenditures based upon the board-adopted budget.

11. Fails to disclose amendments to funds and functional budget categories.

12. Fails to provide the board detailed financial information that the board, their auditors or their consultants require.
POLICY TYPE: PRESIDENTIAL BOUNDARIES

POLICY TITLE: Communication and Counsel to the Board

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

The president may not:

1. Neglect to submit monitoring data required by the board in a timely, accurate and understandable fashion, directly addressing provisions of the board policies being monitored.

2. Let the board be unaware of relevant trends, anticipated adverse media coverage, significant external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.

3. Fail to maintain the latest version of the bylaws, board policies, administrative policies, and administrative procedures on the college’s web page.

4. Present information in unnecessarily complex or lengthy form or allow the information and advice to the board to have significant gaps in timelines, completeness, accuracy, or omits information that would be perceived by the board as relevant.

5. Fail to provide mechanisms for official board, board officer, or board committee communications.

6. Fail to deal with the board as a whole or respond to officers or committees duly charged by the board.

7. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board, administrative policy or procedure.

8. Fail to supply to the board diversity of opinions, perspectives, and options, from the staff and from elsewhere, when such significant diversity exists, in order that the board can make fully informed board-realm decisions.

9. Obscure resources expended or allocated.

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Measures</th>
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<tbody>
<tr>
<td><strong>1. Leadership</strong></td>
<td>HCC score v. external quality award evaluation for this Baldrige category</td>
</tr>
<tr>
<td>• Senior leadership</td>
<td>HCC - rating of board, president, vice presidents</td>
</tr>
<tr>
<td>• Governance and Social responsibility</td>
<td>HCC - Selected internal QUEST survey questions.</td>
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<td>•</td>
<td>MHEC 6. Tuition and fees as a % of tuition and fees at Maryland public 4-year institutions</td>
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<td>•</td>
<td>MHEC 31. Percentage of expenditures on instruction</td>
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<td>•</td>
<td>MHEC 32. Percentage of expenditures on instruction and selected academic support</td>
</tr>
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<td><strong>2. Strategic Planning</strong></td>
<td>HCC score v. external quality award evaluation for this Baldrige category</td>
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<tr>
<td>• Strategy development</td>
<td>HCC - Selected internal survey questions such as satisfaction with strategic planning process</td>
</tr>
<tr>
<td>• Strategy deployment</td>
<td>MHEC 1. Annual unduplicated headcount enrollment:</td>
</tr>
<tr>
<td></td>
<td>a. Credit headcount</td>
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<td></td>
<td>b. Noncredit headcount</td>
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<tr>
<td></td>
<td>MHEC 2. Market share of first-time, full-time freshman</td>
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<td></td>
<td>MHEC 3. Market share of part-time undergraduates</td>
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<td></td>
<td>MHEC 4. Market share of recent college bound high school graduates</td>
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<td>MHEC 14. Minority student enrollment compared to service area population</td>
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<td>MHEC 5. Enrollments in online course:</td>
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<tr>
<td></td>
<td>a. Credit</td>
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<td></td>
<td>b. Noncredit</td>
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<tr>
<td>MHEC 24.</td>
<td>Enrollment in noncredit workforce development courses</td>
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<tr>
<td></td>
<td>a. Unduplicated annual headcount</td>
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<td></td>
<td>b. Annual course enrollments</td>
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<tr>
<td>MHEC 25.</td>
<td>Enrollment in Continuing Professional Education leading to government or industry-required certification or licensure</td>
</tr>
<tr>
<td></td>
<td>a. Unduplicated annual headcount</td>
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<tr>
<td></td>
<td>b. Annual course enrollments</td>
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<tr>
<td>MHEC 29.</td>
<td>Enrollment in noncredit community service and lifelong learning courses</td>
</tr>
<tr>
<td></td>
<td>a. Unduplicated annual headcount</td>
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<tr>
<td></td>
<td>b. Annual course enrollments</td>
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<tr>
<td>MHEC 30.</td>
<td>Enrollment in noncredit basic skills and literacy courses</td>
</tr>
<tr>
<td></td>
<td>a. Unduplicated annual headcount</td>
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<tr>
<td></td>
<td>b. Annual course enrollments</td>
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<tr>
<td>MHEC 27.</td>
<td>Enrollment in contract training courses</td>
</tr>
<tr>
<td></td>
<td>a. Unduplicated annual headcount</td>
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<tr>
<td></td>
<td>b. Annual course enrollments</td>
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</tbody>
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<tr>
<th>3. Student and Stakeholder Focus</th>
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</thead>
<tbody>
<tr>
<td>HCC score v. external quality award evaluation for this Baldrige category</td>
</tr>
</tbody>
</table>

- Student, stakeholder and market knowledge
- Student and stakeholder relationships and satisfaction

IDEA (Kansas State University) survey report – student evaluation of instruction-course level
HCC - Comments card report
HCC - Selected internal survey questions such as satisfaction with instruction
MHEC  7. Graduate satisfaction with educational goal achievement
MHEC8. Non-returning student satisfaction with educational goal achievement
MHEC 13. Graduate satisfaction with transfer preparation
MHEC 21. Graduate satisfaction with job preparation
MHEC 22. Employer satisfaction with career program graduates
MHEC 28. Employer satisfaction with contract training
MHEC 26. Number of business organizations provided training and services under contract
MHEC 27. Number of participants in contract training
MHEC 20. Percent of career program graduates employed full-time in related area
| MHEC 19. Occupational program Associate degrees and credit certificates awarded by program area: Business, Data Processing, Engineering Technology, Health Services, Natural Science, Public Service |
| MHEC G. Every other year: (Jacob France Institute) Wage growth of occupational degree graduates: Median income one year prior to graduation Median income three years after graduation Percent increase |

### 4. Information and Analysis

| HCC score v. external quality award evaluation for this Baldrige category |
| Measurement, analysis, and improvement of organizational performance |
| Management of information, information technology, and knowledge |

| HCC: Overall retention rate fall-to-fall for first time to college students. |
| MHEC 9. Developmental completers after four years |
| MHEC 10. Successful-persistor rate after four years |
| a. College-ready students |
| b. Developmental completers |
| c. Developmental non-completers |
| d. All students in cohort |

| MHEC 11. Graduation-transfer rate after four years |
| a. College-ready students |
| b. Developmental completers |
| c. Developmental non-completers |
| d. All students in cohort |

| MHEC 12. Performance at transfer institutions: |
| a. Percent with cumulative GPA after first year of 2.0 or above |
| b. Mean GPA after first year |

| MHEC 17. Successful-persistor rate after four years |
| a. African American |
| b. Asian, Pacific Islander |
| c. Hispanic |

| MHEC 18. Graduation-transfer rate after four years |
| a. African American |
| b. Asian, Pacific Islander |
| c. Hispanic |

### 5. Workforce Focus

| HCC score v. external quality award evaluation for this Baldrige category |
| HCC - Job satisfaction; Annual workforce report |
| HCC - Selected internal survey questions such as “Supervisors encourage me to advance my career; Safe workplace; Employee appraisal |

<p>| Workforce engagement |
| Workforce environment |</p>
<table>
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<tr>
<th>Process Management</th>
<th>MHEC 15. Percent minorities of full-time faculty MHEC 16. Percent minorities of full-time administrative / professional staff</th>
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<tr>
<td>6. Process Management</td>
<td>HCC score v. external quality award evaluation for this Baldrige category</td>
</tr>
<tr>
<td>- Work systems design</td>
<td>HCC - Update on learning outcomes assessment projects</td>
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<tr>
<td>- Work process management and improvement</td>
<td>HCC - Licensure exam passing rate Paramedic, CVT, Geriatric Nursing Assistant (GNA)</td>
</tr>
<tr>
<td></td>
<td>MHEC 23. Licensure exam passing rate - NCLEX RN / NCLEX PN, EMT-B</td>
</tr>
</tbody>
</table>

Adopted: 5/26/04
Revised & Approved: 10/22/2008
4 – Planning for the Howard Community College Legislative Breakfast

Background

The annual Howard Community College legislative breakfast has been scheduled for Tuesday, January 13, 2009, 7:30 - 9:30 a.m., room 400, The Rouse Company Foundation Student Services Hall. The date precedes the 426th session of the Maryland General Assembly, which convenes January 14, 2009, and runs through April 13, 2009. Securing a date in January has proven to be successful in past years, as it accommodates the schedules of numerous elected officials.

All legislators have been alerted to the date and several parents have been secured to offer testimonials during the ceremony, detailing their children’s successes as students at HCC. Students will also give testimonials about their experiences at HCC. The president of Howard Community College will discuss the college’s legislative agenda via a comprehensive presentation.

Recommendation

This item is for information only and requires no committee action.
5 – Student Advocacy Day

Background

Representatives from each community college in the state of Maryland participate annually in Student Advocacy Day. Designed to solicit continued support for the community college mission, Student Advocacy Day engages state representatives in support of the college’s legislative agenda. Student Advocacy Day has been scheduled for February 11, 2009.

As in past years, students will be invited to travel by bus to the Miller Senate office building in Annapolis to meet with senators and delegates to tell their stories about the impact that community colleges have made in their lives. Key talking points will be provided to the students in preparation for their meetings with the legislators.

Recommendation

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