Board of Trustees’ Retreat Materials

June 1, 2016
The Rouse Company Foundation Student Services Hall RCF-401
8:30 a.m.
1. Board members practice respectful dialogue that serves the best interests of the college.

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

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

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

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

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

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

8. Board members should route any requests for additional information to the board chair or the president at least two business days prior to the board meeting.

9. Board members may utilize email to communicate individually; however, email communications among a quorum of the board or the full board such as “reply all” responses are restricted in compliance with Maryland’s Open Meetings Law.
Board of Trustees’ Retreat Agenda
June 1, 2016
The Rouse Company Foundation Student Services Hall
RCF 401
8:30 a.m. – 3:00 p.m.

8:30 to 8:50 a.m.  Continental breakfast available

8:50 to 9:00 a.m.  Brief Regular Session
A. Approval of Agenda
B. Approval of May 18, 2016, Minutes
C. Financial Statements
D. Resolution for the Board of Trustees to Meet in Closed Session

9:00 to 11:00 a.m.  Closed Session
E. President’s Evaluation          9:00-10:00
F. Board Self-Evaluation           10:00-11:00

11:00 to 11:15 a.m.  Break

11:15 a.m. to 3:00 pm  Continuation of Retreat
G. Policy Governance: The Role of the HCC Trustee -  11:15-12:15
   Dr. Patrick Huddie, Partner, Westbury Group, LCC

Lunch  12:15-1:00

H. Economic Outlook and Its Impact on the Community College -
   Dr. Daraius Irani, Interim Vice President for the Division of
   Innovation and Applied Research at Towson University 1:00-2:30

I. Board Member Discussion/Wrap-up  2:30-3:00
A – Approval of Agenda

8:50 to 9:00 a.m. Brief Regular Session
A. Approval of Agenda
B. Approval of May 18, 2016, Minutes
C. Financial Statements
D. Resolution for the Board of Trustees to Meet in Closed Session

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Lunch 12:15-1:00

H. Economic Outlook and Its Impact on the Community College - 1:00-2:30
Dr. Daraius Irani, Interim Vice President for the Division of Innovation and Applied Research at Towson University

I. Board Member Discussion/Wrap-up 2:30-3:00
B – Approval of Board Meeting Minutes

1. May 18, 2016, Work Session
2. May 18, 2016, Regular Session
3. May 18, 2016, Closed Session
The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, May 18, 2016, in the Athletic and Fitness Center (Gymnasium) at Howard Community College, Columbia, Maryland. Chair Edmund S. Coale, III brought the work session to order at 6:00 p.m. Other board members present included vice chair Dennis R. Schrader, trustees Kevin J. Doyle, Mamie J. Perkins, Kevin F. Schmidt, and Courtney Watson. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustee Felícita Solá-Carter was absent.

I. Introduction of New Employees

Missy Mattey, director of development/executive director, Howard Community College Educational Foundation, introduced Verna Bernoi, foundation accounting manager.

Cindy Peterka, vice president of student services, introduced Kara Megan Davis, disability support services counselor.

II. Recognition of Howard Community College’s All-USA Academic Team

Sharon Pierce, vice president of academic affairs, introduced Phi Theta Kappa (PTK) advisor Brittany Budden, director of service learning, who introduced students Andrea Padilla and Pooja Singh, in recognition of their selection to HCC’s All-USA Academic Team.

III. Recognition of Outgoing Board Chair Edmund S. Coale, III

Vice Chair Schrader recognized Skip Coale’s service as chair and thanked him for his outstanding leadership. He noted that Chair Coale will remain on the board until his replacement is appointed. Chair Coale reflected on his tenure on the board and thanked board members for their support. He especially noted the quality of the students and the institution. Board members and President Hetherington added their words of appreciation.

IV. Information Session and Tour: Athletics and Fitness Center

Cindy Peterka introduced Diane Schumacher, director of athletics, who gave an overview of the athletics program and conducted a tour of the center for the trustees.

The work session adjourned at 6:42 p.m.

The above constitutes the official minutes of the May 18, 2016, work session of the Howard Community College Board of Trustees as approved on June 1, 2016, and is a true and correct copy of the same.

Kathleen B. Hetherington, secretary/treasurer
The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, May 18, 2016, in the Athletic and Fitness Center (Gymnasium) at Howard Community College, Columbia, Maryland. Chair Edmund S. Coale, III brought the work session to order at 6:47 p.m. Other board members present included vice chair Dennis R. Schrader, trustees Kevin J. Doyle, Mamie J. Perkins, Kevin F. Schmidt, and Courtney Watson. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustee Felícita Solá-Carter was absent.

A. Approval of May 18, 2016, Agenda

Chair Coale asked for the agenda to be amended to give Mr. Vincent Marando, community member, an opportunity to make comments.

A recommendation to approve the May 18, 2016, agenda, as amended was moved by Vice Chair Schrader, seconded by Trustee Schmidt, and unanimously approved.

Mr. Marando gave remarks on the condition of the aging facilities at the athletic and fitness center and thanked the board for considering renovations in the future.

B. President’s Report

President Hetherington thanked the trustees for their attendance at college events in the past month. She noted that Vino ScholasticO raised an unprecedented $85,000 for student scholarships. She thanked Missy Mattey, director of development/executive director, Howard Community College Educational Foundation, and her team. President Hetherington noted Comptroller Franchot’s visit to HCC; the student awards banquet; Carol Beatty, secretary of the Maryland Department of Disabilities, as the keynote speaker at the Project Access Conference; the County Council work session; and the entrepreneurial celebration; adding that the first and second place winners will pitch their ideas at the Howard County Chamber’s annual luncheon on May 19, 2016. President Hetherington announced that the Human Rights Commission named HCC’s Mediation and Conflict Resolution Center MCRC as the recipient of its 2016 Human Rights Award. She also noted that the state’s Education, Health, and Environmental Affairs Committee will visit the 3D innovation hub in the fall, thanks to Senator Gail Bates coordinating the visit. President Hetherington gave an update on the mold in the trailers that was handled promptly and safely.

C. Board Member Comments

Trustee Doyle noted his ongoing admiration of the incredible students and their stories every year at the student awards banquet, commencement, and other student recognition events. Trustee Doyle remarked that he attended the GreenFest and was impressed by the sustainability efforts around campus. He suggested that the board may be interested in learning more about sustainability at HCC.

Trustee Watson agreed with Trustee Doyle’s comments about students and noted the special student teacher relationship she saw at the awards banquet. She commented that walking to the athletic and fitness center gave her a different view of the college’s beautifully maintained grounds.
Vice Chair Schrader reflected that his focus has always been on academics, and that the information session and tour of the athletic and fitness center gave him a new appreciation of athletics and the role it plays in the overall college experience.

Trustee Schmidt also noted that the tour was informative and that the health and welfare of employees and students should be considered in planning and allocation of resources. He noted the opportunity to bring the community to the college, using the Chinese school as an example of community collaboration. Trustee Schmidt also thanked Chair Coale for his service.

Chair Coale added to earlier comments about the athletic and fitness center; noting that the student body has doubled since the facility was built, and the critical importance of improving the center to provide a well-rounded experience for students. He noted that many of the students recognized at the student awards banquet will be recognized at the dragon athletics awards event, demonstrating that many academic scholars also excel at athletics. He thanked the president and board members for the recognition of his service as chair.

D. Report to the Board of Trustees

1. Audit and Finance Committee

Chair Coale gave an update on the May 10, 2016, audit and finance committee meeting.

E. Board Priority Items

1. Election of Fiscal Year 2017 Board Officers

Vice Chair Schrader nominated Trustee Perkins as board chair for FY17.

A recommendation to nominate Mamie Perkins as chair for FY17, was moved by Vice Chair Schrader, seconded by Trustee Watson, and unanimously approved.

Trustee Doyle nominated Vice Chair Schrader as vice chair for a second term for FY17.

A recommendation to nominate Dennis Schrader, as vice chair for FY17, was moved by Trustee Watson, seconded by Trustee Schmidt, and unanimously approved.

A recommendation to approve Mamie Perkins as board chair, and Dennis Schrader as vice chair for FY17, was unanimously approved.

2. Financial Statements

The April statements will be posted and available for board review on May 25, 2016, and will be presented briefly at the board’s retreat on June 1, 2016.

3. Fiscal Years 2016-2020 Mission, Vision, Values, and Strategic Goals

Zoe Irvin, executive director of planning, research, and organizational development, gave an overview of the mission, vision, values, and strategic goals, which were reviewed by the planning council.
A motion to approve the changes to the strategic goals for the FY16-FY20 strategic plan and to reaffirm the HCC mission, vision, and values, was moved by Trustee Doyle, seconded by Trustee Perkins, and unanimously approved.

4. **Benchmarks for Maryland Higher Education Commission (MHEC) Performance Indicators**

Zoe Irvin gave an overview of the benchmarks.

A recommendation to approve the MHEC benchmarks, was moved by Vice Chair Schrader, seconded by Trustee Doyle, and unanimously approved.

5. **Identity Theft Prevention – Red Flags and Payment Card Industry Compliance**

The federal government requires the college to provide the board with an annual update on HCC’s identity theft prevention procedures. Tom Glaser, vice president of information technology, provided an update, noting the college is in compliance.

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

F. **Approval of Board Meeting Minutes**

A recommendation to approve the minutes of the April 27, 2016, work session and regular session was moved by Trustee Doyle, seconded by Trustee Perkins and unanimously approved.

G. **Consent Items**

1. Proposed New Hires
2. Audit Areas for Review
3. Fiscal Year 2017 New Academic Programs
4. Computer Hardware Purchases
5. Administrative Software Service Agreement
6. Supplies for Environmental Services
7. Legal Services
8. Mechanical Services Contract
9. Institutional Reporting
10. Laurel College Center Website Redevelopment
11. Security Services
12. General Contracting Services Contract
13. Rep Stage Paymaster Agreement
14. Award of a Posthumous Associate of Arts Degree
15. Authorization for Board Chair to Approve on Behalf of Board until Next Regular meeting

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

H. **Discussion Items**

1. **Work Session Topics for Fiscal Year 2017**
President Hetherington reviewed suggested work session topics for the FY17 board year. Board members added other topics for consideration for future work sessions, which are noted below. Trustee Watson recommended getting Trustee Felícita Solá-Carter’s input.

- Sustainability (broad/holistic)
- Aligning curriculum with county and state employment needs
- The process for determining course offering and scheduling demands
- How HCC balances the need for career oriented programs and transfer programs
- Understanding the far reaching impact of college decisions/actions
- HCC as a cultural hub for the community – review of the full array of arts offerings
- Enrollment analysis and projections

Trustee Schrader asked for an update in the president’s report on the change in fundraising now that the Grand Prix, which required year-round planning, is no longer there. Missy Mattey noted that the development office’s efforts have shifted to enhancing other fundraising programs and increasing donors.

I. Information Items

1. Board Calendar

Linda Emmerich, executive associate to the president, noted that commencement information and parking permits are included in the board’s take-home packets. Spring convocation and innovation fair is on May 26, 2016, and the board retreat is on June 1, 2016.

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

2. Agreements Signed by the Board Chair Disclosure

This item is to disclose to the board the list of non-purchasing agreements and pass through contracts that have been signed by the board chair since the last board meeting, and is for information only.

3. Full-Time/Part-Time Enrollment Ratios by Division

Sharon Pierce, vice president of academic affairs, provided an update. She reported that the spring 2016 ratio is currently 42 percent full-time to 58 percent part-time. The overall FY16 full-time/part-time ratio is 41 percent full-time to 59 percent part-time, compared to the FY15 full-time/part-time ratio of 39 percent full-time to 61 percent part-time. Progress is being made toward the 50/50 goal with more efficient class scheduling.

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

4. Anticipated Summer Approvals

Lynn Coleman reviewed the items that may come up for approval during the summer.

5. Sodexo Report

Lynn Coleman gave an annual update.
6. **Sustainability Update**

   Lynn Coleman gave an update on recent initiatives.

7. **Personnel Summary**

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

   *A recommendation to adjourn the regular session was moved by Trustee Watson, seconded by Vice Chair Schrader, and unanimously approved.*

Chair Coale read the following motion to enter into closed session:

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

**NOW, THEREFORE, BE IT RESOLVED,** that the board of trustees of Howard Community College hereby conduct its meeting in closed session beginning on May 18, 2016, at the conclusion of the regular meeting in the Athletic and Fitness Center, Gymnasium to discuss the acquisition of real property for a public purpose and matters directly related to the Mount Airy College Center for Health Care Education, as permitted under Section 10-508(a)(3) of the Annotated Code of Maryland and that such meeting shall continue in closed session until the completion of business.

   *A motion to enter into closed session was moved by Trustee Watson, seconded by Trustee Perkins and unanimously approved.*

The regular session was adjourned at 7:51 p.m.

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The above constitutes the official minutes of the May 18, 2016, regular meeting of the Howard Community College Board of Trustees as approved on June 1, 2016, and is a true and correct copy of the same.

Kathleen B. Hetherington, secretary/treasurer
The Board of Trustees of Howard Community College (HCC) met in closed session on Wednesday, May 18, 2016, in Athletic and Fitness Center Gymnasium at Howard Community College, Columbia, Maryland. Chair Edmund S. Coale, III read the resolution below to enter into closed session at approximately 8:02 p.m.; the closed session commenced at approximately 8:05 p.m. Other board members present included vice chair Dennis R. Schrader and trustees Kevin J. Doyle, Mamie J. Perkins, Kevin F. Schmidt, and Courtney Watson. Trustee Felicita Solá-Carter was absent. Kathleen B. Hetherington, secretary-treasurer, and Lynn Coleman, vice president of administration and finance, were also present.

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

Now, therefore be it resolved, that the board of trustees of Howard Community College hereby conduct its meeting in closed session beginning on May 18, 2016, at the conclusion of the regular meeting in the Athletic and Fitness Center Gymnasium, to discuss the acquisition of real property for a public purpose and matters directly related to the Mount Airy College Center for Health Care Education, as permitted under Sections 10-508(a)(3) of the Annotated Code of Maryland and that such meeting shall continue in closed session until the completion of business.

During the meeting, the board of trustees received an update on the Mount Airy College Center for Health Care Education closing and lease agreement.

The closed session was adjourned at 8:08 p.m.

The above constitutes the official minutes of the May 18, 2016, closed session of the Howard Community College Board of Trustees as approved on June 1, 2016, and is a true and correct copy of the same.

Kathleen Hetherington, secretary/treasurer
C – Financial Statements

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

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

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**Recommendation**

This item is for information only and requires no board action.
Howard Community College
Financial Results
for the period ending April 30, 2016
# HOWARD COMMUNITY COLLEGE
## OPERATING BUDGET FINANCIAL REPORT APRIL
### Fiscal Year 2016

### SOURCE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>Actuals As of April FY16</th>
<th>Approved Budget FY16</th>
<th>Percentage</th>
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<tr>
<td><strong>Tuition and Fees</strong></td>
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<td></td>
</tr>
<tr>
<td>Summer I</td>
<td>$ 986,455</td>
<td>1,326,218</td>
<td>74%</td>
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<td>Summer II</td>
<td>1,067,932</td>
<td>$1,036,353</td>
<td>103%</td>
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<td>Fall</td>
<td>12,945,274</td>
<td>13,194,962</td>
<td>98%</td>
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<tr>
<td>Winter</td>
<td>907,176</td>
<td>886,323</td>
<td>102%</td>
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<tr>
<td>Spring</td>
<td>11,482,118</td>
<td>11,759,508</td>
<td>98%</td>
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<tr>
<td>Fees</td>
<td>3,767,319</td>
<td>3,872,277</td>
<td>97%</td>
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<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td>$31,156,274</td>
<td>$32,077,631</td>
<td>97%</td>
</tr>
<tr>
<td><strong>Governmental</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Local (Howard County)</td>
<td>$25,833,570</td>
<td>$31,000,287</td>
<td>83%</td>
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<tr>
<td>State of Maryland</td>
<td>11,150,992</td>
<td>13,381,190</td>
<td>83%</td>
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<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
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<tr>
<td>Continuing education contribution</td>
<td>525,608</td>
<td>630,729</td>
<td>83%</td>
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<tr>
<td>Unrestricted appropriations</td>
<td>1,682,112</td>
<td>2,018,534</td>
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<td><strong>SUBTOTAL</strong></td>
<td>$39,377,716</td>
<td>$47,164,140</td>
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<td><strong>TOTAL</strong></td>
<td>$70,533,990</td>
<td>$79,241,771</td>
<td>89%</td>
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### USE OF FUNDS

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<tr>
<th></th>
<th>Actuals</th>
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<th>Percentage</th>
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<td><strong>Instruction</strong></td>
<td>$32,338,058</td>
<td>$37,307,912</td>
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<tr>
<td>Public service</td>
<td>638,644</td>
<td>723,943</td>
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<tr>
<td>Academic support</td>
<td>3,773,423</td>
<td>4,653,116</td>
<td>81%</td>
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<tr>
<td>Student services</td>
<td>7,854,771</td>
<td>9,075,381</td>
<td>87%</td>
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<tr>
<td>Facilities</td>
<td>9,010,125</td>
<td>10,548,874</td>
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<td>Institutional support</td>
<td>13,025,088</td>
<td>15,506,776</td>
<td>84%</td>
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<td>Scholarships/waivers</td>
<td>1,020,157</td>
<td>1,425,769</td>
<td>72%</td>
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<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$67,660,265</td>
<td>$79,241,771</td>
<td>85%</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$67,660,265</td>
<td>$79,241,771</td>
<td>85%</td>
</tr>
</tbody>
</table>

The percentage of revenues to date is equal to the prior year.

The percentage of expenditures to date is one percent lower than the prior year.

The overall delays in hiring vacant positions and delaying some expenditures were done to make up for the revenue shortfall.

### Change in fund balance

<table>
<thead>
<tr>
<th></th>
<th>Actuals</th>
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<th>Percentage</th>
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<tbody>
<tr>
<td>Change in fund balance</td>
<td>$2,873,725</td>
<td>$0</td>
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</table>
All areas are comparable with the prior year expenditures with the exception of academic support, institutional support, and scholarships and waivers. Academic support and institutional support have several open positions as compared to last year. Scholarships and waivers are lower due to lower enrollment and the Pathways Scholarship funding.
### SOURCE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>Actuals As of April 2016</th>
<th>Approved Budget FY16</th>
<th>Percentage</th>
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<tbody>
<tr>
<td><strong>Tuition and Fees</strong></td>
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<tr>
<td>Credit</td>
<td></td>
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<tr>
<td>Fall</td>
<td>$5,500</td>
<td>5,500</td>
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<tr>
<td>Spring</td>
<td>$5,500</td>
<td>5,500</td>
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<tr>
<td>Noncredit</td>
<td></td>
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<tr>
<td>Summer (all sessions)</td>
<td>$718,444</td>
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<td>Fall</td>
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<td>Winter</td>
<td>$622,532</td>
<td>$760,587</td>
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<td>Spring</td>
<td>$769,684</td>
<td>$758,444</td>
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<td>Sub-total noncredit tuition Fees</td>
<td>$3,283,191</td>
<td>$4,027,661</td>
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<tr>
<td></td>
<td>$4,902,317</td>
<td>$6,052,661</td>
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<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td>$4,902,317</td>
<td>$6,052,661</td>
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<td><strong>Governmental</strong></td>
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<td>State of Maryland</td>
<td>$1,611,338</td>
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<td>Other</td>
<td>$181,106</td>
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<td>Continuing education contribution</td>
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<td>Unrestricted appropriations</td>
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<td><strong>AUXILIARY REVENUE</strong></td>
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<tr>
<td></td>
<td>$0</td>
<td></td>
<td></td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$6,227,462</td>
<td>$7,891,449</td>
<td>79%</td>
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### USE OF FUNDS

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<th></th>
<th>Actuals</th>
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<th>Percentage</th>
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<tbody>
<tr>
<td>Instruction</td>
<td>$5,735,736</td>
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<td>Scholarships/waivers</td>
<td>$714,669</td>
<td>$772,450</td>
<td>93%</td>
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<td><strong>SUBTOTAL</strong></td>
<td>$6,450,405</td>
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<td>82%</td>
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<td><strong>AUXILIARY EXPENSES</strong></td>
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<td><strong>TOTAL</strong></td>
<td>$6,450,405</td>
<td>$7,891,449</td>
<td>82%</td>
</tr>
</tbody>
</table>

**Change in fund balance**

$(222,943)

**New information is shown in GREEN.**

- No additional credit training for the Baltimore City Fire Department will occur this year.
- No other credit classes will occur this year.
- Summer FTEs are down by 14 percent and revenue is down six percent. Adult Basic Skills courses that ran late in FY15 rather than early in FY16 and a decline in government contracts caused the decline.
- Fall FTEs were flat as compared to the prior year, but revenue is ahead of last year by five percent. The credit area eliminated Math-060 and transferred these courses to noncredit causing an increase along with the English as a Second Language program increases.
- Winter FTEs were down five percent from the prior year; however, revenue is higher by seven percent. Math-060 courses are causing the increase in revenue, but government contracts and the English Language Center courses have declined and reduced the FTEs.
- Spring term runs April through June and includes pre-registrations. Revenue is currently three percent higher than the previous year, but not final at this time.
- Overall noncredit revenues are two percent higher than this time last year.
- Fees are attached to specific classes and pay for materials and other direct costs.
- There was no increase in state funding in this area due to lower growth the prior year.
- Area is tracking under budget, however, revenues are not earned evenly during the year.
- Continuing education's contribution to the operating budget - area tracking as budgeted.
- The Hickory Ridge network infrastructure has been charged to the capital fund and funds will be transferred from this fund to the capital fund. To-date expenses are running $327,318.
- Encumbrances for annual budgeted salaries and open purchase orders are included in the actuals shown here.
- Area tracking as budgeted. Expenditures are three percent higher than the previous year.
- Salaries and benefits increased as a result of a reorganization of the division effective for this year.
- Waivers for classes are running higher than last year, but within budget. Open enrollment and adult basic education courses waivers are higher.
Instructional expenses are tracking as planned. Waivers are higher than the prior year in general open enrollment and adult basic education courses.
Howard Community College  
Bookstore Final Results  
Fiscal Year 2016

Revenue:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales revenue</td>
<td>1,585,002.75</td>
</tr>
<tr>
<td>Other revenue</td>
<td>848.87</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,585,851.62</strong></td>
</tr>
</tbody>
</table>

Expenses:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchases</td>
<td>1,233,530.36</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>1,233,530.36</td>
</tr>
<tr>
<td>Operating expenses:</td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>174,691.71</td>
</tr>
<tr>
<td>Disposal of inventory</td>
<td>50,799.50</td>
</tr>
<tr>
<td>Other</td>
<td>44,449.32</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>1,503,470.89</strong></td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td><strong>82,380.73</strong></td>
</tr>
</tbody>
</table>

The college operated the bookstore through October 2015. These are the financial results of operations from July 1, 2015, through October 31, 2015. The college's inventory was purchased by Barnes & Noble (B&N) with the exception of the disposed inventory noted above. That inventory was considered to have no value.
Howard Community College
Auxiliary Bookstore and Facility Rental Results
Through March 31, 2016

### Revenue:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial B&amp;N contract fee</td>
<td>100,000</td>
</tr>
<tr>
<td>Commissions</td>
<td>184,666</td>
</tr>
<tr>
<td>Facility rentals</td>
<td>14,238</td>
</tr>
<tr>
<td><strong>Total receipts through March</strong></td>
<td><strong>298,904</strong></td>
</tr>
</tbody>
</table>

### Expenses:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative personnel costs</td>
<td>58,465</td>
</tr>
<tr>
<td>Miscellaneous expenses</td>
<td>881</td>
</tr>
<tr>
<td><strong>Total expenses through March</strong></td>
<td><strong>59,347</strong></td>
</tr>
</tbody>
</table>

**Net proceeds from operations** 239,557

The college received an initial payment of $100,000 as part of the Barnes & Noble outsourcing agreement.

Commissions paid to date are less than anticipated due to the college’s lower enrollments. In addition, fewer textbooks were sold and more rentals of textbooks occurred.

Compared to the prior year, sales are down $187,433 through March. However, if the textbook rental sales had been new book sales, the sales would have been $180,399 higher. This means students benefited from a 44 percent savings versus having purchased the same book at the retail value.

Per the contract, commissions of $545,000 are expected for the first year of operations, which runs November 1, 2015, through October 31, 2016.
Howard Community College
Food Service
Through March 31, 2016

Revenue:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vending sales</td>
<td>52,572</td>
</tr>
<tr>
<td>Total receipts through March</td>
<td>52,572</td>
</tr>
</tbody>
</table>

Expenses:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>182,464</td>
</tr>
<tr>
<td>Sodexo contract</td>
<td>193,854</td>
</tr>
<tr>
<td>Cleaning supplies</td>
<td>4,360</td>
</tr>
<tr>
<td>Linen cleaning</td>
<td>3,451</td>
</tr>
<tr>
<td>Repairs</td>
<td>12,889</td>
</tr>
<tr>
<td>Supplies</td>
<td>8,249</td>
</tr>
<tr>
<td>Other</td>
<td>1,083</td>
</tr>
<tr>
<td>Total expenses through March</td>
<td>405,267</td>
</tr>
</tbody>
</table>

Net loss from operations (352,695)
as of the third quarter

Personnel costs include administration and cleaning of the food service area. Catering sales are managed by the administrative staff.

The Sodexo contract is budgeted to cost $295,000. Due to continued efforts to reduce operating costs, it is anticipated that total costs will be under budget in this area.

Food service was budgeted to lose $685,307 in FY16.
D – Resolution for the Board of Trustees to Meet in Closed Session on June 1, 2016

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

NOW, THEREFORE, BE IT RESOLVED, that the board of trustees of Howard Community College hereby conduct its meeting in closed session beginning on June 1, 2016, at the conclusion of the brief regular session in The Rouse Company Foundation Student Services Hall Room RCF-401 “to discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction;” as permitted under Section 10-508(a)(1) of the Annotated Code of Maryland and that such meeting shall continue in closed session until the completion of business.
G – Policy Governance: The Role of the HCC Trustee

Background: Dr. Patrick Huddie is an experienced investment banker with entrepreneurial and operations experience, and is a partner with Westbury Group, LLC. He has advised many companies about mergers and acquisitions, including management buyouts and blank check acquisitions, as well as all types of debt and equity finance. Dr. Huddie’s client companies represent diverse industries including biotechnology, consumer goods, construction, defense contracting, diagnostics, financial services, information technology and medical devices. He is also a managing member of the Chesapeake Emerging Opportunities Club, an early-stage fund based in Columbia, Maryland with investments in biotechnology, alternative energy, medical devices and wireless technology, and is consequently a director of Chesapeake PERL Inc. and Fiberight LLC. Dr. Huddie previously founded and operated an electro-optical engineering services company that provided imaging and laser technology to federal government clients, as well as to biomedical research organizations and the microelectronics industry; the company successfully licensed and implemented NASA technology to create compact ultraviolet lasers for terrestrial applications.

From 1988-1991, Dr. Huddie researched the molecular bases of learning and memory at the National Institute of Neurological Diseases and Stroke, part of the National Institutes of Health in Bethesda, Maryland. Prior to this time, he conducted biophysical and pharmacological research at the Marine Biological Laboratory in Woods Hole, Massachusetts and the Universities of Rhode Island, Nottingham, and Newcastle-upon-Tyne.

Active in the service of higher education in Howard County and Maryland, Dr. Huddie led the business advisory board of the Howard Community College Advanced Technology Center in 1996. He served on the Howard Community College’s 1997 presidential search committee. He was chairman of the 1998 Commission on the Future of Howard Community College and has served on all subsequent Commissions. Dr. Huddie was a member of the board of trustees of Howard Community College from 1999 to 2011; during that time he served as both the board’s vice chair and chair. He was elected president of the Maryland Association of Community Colleges (MACC) in 2003. As president of the state association, he led MACC through two changes of executive director, a study of the socio-economic benefits of Maryland’s community colleges, and a detailed review of the State Plan for Higher Education. Dr. Huddie was appointed by Governor Ehrlich to the State Planning Committee for Post-Secondary Education in 2004.

Dr. Huddie was a member of the executive committee of the High Technology Council of Maryland from 1995 to 2002. He directed the Howard County Economic Development Authority from 1996 to 2003.

Dr. Huddie holds an honours degree in physiology and a doctorate in biophysics from the University of Newcastle-upon-Tyne, and is a past member of the Biophysical Society, the Society of Photo-Optical Instrumentation Engineers, and the Society for Neuroscience.
H – Economic Outlook and Its Impact on the Community College

Background: Dr. Daraius Irani serves as the Interim Vice President for the Division of Innovation and Applied Research at Towson University. Previously, he served as associate vice president for the division and executive director for the Applied Research and Technical Services group where he provided leadership and management across several service areas, including geographic information sciences analysis and application development; information technology services and consulting; business analysis and management consulting; and economic and policy analysis through the Regional Economic Studies Institute (RESI).

Dr. Irani also currently serves as chief economist for the Regional Economic Studies Institute. During his more than 18 years tenure at RESI, he has managed and served as lead economist on more than 250 research and analysis projects ranging from policy analysis to economic and fiscal impact studies. He has also produced over 100 economic and fiscal impact statements for a wide variety of clients.

As all of RESI’s projects are externally-funded through state and local governments and private clients, Dr. Irani manages the processes for executing and monitoring implementation of grants and contracts on behalf of RESI.

Dr. Irani’s current areas of research include, but are not limited to, the economic and fiscal impact of greenhouse gas legislation and green development, jobs, and energy. His team of researchers and analysts are working on an analysis of Maryland’s medical tort system and its impact on insurance premiums; an estimation of enrollees in a Medicaid Buy in insurance program; and an analysis of the nursing labor market.

He also currently oversees research regarding economic development opportunities in Western Maryland and Baltimore City through RESI’s designation as an EDA University Center by the U.S. Department of Commerce.

Dr. Irani also has made numerous economic presentations to organizations across Maryland. He has appeared on CNN, the Marc Steiner Show, the Midday Show with Dan Rodricks, and Maryland Public Television’s Business Connection. He is often quoted in articles published by Maryland Daily Record, Baltimore Business Journal, The Baltimore Sun, and Washington Post.

Dr. Irani holds a Doctor of Philosophy in economics from University of California, Santa Barbara; Master of Arts in business economics from University of California, Santa Barbara; and Bachelor of Arts in economics from University of California, San Diego.

(Source: http://www.towson.edu/campus/business/team/dirani.html)
I – Board Member Discussion/Wrap-up