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 Act of the General Provisions Article of the Maryland Code.
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…

**Partner with businesses and the community to keep HCC a vital and current institution**
1 – Approval of Agenda

Regular Meeting Items

1. Approval of Agenda
2. Financials

Budget Work Session

1. Proposed Fiscal Year 2018 Budget
2 – Financial Statements

Background: In May 2009, the college agreed to distribute the monthly financial statements to the county within four to six weeks of the end of the month. Since it normally takes two weeks to close out the books for the month, the board formerly 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 November financials will be posted and available for board review on January 9, 2017.

Purpose: Disclosure to the board of trustees

Recommendation

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

Compliance: The financial statements are submitted in support of Board Bylaws Article II – The Board of Trustees Responsibilities and Powers.
Howard Community College
Financial Results
for the period ending November 30, 2016
## HOWARD COMMUNITY COLLEGE
### OPERATING BUDGET FINANCIAL REPORT NOVEMBER
#### Fiscal Year 2017

All new information appears in green ink.

### SOURCE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>Actuals As of November FY17</th>
<th>Approved Budget FY17</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition and Fees</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer I</td>
<td>$ (14,437)</td>
<td>1,346,040</td>
<td>-1%</td>
</tr>
<tr>
<td>Summer II</td>
<td>1,007,731</td>
<td>974,719</td>
<td>103%</td>
</tr>
<tr>
<td>Fall</td>
<td>12,983,042</td>
<td>12,967,937</td>
<td>100%</td>
</tr>
<tr>
<td>Winter</td>
<td>814,570</td>
<td>872,602</td>
<td>93%</td>
</tr>
<tr>
<td>Spring</td>
<td>5,849,648</td>
<td>11,557,895</td>
<td>51%</td>
</tr>
<tr>
<td>Fees</td>
<td>3,149,455</td>
<td>4,211,612</td>
<td>75%</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td>$23,790,009</td>
<td>$31,930,805</td>
<td>75%</td>
</tr>
<tr>
<td><strong>Governmental</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local (Howard County)</td>
<td>$13,433,460</td>
<td>$32,240,298</td>
<td>42%</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>6,282,403</td>
<td>15,077,766</td>
<td>42%</td>
</tr>
<tr>
<td>Other</td>
<td>112,649</td>
<td>178,710</td>
<td>63%</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Governmental</strong></td>
<td>$20,778,149</td>
<td>$49,775,902</td>
<td>42%</td>
</tr>
<tr>
<td><strong>Unrestricted appropriations</strong></td>
<td>$44,568,158</td>
<td>$81,706,707</td>
<td>55%</td>
</tr>
</tbody>
</table>

No enrollment increase was budgeted for FY17. The per-credit hour tuition rate increased by $2.

Summer I is the first half of the 2017 summer term, and occurs at the end of FY17. The negative revenue shown here represents late refunds given in the current year for the prior year's term.

Even though Summer II had a 10.3 percent full-time equivalent (FTE) decrease from the prior year and headcount was down 9.8 percent, overall revenue exceeded budget by four percent due to out-of-county revenue, which was 12 percent higher than budget. The losses in FTE were primarily at the Laurel College Center (LCC) and the Mount Airy College Center for Health Care Education (MACCHCE), which are reported in the special funds. The MACCHCE is now closed.

As of September 18, 2016, fall FTE was down 2.3 percent and headcount was down two percent. However, out-of-state revenues are 20 percent higher than anticipated in the budget. FTE losses were primarily at the LCC and the MACCHCE, which are reported in the special funds. Fall revenue includes an estimate for Manpower Shortage Programs that are reimbursed by the state at year-end. The state pays the out-of-county differential for students in those programs based on state-wide enrollments and funding is not final until late in the year.

This revenue represents preregistrations for the spring term that begins on January 28, 2017.

Area tracking as budgeted and comparable to the prior year.

Area tracking as budgeted. A four percent increase was received from the county for FY17.

Area tracking as budgeted. A 10.74 percent increase was received from the state for FY17.

The percentage of revenues to date is equal to the prior year.
### USE OF FUNDS

Delays in hiring vacant positions, as well as some delayed expenditures are occurring. This is due to the overall decrease in enrollment.

Encumbrances for annual budgeted salaries and open purchase orders are included in the actuals shown here. Merit that is included in the budget will not be awarded until January and is not encumbered at this time. This is causing a lower percentage of spending at this time.

The percentage spent and encumbered to date is **two percent** lower than last year. Lower enrollment and spending on direct instruction is causing the lower spent to date than the average spent. Part-time faculty costs are currently **one percent** lower than last year due to consolidating sections with lower enrollment.

Area tracking as budgeted. The functional reserve was increased in the FY17 budget to cover functional costs of employee benefits and allow some contingent spending.

<table>
<thead>
<tr>
<th>Category</th>
<th>Instruction</th>
<th>Public service</th>
<th>Academic support</th>
<th>Student services</th>
<th>Facilities</th>
<th>Institutional support</th>
<th>Scholarships/waivers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$25,855,866</td>
<td>$38,104,964</td>
<td>547,706</td>
<td>794,293</td>
<td>2,999,417</td>
<td>4,922,086</td>
<td>6,730,702</td>
</tr>
<tr>
<td></td>
<td>68%</td>
<td>69%</td>
<td>69%</td>
<td>61%</td>
<td>72%</td>
<td>71%</td>
<td>74%</td>
</tr>
<tr>
<td>SUBTOTAL</td>
<td>$56,637,290</td>
<td>$81,706,707</td>
<td>69%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>$56,637,290</td>
<td>$81,706,707</td>
<td>69%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in fund balance</td>
<td>($12,069,132)</td>
<td>$0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The percentage spent and encumbered to date is **four percent** lower than last year. This function currently has several open positions. In addition, faculty development costs are typically incurred at the end of the fiscal year.

Percentage spent and encumbered to date is **one percent** lower than last year. This function currently has several open positions, when compared to the prior year. Dependency on staff and hourly support around the start of the major terms causes a **higher** spent budget variance in this function when compared to the overall spent.

Area tracking as budgeted. Percentage spent and encumbered to date is **one percent** lower than last year.

The percentage spent and encumbered is higher than the overall average in both this year and last due to the payment and commitment of large annual technology service agreements done early in the year. Spending on contracted services in technology is lower than in the prior year.

This category of the budget includes RCC scholarships, employee waivers, and state mandated waivers. Scholarship awards increased for the fall and summer terms. Offsetting the increase in awards is a reduction in waivers. The dependent reimbursement, which was reported in the budget as a waiver in the prior year, is now reported as an employee benefit in each functional category.

The percentage of expenditures to date is currently **two percent** lower than the prior year.
All areas are comparable with the prior year expenditures with the exception of public service, academic support, and institutional support. The public service functional budget was increased to cover contingent spending. Academic support expenses are temporarily lower due to open positions. Institutional expenditures on technology upgrades are lower than the prior year.
All new information appears in green ink.

### SOURCE OF FUNDS

<table>
<thead>
<tr>
<th>Description</th>
<th>As of November 2017</th>
<th>Approved Budget FY17</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition and Fees</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Credit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fall</td>
<td>$396</td>
<td>$5,500</td>
<td>7%</td>
</tr>
<tr>
<td>Spring</td>
<td>-</td>
<td>$5,500</td>
<td>0%</td>
</tr>
<tr>
<td>Noncredit</td>
<td>1,032,261</td>
<td>1,447,768</td>
<td>71%</td>
</tr>
<tr>
<td>Sub-total noncredit tuition</td>
<td>1,934,882</td>
<td>4,415,952</td>
<td>44%</td>
</tr>
<tr>
<td>Fees</td>
<td>1,061,322</td>
<td>1,874,001</td>
<td>57%</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td>$2,996,600</td>
<td>$6,300,953</td>
<td>48%</td>
</tr>
<tr>
<td><strong>Governmental</strong></td>
<td>805,669</td>
<td>1,933,605</td>
<td>42%</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>79,322</td>
<td>250,600</td>
<td>32%</td>
</tr>
<tr>
<td><strong>Continuing education contribution</strong></td>
<td>(275,944)</td>
<td>(662,265)</td>
<td>42%</td>
</tr>
<tr>
<td><strong>Unrestricted appropriations</strong></td>
<td>59,258</td>
<td>210,087</td>
<td>28%</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$688,305</td>
<td>$1,732,027</td>
<td>39%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$3,664,905</td>
<td>$8,032,980</td>
<td>46%</td>
</tr>
</tbody>
</table>

### USE OF FUNDS

<table>
<thead>
<tr>
<th>Description</th>
<th>Budgeted</th>
<th>Actuals</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$4,589,328</td>
<td>$7,187,530</td>
<td>64%</td>
</tr>
<tr>
<td>Scholarships/waivers</td>
<td>455,688</td>
<td>845,450</td>
<td>54%</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$5,045,016</td>
<td>$8,032,980</td>
<td>63%</td>
</tr>
</tbody>
</table>

### Financials

- **Fall term runs September through December.** This revenue represents pre-registrations for the fall term. As compared to this time last year, enrollments are down 10 percent. Further analysis of the term will be done at the end of the term.
- **Winter term runs January through March.** This revenue represents pre-registrations for the winter term.
- **Spring term runs April through June.** This revenue represents pre-registrations for the spring term.
- **Overall noncredit revenues are two percent lower than this time last year.**
- Fees are attached to specific classes and pay for materials and other direct costs.

- **Instruction spending is currently down four percent as compared to the prior year.** In addition to the late merit mentioned above, there are several open positions in the division.
- **The percentage of expenditures to date is currently three percent lower than the prior year.**

Financials Page 4
Instructional expenses are down as compared to the prior year by four percent, due to several open positions and the awarding of merit in January that is not encumbered at this time.
### CAPITAL PROJECTS
#### SUMMARY SHEET

Results as of November 30, 2016

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>STATE, COUNTY &amp; OTHER BUDGET</th>
<th>EXPENDITURES THROUGH FY16</th>
<th>FUNDS AVAILABLE FOR FY17</th>
<th>EXPENDITURES FY17</th>
<th>ENCUMBRANCES FY17</th>
<th>BUDGET BALANCE-TO-DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>M-0536 - Nursing (N) &amp; ST Building Renovations</td>
<td>$3,260,000</td>
<td>$2,402,500</td>
<td>$857,500</td>
<td>$16,587</td>
<td>$1,002,141</td>
<td>$(161,228)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M-0542 - Campus Roadways and Parking</td>
<td>$16,400,000</td>
<td>$7,287,175</td>
<td>$9,112,825</td>
<td>$4,237,675</td>
<td>$4,322,101</td>
<td>$553,050</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M-0543 - Science, Engineering, and Technology Building</td>
<td>$76,766,000</td>
<td>$43,504,936</td>
<td>$33,261,064</td>
<td>$13,619,405</td>
<td>$12,720,083</td>
<td>$6,921,576</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M-0550 - Systemic Renovations</td>
<td>$2,228,000</td>
<td>$2,228,000</td>
<td>$100,933</td>
<td>$295,619</td>
<td>$1,831,448</td>
<td>$9,144,846</td>
</tr>
</tbody>
</table>

**TOTAL** $98,654,000 $53,194,611 $45,459,389 $17,974,599 $18,339,944 $9,144,846

Notes to Financial Statements - all new in FY17

This project is in the final stages of design. After approval of the construction documents, the guaranteed maximum price (GMP) work will begin and is planned for completion by April 2017. Once the GMP is approved, funds for construction can be allocated. Construction is targeted to start in July 2017. The amount shown over budget of $161,228 is for redesign work that is necessary due to the county's request to delay the project. These costs will be paid from FY18 construction funds.

The expansion of east parking garage has moved into the final stage of completing the bridge connections between the new and existing structures. Although weather dependent, the garage is due to open early in the 2017 spring semester. The college has disbursed $6,000,000 to the county from the existing fund balance and $7,717,000 will be repaid to the county through bond funding. The county funded $2,683,000 of this project. The consolidated fee will be increased starting in the FY18 budget to repay this debt.

Gilbane and college staff continue to monitor adherence to the project schedule and substantial completion remains on track for mid-January 2017. The first phase of furniture and equipment will begin in mid-December to allow for configuration of specialized audiovisual and information technology systems. Following substantial completion, testing, inspection, and commissioning, the remaining furniture and equipment is anticipated to be delivered and installed in spring 2017.

Planned projects are identified by the facilities condition assessment, facilities master plan, and the renovations assessment committee. Recent completed projects include classroom upgrades and modifications to the safety office. Projects in progress include the Hickory Ridge elevator upgrade, the Horowitz Visual and Performing Arts Center studio lighting and fiber connectivity, and technology, audiovisual, and cable equipment upgrades.
1 – Proposed Fiscal Year 2018 Budget

**Background:** Each year in January, the board meets for a special budget work session to discuss the next year's budget plans. The president gives an overview of the budget development process and the vice president of administration and finance gives a presentation on the budget development calendar and the strategic plan. The following proposed FY18 budget will be discussed and then brought back to the full board for approval at the January 25, 2017, meeting.

**Purpose:** To discuss the next fiscal year budget proposal

**Recommendation**

The administration requests that the board of trustees discuss the FY18 proposed budget and make recommendations to the administration.

**Compliance:** This request is in compliance with board bylaws, Article II, The Board of Trustees Responsibilities and Powers: Funds and Article IV, Board Officers and their Duties.
Board of Trustees
Work Session

Fiscal Year 2018
Integrated Operational Strategic Plan and Budget

January 11, 2017
6:00 PM
RCF – 400
Table of Contents

1. Introduction ........................................................................................................... 1
2. Process ..................................................................................................................... 7
3. Mission/Vision/Values ......................................................................................... 8
4. Strategic Goals and Budget ................................................................................. 9
5. Summary of Strategic Priority Budget Requests ............................................. 12
6. Unrestricted Budget
   a. FY18 Proposed Source and Use of Funds .................................................. 14
   b. Notes to FY18 Proposed Detail Source and Use of Funds ....................... 17
   c. New Building Costs ................................................................................... 23
   d. New Positions and Hourly ........................................................................ 24
   e. Unrestricted and Restricted Funds ............................................................ 26
   f. Variances for Unrestricted Budget .............................................................. 31
   g. Operating Budget (Fund 10) .......................................................................... 34
   h. Full- and Part-Time Position Requirements ............................................ 43
   i. Detail by Cost Center ................................................................................... 44
   j. Continuing Education (Fund 11) ............................................................... 50
   k. Auxiliary ..................................................................................................... 53
   l. Special Funds ............................................................................................... 54

7. Restricted Fund Detail ......................................................................................... 58
8. Critical Unmet Needs ........................................................................................... 60
9. Cost Containment ................................................................................................. 63
INTRODUCTION
Introduction
Integrated Strategic Planning and Budgeting Process
Fiscal Year 2018

Background

During fall 2012, the board and the college interacted with the community and accepted recommendations from the Commission on the Future in January 2013. Next, the Howard Community College (HCC) planning council (college-wide representation, including students) reviewed recommendations from the Middle States Commission on Higher Education, and the feedback report from the Baldrige quality award application. The planning council worked with college cross-functional teams and reviewed institutional progress on key performance indicators. After developing a S(strongest), W(akest), O(pportunities), T(reats) analysis based on the information gleaned from the groups and individuals noted above, the planning council reaffirmed its support of the college’s mission, vision, and values statements, and recommended three strategic goals for the next strategic plan cycle, which spans fiscal years (FY) 2016-2020.

On May 27, 2015, the board of trustees approved revised strategic goals for the period FY16-20 and reaffirmed HCC’s mission, vision, and values.

Utilizing the approved strategic goals for FY16-20, the planning council also reviewed the following reports:

- HCC’s vital signs reports;
- HCC’s academic plan, diversity plan, technology plan, enrollment management plan, facilities master plan, multi-year staffing plan, and the Commission on the Future report;
- the Maryland Higher Education Commission (MHEC) State Plan for Higher Education;
- HCC’s board of trustees’ key performance indicators (core ends, which address the Malcolm Baldrige educational excellence criteria categories and include MHEC indicators); and
- the college’s Middle States self-study and HCC’s Malcolm Baldrige National Quality Award submission.

The planning council also examined results from college surveys including the Yearly Evaluation of Student Satisfaction Survey (YESS) and the Quality Evaluation of Service Trends (QUEST) employee survey, and conducted an ongoing environmental scan to determine new and emerging issues.

After reviewing these reports, the planning council developed actions plans for the FY16-20 strategic goals. The strategic plan specifically identifies long-term benchmarks for each goal. Each year, the college evaluates the goals and updates the plan. The revised and updated strategic plan is included in this budget document. The strategic plan also
includes the new benchmarks that were set by the board and submitted within the Performance Accountability Report to MHEC on September 28, 2016.

**Core Work**

The basic work of each college department is considered “core work.” College departments also work with cross-functional teams to refine their core work. During the summer months, departments finalize their core work plans for the year and continuously review and redefine benchmarks for their departments as part of this process.

Strategic plan initiatives and the core work of the college departments are the basis for developing the HCC FY18 budget.

**Budget Development for the Strategic Plan and Core Work**

This fall, requests for funds to work on the strategic initiatives and to improve performance on core work benchmarks were submitted as part of the integrated planning and budget process. President’s team reviewed the requests in late November. Based on priorities and the impact on benchmarks, funds were included or reallocated to develop the FY18 budget.

**Budget Highlights**

**Revenues**

In November 2016, the national unemployment rates dropped to 4.6 percent, the lowest rate since 2007. Gains were primarily in the business and healthcare sectors, while manufacturing saw a decline. Wages rose 2.5 percent, which was higher than the rate of inflation and means an increase in spending power. When consumers have more discretionary money, that is typically the perfect formula for an increase in consumer spending/retail sales, which accounts for approximately 70 percent of the U.S. economy. In addition, with reduced oil prices, the cost of transportation, food, and raw materials for business have been lowered – raising profit margins. The U.S. economy is not robust, but is healthy and tracking positively for 2017.

As the college’s economic position is closely tied to that of the county and the state, with approximately 45 percent of the college’s proposed FY18 unrestricted appropriated revenues coming from these two sources. The percentage of support from the county and state is critical to keep tuition affordable for HCC students. Some of the issues the college and county are facing this budget cycle are discussed below.

**Howard County Funding**

This past year, Howard County saw a slight growth in revenue, with a projected increase of 3.2 percent between FY16 and FY17. Property taxes are expected to grow at the rate of 3.3 percent in FY17. It should be noted that for two years in a row, the county’s residential reassessments have lagged behind the state’s averages; before that however,
Howard County’s residential reassessment growth consistently exceeded the state average. The county’s commercial base reassessment growth continues to exceed residential reassessments with a growth of 16.5 percent. This commercial reassessment growth is the driver of the overall annual assessment growth for the county.

Howard County’s income tax growth is expected to show some recovery from the weak performance in FY15, with a projected 4.2 percent growth in FY17. This growth is primarily attributed to growth in population, employment, and wages. However, the county faces challenges ahead. The devastating flood in Ellicott City will have an impact on the county’s growth. Even though the Federal Emergency Management Agency (FEMA) helped to pay the initial recovery costs, long-term recovery costs will be incurred by the county. The county’s population is aging and is expected to double from 2010 to 2025, and many adults are beginning to age in place. Development patterns in the county are also changing as the attached and multi-unit housing units are increasing as opposed to single family detached housing that was normally the driver of growth. The college was fortunate to receive a four percent increase from the county in the FY17 budget. This larger increase was primarily to assist with the opening of the new science, engineering, and technology (SET) building.

The October unemployment rate shows the county at 3.3 percent, which was the lowest in the state. The state unemployment average in October was 4.2 percent.

Long term, the county is limited in land available for development both in quantity and configuration. However, the development of growth corridors and the re-development of downtown Columbia will contribute to the county’s long-term economic progress. The long-term outlook for Howard County remains strong.

Despite these challenges, factors such as location, wealth, a low crime rate, healthy quality of life, and the school system have contributed to Howard County’s leadership role in Maryland and the continuing influx of individuals and families into the county. Although the county faces some challenges ahead, the long-term outlook remains strong.

The college is requesting an 11 percent increase in FY18 due to the addition of the SET building. The FY17 budget only contained two months of expenses for the SET building so the majority of expenses for the building are falling into the FY18 budget. In the FY18 proposed budget, the county funding is shown as 30 percent of total unrestricted revenues. The college represents three percent of the total county budget.

**State Funding**

The State of Maryland ended the legislative session by funding the community colleges with an average increase of 5.2 percent for FY17. HCC received an increase of 10.74 percent in FY17 state funding based on past enrollment growth. This was the first time in a number of years that the community colleges had not seen a reduction in the state-mandated funding as the state of Maryland opened the FY16 legislative session with a surplus. However, this surplus was short-lived as the September 2016 projections
dropped $800 million. This came as weak tax collections largely reflected a slow recovery and sluggish gains in Marylander’s earnings despite improving employment numbers. In October, Maryland added 2,200 jobs in the private sector, but lost jobs as state and local government payrolls contracted. The State of Maryland ranked 16th in the nation in October unemployment figures.

The Maryland Association of Community Colleges (MACC) has not received final indications of FY18 state funding. The governor is not expected to release his budget until mid-January, which will include the amount community colleges can expect to receive. However, an increase of 4.7 percent has been included in the proposed budget. The state funding shown in the FY18 proposed budget is 15 percent of the total unrestricted revenues.

**Tuition**

HCC is showing a projected increase of $2 per credit hour in FY18. While the college would prefer not to increase tuition, the college realizes that funds are needed for the SET building and on-going costs.

The college is projecting no increase in enrollment in FY18 and also realizes it needs to absorb the 2016 fall enrollment decline of 2.3 percent in the FY18 budget. Based on Howard County Public School System enrollment reports, the size of the 12th grade class that is expected to enter HCC in September 2017 is anticipated to decrease 4.3 percent. Enrollments for the 12th grade class are not expected to pick up until September 2019, with a larger increase in September 2020. With the improved economy, the college is anticipating minimal enrollment growth for the next several years. This is in contrast to double-digit enrollment growth experienced during the last decade.

In addition, with the new parking garage that will open in spring 2017, the college will start to repay the debt service on the structure. This will necessitate increasing the consolidated fee from 16.75 percent of the in-county tuition rate to 18 percent of the in-county tuition rate. This will increase the fee per credit hour from $22.45 per credit hour to $25.05 per credit hour or $2.60 per credit hour with the increase going directly into the building fund for debt service.

Students continue to bear the major share of funding in the budget, representing 36 percent of the proposed FY18 unrestricted income.

**Expenses**

On the expense side, the college units refined core work and developed strategic action plans. The largest increases in HCC’s budget are costs for salaries, the compensation study, new positions, and the new science, engineering, and technology building, which is scheduled to open at the end of this fiscal year (FY17). The 6.50 new positions that are reflected in the budget include the following:
• four faculty positions - three faculty to address the full-time/part-time ratio; and one faculty position for the SET building;
• one lab manager for the SET physics lab;
• one audiovisual technician for the SET building
• a part-time (0.50) staff position moving to full-time for the internship and co-op program

Salary and Benefit Requests

Although the college’s salary and benefits committee recommended a 4.5 percent merit increase for faculty and staff, given the current budget situation, a three-percent merit increase is included in this request. The salary and benefits committee also requested an increase in the adjunct pay rate of $45 per credit hour; an increase of $25 per credit hour is included in this budget. The college has also included the request to increase the tuition reimbursement rate from $3,000 to $3,500 for undergraduate and graduate courses along with an increase in dependent waivers from 15 credit hours to 20.

Other expenses are explained in the notes on the proposed source and use pages. Each item that has been added is broken into one of four categories as follows:

• **Mandatory** - This category represents requests due to federal, state, or local government mandates.
• **Workload** - This category represents requests due to rising costs of performing the same service due to enrollment growth or to meet existing standards and includes salary increases.
• **Improvement** - This category represents requests due to a modification in standards to improve the area.
• **New** - This category represents requests for new programs, buildings, or initiatives.
Local, State, and Tuition per FTE

<table>
<thead>
<tr>
<th>FTE</th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>1.566</td>
<td>1.597</td>
<td>1.776</td>
<td>1.795</td>
<td>1.647</td>
<td>1.518</td>
<td>1.577</td>
<td>1.521</td>
<td>1.713</td>
<td>1.778</td>
<td>1.936</td>
</tr>
</tbody>
</table>
PROCESS
Howard Community College Planning Process
Fiscal Year 2018 Time Schedule

Pre-Planning
- Review Vision, Mission, Values,
- Analysis of Internal and External Scanning (see pg.1)
- Review Strategic Goals and Initiatives

Strategic Planning

Budget Development

Implementation Mid-Year Evaluation and Revision

Accountability and Evaluation

Spring 2016

Spring-Fall 2016

Winter 2016-2017

Fall 2017

Spring 2018
MISSION, VISION, VALUES
MISSION
Providing pathways to success.

VISION
A place to discover greatness in yourself and others.

VALUES
Innovation
Nurturing
Sustainability
Partnerships
Integrity
Respect
Excellence
Service

STRATEGIC GOALS
1. Student Success, Completion, and Lifelong Learning
2. Organizational Excellence
3. Building and Sustaining Partnerships

Approved by Board of Trustees: May 18, 2016
Howard Community College
Strategic Plan- Details
Fiscal Years 2016–2020

This document was approved by the board of trustees on May 18, 2016.

### Strategic Goal #1. Student Success, Completion, and Lifelong Learning

#### 1.1 Increase number of students graduating annually.

<table>
<thead>
<tr>
<th>Lead</th>
<th>Action Plans for 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1A VPAA</td>
<td>Develop, evaluate and revise program offerings (transfer and career) to meet the needs of students and the community, provide career opportunities [such as clinical placements, internships (see also strategic goal 3)] for students, and promote degree completion and transfer.</td>
</tr>
<tr>
<td>1.1B VPAA</td>
<td>Increase student participation in high impact (e.g., service learning) academic and specialized student engagement experiences that promote student success and completion.</td>
</tr>
<tr>
<td>1.1C VPSS</td>
<td>Support a percentage increase in annual graduates by providing support services to include intrusive advising of students with 45 or more credits, promoting reverse transfer, and awarding scholarships.</td>
</tr>
</tbody>
</table>

#### 1.2 Increase % of developmental completers, 4 years after entry to HCC, from 35.8% (fall 2003 cohort) to 45% (fall 2016 cohort). (MHEC Indicator)

<table>
<thead>
<tr>
<th>Lead</th>
<th>Action Plans for 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2A VPAA</td>
<td>Evaluate and revise as indicated the requirement for developmental mathematics students to also enroll in the First Year Experience course. Evaluate and expand English 121 Accelerated Learning Program. Implement and evaluate course redesign linked to revision of the Code of Maryland Regulations (COMAR) definition of college-level mathematics. Encourage eligible developmental students to concurrently enroll in same-subject, credit-bearing course (see 1.2B).</td>
</tr>
<tr>
<td>1.2B VPAA</td>
<td>Evaluate College and Career Readiness and College Completion Act (CCCRA) requirement to include credit-bearing mathematics and English within the first 24 credit hours for first-time degree seeking students; encourage eligible developmental students to concurrently enroll in a same-subject, credit-bearing course; require students completing the developmental course sequence to immediately enroll in a same-subject, credit-bearing course the following semester.</td>
</tr>
<tr>
<td>1.2C VPSS</td>
<td>Expand the HCC Early Alert Program to attain positive outcomes in courses with low retention and success rates; establish a work group of faculty and staff to improve program processes and implement strategies to increase course completion and program effectiveness.</td>
</tr>
<tr>
<td>1.3</td>
<td>Increase student successful-persistence rate after 4 years for all students from 73.2% (fall 2003 cohort) to 75% (fall 2016 cohort). Close performance gaps as needed for Black, Asian and Hispanic students. (MHEC Indicator)</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>1.3A</td>
<td>VPSS VPAA Ambiciones is a new program focused on Latino-Hispanic student success. Increase participation in Ambiciones from 25 to at least 100 students by 2020. Continue to increase retention, academic standing, and transfer and graduation rates with a goal of matching the rates of all students.</td>
</tr>
<tr>
<td>1.3B</td>
<td>VPSS VPAA Increase Howard P.R.I.D.E. participation by 30%, from 129 to 168 students, by 2020. Continue to increase retention, academic standing, and transfer and graduation rates with a goal of matching the rates of all students.</td>
</tr>
<tr>
<td>1.4</td>
<td>Increase student graduation and transfer rate after 4 years for all students from 51.9% (fall 2003 cohort) to 55% (fall 2016 cohort). Close performance gaps as needed for Black, Asian, and Hispanic students. (MHEC Indicator)</td>
</tr>
<tr>
<td>1.4A</td>
<td>VPSS VPAA Attract a critical mass of students to targeted programs (Howard P.R.I.D.E., Silas Craft Collegians, Ambiciones, Student Support Services, and Career Links) to provide supportive services to increase the graduation and transfer rates and close performance gaps of Black, Asian, and Latino-Hispanic students.</td>
</tr>
<tr>
<td>1.4B</td>
<td>VPAA Continue the systematic evaluation plan for all academic programs.</td>
</tr>
<tr>
<td>1.4C</td>
<td>VPAA Continue and evaluate the undergraduate research program for STEM students with a goal that participants complete their degrees at a rate above the general population of STEM majors.</td>
</tr>
<tr>
<td>1.4D</td>
<td>VPAA VPSS Actively promote diversity in restricted enrollment and honors programs.</td>
</tr>
</tbody>
</table>

**Strategic Goal #2. Organizational Excellence**

<table>
<thead>
<tr>
<th>2.1</th>
<th>Increase % of minority employees to reflect county demographics from fall 2007 rates of 22.1% faculty and 20.9% staff (administrators and professional/technical) to 24% and 28%, respectively, by fall 2020. (MHEC Indicator)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead</td>
<td>Action Plans for 2018</td>
</tr>
<tr>
<td>2.1A</td>
<td>ALL Improve faculty and staff recruitment efforts, outcomes, and retention.</td>
</tr>
<tr>
<td>2.2</td>
<td>Increase stakeholder satisfaction for students from spring 2012 rates of 86.6% for credit students to spring 2020 rate of 87%, and for employees, from fall 2007 rate of 4.29 to fall 2019 rate of 4.35. Continuing education students will report 95% satisfaction.</td>
</tr>
<tr>
<td>2.2A</td>
<td>ALL Use systems thinking approach to improve (Plan-Do-Check-Act) a process or processes selected by the president’s team to create cost efficiencies while ensuring quality service to students and one another.</td>
</tr>
<tr>
<td>2.3</td>
<td>Make progress toward achieving a 50/50 FT/PT faculty ratio and adequate staffing to meet organizational needs.</td>
</tr>
<tr>
<td>2.3A</td>
<td>VPAA Create scheduling efficiencies to meet the established benchmarks.</td>
</tr>
<tr>
<td>2.3B</td>
<td>All Analyze vacancies and determine recruitment action.</td>
</tr>
</tbody>
</table>
### 2.4 Increase development/training expenditure per FTE employee to stay in top quartile. 100% of budgeted employees will complete the campus-wide online training required in each annual professional development term.

| 2.4A | VPAF | Continue to effectively and efficiently expend funds on professional development, including using an optimal mix of internal and external facilitators. Explore methods to capture the value of internal facilitators. |

### 2.5 Reduce HCC’s carbon footprint 1% each year to achieve an 80% reduction in greenhouse gas emissions over 2009 levels by 2050.

| 2.5A | VPAF | Investigate best practices; examine and refine existing metrics; incorporate new comparator for calculation of average gross emissions per square foot of built space (per 1,000 SF) aligned with college’s Facilities Master Plan and the American College & University President’s Climate Commitment (ACUPCC) signatories’ gross emissions by Carnegie class. |

### Strategic Goal #3. Building and Sustaining Partnerships

#### 3.1 Increase resources to provide scholarships and facilities to students.

<table>
<thead>
<tr>
<th>Lead</th>
<th>Action Plans for 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1A President</td>
<td>Raise $1,400,000 for scholarships and endowments.</td>
</tr>
<tr>
<td>3.1B President</td>
<td>Obtain $2.4 million in competitive grants.</td>
</tr>
<tr>
<td>3.1C VPAA VPAF</td>
<td>Begin the renovation of N and ST buildings.</td>
</tr>
</tbody>
</table>

#### 3.2 Increase opportunities to serve the regional needs.

<table>
<thead>
<tr>
<th>Lead</th>
<th>Action Plans for 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2A VPSS</td>
<td>Increase the draw rate of HCPSS recent high school graduates to 26 percent by continuing to promote the honors/scholars brand and by increasing dual enrollment through the Early College.</td>
</tr>
<tr>
<td>3.2B VPSS</td>
<td>Increase enrollment, transfer, and college completion of adult students by implementing the adult learner initiative recommendations.</td>
</tr>
<tr>
<td>3.2C VPAA VPSS</td>
<td>Develop credit and noncredit courses that meet regional employment needs and expand internship/apprenticeship opportunities.</td>
</tr>
</tbody>
</table>
SUMMARY OF STRATEGIC PRIORITY BUDGET REQUESTS
### HOWARD COMMUNITY COLLEGE

#### STRATEGIC INITIATIVES

**STRATEGIC GOAL # 1 - Student Success, Completion, and Lifelong Learning**

<table>
<thead>
<tr>
<th>Strategic Initiative - 1.1, 1.1A</th>
<th>FTE</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internship and co-op specialist going from part-time to full-time</td>
<td>0.50</td>
<td>$42,084</td>
</tr>
<tr>
<td>sub-total</td>
<td>0.50</td>
<td>$42,084</td>
</tr>
<tr>
<td>Strategic Initiative - 1.1, 1.1B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>sub-total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Initiative - 1.1, 1.1C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advising hourly funds</td>
<td></td>
<td>21,530</td>
</tr>
<tr>
<td>sub-total</td>
<td></td>
<td>21,530</td>
</tr>
<tr>
<td>Strategic Initiative - 1.2, 1.2A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>sub-total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Initiative - 1.2, 1.2B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>sub-total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Initiative - 1.2, 1.2C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>sub-total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Initiative - 1.3, 1.3A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>sub-total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Initiative - 1.3, 1.3B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>sub-total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Initiative - 1.4, 1.4A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>sub-total</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Student Success, Completion, and Lifelong Learning**

<table>
<thead>
<tr>
<th>FTE</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.50</td>
<td>$63,614</td>
</tr>
</tbody>
</table>
## HOWARD COMMUNITY COLLEGE
### STRATEGIC INITIATIVES

### STRATEGIC GOAL #2 - Organizational Excellence

<table>
<thead>
<tr>
<th>Strategic Initiative</th>
<th>FTE</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1, 2.1A</td>
<td></td>
<td>$-</td>
</tr>
<tr>
<td>sub-total</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>2.2, 2.2A</td>
<td></td>
<td>9,689</td>
</tr>
<tr>
<td>Increase hourly rate for tutors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase adjunct faculty rate $25 per teaching hour</td>
<td></td>
<td>206,675</td>
</tr>
<tr>
<td>sub-total</td>
<td></td>
<td>216,364</td>
</tr>
<tr>
<td>2.3, 2.3B</td>
<td>4.00</td>
<td>329,125</td>
</tr>
<tr>
<td>Full-time faculty (four new positions)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>sub-total</td>
<td></td>
<td>329,125</td>
</tr>
<tr>
<td><strong>Total Organizational Excellence</strong></td>
<td>4.00</td>
<td>$545,489</td>
</tr>
</tbody>
</table>

### STRATEGIC GOAL #3 - Building and Sustaining Partnerships

<table>
<thead>
<tr>
<th>Strategic Initiative</th>
<th>FTE</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1, 3.1C</td>
<td></td>
<td>$-</td>
</tr>
<tr>
<td>sub-total</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>3.2, 3.2A</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>sub-total</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Building and Sustaining Partnerships</strong></td>
<td>0.00</td>
<td>$-</td>
</tr>
</tbody>
</table>

### Grand Total

<table>
<thead>
<tr>
<th></th>
<th>FTE</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>4.50</td>
<td>$609,103</td>
</tr>
</tbody>
</table>
UNRESTRICTED BUDGET
FY18 PROPOSED SOURCE AND USE OF FUNDS
### Application of Funds

<table>
<thead>
<tr>
<th>Category</th>
<th>Core</th>
<th>Strategic Priorities</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel Costs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance increases and annualizing</td>
<td>$39,942,594</td>
<td>$2,105,377</td>
<td>$206,675</td>
</tr>
<tr>
<td>New positions****</td>
<td>-</td>
<td>131,116</td>
<td>371,209</td>
</tr>
<tr>
<td>FICA and fringe benefits</td>
<td>12,044,682</td>
<td>550,621</td>
<td>-</td>
</tr>
<tr>
<td>Adjunct faculty and hourly</td>
<td>9,630,013</td>
<td>133,096</td>
<td>31,219</td>
</tr>
<tr>
<td><strong>Subtotal Personnel</strong></td>
<td>$61,617,289</td>
<td>$2,920,210</td>
<td>$609,103</td>
</tr>
<tr>
<td><strong>Non-Personnel Costs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contracted services</td>
<td>$7,894,411</td>
<td>$576,886</td>
<td>$576,886</td>
</tr>
<tr>
<td>Supplies and materials</td>
<td>2,539,483</td>
<td>2,174</td>
<td>-</td>
</tr>
<tr>
<td>Communications</td>
<td>692,042</td>
<td>(200)</td>
<td>(200)</td>
</tr>
<tr>
<td>Professional development and special projects</td>
<td>1,145,158</td>
<td>(600)</td>
<td>(600)</td>
</tr>
<tr>
<td>Utilities</td>
<td>2,930,430</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fixed costs</td>
<td>1,744,603</td>
<td>88,741</td>
<td>-</td>
</tr>
<tr>
<td>Scholarships and waivers</td>
<td>1,458,873</td>
<td>10,374</td>
<td>-</td>
</tr>
<tr>
<td>Furniture/equipment/software/books</td>
<td>1,684,418</td>
<td>(1,600)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal Non-Personnel Costs</strong></td>
<td>$20,898,418</td>
<td>$675,775</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Operating Budget (Fund 10) Increase</strong></td>
<td>$81,706,707</td>
<td>$3,595,985</td>
<td>$609,103</td>
</tr>
<tr>
<td>Continuing education fund</td>
<td>8,032,980</td>
<td>221,978</td>
<td>-</td>
</tr>
<tr>
<td>Special funds</td>
<td>21,382,379</td>
<td>465,106</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal Unrestricted Fund Increase</strong></td>
<td>$111,122,066</td>
<td>$4,283,069</td>
<td>$609,103</td>
</tr>
<tr>
<td>Auxiliary funds</td>
<td>3,275,199</td>
<td>(30,394)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Application of Funds</strong></td>
<td>$114,397,265</td>
<td>$4,252,675</td>
<td>$609,103</td>
</tr>
</tbody>
</table>

*Detailed explanations are on the following pages*

**Percentage is based on $27,719,193**

***FY17 budget amount does not include the reduction for the contribution to the operating fund***

****Percentage is based on $39,942,594**
<table>
<thead>
<tr>
<th>Notes*</th>
<th>SOURCE OF FUNDS</th>
<th>Total Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tuition rate increase of $2 - operating fund</td>
<td>$345,800</td>
</tr>
<tr>
<td>1</td>
<td>Tuition reduction due to enrollment decline - operating fund</td>
<td>(554,384)</td>
</tr>
<tr>
<td>2</td>
<td>Instructional and student fees - operating fund</td>
<td>(17,685)</td>
</tr>
<tr>
<td>3</td>
<td>County - 11% - operating fund</td>
<td>3,546,274</td>
</tr>
<tr>
<td>4</td>
<td>State - 4.7% - operating fund</td>
<td>710,362</td>
</tr>
<tr>
<td>4</td>
<td>State aid reallocation from other funds - operating fund</td>
<td>91,664</td>
</tr>
<tr>
<td>5</td>
<td>Other income - Mediation and Conflict Resolution Center reduction - operating fund</td>
<td>(44,560)</td>
</tr>
<tr>
<td>5</td>
<td>Other income - interest income - operating fund</td>
<td>94,504</td>
</tr>
<tr>
<td>6</td>
<td>Unrestricted appropriation - operating fund</td>
<td>-</td>
</tr>
<tr>
<td>7</td>
<td>Continuing education contribution to operating fund</td>
<td>33,113</td>
</tr>
<tr>
<td>7</td>
<td>Continuing education fund</td>
<td>221,978</td>
</tr>
<tr>
<td>8</td>
<td>Special funds</td>
<td>465,106</td>
</tr>
<tr>
<td>9</td>
<td>Auxiliary funds</td>
<td>(30,394)</td>
</tr>
</tbody>
</table>

**TOTAL SOURCE OF FUNDS** | $4,861,778

*Note: Explanations follow.
## How Howard Community College Uses Funds

### Personel

<table>
<thead>
<tr>
<th>Notes*</th>
<th>Personnel</th>
<th>Strategic Priorities</th>
<th>Strategic Priority</th>
<th>Mandatory</th>
<th>Workload</th>
<th>Improvement</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Merit - represents 3%</td>
<td>$1,301,658</td>
<td>$1,301,658</td>
<td>-</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Merit - hourly staff - 3% for those eligible</td>
<td>$62,361</td>
<td>$62,361</td>
<td>-</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Faculty promotions</td>
<td>$141,299</td>
<td>$141,299</td>
<td>-</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Notes*</th>
<th>Personel</th>
<th>Strategic Priorities</th>
<th>Strategic Priority</th>
<th>Mandatory</th>
<th>Workload</th>
<th>Improvement</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Salary and benefits recommendation to increase adjunct faculty rate $25 per teaching hour</td>
<td>$206,675</td>
<td>-</td>
<td>2.1 2.1A</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Salary and benefits recommendation to increase tuition reimbursement from $3,000 to $3,500</td>
<td>$8,500</td>
<td>$8,500</td>
<td>-</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Salary and benefits recommendation to increase tuition reimbursement from 15 to 20 credits</td>
<td>$7,370</td>
<td>$7,370</td>
<td>-</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Salary and benefits recommendation to implement an educational advancement benefit</td>
<td>$10,200</td>
<td>$10,200</td>
<td>-</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Non-Personel

<table>
<thead>
<tr>
<th>Notes*</th>
<th>Non-Personel</th>
<th>Strategic Priorities</th>
<th>Strategic Priority</th>
<th>Mandatory</th>
<th>Workload</th>
<th>Improvement</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>Cut - Mediation and Conflict Resolution Center non-personnel reductions</td>
<td>$(14,041)</td>
<td>$(14,041)</td>
<td>-</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Total Use of Funds

- **Total**: $4,861,778
- **Core Work**: $4,252,675
- **Strategic Priorities**: $609,103

### Proposed Detail Use of Funds

<table>
<thead>
<tr>
<th>Notes*</th>
<th>Non-Personel</th>
<th>Strategic Priorities</th>
<th>Strategic Priority</th>
<th>Mandatory</th>
<th>Workload</th>
<th>Improvement</th>
<th>New</th>
</tr>
</thead>
</table>

### Total Operating Budget

- **Total**: $4,205,088
- **Core Work**: $3,595,885
- **Strategic Priorities**: $609,103

### Total Operating Fund

- **Total**: $4,861,778
- **Core Work**: $4,252,675
- **Strategic Priorities**: $609,103

### Notes

- **Core Work** represents requests to fund the basic activities of the institution.
- **Strategic Priorities** represent requests to fund strategic initiatives.
- **Mandatory** represents requests due to federal, state, or local government mandates, as well as mandates from accrediting agencies.
- **Workload** represents requests due to rising costs of performing the same service due to enrollment growth or to meet existing standards. Includes salary increases.
- **Improvement** represents requests due to modification in standards.
- **New** represents requests for new programs, buildings, or initiatives.

---

*1/11/17 Budget Book Page 16*
NOTES TO FISCAL YEAR 2018 PROPOSED DETAIL SOURCE AND USE OF FUNDS

1. Tuition rate increase and enrollment decline – operating fund
A $2 tuition increase is being proposed for students in this budget. This increase will go into effect for the fall term of 2017. Operating revenue is anticipated to increase $345,800 for the tuition increase. Currently, the in-county per credit hour rate is $134 and would increase to $136. Out-of-county tuition is $217 and would increase to $219. Out-of-state tuition is $262 and would increase to $264. A $1 dollar tuition increase generates a net $164,255 after deductions for credit card fees, waivers, scholarships, and bad debt expense.

Due to a decline in enrollment experienced in the fall term of 2016, a two percent, or $554,384 revenue reduction is included in the budget. This decline has been attributed to several factors; a reduction in adult learners who are re-entering the job market as the economy improves; increased completion rates; and changes to developmental math that place more students into a noncredit program.

Overall, enrollment is not expected to increase for FY18. It is anticipated that further declines in enrollment due to the factors mentioned above will be offset by the increased enrollment anticipated in the science, engineering, and technology programs due to the opening of the new building.

2. Instructional course fees and student fees – operating fund; Consolidated fee increase for garage debt service – building fund
Fee revenues are decreasing $17,685 in the FY18 budget. Overall, instructional fees have declined due to the enrollment decline experienced in FY17. In addition, the transcript evaluation fee has been removed in an effort to attract the adult learner who often has credits to transfer into HCC. Removing this fee may accelerate the student’s rate and cost of completion. These declines are somewhat offset by the three divisions that have increased fees to cover increasing instructional costs.

The business and computer systems division has included fee increases for culinary and hospitality courses and office technology courses. The arts and humanities division has included fee increases for private music lessons and art museum fieldtrip courses. The health sciences division has included fee increases for nutrition and the radiologic technology program courses. Fees are charged to cover supplies, specialized materials and equipment, and contracted services required to run the courses. Increased costs in these programs have warranted these increases.
The college has incurred debt due to the expansion onto the east parking garage. This debt will be funded with an increase in the consolidated fee paid by students. The current consolidated fee of $22.45 will be increased to $25.05, with the additional $2.60 per credit hour going directly to the building fund. The increased revenue is shown on the Combined All Funds page of the budget book in the Building & Agency column as fee revenue.

3. County – operating fund
An eleven percent increase for the operating budget is being requested from the county reflecting an increase of $3,546,274 over the FY17 funding level. A significant portion of this increase, 33 percent or $1,163,413 is directly tied to the opening of the new science, engineering, and technology building and the garage expansion. The building is scheduled to open in the spring of FY17. Another $526,822 (exclusive of $82,281 in SET-related initiatives) or 15 percent, is directly tied to the college’s strategic initiatives and required in order to move the college forward on its planned goals for FY18.

County funds will also support a modified recommendation made by the salary and benefits committee to provide a three percent merit increase for budgeted employees. Due to limited resources, the recommended 4.5 increase was modified to three percent in the proposed budget.

4. State – operating fund
State funding is anticipated to increase 4.7 percent, or $710,362; however, final state support is pending at this time. A better indication of what the college may receive in FY18 will be presented in the Governor’s budget, which is due to be released in late January.

5. Other income – operating fund
Other income is increasing $49,944 due primarily to the anticipated increase in interest rates. This increase is offset by the loss in revenue generated for services of the Mediation and Conflict Resolution Center (MCRC). Due to funding restrictions, and the commitment to focus on student needs, the college will no longer support this service to the community.

6. Unrestricted appropriation – operating fund
Funds needed to balance the operating budget are unchanged from the prior year and total $1,504,863. These funds will be taken from continuing education’s fund balance if surplus funds are not available at year-end.
7. Continuing education fund
Support to the operating fund from this division will be increased by five percent or $33,113, and totals $695,378.

The continuing education division’s net revenue is projected to increase three percent, or $221,978. Areas that are anticipating growth include the Kids on Campus, government and business contracts, and career programs.

Expenses are projected to increase three percent in relation to the expected higher enrollments in this division.

8. Special funds
This fund is primarily a self-supporting area of the budget and represents a pass-through of funds. It also serves as a contingency fund for unanticipated enrollment growth. Anticipated revenues and expenses in this area of the budget have increased two percent, or $465,106.

Programs that receive support from the operating budget are 3-D printing, the Music Institute, the radio station, Rep Stage, technology upgrades, student and staff accommodations, Project Access, the Howard P.R.I.D.E. program, the Ambiciones program, the Early College program, and special one-time scholarships.

New budgets were developed for the opening of the science, engineering, and technology building to cover one-time startup costs; support for the Early College program; and the establishment of a 3D printing hub. Offsetting these increases is the elimination of the partnership budget for the Mount Airy College Center for Health Care Education. The center was closed at the end of FY16 and final costs were incurred in FY17.

9. Auxiliary funds
The auxiliary fund consists of the art gallery, bookstore, food service, the Children’s Learning Center, and student athletic programs. The FY18 budget decreased one percent in revenue and expenses.

Costs associated with the food services operation have declined significantly as efforts made to reduce the college’s subsidy of this operation have shown good results. The Children’s Learning Center enrollment is not anticipated to change next year, however, tuition rates for most children at the center will increase three percent over the current year. Additional costs are primarily associated with salary and benefits increases. The athletics programs costs increased four percent. These programs are supported by a portion of the student government consolidated fee and some miscellaneous program income.

The Children’s Learning Center continues to receive support from the Howard Community College Educational Foundation, Inc. ($21,208) and the operating fund or unrestricted fund balance ($388,458) in order to balance its budget.
10. Merit
This request represents a three percent salary merit pool for employees. A three percent increase for hourly employees who may be eligible for merit increases and an increase for faculty promotions earned during FY17 are also included. The salary and benefit committee’s recommendation of 4.5 percent was reduced due to limited resources. These costs total $1,301,658, $62,361 and $141,299 respectively.

11. Other salary and benefits committee recommendations
Based on a modified recommendation from the salary and benefits committee, a $25 per teaching hour increase is included in this budget for adjunct faculty. A $45 increase was recommended. This increase is being requested in order to attract highly qualified adjunct faculty. Competition for faculty from other area colleges has made it difficult to fill teaching needs in some divisions.

In addition, an increase in the tuition reimbursement annual amount from $3,000 to $3,500; increasing the number of dependent reimbursement credits from 15 to 20 annually; and implementing an educational advancement benefit, are all included in the budget as recommended.

12. Adjunct faculty reductions
Fewer classes are being taught by part-time faculty in FY17. While some of this reduction is due to lower enrollments, the re-examination of class sizes, faculty load, and schedule of class offerings have reduced the number of classes taught by part-time faculty. In addition, the impact of hiring new full-time faculty in FY18 will reduce part-time faculty needs in the budget.

13. Annualizing adjustments and mid-year merit
The three percent merit approved for FY17 was implemented for only half of the year, and therefore 1.5 percent is included in the annualizing adjustment. Other adjustments are made in the budget to reset salaries due to personnel changes. In addition, positions that support the new SET building and were scheduled to be hired late in FY17, are annualized in this budget.

14. Benefits
The college is anticipating a three percent increase in health care costs beginning in January 2018. However, the college received a 7.5 percent increase for 2017, and only a three percent increase was budgeted. Therefore, 7.5 percent is budgeted for increased health costs in the FY18 budget. Other salary-related benefits are budgeted to increase in relationship to the merit increase. Benefits also include $66,853 for retiree health care costs.
15. **New positions**
The amount of $502,325 is designated in the budget to fund four faculty and 2.5 staff positions. These positions are necessary to meet specific strategic and core work goals. Of these positions, one faculty and two staff positions are required to support the new SET building. Details are outlined following the new building costs section of the budget book.

16. **Hourly**
Funds needed for hourly support due to increased workload and strategic initiatives total $117,339. Requests by department and strategic initiative are detailed on the same page as the new positions.

17. **Compensation study implementation**
During FY17, the college will complete a compensation study. $250,000 has been included in the FY18 budget to implement changes recommended in the study.

18. **Mediation and Conflict Resolution Center**
After careful consideration of how the MCRC fits into the larger organizational mission and strategic plan of the college, a decision was made to discontinue the services of the center. MCRC is focused primarily on external community constituencies, rather than HCC students. Most of the expense of the operations were funded by the college rather than supported by grants or those that it serviced. The resources that previously supported the MCRC ($150,092) have been reallocated to better support the college’s educational, student-centered mission.

19. **E-Learning**
This request supports the annual maintenance increase for e-learning applications.

20. **Science, engineering, and technology**
Funding for equipment repairs and service contracts required for equipment in the new SET building is included in the budget.

21. **Health Sciences**
Funds are requested for the annual increase for service agreements for equipment used in the health sciences building.

22. **Dues and Subscriptions**
Funds are requested to cover the increased cost of institutional dues and subscriptions.

23. **Human Resources**
This request includes an increase for contracted services needed to comply with the college’s reporting requirements mandated by the affordable care act.
24. Public Safety
Funds are requested for the increased cost of providing public safety services for the new SET building.

25. General administration
This request is for the annual software maintenance agreement for a contract management system. The system is being implemented during FY17.

26. Administrative information systems
This request will fund the annual increase of the college’s administrative software, as well as an annual fee for hosting the software.

27. Enterprise network
Funds are requested to cover the annual cost to support the network in the new SET building. These costs include cloud backup.

28. Engineering
This request is for an increase in the annual maintenance agreements and vehicle repairs.

29. Environmental services
Funds are requested for the increased cost of supplies required for the new SET building.

30. Grounds
These funds will support the increased cost of landscape services and supplies required for the new SET building.

31. Facility administration
These funds will support the increased cost of property insurance for the new SET building and an increase in insurance for the garage expansion.

32. Fixed costs associated with the $2 tuition increase
These costs are associated with the $2 tuition increase proposed in the budget and include credit card fees, bad debt expense, mandated waivers, and scholarships that will offset tuition for students with the greatest financial need.

33. Pass through - direct instructional costs
This reduction of expense offsets the fee decrease discussed in #2 above. These are direct costs associated with the courses that charge the fees.

It should be noted that various reallocations within the existing budget were done to redistribute funds prior to requests for new funding.
NEW BUILDING COSTS
## HOWARD COMMUNITY COLLEGE
### FISCAL YEAR 2018 NEW BUILDING COSTS

<table>
<thead>
<tr>
<th>SET Budget Item</th>
<th>Total Amount</th>
<th>Core Work</th>
<th>Strategic Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>New positions (see details noted in new positions section)</td>
<td>$213,397</td>
<td>$131,116</td>
<td>$82,281</td>
</tr>
<tr>
<td>Annualized positions that started in FY17</td>
<td>$527,215</td>
<td>$527,215</td>
<td></td>
</tr>
<tr>
<td>Hourly (see details noted in hourly section)</td>
<td>$64,590</td>
<td>$64,590</td>
<td></td>
</tr>
<tr>
<td>New equipment - contracted services</td>
<td>$40,000</td>
<td>$40,000</td>
<td></td>
</tr>
<tr>
<td>Public safety - contracted services</td>
<td>$141,386</td>
<td>$141,386</td>
<td></td>
</tr>
<tr>
<td>Grounds - supplies</td>
<td>$8,500</td>
<td>$8,500</td>
<td></td>
</tr>
<tr>
<td>Grounds - contracted services</td>
<td>$5,000</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td>Engineering - contracted services</td>
<td>$40,000</td>
<td>$40,000</td>
<td></td>
</tr>
<tr>
<td>Environmental services - supplies</td>
<td>$15,000</td>
<td>$15,000</td>
<td></td>
</tr>
<tr>
<td>Enterprise network - contracted services</td>
<td>$25,000</td>
<td>$25,000</td>
<td></td>
</tr>
<tr>
<td>Property insurance</td>
<td>$59,365</td>
<td>$59,365</td>
<td></td>
</tr>
<tr>
<td><strong>Total SET Building Costs</strong></td>
<td><strong>$1,139,453</strong></td>
<td><strong>$1,057,172</strong></td>
<td><strong>$82,281</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Garage Budget Item</th>
<th>Total Amount</th>
<th>Core Work</th>
<th>Strategic Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property insurance</td>
<td>$22,460</td>
<td>$22,460</td>
<td></td>
</tr>
<tr>
<td>Grounds - supplies</td>
<td>$1,500</td>
<td>$1,500</td>
<td></td>
</tr>
<tr>
<td><strong>Total Garage Building Costs</strong></td>
<td><strong>$23,960</strong></td>
<td><strong>$23,960</strong></td>
<td><strong>$</strong></td>
</tr>
</tbody>
</table>

**Total New Building Costs**

<table>
<thead>
<tr>
<th></th>
<th>Total Amount</th>
<th>Core Work</th>
<th>Strategic Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total New Building Costs</td>
<td><strong>$1,163,413</strong></td>
<td><strong>$1,081,132</strong></td>
<td><strong>$82,281</strong></td>
</tr>
</tbody>
</table>
NEW POSITIONS AND HOURLY
### New Operating Positions

<table>
<thead>
<tr>
<th>Note</th>
<th>New Operating Positions</th>
<th>Full-Time Equivalent</th>
<th>Total New Cost</th>
<th>Strategic Priorities</th>
<th>Strategic Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Faculty - various programs</td>
<td>3.00</td>
<td>$246,844</td>
<td>$246,844</td>
<td>Organizational excellence 2.3 2.3B</td>
</tr>
<tr>
<td>1</td>
<td>Faculty - science, engineering, and technology (SET)</td>
<td>1.00</td>
<td>$82,281</td>
<td>$82,281</td>
<td>Organizational excellence 2.3 2.3B</td>
</tr>
<tr>
<td>2</td>
<td>Lab manager, physics (SET)</td>
<td>1.00</td>
<td>73,824</td>
<td>73,824</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Audiovisual technician (SET)</td>
<td>1.00</td>
<td>57,292</td>
<td>57,292</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Internships and co-op specialist</td>
<td>0.50</td>
<td>42,084</td>
<td>42,084</td>
<td>Student success, completion, and lifelong learning 1.1 1.1A</td>
</tr>
<tr>
<td></td>
<td><strong>Total Operating Fund Positions</strong></td>
<td><strong>6.50</strong></td>
<td><strong>$502,325</strong></td>
<td><strong>$131,116</strong></td>
<td><strong>$371,209</strong></td>
</tr>
</tbody>
</table>

### Hourly Funds

<table>
<thead>
<tr>
<th></th>
<th>$</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Science, engineering, and technology</td>
<td>43,060</td>
<td>43,060</td>
</tr>
<tr>
<td>Audiovisual services</td>
<td>21,530</td>
<td>21,530</td>
</tr>
<tr>
<td>Environmental services</td>
<td>21,530</td>
<td>21,530</td>
</tr>
<tr>
<td>Advising</td>
<td>21,530</td>
<td>21,530</td>
</tr>
<tr>
<td>Tutors</td>
<td>9,689</td>
<td>9,689</td>
</tr>
<tr>
<td><strong>Total Hourly Requests</strong></td>
<td><strong>$117,339</strong></td>
<td><strong>$86,120</strong></td>
</tr>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td><strong>31,219</strong></td>
<td></td>
</tr>
<tr>
<td>Notes to Position Page</td>
<td>Core Work Area</td>
<td>Core Work or Strategic Priority (noting the strategic initiative, goal, and objective)</td>
</tr>
<tr>
<td>------------------------</td>
<td>---------------------</td>
<td>--------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>Academic Affairs</td>
<td>Organizational excellence 2.3-2.3B</td>
</tr>
<tr>
<td>2</td>
<td>Academic Affairs</td>
<td>Core Work</td>
</tr>
<tr>
<td>3</td>
<td>Academic Affairs</td>
<td>Core Work</td>
</tr>
<tr>
<td>4</td>
<td>Student Services</td>
<td>Student success, completion, and lifelong learning 1.1-1.1A</td>
</tr>
</tbody>
</table>
UNRESTRICTED AND RESTRICTED FUNDS
## OPERATING

<table>
<thead>
<tr>
<th>Approved Budget FY17</th>
<th>Requested Budget FY18</th>
<th>Total Approved Budget FY17</th>
<th>Requested Budget FY18</th>
<th>Total</th>
<th>Approved Budget FY17</th>
<th>Requested Budget FY18</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SOURCES OF FUNDS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tuition and Fees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer</td>
<td>$2,320,759</td>
<td>$2,291,763</td>
<td>-$</td>
<td>-$</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$2,820,759</td>
</tr>
<tr>
<td>Fall</td>
<td>12,967,937</td>
<td>12,805,913</td>
<td>5,500</td>
<td>10,468</td>
<td>1,912,979</td>
<td>1,867,979</td>
<td>14,886,416</td>
</tr>
<tr>
<td>Intersession</td>
<td>872,602</td>
<td>861,699</td>
<td>5,500</td>
<td>10,468</td>
<td>1,800,000</td>
<td>1,761,000</td>
<td>13,363,395</td>
</tr>
<tr>
<td>Spring</td>
<td>11,557,895</td>
<td>11,551,234</td>
<td>5,500</td>
<td>10,468</td>
<td>1,912,979</td>
<td>1,867,979</td>
<td>14,886,416</td>
</tr>
<tr>
<td>Noncredit</td>
<td>-</td>
<td>-</td>
<td>4,415,950</td>
<td>4,606,957</td>
<td>-</td>
<td>-</td>
<td>4,566,950</td>
</tr>
<tr>
<td>Fees</td>
<td>4,211,612</td>
<td>4,193,927</td>
<td>1,874,003</td>
<td>1,918,000</td>
<td>176,183</td>
<td>192,980</td>
<td>6,261,798</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td>$31,930,805</td>
<td>$31,704,536</td>
<td>$6,300,953</td>
<td>$6,545,892</td>
<td>$21,450,162</td>
<td>$21,875,526</td>
<td>$42,771,920</td>
</tr>
<tr>
<td><strong>Governmental</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local (Howard County)</td>
<td>$32,240,298</td>
<td>$35,786,572</td>
<td>$1,933,605</td>
<td>1,876,468</td>
<td>400,185</td>
<td>365,658</td>
<td>17,411,556</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>15,077,766</td>
<td>15,879,792</td>
<td>250,600</td>
<td>277,657</td>
<td>4,310,118</td>
<td>4,356,614</td>
<td>14,851,248</td>
</tr>
<tr>
<td>Federal</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>290,710</td>
<td>340,654</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Continuing Education Contribution</td>
<td>662,265</td>
<td>695,378</td>
<td>210,087</td>
<td>250,319</td>
<td>12,131,914</td>
<td>12,753,254</td>
<td>14,848,864</td>
</tr>
<tr>
<td>Unrestricted Appropriation</td>
<td>1,504,863</td>
<td>1,504,863</td>
<td>210,087</td>
<td>250,319</td>
<td>12,131,914</td>
<td>12,753,254</td>
<td>14,848,864</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$49,775,902</td>
<td>$54,207,259</td>
<td>$1,732,027</td>
<td>$1,709,066</td>
<td>$16,842,217</td>
<td>$17,475,526</td>
<td>$68,350,146</td>
</tr>
<tr>
<td><strong>AUXILIARY REVENUE</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$81,706,707</td>
<td>$85,911,795</td>
<td>$8,032,980</td>
<td>$8,254,958</td>
<td>$24,657,578</td>
<td>$25,092,290</td>
<td>$114,397,265</td>
</tr>
</tbody>
</table>

## USE OF FUNDS

<table>
<thead>
<tr>
<th>Approved Budget FY17</th>
<th>Requested Budget FY18</th>
<th>Total Approved Budget FY17</th>
<th>Requested Budget FY18</th>
<th>Total</th>
<th>Approved Budget FY17</th>
<th>Requested Budget FY18</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Instruction</strong></td>
<td>$38,104,964</td>
<td>$39,821,614</td>
<td>$7,187,530</td>
<td>$7,403,159</td>
<td>$8,017,321</td>
<td>$8,317,723</td>
<td>$53,309,815</td>
</tr>
<tr>
<td>Public Service</td>
<td>794,293</td>
<td>674,594</td>
<td>-</td>
<td>-</td>
<td>251,268</td>
<td>251,268</td>
<td>1,046,561</td>
</tr>
<tr>
<td>Academic Support</td>
<td>4,922,086</td>
<td>5,105,306</td>
<td>-</td>
<td>-</td>
<td>2,744,206</td>
<td>2,707,206</td>
<td>7,666,292</td>
</tr>
<tr>
<td>Student Services</td>
<td>9,355,271</td>
<td>10,008,435</td>
<td>-</td>
<td>-</td>
<td>3,573,869</td>
<td>3,716,667</td>
<td>12,929,140</td>
</tr>
<tr>
<td>Facilities</td>
<td>11,005,016</td>
<td>11,906,906</td>
<td>-</td>
<td>-</td>
<td>2,992,413</td>
<td>2,992,413</td>
<td>14,038,429</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>16,110,428</td>
<td>17,049,917</td>
<td>-</td>
<td>-</td>
<td>3,035,302</td>
<td>3,094,208</td>
<td>19,145,730</td>
</tr>
<tr>
<td>Scholarships/Waivers</td>
<td>4,211,612</td>
<td>4,193,927</td>
<td>1,874,003</td>
<td>1,918,000</td>
<td>176,183</td>
<td>192,980</td>
<td>6,261,798</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$81,706,707</td>
<td>$85,911,795</td>
<td>$8,032,980</td>
<td>$8,254,958</td>
<td>$24,657,578</td>
<td>$25,092,290</td>
<td>$114,397,265</td>
</tr>
<tr>
<td><strong>AUXILIARY EXPENSES</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$81,706,707</td>
<td>$85,911,795</td>
<td>$8,032,980</td>
<td>$8,254,958</td>
<td>$24,657,578</td>
<td>$25,092,290</td>
<td>$114,397,265</td>
</tr>
<tr>
<td><strong>NET CHANGE IN FUND BALANCE</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
## SOURCE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>Actual* FY16</th>
<th>Approved Budget FY17</th>
<th>Requested Budget FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition and Fees</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer</td>
<td>$ 2,836,645</td>
<td>$ 2,820,759</td>
<td>$ 2,791,763</td>
</tr>
<tr>
<td>Fall</td>
<td>13,396,728</td>
<td>14,886,416</td>
<td>14,684,360</td>
</tr>
<tr>
<td>Intersession</td>
<td>905,594</td>
<td>872,602</td>
<td>861,699</td>
</tr>
<tr>
<td>Spring</td>
<td>12,040,509</td>
<td>13,363,395</td>
<td>13,322,702</td>
</tr>
<tr>
<td>Noncredit</td>
<td>3,675,132</td>
<td>4,566,950</td>
<td>4,656,957</td>
</tr>
<tr>
<td>Fees</td>
<td>5,673,243</td>
<td>6,261,798</td>
<td>6,304,907</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td>$ 38,527,851</td>
<td>$ 42,771,920</td>
<td>$ 42,622,387</td>
</tr>
<tr>
<td><strong>Governmental</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local (Howard County)</td>
<td>$ 31,000,287</td>
<td>$ 32,240,298</td>
<td>$ 35,786,572</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>15,723,055</td>
<td>17,411,556</td>
<td>18,121,918</td>
</tr>
<tr>
<td>Federal</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>5,570,166</td>
<td>4,851,428</td>
<td>4,974,925</td>
</tr>
<tr>
<td>Unrestricted Appropriation</td>
<td>(327,318)</td>
<td>13,846,864</td>
<td>14,508,436</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$ 51,966,190</td>
<td>$ 68,350,146</td>
<td>$ 73,391,851</td>
</tr>
<tr>
<td><strong>AUXILIARY FUNDS</strong></td>
<td>$ 4,226,933</td>
<td>$ 3,275,199</td>
<td>$ 3,244,805</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$ 94,720,974</td>
<td>$ 114,397,265</td>
<td>$ 119,259,043</td>
</tr>
</tbody>
</table>

## USE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>Actual* FY16</th>
<th>Approved Budget FY17</th>
<th>Requested Budget FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$ 45,514,809</td>
<td>$ 53,309,815</td>
<td>$ 55,542,496</td>
</tr>
<tr>
<td>Public Service</td>
<td>764,291</td>
<td>1,045,561</td>
<td>925,862</td>
</tr>
<tr>
<td>Academic Support</td>
<td>4,899,692</td>
<td>7,666,292</td>
<td>7,812,512</td>
</tr>
<tr>
<td>Student Services</td>
<td>9,955,146</td>
<td>12,929,140</td>
<td>13,725,102</td>
</tr>
<tr>
<td>Facilities</td>
<td>10,009,490</td>
<td>13,997,429</td>
<td>14,899,319</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>15,977,754</td>
<td>19,145,730</td>
<td>20,144,125</td>
</tr>
<tr>
<td>Scholarships/Waivers</td>
<td>2,035,684</td>
<td>3,028,099</td>
<td>2,964,822</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$ 89,156,866</td>
<td>$ 111,122,066</td>
<td>$ 116,014,238</td>
</tr>
<tr>
<td><strong>AUXILIARY FUNDS</strong></td>
<td>$ 3,964,887</td>
<td>$ 3,275,199</td>
<td>$ 3,244,805</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$ 93,121,753</td>
<td>$ 114,397,265</td>
<td>$ 119,259,043</td>
</tr>
</tbody>
</table>

## NET CHANGE IN FUND BALANCE**

<table>
<thead>
<tr>
<th></th>
<th>Actual* FY16</th>
<th>Approved Budget FY17</th>
<th>Requested Budget FY18</th>
</tr>
</thead>
</table>

*Source: June 2016 financial report to the board.

**Includes all college funds except restricted, capital, and agency funds.

***Fund balance held to fund programs in FY17.
# SOURCE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>Actual FY16</th>
<th>Approved Budget FY17</th>
<th>Requested Budget FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition and Fees</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer</td>
<td>$</td>
<td>- $</td>
<td>- $</td>
</tr>
<tr>
<td>Fall</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Intersession</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Spring</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Noncredit</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fees</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td>$</td>
<td>- $</td>
<td>- $</td>
</tr>
<tr>
<td><strong>Governmental</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local (Howard County)</td>
<td>$ 203,500</td>
<td>$ 230,000</td>
<td>$ 221,000</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>2,600,293</td>
<td>4,684,507</td>
<td>4,298,000</td>
</tr>
<tr>
<td>Federal</td>
<td>20,186,914</td>
<td>33,553,668</td>
<td>31,520,438</td>
</tr>
<tr>
<td>Other</td>
<td>610,248</td>
<td>2,933,720</td>
<td>2,008,562</td>
</tr>
<tr>
<td>Unrestricted Appropriation</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$ 23,600,955</td>
<td>$ 41,401,895</td>
<td>$ 38,048,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$ 23,600,955</td>
<td>$ 41,401,895</td>
<td>$ 38,048,000</td>
</tr>
</tbody>
</table>

*Source: June 2016 financial report to the board.*

## USE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>Actual FY16</th>
<th>Approved Budget FY17</th>
<th>Requested Budget FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$ 1,775,396</td>
<td>$ 5,547,794</td>
<td>$ 5,611,000</td>
</tr>
<tr>
<td>Public Service</td>
<td>247,850</td>
<td>378,052</td>
<td>320,000</td>
</tr>
<tr>
<td>Academic Support</td>
<td>296,721</td>
<td>984,000</td>
<td>937,000</td>
</tr>
<tr>
<td>Student Services</td>
<td>410,073</td>
<td>1,511,745</td>
<td>1,513,000</td>
</tr>
<tr>
<td>Facilities</td>
<td>260,220</td>
<td>300,000</td>
<td>251,000</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>52,224</td>
<td>630,200</td>
<td>620,000</td>
</tr>
<tr>
<td>Scholarships/Waivers</td>
<td>20,042,521</td>
<td>31,718,104</td>
<td>28,559,000</td>
</tr>
<tr>
<td>Auxiliary</td>
<td>146,433</td>
<td>332,000</td>
<td>237,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$ 23,231,438</td>
<td>$ 41,401,895</td>
<td>$ 38,048,000</td>
</tr>
</tbody>
</table>

*Source: June 2016 financial report to the board.*
## SOURCE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>UNRESTRICTED</th>
<th></th>
<th>RESTRICTED</th>
<th></th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Approved Budget FY17</td>
<td>Requested Budget FY18</td>
<td>Approved Budget FY17</td>
<td>Requested Budget FY18</td>
<td>Approved Budget FY17</td>
</tr>
<tr>
<td><strong>Tuition and Fees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer</td>
<td>$ 2,820,759</td>
<td>$ 2,791,763</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 2,820,759</td>
</tr>
<tr>
<td>Fall</td>
<td>14,886,416</td>
<td>14,684,360</td>
<td>-</td>
<td>-</td>
<td>14,886,416</td>
</tr>
<tr>
<td>Intersession</td>
<td>872,602</td>
<td>861,699</td>
<td>-</td>
<td>-</td>
<td>872,602</td>
</tr>
<tr>
<td>Spring</td>
<td>13,363,395</td>
<td>13,322,702</td>
<td>-</td>
<td>-</td>
<td>13,363,395</td>
</tr>
<tr>
<td>Noncredit</td>
<td>4,566,950</td>
<td>4,656,957</td>
<td>-</td>
<td>-</td>
<td>4,566,950</td>
</tr>
<tr>
<td>Fees</td>
<td>6,261,798</td>
<td>6,304,907</td>
<td>-</td>
<td>-</td>
<td>6,261,798</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td>$ 42,771,920</td>
<td>$ 42,622,387</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 42,771,920</td>
</tr>
<tr>
<td><strong>Governmental</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local (Howard County)</td>
<td>$ 32,240,298</td>
<td>$ 35,786,572</td>
<td>$ 230,000</td>
<td>$ 221,000</td>
<td>$ 32,470,298</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>17,411,556</td>
<td>18,121,918</td>
<td>4,684,507</td>
<td>4,298,000</td>
<td>22,096,063</td>
</tr>
<tr>
<td>Federal</td>
<td>-</td>
<td>-</td>
<td>33,553,668</td>
<td>31,520,438</td>
<td>33,553,668</td>
</tr>
<tr>
<td>Other</td>
<td>4,851,428</td>
<td>4,979,425</td>
<td>2,933,720</td>
<td>2,008,562</td>
<td>7,785,148</td>
</tr>
<tr>
<td>Unrestricted Appropriation</td>
<td>13,846,864</td>
<td>14,508,436</td>
<td>-</td>
<td>-</td>
<td>13,846,864</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$ 68,350,146</td>
<td>$ 73,391,851</td>
<td>$ 41,401,895</td>
<td>$ 38,048,000</td>
<td>$ 109,752,041</td>
</tr>
<tr>
<td><strong>AUXILIARY FUNDS</strong></td>
<td>$ 3,275,199</td>
<td>$ 3,244,805</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 3,275,199</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$ 114,397,265</td>
<td>$ 119,259,043</td>
<td>$ 41,401,895</td>
<td>$ 38,048,000</td>
<td>$ 155,799,160</td>
</tr>
</tbody>
</table>

## USE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>UNRESTRICTED</th>
<th></th>
<th>RESTRICTED</th>
<th></th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Approved Budget FY17</td>
<td>Requested Budget FY18</td>
<td>Approved Budget FY17</td>
<td>Requested Budget FY18</td>
<td>Approved Budget FY17</td>
</tr>
<tr>
<td><strong>Instruction</strong></td>
<td>$ 53,309,815</td>
<td>$ 55,542,496</td>
<td>$ 5,547,794</td>
<td>$ 5,611,000</td>
<td>$ 58,857,609</td>
</tr>
<tr>
<td>Public Service</td>
<td>1,045,561</td>
<td>925,862</td>
<td>378,052</td>
<td>320,000</td>
<td>1,423,613</td>
</tr>
<tr>
<td>Academic Support</td>
<td>7,666,292</td>
<td>7,812,512</td>
<td>984,000</td>
<td>937,000</td>
<td>8,650,292</td>
</tr>
<tr>
<td>Student Services</td>
<td>12,929,140</td>
<td>13,725,102</td>
<td>1,511,745</td>
<td>1,513,000</td>
<td>14,440,885</td>
</tr>
<tr>
<td>Facilities</td>
<td>13,997,429</td>
<td>14,899,319</td>
<td>300,000</td>
<td>251,000</td>
<td>14,297,429</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>19,145,730</td>
<td>20,144,125</td>
<td>630,200</td>
<td>620,000</td>
<td>19,775,930</td>
</tr>
<tr>
<td>Scholarships/Waivers</td>
<td>3,028,099</td>
<td>2,964,822</td>
<td>31,718,104</td>
<td>28,559,000</td>
<td>34,746,203</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$ 111,122,066</td>
<td>$ 116,014,238</td>
<td>$ 41,069,895</td>
<td>$ 38,048,000</td>
<td>$ 152,191,961</td>
</tr>
<tr>
<td><strong>AUXILIARY FUNDS</strong></td>
<td>$ 3,275,199</td>
<td>$ 3,244,805</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 3,275,199</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$ 114,397,265</td>
<td>$ 119,259,043</td>
<td>$ 41,069,895</td>
<td>$ 38,048,000</td>
<td>$ 155,799,160</td>
</tr>
</tbody>
</table>

## NET CHANGE IN FUND BALANCE

<table>
<thead>
<tr>
<th></th>
<th>Approved Budget FY17</th>
<th>Requested Budget FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Change in Fund Balance</strong></td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>SOURCE OF FUNDS</td>
<td>TOTAL WITHOUT OTHER</td>
<td>*COUNTY DEBT, CONTINGENCY &amp; OPEB</td>
</tr>
<tr>
<td>----------------</td>
<td>---------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td></td>
<td>Approved Budget FY17</td>
<td>Proposed Budget FY18</td>
</tr>
<tr>
<td><strong>Fees</strong></td>
<td>$2,820,759</td>
<td>$2,791,763</td>
</tr>
<tr>
<td>Summer</td>
<td>$14,886,416</td>
<td>$14,684,360</td>
</tr>
<tr>
<td>Fall</td>
<td>$872,602</td>
<td>$861,699</td>
</tr>
<tr>
<td>Spring</td>
<td>$13,363,395</td>
<td>$13,322,702</td>
</tr>
<tr>
<td>Noncredit</td>
<td>$4,566,950</td>
<td>$4,565,957</td>
</tr>
<tr>
<td>SUBTOTAL - Tuition and Fees</td>
<td>$42,771,920</td>
<td>$42,622,387</td>
</tr>
</tbody>
</table>

Governmental

| Local (Howard County) | $32,470,298 | $36,007,572 | - | - | $32,470,298 | $36,007,572 |
| State of Maryland    | $22,096,063 | $22,419,918 | - | - | $22,096,063 | $22,419,918 |
| Federal              | $33,553,668 | $31,520,438 | - | - | $33,553,668 | $31,520,438 |
| Other                | $7,785,148  | $6,983,487  | - | - | $7,785,148  | $6,983,487  |
| Unrestricted Appropriation | $13,846,864 | $14,508,436 | 3,538,030 | 3,521,964 | $17,384,894 | $18,030,400 |
| Contingency          | -            | -            | - | - | $1,000,000  | $1,000,000  |
| SUBTOTAL              | $109,752,041 | $111,439,851 | $1,000,000 | $1,000,000 | $3,572,178 | $3,556,162 | $114,324,219 | $115,996,013 |
| **AUXILIARY FUNDS**  | $3,275,199 | $3,244,805 | - | - | $3,275,199 | $3,244,805 |
| **DEBT SERVICE**     | -            | -            | - | - | $3,275,199 | $3,244,805 |
| **OPEB**             | -            | -            | - | - | $3,275,199 | $3,244,805 |
| **TOTAL**            | $155,799,160 | $157,307,043 | $1,000,000 | $1,000,000 | $5,823,751 | $5,823,751 | $170,392,115 | $172,231,646 |
| **AUXILIARY FUNDS**  | $3,607,199 | $3,481,805 | - | - | $3,607,199 | $3,481,805 |
| **AGENCY FUNDS**     | -            | -            | - | - | $3,607,199 | $3,481,805 |
| **DEBT SERVICE**     | -            | -            | - | - | $3,607,199 | $3,481,805 |
| **OPEB**             | -            | -            | - | - | $3,607,199 | $3,481,805 |
| **TOTAL**            | $155,799,160 | $157,307,043 | $1,000,000 | $1,000,000 | $5,823,751 | $5,823,751 | $170,392,115 | $172,231,646 |

**USE OF FUNDS**

| Instruction      | $58,857,609 | $61,153,496 | - | - | $58,857,609 | $61,153,496 |
| Public Service   | $1,423,613  | $1,245,862  | - | - | $1,423,613  | $1,245,862  |
| Academic Support | $8,650,292  | $8,749,512  | - | - | $8,650,292  | $8,749,512  |
| Student Services | $14,440,885 | $15,238,102 | - | - | $14,440,885 | $15,238,102 |
| Facilities       | $24,078,788 | $25,010,319 | - | - | $24,078,788 | $25,010,319 |
| Institutional Support | $19,775,930 | $20,764,125 | 3,908,106 | 3,908,106 | $19,775,930 | $20,764,125 |
| Scholarships/Waivers | $34,746,203 | $31,523,822 | - | - | $34,746,203 | $31,523,822 |
| Contingency       | -            | -            | - | - | $1,000,000  | $1,000,000  |
| SUBTOTAL          | $152,191,961 | $153,825,238 | $1,000,000 | $1,000,000 | $3,820,605 | $3,908,106 | $157,012,566 | $158,733,344 |
| **AUXILIARY FUNDS** | $3,607,199 | $3,481,805 | - | - | $3,607,199 | $3,481,805 |
| **AGENCY FUNDS**  | -            | -            | - | - | $3,607,199 | $3,481,805 |
| **DEBT SERVICE**  | -            | -            | - | - | $3,607,199 | $3,481,805 |
| **OPEB**          | -            | -            | - | - | $3,607,199 | $3,481,805 |
| **TOTAL**         | $155,799,160 | $157,307,043 | $1,000,000 | $1,000,000 | $5,820,605 | $3,908,106 | $157,012,566 | $158,733,344 |

**NET CHANGE IN FUND BALANCE**

| $- | $- | $- | $- | $- | $- | $- | $- |

*The portion of bond debt and Other Post-Employment Benefits (OPEB) paid by the County is not yet available and will be updated from FY17 levels once known.

**The consolidated fee will increase by $2.60 per credit hour to fund the increase in debt service. Debt service will increase due to the expansion of the east parking garage.
VARIANCES FOR UNRESTRICTED BUDGET
<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>Dollar Increase</th>
<th>Percent of Total Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$53,309,815</td>
<td>$55,542,496</td>
<td>$2,232,681</td>
<td>45.6%</td>
</tr>
<tr>
<td>Public Service</td>
<td>$1,045,561</td>
<td>925,862</td>
<td>$(119,699)</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Academic Support</td>
<td>$7,666,292</td>
<td>7,812,512</td>
<td>$146,220</td>
<td>3.0%</td>
</tr>
<tr>
<td>Student Services</td>
<td>$12,929,140</td>
<td>13,725,102</td>
<td>$795,962</td>
<td>16.3%</td>
</tr>
<tr>
<td>Facilities</td>
<td>$13,997,429</td>
<td>14,899,319</td>
<td>$901,890</td>
<td>18.4%</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>$19,145,730</td>
<td>20,144,125</td>
<td>$998,395</td>
<td>20.4%</td>
</tr>
<tr>
<td>Scholarships/Waivers</td>
<td>$3,028,099</td>
<td>2,964,822</td>
<td>$(63,277)</td>
<td>-1.3%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$111,122,066</strong></td>
<td><strong>$116,014,238</strong></td>
<td><strong>$4,892,172</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td></td>
<td>Approved Budget FY17</td>
<td>Percent of Total FY17</td>
<td>Requested Budget FY18</td>
<td>Percent of Total FY18</td>
</tr>
<tr>
<td>-------------------------</td>
<td>----------------------</td>
<td>-----------------------</td>
<td>-----------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Instruction</td>
<td>$53,309,815</td>
<td>48%</td>
<td>$55,542,496</td>
<td>48%</td>
</tr>
<tr>
<td>Public Service</td>
<td>1,045,561</td>
<td>1%</td>
<td>925,862</td>
<td>1%</td>
</tr>
<tr>
<td>Academic Support</td>
<td>7,666,292</td>
<td>7%</td>
<td>7,812,512</td>
<td>7%</td>
</tr>
<tr>
<td>Student Services</td>
<td>12,929,140</td>
<td>12%</td>
<td>13,725,102</td>
<td>12%</td>
</tr>
<tr>
<td>Facilities</td>
<td>13,997,429</td>
<td>13%</td>
<td>14,899,319</td>
<td>13%</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>19,145,730</td>
<td>17%</td>
<td>20,144,125</td>
<td>17%</td>
</tr>
<tr>
<td>Scholarships/Waivers</td>
<td>3,028,099</td>
<td>2%</td>
<td>2,964,822</td>
<td>2%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$111,122,066</strong></td>
<td><strong>100%</strong></td>
<td><strong>$116,014,238</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
### HOWARD COMMUNITY COLLEGE
UNRESTRICTED BUDGET
FISCAL YEAR 2018
REQUEST BY FUNCTION

<table>
<thead>
<tr>
<th>Function</th>
<th>Actual* Expenditures FY16</th>
<th>Approved Budget FY17</th>
<th>Requested Budget FY18</th>
<th>Variance Increase (Decrease) Dollar</th>
<th>Variance Increase (Decrease) Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$45,514,809</td>
<td>$53,309,815</td>
<td>$55,542,496</td>
<td>$2,232,681</td>
<td>4%</td>
</tr>
<tr>
<td>Public Service</td>
<td>764,291</td>
<td>1,045,561</td>
<td>925,862</td>
<td>(119,699)</td>
<td>-11%</td>
</tr>
<tr>
<td>Academic Support</td>
<td>4,899,692</td>
<td>7,666,292</td>
<td>7,812,512</td>
<td>146,220</td>
<td>2%</td>
</tr>
<tr>
<td>Student Services</td>
<td>9,955,146</td>
<td>12,929,140</td>
<td>13,725,102</td>
<td>795,962</td>
<td>6%</td>
</tr>
<tr>
<td>Facilities</td>
<td>10,009,490</td>
<td>13,997,429</td>
<td>14,899,319</td>
<td>901,890</td>
<td>6%</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>15,977,754</td>
<td>19,145,730</td>
<td>20,144,125</td>
<td>998,395</td>
<td>5%</td>
</tr>
<tr>
<td>Scholarships/Waivers</td>
<td>2,035,684</td>
<td>3,028,099</td>
<td>2,964,822</td>
<td>(63,277)</td>
<td>-2%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$89,156,866</strong></td>
<td><strong>$111,122,066</strong></td>
<td><strong>$116,014,238</strong></td>
<td><strong>$4,892,172</strong></td>
<td><strong>4%</strong></td>
</tr>
</tbody>
</table>

*Source: June 2016 financial report to the board.
OPERATING BUDGET (FUND 10)
<table>
<thead>
<tr>
<th></th>
<th>Actual* Expenditures FY16</th>
<th>Approved Budget FY17</th>
<th>Requested Budget FY18</th>
<th>Variance Increase (Decrease) Dollar</th>
<th>Variance Increase (Decrease) Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>F.T. Administrative</td>
<td>$7,213,976</td>
<td>$6,991,691</td>
<td>$6,930,222</td>
<td>$(61,469)</td>
<td>-1%</td>
</tr>
<tr>
<td>F.T. Faculty</td>
<td>14,101,169</td>
<td>14,610,042</td>
<td>14,868,276</td>
<td>258,234</td>
<td>2%</td>
</tr>
<tr>
<td>F.T. Professional/Technical</td>
<td>12,564,668</td>
<td>14,269,717</td>
<td>16,102,404</td>
<td>1,832,687</td>
<td>13%</td>
</tr>
<tr>
<td>F.T. Support Staff</td>
<td>2,161,561</td>
<td>2,289,421</td>
<td>2,533,470</td>
<td>244,049</td>
<td>11%</td>
</tr>
<tr>
<td>P.T. Administrative</td>
<td>800,491</td>
<td>623,028</td>
<td>646,213</td>
<td>23,185</td>
<td>4%</td>
</tr>
<tr>
<td>P.T. Faculty</td>
<td>6,647,716</td>
<td>7,190,837</td>
<td>7,281,360</td>
<td>90,523</td>
<td>1%</td>
</tr>
<tr>
<td>P.T. Professional/Technical</td>
<td>1,082,878</td>
<td>1,055,712</td>
<td>1,031,147</td>
<td>(24,565)</td>
<td>-2%</td>
</tr>
<tr>
<td>P.T. Support Staff</td>
<td>96,247</td>
<td>102,983</td>
<td>88,432</td>
<td>(14,551)</td>
<td>-14%</td>
</tr>
<tr>
<td>Hourly Sec./Cler./Tech.</td>
<td>2,472,193</td>
<td>2,377,581</td>
<td>2,607,053</td>
<td>229,472</td>
<td>10%</td>
</tr>
<tr>
<td>Student Assistance</td>
<td>46,263</td>
<td>61,595</td>
<td>61,595</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Salary and Wages</strong></td>
<td><strong>$47,187,162</strong></td>
<td><strong>$49,572,607</strong></td>
<td><strong>$52,150,172</strong></td>
<td><strong>$2,577,565</strong></td>
<td><strong>5%</strong></td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td><strong>$6,612,325</strong></td>
<td><strong>$8,463,921</strong></td>
<td><strong>$9,149,590</strong></td>
<td><strong>$685,669</strong></td>
<td><strong>8%</strong></td>
</tr>
<tr>
<td>F.I.C.A.</td>
<td><strong>$3,583,142</strong></td>
<td><strong>$3,580,761</strong></td>
<td><strong>$3,997,048</strong></td>
<td><strong>$416,287</strong></td>
<td><strong>12%</strong></td>
</tr>
<tr>
<td>Contracted Services</td>
<td><strong>$10,833,454</strong></td>
<td><strong>$7,894,411</strong></td>
<td><strong>$8,539,613</strong></td>
<td><strong>$649,197</strong></td>
<td><strong>8%</strong></td>
</tr>
<tr>
<td>Supplies and Materials</td>
<td><strong>$1,593,770</strong></td>
<td><strong>$2,539,483</strong></td>
<td><strong>$2,457,743</strong></td>
<td><strong>(81,740)</strong></td>
<td><strong>-3%</strong></td>
</tr>
<tr>
<td>Communications</td>
<td><strong>$420,823</strong></td>
<td><strong>$692,042</strong></td>
<td><strong>687,692</strong></td>
<td><strong>(4,350)</strong></td>
<td><strong>-1%</strong></td>
</tr>
<tr>
<td>Prof. Dev./Special Projects</td>
<td><strong>$697,322</strong></td>
<td><strong>1,145,158</strong></td>
<td><strong>1,123,256</strong></td>
<td><strong>(21,902)</strong></td>
<td><strong>-2%</strong></td>
</tr>
<tr>
<td>Utilities</td>
<td><strong>$1,553,586</strong></td>
<td><strong>$2,930,430</strong></td>
<td><strong>2,930,430</strong></td>
<td><strong>(3,995)</strong></td>
<td><strong>0%</strong></td>
</tr>
<tr>
<td>Insurance</td>
<td><strong>$497,658</strong></td>
<td><strong>703,652</strong></td>
<td><strong>782,077</strong></td>
<td><strong>78,425</strong></td>
<td><strong>11%</strong></td>
</tr>
<tr>
<td>Scholarships, Grants, Waivers</td>
<td><strong>$1,309,993</strong></td>
<td><strong>1,458,873</strong></td>
<td><strong>1,389,247</strong></td>
<td><strong>(69,626)</strong></td>
<td><strong>-5%</strong></td>
</tr>
<tr>
<td>Credit Card and Bad Debts</td>
<td><strong>$977,981</strong></td>
<td><strong>1,040,951</strong></td>
<td><strong>1,044,409</strong></td>
<td><strong>3,458</strong></td>
<td><strong>0%</strong></td>
</tr>
<tr>
<td>Furniture/Equipment/Books</td>
<td><strong>$1,552,512</strong></td>
<td><strong>1,684,418</strong></td>
<td><strong>1,660,518</strong></td>
<td><strong>(23,900)</strong></td>
<td><strong>-1%</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$76,819,728</strong></td>
<td><strong>$81,706,707</strong></td>
<td><strong>$85,911,795</strong></td>
<td><strong>$4,205,088</strong></td>
<td><strong>5%</strong></td>
</tr>
</tbody>
</table>

*Source: June 2016 financial report to the board.
### Howard Community College

#### Operating Budget

**Fiscal Year 2018**

**Request by Functional Category**

<table>
<thead>
<tr>
<th>Instruction</th>
<th>Public Service</th>
<th>Academic Support</th>
<th>Student Services</th>
<th>Facilities</th>
<th>Institutional Support</th>
<th>Scholarship</th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>F.T. Administrative</td>
<td>$791,308</td>
<td>$133,738</td>
<td>$721,810</td>
<td>$1,945,302</td>
<td>$55,533</td>
<td>$3,284,511</td>
<td>-$6,930,222</td>
</tr>
<tr>
<td>F.T. Faculty</td>
<td>14,868,276</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>14,868,276</td>
</tr>
<tr>
<td>F.T. Professional/Technical</td>
<td>4,514,545</td>
<td>245,995</td>
<td>1,865,070</td>
<td>3,770,221</td>
<td>1,886,790</td>
<td>3,819,783</td>
<td>-</td>
</tr>
<tr>
<td>F.T. Support</td>
<td>260,810</td>
<td>-</td>
<td>43,682</td>
<td>44,078</td>
<td>2,063,514</td>
<td>121,386</td>
<td>-</td>
</tr>
<tr>
<td>P.T. Administrative</td>
<td>350,725</td>
<td>-</td>
<td>7,234</td>
<td>263,417</td>
<td>1,237</td>
<td>23,600</td>
<td>-</td>
</tr>
<tr>
<td>P.T. Faculty</td>
<td>7,232,440</td>
<td>-</td>
<td>48,920</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>P.T. Professional/Technical</td>
<td>269,712</td>
<td>-</td>
<td>41,433</td>
<td>568,020</td>
<td>1,295</td>
<td>150,687</td>
<td>-</td>
</tr>
<tr>
<td>P.T. Support</td>
<td>33,172</td>
<td>-</td>
<td>10,362</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Hourly Sec./Cler./Tech.</td>
<td>1,160,373</td>
<td>12,502</td>
<td>296,057</td>
<td>755,661</td>
<td>184,439</td>
<td>198,021</td>
<td>-</td>
</tr>
<tr>
<td>Student Assistance</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>61,595</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total Salary and Wages** | **29,481,361** | **392,235** | **3,034,568** | **7,408,294** | **4,235,726** | **7,597,988** | - | **52,150,172** |

**Fringe Benefits** | **3,889,661** | **153,392** | **572,948** | **1,199,699** | **1,542,389** | **1,791,501** | - | **9,149,590** |

**F.I.C.A.** | **2,225,730** | **42,112** | **568,187** | **347,161** | **604,767** | - | - | **3,997,048** |

**Contracted Services** | **1,642,356** | **45,527** | **722,339** | **324,020** | **1,583,947** | **4,221,424** | - | **8,539,613** |

**Supplies and Materials** | **1,404,803** | **3,380** | **72,531** | **158,971** | **596,601** | **221,457** | - | **2,457,743** |

**Communications** | **45,645** | **6,058** | **22,413** | **101,577** | **41,739** | **470,260** | - | **687,692** |

**Prof. Dev./Special Projects** | **339,876** | **20,870** | **84,070** | **94,938** | **130,379** | **453,123** | - | **1,123,256** |

**Utilities** | - | - | - | - | - | **2,930,430** | - | - | **2,930,430** |

**Insurances** | - | - | - | - | - | **350,000** | **432,077** | - | **782,077** |

**Scholarships/Grants/Waivers** | - | - | - | - | - | 44,224 | - | - | 1,345,023 | **1,389,247** |

**Credit Card and Bad Debts** | - | - | - | - | - | **1,044,059** | - | - | **1,044,409** |

**Furniture/Equipment/Books** | **792,182** | **11,020** | **386,996** | **108,525** | **148,534** | **213,261** | - | **1,660,518** |

**Total** | **$39,821,614** | **$674,594** | **$5,105,306** | **$10,008,435** | **$11,906,906** | **$17,049,917** | **$1,345,023** | **$85,911,795** |

1/11/17 Budget Book Page 35
FISCAL YEAR 2018 OPERATING BUDGET

Instruction Summary

<table>
<thead>
<tr>
<th>Personnel</th>
<th>FY16 Actual</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>12.00</td>
<td>13.00</td>
<td>13.00</td>
</tr>
<tr>
<td>Faculty</td>
<td>194.00</td>
<td>200.00</td>
<td>204.00</td>
</tr>
<tr>
<td>Professional/Technical</td>
<td>61.10</td>
<td>61.76</td>
<td>62.76</td>
</tr>
<tr>
<td>Support</td>
<td>8.15</td>
<td>8.15</td>
<td>8.15</td>
</tr>
<tr>
<td><strong>Total</strong>*</td>
<td><strong>275.25</strong></td>
<td><strong>282.91</strong></td>
<td><strong>287.91</strong></td>
</tr>
</tbody>
</table>

| Salaries and Wages | $32,073,388 | $33,939,079 | $35,596,752 |
| Contracted Services | 2,943,520   | 1,440,628   | 1,642,356   |
| Supplies and Materials | 674,798   | 1,508,902   | 1,404,803   |
| Other Charges       | 222,474    | 407,473     | 385,521     |
| Furniture/Equipment/Books | 660,250  | 808,882     | 792,182     |
| **Total**           | **$36,574,430** | **$38,104,964** | **$39,821,614** |

Functional Description

The instruction function is responsible for the development of a broad variety of curricula and learning programs that emphasize quality and are responsive to student and community needs; the employment of competent faculty, as well as supplying materials and laboratory facilities to support instruction. Howard Community College provides high-quality instruction through the delivery of: (1) occupational (associate of applied science and certificate options) programs, which prepare students for employment at the semi-professional and professional levels; (2) transfer curricula, which articulate with degree programs at four-year institutions; (3) general studies and development programs, which ensure an appropriate level of competency in communications, computational, and human relations skills.

Highlights

Core Work

A salary merit pool of three percent, a seven and a half percent increase in health benefits, and merit-related benefit increases are included in this budget. The budget also includes hourly funds and faculty promotions. A new lab manager to support the increased enrollment in science, engineering, and technology (SET) is included. Also included are funds for service agreements that support e-learning applications and equipment. Some of these costs are related to the opening of the new building.

Strategic

The budget includes four faculty positions to support strategic initiatives. Recommended by the salary and benefits committee and included in this budget is an increase of $25 per teaching hour for part-time faculty. Also included is an increase in the hourly rate for tutors.
## Public Service Summary

<table>
<thead>
<tr>
<th>Personnel</th>
<th>FY16 Actual</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>1.70</td>
<td>1.70</td>
<td>1.70</td>
</tr>
<tr>
<td>Professional/Technical</td>
<td>6.13</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7.83</strong></td>
<td><strong>5.70</strong></td>
<td><strong>5.70</strong></td>
</tr>
</tbody>
</table>

| Salaries and Wages               | $593,495    | $692,527    | $587,739    |
| Contracted Services              | 86,215      | 45,897      | 45,527      |
| Supplies and Materials           | 7,257       | 8,521       | 3,380       |
| Other Charges                    | 16,662      | 34,728      | 26,928      |
| Furniture/Equipment/Books        | 4,014       | 12,620      | 11,020      |
| **Total**                        | **$707,643**| **$794,293**| **$674,594**|

## Functional Description

This function includes funds expended for activities that are established to provide non-instructional services beneficial to groups external to the institution. The function reflects HCC-TV and radio programming for the community.

## Highlights

### Core Work

A salary merit pool of three percent, a seven and a half percent increase in health benefits, and merit-related increases are included in this budget. The budget decline reflects the elimination of the Mediation and Conflict Resolution Center. The position counts for the FY17 budget have been reduced 2.13 for the center’s position reductions.
## Academic Support Summary

<table>
<thead>
<tr>
<th></th>
<th>FY16 Actual</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative</td>
<td>9.30</td>
<td>8.30</td>
<td>8.30</td>
</tr>
<tr>
<td>Professional/Technical</td>
<td>22.05</td>
<td>25.05</td>
<td>26.05</td>
</tr>
<tr>
<td>Support</td>
<td>3.72</td>
<td>1.72</td>
<td>1.72</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>35.07</td>
<td>35.07</td>
<td>36.07</td>
</tr>
<tr>
<td><strong>Salaries and Wages</strong></td>
<td>$3,084,545</td>
<td>$3,627,387</td>
<td>$3,816,607</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>832,698</td>
<td>721,339</td>
<td>722,339</td>
</tr>
<tr>
<td>Supplies and Materials</td>
<td>60,491</td>
<td>69,531</td>
<td>72,531</td>
</tr>
<tr>
<td>Other Charges</td>
<td>60,408</td>
<td>106,833</td>
<td>106,833</td>
</tr>
<tr>
<td>Furniture/Equipment/Books</td>
<td>307,444</td>
<td>396,996</td>
<td>386,996</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$4,345,586</td>
<td>$4,922,086</td>
<td>$5,105,306</td>
</tr>
</tbody>
</table>

## Functional Description

The academic support area includes funds expended primarily to provide support services for instruction. It incorporates the following areas: audiovisual, library, instructional telecommunications, faculty and instructional development, as well as the academic administration department and student computer support.

## Highlights

### Core Work

A salary merit pool of three percent, a seven and a half percent increase in health benefits, and merit-related benefit increases are included in this budget. Also included in this budget is an audiovisual technician and hourly funds to support classrooms in the new building.
## Student Services Summary

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative</td>
<td>23.00</td>
<td>23.00</td>
<td>23.00</td>
</tr>
<tr>
<td>Professional/Technical</td>
<td>65.08</td>
<td>68.75</td>
<td>69.25</td>
</tr>
<tr>
<td>Support</td>
<td>1.10</td>
<td>1.10</td>
<td>1.10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>89.18</strong></td>
<td><strong>92.85</strong></td>
<td><strong>93.35</strong></td>
</tr>
<tr>
<td><strong>Salaries and Wages</strong></td>
<td><strong>$7,811,769</strong></td>
<td><strong>$8,527,016</strong></td>
<td><strong>$9,176,180</strong></td>
</tr>
<tr>
<td>Contracted Services</td>
<td>844,131</td>
<td>322,020</td>
<td>324,020</td>
</tr>
<tr>
<td>Supplies and Materials</td>
<td>158,126</td>
<td>158,471</td>
<td>158,971</td>
</tr>
<tr>
<td>Other Charges</td>
<td>172,911</td>
<td>239,239</td>
<td>240,739</td>
</tr>
<tr>
<td>Furniture/Equipment/Books</td>
<td>25,280</td>
<td>108,525</td>
<td>108,525</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$9,012,217</strong></td>
<td><strong>$9,355,271</strong></td>
<td><strong>$10,008,435</strong></td>
</tr>
</tbody>
</table>

### Functional Description - Student Services

Student services assists students in reaching their educational and career-related goals, as well as providing opportunities for personal, social, and leadership development outside of the classroom. Functions include admissions, testing, advising, student records, counseling, career development, job placement, registration, transfer articulation, tutoring, financial aid services, welcome center, orientation, veterans services, retention, disability services, student activities, curricular activities, Children’s Learning Center support, and athletics/intramurals.

### Highlights

#### Core Work

A salary merit pool of three percent, a seven and a half percent increase in health benefits, and merit-related benefit increases are included in this budget.

#### Strategic

This budget includes a new strategic position; an internships and co-op specialist moving from part-time to full-time. Also included is an increase in hourly funds for the advising area.
Facilities Summary

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Budget</td>
<td>Budget</td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Professional/Technical</td>
<td>26.50</td>
<td>27.50</td>
<td>27.50</td>
</tr>
<tr>
<td>Support</td>
<td>55.50</td>
<td>65.50</td>
<td>65.50</td>
</tr>
<tr>
<td>Total</td>
<td>83.00</td>
<td>94.00</td>
<td>94.00</td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td>$5,111,507</td>
<td>$5,385,211</td>
<td>$6,125,276</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>2,106,703</td>
<td>1,528,947</td>
<td>1,583,947</td>
</tr>
<tr>
<td>Supplies and Materials</td>
<td>480,338</td>
<td>571,601</td>
<td>596,601</td>
</tr>
<tr>
<td>Other Charges</td>
<td>1,816,826</td>
<td>3,370,723</td>
<td>3,452,548</td>
</tr>
<tr>
<td>Furniture/Equipment/Books</td>
<td>209,131</td>
<td>148,534</td>
<td>148,534</td>
</tr>
<tr>
<td>Total</td>
<td>$9,724,505</td>
<td>$11,005,016</td>
<td>$11,906,906</td>
</tr>
</tbody>
</table>

Functional Description

Facilities are responsible for the operation and maintenance of buildings, grounds, and other physical facilities of the college. The major facilities departments are engineering/maintenance, housekeeping, grounds, construction renovations, mailroom, central receiving, and motor pool.

Highlights

Core Work

A salary merit pool of three percent, a seven and a half percent increase in health benefits and merit-related benefit increases are included in this budget. Hourly funds for the environment services area are also included.

The budget also includes additional supplies and contracted service costs for the environmental services and grounds departments related to the opening of the new building. An increase is also included for property insurance for the new building and the garage. Funding for vehicle repairs and increases for engineering maintenance agreements is included as well.
Institutional Support Summary

<table>
<thead>
<tr>
<th></th>
<th>FY16 Actual</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative</td>
<td>32.00</td>
<td>33.00</td>
<td>33.00</td>
</tr>
<tr>
<td>Professional/Technical</td>
<td>68.00</td>
<td>68.00</td>
<td>68.00</td>
</tr>
<tr>
<td>Support</td>
<td>3.10</td>
<td>3.10</td>
<td>3.10</td>
</tr>
<tr>
<td>Total</td>
<td>103.10</td>
<td>104.10</td>
<td>104.10</td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td>$8,707,925</td>
<td>$9,446,069</td>
<td>$9,994,256</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>4,020,187</td>
<td>3,835,580</td>
<td>4,221,424</td>
</tr>
<tr>
<td>Supplies and Materials</td>
<td>212,760</td>
<td>222,457</td>
<td>221,457</td>
</tr>
<tr>
<td>Other Charges</td>
<td>1,902,384</td>
<td>2,397,461</td>
<td>2,399,519</td>
</tr>
<tr>
<td>Furniture/Equipment/Books</td>
<td>346,393</td>
<td>208,861</td>
<td>213,261</td>
</tr>
<tr>
<td>Total</td>
<td>$15,189,649</td>
<td>$16,110,428</td>
<td>$17,049,917</td>
</tr>
</tbody>
</table>

Functional Description

The institutional support function provides the executive and supporting administrative services to the college as a whole. This includes the board of trustees, the offices of the president, the vice president of administration and finance, and the vice president of information technology. It also includes the offices of human resources, public relations and marketing, development, administrative technology, finance, public safety, central printing, and planning, research, and organizational development, as well as computer network services and campus-wide telephone, legal, insurance, and auditing expenses.

Highlights

Core Work

A salary merit pool of three percent, a seven percent increase in health benefits and merit-related benefit increases are included in this budget. This budget includes an increase in contracted services in the area of administrative information systems. Also included is additional funding to cover the cost of providing public safety and network support for the new building and the garage.
## Scholarship Summary

<table>
<thead>
<tr>
<th></th>
<th>FY16 Actual</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Faculty</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Professional/Technical</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Support</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Budget</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scholarships/Waivers</td>
<td>$1,265,698</td>
<td>$1,414,649</td>
<td>$1,345,023</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,265,698</td>
<td>$1,414,649</td>
<td>$1,345,023</td>
</tr>
</tbody>
</table>

### Functional Description

This function provides scholarships for books and tuition to students who otherwise would not be able to afford a college education. State-mandated waivers are budgeted as tuition income and as expense. The waiver expense portion is in this function.

### Highlights

Scholarships represent $810,612 and waivers are $534,411 of the total FY17 budget. Scholarships are needed to address the unmet need for students.
FULL- AND PART-TIME POSITION REQUIREMENTS
## FULL-TIME (F.T.) AND PART-TIME (P.T.) POSITION REQUIREMENTS

FUND 10 ONLY (does not include continuing education and special funds)

<table>
<thead>
<tr>
<th></th>
<th>PRESENT STAFF POSITIONS</th>
<th>NEW POSITIONS</th>
<th>TOTAL POSITIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Instruction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F.T. Administrative</td>
<td>13.00</td>
<td></td>
<td>13.00</td>
</tr>
<tr>
<td>F.T. Faculty</td>
<td>200.00</td>
<td>4.00</td>
<td>204.00</td>
</tr>
<tr>
<td>F.T. Professional/Technical</td>
<td>56.65</td>
<td>1.00</td>
<td>57.65</td>
</tr>
<tr>
<td>P.T. Professional/Technical</td>
<td>5.11</td>
<td></td>
<td>5.11</td>
</tr>
<tr>
<td>F.T. Support</td>
<td>8.15</td>
<td></td>
<td>8.15</td>
</tr>
<tr>
<td><strong>Instruction - Total</strong></td>
<td><strong>282.91</strong></td>
<td><strong>5.00</strong></td>
<td><strong>287.91</strong></td>
</tr>
<tr>
<td><strong>Public Service</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F.T. Administrative</td>
<td>1.70</td>
<td></td>
<td>1.70</td>
</tr>
<tr>
<td>F.T. Professional/Technical</td>
<td>4.00</td>
<td></td>
<td>4.00</td>
</tr>
<tr>
<td><strong>Public Service - Total</strong></td>
<td><strong>5.70</strong></td>
<td><strong>0.00</strong></td>
<td><strong>5.70</strong></td>
</tr>
<tr>
<td><strong>Academic Support</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F.T. Administrative</td>
<td>8.30</td>
<td></td>
<td>8.30</td>
</tr>
<tr>
<td>F.T. Professional/Technical</td>
<td>24.05</td>
<td>1.00</td>
<td>25.05</td>
</tr>
<tr>
<td>P.T. Professional/Technical</td>
<td>1.00</td>
<td></td>
<td>1.00</td>
</tr>
<tr>
<td>F.T. Support</td>
<td>1.05</td>
<td></td>
<td>1.05</td>
</tr>
<tr>
<td>P.T. Support</td>
<td>0.67</td>
<td></td>
<td>0.67</td>
</tr>
<tr>
<td><strong>Academic Support - Total</strong></td>
<td><strong>35.07</strong></td>
<td><strong>1.00</strong></td>
<td><strong>36.07</strong></td>
</tr>
<tr>
<td><strong>Student Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F.T. Administrative</td>
<td>23.00</td>
<td></td>
<td>23.00</td>
</tr>
<tr>
<td>F.T. Professional/Technical</td>
<td>59.77</td>
<td>1.00</td>
<td>60.77</td>
</tr>
<tr>
<td>P.T. Professional/Technical</td>
<td>8.98</td>
<td>(0.50)</td>
<td>8.48</td>
</tr>
<tr>
<td>F.T. Support</td>
<td>1.10</td>
<td></td>
<td>1.10</td>
</tr>
<tr>
<td><strong>Student Services - Total</strong></td>
<td><strong>92.85</strong></td>
<td><strong>0.50</strong></td>
<td><strong>93.35</strong></td>
</tr>
<tr>
<td><strong>Facilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F.T. Administrative</td>
<td>1.00</td>
<td></td>
<td>1.00</td>
</tr>
<tr>
<td>F.T. Professional/Technical</td>
<td>27.50</td>
<td></td>
<td>27.50</td>
</tr>
<tr>
<td>F.T. Support</td>
<td>64.00</td>
<td></td>
<td>64.00</td>
</tr>
<tr>
<td>P.T. Support</td>
<td>1.50</td>
<td></td>
<td>1.50</td>
</tr>
<tr>
<td><strong>Facilities - Total</strong></td>
<td><strong>94.00</strong></td>
<td><strong>0.00</strong></td>
<td><strong>94.00</strong></td>
</tr>
<tr>
<td><strong>Institutional Support</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F.T. Administrative</td>
<td>33.00</td>
<td></td>
<td>33.00</td>
</tr>
<tr>
<td>F.T. Professional/Technical</td>
<td>64.60</td>
<td></td>
<td>64.60</td>
</tr>
<tr>
<td>P.T. Professional/Technical</td>
<td>3.40</td>
<td></td>
<td>3.40</td>
</tr>
<tr>
<td>F.T. Support</td>
<td>3.10</td>
<td></td>
<td>3.10</td>
</tr>
<tr>
<td><strong>Institutional Support - Total</strong></td>
<td><strong>104.10</strong></td>
<td><strong>0.00</strong></td>
<td><strong>104.10</strong></td>
</tr>
<tr>
<td><strong>TOTAL PERSONNEL</strong></td>
<td><strong>614.63</strong></td>
<td><strong>6.50</strong></td>
<td><strong>621.13</strong></td>
</tr>
</tbody>
</table>

### NOTES

1. The fractional amounts normally represent positions that service several functions or are part-time.
2. Includes partial year hires that were annualized in the budget, positions that were annualized into the budget from other funds, and positions cut from the budget.
DETAIL BY COST CENTER
### Instruction Summary

| FY16 Actual | FY17 Budget | FY18 Total Change | Strategic Priorities | Amount for Strategic Items*
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY17</td>
<td>FY18</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$23,746</td>
<td>$38,449</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>(Schloenbrodt Honors)</td>
<td>11200</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Mathematics)</td>
<td>11300</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Health)</td>
<td>11310</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Health Science Division)</td>
<td>11350</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Social Sciences)</td>
<td>11400</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Behavioral Sciences)</td>
<td>11401</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(History and Economics)</td>
<td>11402</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Teacher Education)</td>
<td>11406</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(English/World Languages)</td>
<td>11410</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(English)</td>
<td>11416</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(World Languages)</td>
<td>11430</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Arts and Humanities)</td>
<td>11450</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Visual Arts)</td>
<td>11453</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Dance)</td>
<td>11455</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Theatre)</td>
<td>11456</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Rouse Scholars)</td>
<td>11460</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(E-Learning)</td>
<td>11600</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Nursing)</td>
<td>12100</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Sonography)</td>
<td>12116</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Radiologic Technology)</td>
<td>12118</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Emergency Med. Technology Program)</td>
<td>12120</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Medical Technical)</td>
<td>12122</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Physical Therapist Assistant)</td>
<td>12125</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Dental Hygiene)</td>
<td>12127</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Prep)</td>
<td>12144</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Art)</td>
<td>12145</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Cardiovascular Programs)</td>
<td>12150</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Business and Computers)</td>
<td>12200</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Science and Technology Programs)</td>
<td>12250</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Engineering and Technology)</td>
<td>12255</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Physical Science)</td>
<td>12257</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Math)</td>
<td>12258</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Life Science)</td>
<td>12259</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Occupational Education)</td>
<td>12260</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Psychology)</td>
<td>12265</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Service Learning)</td>
<td>13560</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Service Learning Trips)</td>
<td>13565</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(International Education)</td>
<td>13560</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Academic Enrichment Integrative Learning)</td>
<td>13580</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(User Computer Services)</td>
<td>44010</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Student Computer Support)</td>
<td>44020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Student Labs)</td>
<td>44030</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Social Sciences Support)</td>
<td>46100</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(SET Division Office)</td>
<td>46200</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Math/Science)</td>
<td>46250</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Evening Support Services)</td>
<td>46492</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Office Support/Duncun Hall)</td>
<td>46700</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Arts and Humanities Division Office)</td>
<td>46800</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Health Science Division Office)</td>
<td>46900</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Instructional Teaching and Learning)</td>
<td>47003</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Faculty Learning Communities)</td>
<td>47500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Outcome Assessments)</td>
<td>48000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Instructional Divison)</td>
<td>48500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Learning Communities)</td>
<td>48550</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Program Development)</td>
<td>48552</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Pool Guards)</td>
<td>52102</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Learning Assistance Center)</td>
<td>99970</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Functional Merit, Benefits, and Chargebacks)</td>
<td>99980</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Institutional Allocation; Furniture and Equipment)</td>
<td>99990</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Benefits associated with strategic priorities)</td>
<td>10400</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Benefit associated with strategic priorities)</td>
<td>10410</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Total)</td>
<td>$36,574,431</td>
<td>$38,104,964</td>
<td>$1,716,650</td>
<td>$545,489</td>
</tr>
</tbody>
</table>

*Benefits associated with strategic priorities are included in the functional merit, benefits, and chargebacks account.
## Public Service Summary

<table>
<thead>
<tr>
<th></th>
<th>FY16 Actual</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
<th>Total Change</th>
<th>Strategic Priorities</th>
<th>Amount for Strategic Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>33250 (Cable Studio)</td>
<td>$ 400,356</td>
<td>$ 417,044</td>
<td>$ 417,044</td>
<td>$ -</td>
<td></td>
<td>$ -</td>
</tr>
<tr>
<td>33254 (Radio Station)</td>
<td>18,073</td>
<td>19,000</td>
<td>19,000</td>
<td>$ -</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33554 (Mediation and Conflict Resolution Center)</td>
<td>124,786</td>
<td>140,424</td>
<td>-</td>
<td>(140,424)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>99970 (Functional Merit, Benefits, and Chargebacks)</td>
<td>115,653</td>
<td>199,607</td>
<td>220,332</td>
<td>20,725</td>
<td></td>
<td></td>
</tr>
<tr>
<td>99990 (Institutional Allocation; Furniture and Equipment)</td>
<td>48,768</td>
<td>18,218</td>
<td>18,218</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$ 707,636</td>
<td>$ 794,293</td>
<td>$ 674,594</td>
<td>(119,699)</td>
<td>Total for Strategic Priorities</td>
<td>$ -</td>
</tr>
</tbody>
</table>

1/11/17 Budget Book Page 45
## Academic Support

<table>
<thead>
<tr>
<th>Account Code</th>
<th>Description</th>
<th>FY16 Actual</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
<th>Total Change</th>
<th>Strategic Priorities</th>
<th>Amount for Strategic Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>33100</td>
<td>(Rep Stage Administration)</td>
<td>$ 169,355</td>
<td>$ 171,894</td>
<td>$ 171,894</td>
<td>-</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>33400</td>
<td>(Horowitz Center)</td>
<td>414,254</td>
<td>385,061</td>
<td>385,061</td>
<td>-</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>33500</td>
<td>(Student Art Collective)</td>
<td>229,766</td>
<td>127,291</td>
<td>127,291</td>
<td>-</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>33800</td>
<td>(Theatre Support)</td>
<td>-</td>
<td>103,018</td>
<td>103,018</td>
<td>-</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>41001</td>
<td>(Library Services)</td>
<td>913,578</td>
<td>970,069</td>
<td>965,936</td>
<td>(4,133)</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>41002</td>
<td>(Teaching and Learning Services)</td>
<td>205,413</td>
<td>211,194</td>
<td>211,194</td>
<td>-</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>43100</td>
<td>(Audiovisual Services)</td>
<td>408,700</td>
<td>425,734</td>
<td>485,021</td>
<td>59,287</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>43200</td>
<td>(Video Services)</td>
<td>88,168</td>
<td>88,136</td>
<td>88,136</td>
<td>-</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>43300</td>
<td>(Instructional Technology)</td>
<td>121,015</td>
<td>243,557</td>
<td>238,345</td>
<td>(5,212)</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>46000</td>
<td>(VP for Academic Affairs)</td>
<td>315,277</td>
<td>408,748</td>
<td>408,748</td>
<td>-</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>47000</td>
<td>(Faculty Development)</td>
<td>63,756</td>
<td>84,973</td>
<td>84,973</td>
<td>-</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>99970</td>
<td>(Functional Merit, Benefits, and Chargebacks)</td>
<td>1,256,306</td>
<td>1,499,845</td>
<td>1,633,123</td>
<td>133,278</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>99990</td>
<td>(Institutional Allocation; Furniture and Equipment)</td>
<td>154,000</td>
<td>146,142</td>
<td>146,142</td>
<td>-</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>99980</td>
<td>(VP Allocations)</td>
<td>6,000</td>
<td>56,424</td>
<td>56,424</td>
<td>-</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>$ 4,345,588</td>
<td>$ 4,922,086</td>
<td>$ 5,105,306</td>
<td>$ 183,220</td>
<td>Total for Strategic Priorities</td>
<td>$ -</td>
</tr>
</tbody>
</table>
## HOWARD COMMUNITY COLLEGE
### FISCAL YEAR 2018 OPERATING BUDGET

### Student Services

<table>
<thead>
<tr>
<th>FY16 Actual</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
<th>Total Change</th>
<th>Strategic Priorities</th>
<th>Amount for Strategic Items*</th>
</tr>
</thead>
<tbody>
<tr>
<td>46500 (Advising [Academic and Transfer])</td>
<td>$694,831</td>
<td>$770,413</td>
<td>$794,818</td>
<td>$24,405</td>
<td>Student success, completion, and lifelong learning 1.1 1.1C</td>
</tr>
<tr>
<td>46502 (Academic Standing-Enrollment Services)</td>
<td>19,411</td>
<td>30,334</td>
<td>30,334</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>46600 (Welcome and Telephone Advising)</td>
<td>185,754</td>
<td>218,687</td>
<td>218,687</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>51000 (VP for Student Services)</td>
<td>410,947</td>
<td>462,571</td>
<td>462,571</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>51100 (Enrollment Services)</td>
<td>119,489</td>
<td>118,862</td>
<td>118,862</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>51200 (Student Ambassador Program)</td>
<td>11,529</td>
<td>8,782</td>
<td>8,782</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>52000 (Student Activities)</td>
<td>1,791</td>
<td>2,601</td>
<td>2,759</td>
<td>158</td>
<td></td>
</tr>
<tr>
<td>52100 (Athletic and Fitness Facilities)</td>
<td>424,682</td>
<td>414,051</td>
<td>414,847</td>
<td>796</td>
<td>Student success, completion, and lifelong learning 1.1 1.1A</td>
</tr>
<tr>
<td>52300 (SGA Support)</td>
<td>222,829</td>
<td>316,412</td>
<td>304,699</td>
<td>(11,713)</td>
<td></td>
</tr>
<tr>
<td>53000 (Career Services)</td>
<td>526,468</td>
<td>531,667</td>
<td>556,826</td>
<td>25,159</td>
<td>Student success, completion, and lifelong learning 1.1 1.1A</td>
</tr>
<tr>
<td>53050 (Peer Leaders)</td>
<td>10,500</td>
<td>8,000</td>
<td>9,196</td>
<td>1,196</td>
<td></td>
</tr>
<tr>
<td>53100 (Test Center)</td>
<td>462,252</td>
<td>435,970</td>
<td>439,865</td>
<td>3,895</td>
<td></td>
</tr>
<tr>
<td>53104 (Nursing Assessment - Testing)</td>
<td>15,199</td>
<td>28,000</td>
<td>28,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>53220 (Student Development)</td>
<td>112,179</td>
<td>112,374</td>
<td>112,374</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>53300 (Student Judicial Affairs)</td>
<td>4,672</td>
<td>5,000</td>
<td>5,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>53400 (Step Up)</td>
<td>72,009</td>
<td>60,771</td>
<td>68,348</td>
<td>7,577</td>
<td></td>
</tr>
<tr>
<td>53500 (Retention)</td>
<td>219,065</td>
<td>219,731</td>
<td>219,731</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>53510 (Howard P.R.I.D.E.)</td>
<td>102,198</td>
<td>106,581</td>
<td>167,098</td>
<td>60,517</td>
<td></td>
</tr>
<tr>
<td>53550 (Disability Support Services)</td>
<td>268,919</td>
<td>273,974</td>
<td>273,974</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>53555 (Career Links)</td>
<td>164,428</td>
<td>201,750</td>
<td>204,942</td>
<td>3,192</td>
<td></td>
</tr>
<tr>
<td>53556 (Academic Standing-Student Development)</td>
<td>25,700</td>
<td>27,679</td>
<td>27,679</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>54000 (Financial Aid Services)</td>
<td>1,090,898</td>
<td>1,089,223</td>
<td>1,130,505</td>
<td>41,282</td>
<td></td>
</tr>
<tr>
<td>55000 (Admissions)</td>
<td>796,727</td>
<td>914,976</td>
<td>921,436</td>
<td>6,460</td>
<td></td>
</tr>
<tr>
<td>55001 (Admissions and Advising Workgroup)</td>
<td>405,015</td>
<td>433,981</td>
<td>434,225</td>
<td>244</td>
<td></td>
</tr>
<tr>
<td>55004 (Early College Program)</td>
<td>5,933</td>
<td>19,750</td>
<td>19,750</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>56000 (Records, Registration, and Veterans Affairs)</td>
<td>670,313</td>
<td>684,934</td>
<td>691,934</td>
<td>7,000</td>
<td></td>
</tr>
<tr>
<td>99970 (Functional Merit, Benefits, and Chargebacks)</td>
<td>1,366,924</td>
<td>1,701,701</td>
<td>2,184,697</td>
<td>482,996</td>
<td>Benefits associated with strategic priorities above 18,455</td>
</tr>
<tr>
<td>99990 (Institutional Allocation; Furniture and Equipment)</td>
<td>601,556</td>
<td>150,282</td>
<td>150,282</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>999980 (VP Allocations)</td>
<td>-</td>
<td>6,214</td>
<td>6,214</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$9,012,218</td>
<td>$9,355,271</td>
<td>$10,008,435</td>
<td>$653,164</td>
<td>Total for Strategic Priorities</td>
</tr>
</tbody>
</table>

*Benefits associated with strategic priorities are included in the functional merit, benefits, and chargebacks account.
## Facilities

<table>
<thead>
<tr>
<th>Budget Center</th>
<th>FY16 Actual</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
<th>Total Change</th>
<th>Strategic Priorities</th>
<th>Amount for Strategic Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>71000 (VP for Administration and Finance)</td>
<td>$242,708</td>
<td>$341,209</td>
<td>$423,034</td>
<td>$81,825</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>71100 (General Services)</td>
<td>2,920,678</td>
<td>3,843,645</td>
<td>3,845,366</td>
<td>1,721</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>71110 (Mailroom)</td>
<td>170,299</td>
<td>203,872</td>
<td>202,666</td>
<td>(1,206)</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>71115 (Set up/Asset Reallocation)</td>
<td>98,692</td>
<td>106,907</td>
<td>132,694</td>
<td>25,787</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>71150 (Recycling)</td>
<td>9,731</td>
<td>13,001</td>
<td>13,001</td>
<td>-</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>71500 (Safety)</td>
<td>80,999</td>
<td>81,858</td>
<td>81,858</td>
<td>-</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>72000 (Engineering)</td>
<td>1,489,093</td>
<td>1,469,144</td>
<td>1,646,194</td>
<td>177,050</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>72500 (Preventive Maintenance)</td>
<td>455,902</td>
<td>537,320</td>
<td>537,320</td>
<td>-</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>73000 (Environmental Services)</td>
<td>1,988,852</td>
<td>2,053,833</td>
<td>2,193,683</td>
<td>139,850</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>75000 (Grounds)</td>
<td>410,495</td>
<td>366,326</td>
<td>381,326</td>
<td>15,000</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>76000 (Renovations)</td>
<td>32,757</td>
<td>52,229</td>
<td>52,229</td>
<td>-</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>99970 (Functional Merit, Benefits, and Chargebacks)</td>
<td>1,470,299</td>
<td>1,666,586</td>
<td>2,128,449</td>
<td>461,863</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>99990 (Institutional Allocation; Furniture and Equipment)</td>
<td>354,000</td>
<td>269,086</td>
<td>269,086</td>
<td>-</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$9,724,505</strong></td>
<td><strong>$11,005,016</strong></td>
<td><strong>$11,906,906</strong></td>
<td><strong>$901,890</strong></td>
<td><strong>Total for Strategic Priorities</strong></td>
<td><strong>$</strong></td>
</tr>
</tbody>
</table>
### Institutional Support

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>FY16 Actual</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
<th>Total Change</th>
<th>Strategic Priorities</th>
<th>Amount for Strategic Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>61000</td>
<td>(President's Office)</td>
<td>$714,336</td>
<td>$750,772</td>
<td>$753,772</td>
<td>$5,000</td>
<td>$</td>
<td>$0</td>
</tr>
<tr>
<td>61100</td>
<td>(Board of Trustees)</td>
<td>81,194</td>
<td>109,602</td>
<td>109,602</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>61200</td>
<td>(Planning, Research, and Org. Development)</td>
<td>536,347</td>
<td>567,884</td>
<td>577,949</td>
<td>10,065</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>61900</td>
<td>(Senior Administration)</td>
<td>12,239</td>
<td>13,617</td>
<td>13,617</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>62000</td>
<td>(VP for Administration and Finance)</td>
<td>358,767</td>
<td>379,743</td>
<td>379,743</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>62100</td>
<td>(Finance Office)</td>
<td>1,429,037</td>
<td>1,531,845</td>
<td>1,531,845</td>
<td>2,594</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>62110</td>
<td>(Purchasing)</td>
<td>189,427</td>
<td>210,612</td>
<td>210,612</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>63101</td>
<td>(Human Resources Office)</td>
<td>632,107</td>
<td>656,406</td>
<td>656,082</td>
<td>(324)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>63102</td>
<td>(Recruitment)</td>
<td>44,770</td>
<td>48,744</td>
<td>48,744</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>63103</td>
<td>(Unemployment Compensation)</td>
<td>76,447</td>
<td>121,753</td>
<td>121,753</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>63104</td>
<td>(Wellness Program)</td>
<td>16,390</td>
<td>20,891</td>
<td>20,891</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>63130</td>
<td>(Professional Development)</td>
<td>89,236</td>
<td>92,030</td>
<td>92,030</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>63150</td>
<td>(Diversity Program)</td>
<td>34,921</td>
<td>35,406</td>
<td>35,406</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>63200</td>
<td>(Reprographics)</td>
<td>152,249</td>
<td>166,691</td>
<td>166,691</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>63400</td>
<td>(Public Safety)</td>
<td>1,628,028</td>
<td>1,716,749</td>
<td>1,858,135</td>
<td>141,386</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>63500</td>
<td>(Telecommunications)</td>
<td>246,057</td>
<td>262,383</td>
<td>262,383</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>63600</td>
<td>(Risk Management)</td>
<td>269,997</td>
<td>377,720</td>
<td>377,720</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>63700</td>
<td>(General Administration)</td>
<td>1,164,538</td>
<td>1,223,984</td>
<td>1,260,900</td>
<td>36,916</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>63800</td>
<td>(Commencement/Awards)</td>
<td>73,039</td>
<td>102,449</td>
<td>95,449</td>
<td>(7,000)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>64000</td>
<td>(Administrative Information Systems)</td>
<td>2,003,116</td>
<td>2,088,825</td>
<td>2,211,405</td>
<td>122,580</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>64001</td>
<td>(Enterprise Network)</td>
<td>949,186</td>
<td>961,788</td>
<td>1,036,788</td>
<td>75,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>64002</td>
<td>(Web Enterprise Network)</td>
<td>411,109</td>
<td>524,413</td>
<td>524,413</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>64100</td>
<td>(VP for Information Technology)</td>
<td>358,428</td>
<td>444,227</td>
<td>444,227</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>65000</td>
<td>(Public Relations/Marketing)</td>
<td>1,092,220</td>
<td>1,207,084</td>
<td>1,207,084</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>65100</td>
<td>(Development/Alumni Relations)</td>
<td>701,509</td>
<td>749,271</td>
<td>745,657</td>
<td>(3,614)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>99970</td>
<td>(Functional Merit, Benefits, and Chargebacks)</td>
<td>1,162,959</td>
<td>1,577,652</td>
<td>2,134,538</td>
<td>556,886</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>99990</td>
<td>(Institutional Allocation; Furniture and Equipment)</td>
<td>735,000</td>
<td>117,387</td>
<td>117,387</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>99980</td>
<td>(VP Allocations)</td>
<td>-</td>
<td>50,500</td>
<td>50,500</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$15,189,653</strong></td>
<td><strong>$16,110,428</strong></td>
<td><strong>$17,049,917</strong></td>
<td><strong>$939,489</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
</tr>
</tbody>
</table>
CONTINUING EDUCATION (FUND 11)
<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>Actual* FY16</th>
<th>Approved Budget FY17</th>
<th>Requested Budget FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>$ 5,292,755</td>
<td>$ 6,300,953</td>
<td>$ 6,545,892</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>1,933,605</td>
<td>1,933,605</td>
<td>1,876,468</td>
</tr>
<tr>
<td>Other</td>
<td>256,868</td>
<td>250,600</td>
<td>277,657</td>
</tr>
<tr>
<td>Contribution to Operating</td>
<td>(630,729)</td>
<td>(662,265)</td>
<td>(695,378)</td>
</tr>
<tr>
<td>Unrestricted Surplus</td>
<td>(327,318)</td>
<td>210,087</td>
<td>250,319</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$ 6,525,181</td>
<td>$ 8,032,980</td>
<td>$ 8,254,958</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instructional</td>
<td>$ 5,889,973</td>
<td>$ 7,187,530</td>
<td>$ 7,403,159</td>
</tr>
<tr>
<td>Scholarships/Waivers</td>
<td>733,315</td>
<td>845,450</td>
<td>851,799</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 6,623,288</td>
<td>$ 8,032,980</td>
<td>$ 8,254,958</td>
</tr>
</tbody>
</table>

*Source: June 2016 financial report to the board.
## Howard Community College
### Continuing Education
#### Fiscal Year 2018

<table>
<thead>
<tr>
<th></th>
<th>Total* Audited Expenditures FY16</th>
<th>Total Approved Budget FY17</th>
<th>Total Requested Budget FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Noncredit</td>
<td>$3,576,428</td>
<td>$4,415,950</td>
<td>$4,606,957</td>
</tr>
<tr>
<td>Credit Tuition</td>
<td>348</td>
<td>11,000</td>
<td>20,935</td>
</tr>
<tr>
<td>Fees</td>
<td>1,715,979</td>
<td>1,874,003</td>
<td>1,918,000</td>
</tr>
<tr>
<td><strong>Subtotal - Tuition and Fees</strong></td>
<td><strong>5,292,755</strong></td>
<td><strong>6,300,953</strong></td>
<td><strong>6,545,892</strong></td>
</tr>
<tr>
<td>Governmental</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local (Howard County)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>1,933,605</td>
<td>1,933,605</td>
<td>1,876,468</td>
</tr>
<tr>
<td>Other</td>
<td>256,868</td>
<td>250,600</td>
<td>277,657</td>
</tr>
<tr>
<td>Contribution to Operating</td>
<td>(630,729)</td>
<td>(662,265)</td>
<td>(695,378)</td>
</tr>
<tr>
<td>Unrestricted Surplus</td>
<td>(327,318)</td>
<td>210,087</td>
<td>250,319</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>1,232,426</td>
<td>1,732,027</td>
<td>1,709,066</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>6,525,181</td>
<td>8,032,980</td>
<td>8,254,958</td>
</tr>
</tbody>
</table>

### EXPENDITURES

<table>
<thead>
<tr>
<th></th>
<th>Total* Audited Expenditures FY16</th>
<th>Total Approved Budget FY17</th>
<th>Total Requested Budget FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Budgeted Staff</td>
<td>512,141</td>
<td>496,310</td>
<td>406,915</td>
</tr>
<tr>
<td>Professional/Technical Budgeted Staff</td>
<td>1,794,682</td>
<td>1,939,838</td>
<td>2,111,932</td>
</tr>
<tr>
<td>Support Budgeted Staff</td>
<td>138,802</td>
<td>143,952</td>
<td>143,873</td>
</tr>
<tr>
<td>Part-time Faculty</td>
<td>1,132,741</td>
<td>1,390,158</td>
<td>1,413,231</td>
</tr>
<tr>
<td>Hourly Support</td>
<td>304,100</td>
<td>358,913</td>
<td>400,713</td>
</tr>
<tr>
<td>Hourly Professional/Technical</td>
<td>58,939</td>
<td>57,613</td>
<td>46,300</td>
</tr>
<tr>
<td>Student Assistance</td>
<td>12,437</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>402,560</td>
<td>512,645</td>
<td>569,822</td>
</tr>
<tr>
<td>F.I.C.A.</td>
<td>296,481</td>
<td>345,734</td>
<td>342,929</td>
</tr>
<tr>
<td><strong>Compensation</strong></td>
<td>4,652,883</td>
<td>5,265,163</td>
<td>5,455,715</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>775,697</td>
<td>1,115,470</td>
<td>1,164,710</td>
</tr>
<tr>
<td><strong>Contracted Services</strong></td>
<td>775,697</td>
<td>1,115,470</td>
<td>1,164,710</td>
</tr>
<tr>
<td>General Office</td>
<td>49,470</td>
<td>55,763</td>
<td>62,313</td>
</tr>
<tr>
<td>Instructional</td>
<td>281,742</td>
<td>426,396</td>
<td>438,406</td>
</tr>
<tr>
<td><strong>Supplies and Materials</strong></td>
<td>331,212</td>
<td>482,159</td>
<td>500,719</td>
</tr>
<tr>
<td>Communications</td>
<td>62,578</td>
<td>60,280</td>
<td>64,815</td>
</tr>
<tr>
<td>Prof. Dev./Special Projects</td>
<td>46,243</td>
<td>65,435</td>
<td>58,465</td>
</tr>
<tr>
<td>Scholarships, Grants, Waivers</td>
<td>733,315</td>
<td>845,450</td>
<td>851,799</td>
</tr>
<tr>
<td>Furniture/Equipment/Books</td>
<td>52,480</td>
<td>222,154</td>
<td>174,971</td>
</tr>
<tr>
<td>Transferred Expenses</td>
<td>(31,120)</td>
<td>(23,131)</td>
<td>(16,236)</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$6,623,288</td>
<td>$8,032,980</td>
<td>$8,254,958</td>
</tr>
</tbody>
</table>

*Source: June 2016 financial report to the board.*
<table>
<thead>
<tr>
<th>Cost Center</th>
<th>FY16 Actual*</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>Expense</td>
<td>Total</td>
<td>Revenue</td>
</tr>
<tr>
<td>13600 (Lifelong Learning)</td>
<td>($439,769)</td>
<td>$490,212</td>
<td>$50,443</td>
</tr>
<tr>
<td>13605 (Kids on Campus)</td>
<td>(746,592)</td>
<td>529,969</td>
<td>(216,623)</td>
</tr>
<tr>
<td>13643 (Reach)</td>
<td>(8,680)</td>
<td>8,680</td>
<td>-</td>
</tr>
<tr>
<td>13700 (Nursing and Allied Health)</td>
<td>(308,463)</td>
<td>255,684</td>
<td>(52,779)</td>
</tr>
<tr>
<td>13701 (Health - Continuing Education)</td>
<td>(128,184)</td>
<td>208,679</td>
<td>80,495</td>
</tr>
<tr>
<td>13702 (Careers - Continuing Education)</td>
<td>(53,319)</td>
<td>128,675</td>
<td>75,356</td>
</tr>
<tr>
<td>13703 (Childcare - Continuing Education)</td>
<td>(331,860)</td>
<td>180,535</td>
<td>(32,193)</td>
</tr>
<tr>
<td>13710 (Senior Courses - Career Programs)</td>
<td>(142,755)</td>
<td>131,309</td>
<td>(11,246)</td>
</tr>
<tr>
<td>13720 (Nursing and Allied Health Contract Courses)</td>
<td>(62,714)</td>
<td>87,886</td>
<td>25,172</td>
</tr>
<tr>
<td>13721 (Career Programs and Conferences)</td>
<td>(24,130)</td>
<td>31,494</td>
<td>7,364</td>
</tr>
<tr>
<td>13722 (Childcare - Contracts)</td>
<td>(92,504)</td>
<td>29,233</td>
<td>(63,271)</td>
</tr>
<tr>
<td>13800 (BCC - Business Training Center)</td>
<td>(335,160)</td>
<td>304,625</td>
<td>(30,525)</td>
</tr>
<tr>
<td>13810 (BTC - Contracts)</td>
<td>(266,592)</td>
<td>312,401</td>
<td>45,842</td>
</tr>
<tr>
<td>13820 (Motorcycle Safety)</td>
<td>(157,245)</td>
<td>129,056</td>
<td>(28,189)</td>
</tr>
<tr>
<td>13830 (GSA Contracts)</td>
<td>(448,757)</td>
<td>256,600</td>
<td>(192,157)</td>
</tr>
<tr>
<td>13850 (BTC - Gateway)</td>
<td>(138,665)</td>
<td>130,896</td>
<td>(7,769)</td>
</tr>
<tr>
<td>13900 (ABE/ESL Open Enrollment)</td>
<td>(620,519)</td>
<td>800,337</td>
<td>179,818</td>
</tr>
<tr>
<td>13901 (Basic Skills Open Enrollment)</td>
<td>(95,540)</td>
<td>76,315</td>
<td>(19,265)</td>
</tr>
<tr>
<td>13905 (English Institute)</td>
<td>(1,259,752)</td>
<td>1,092,573</td>
<td>(167,179)</td>
</tr>
<tr>
<td>13910 (Basic Skills - Contracts)</td>
<td>(121,504)</td>
<td>149,808</td>
<td>28,304</td>
</tr>
<tr>
<td>13920 (External Diploma)</td>
<td>(5,510)</td>
<td>10,749</td>
<td>5,239</td>
</tr>
<tr>
<td>13925 (GED)</td>
<td>(13,560)</td>
<td>16,792</td>
<td>3,232</td>
</tr>
<tr>
<td>46510 (General Operating - Continuing Education)</td>
<td>(1,800,130)</td>
<td>1,174,245</td>
<td>(625,885)</td>
</tr>
<tr>
<td>46511 (Marketing Continuing Education)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>46520 (Fund 11 contribution/Fund Balance)</td>
<td>957,598</td>
<td>86,325</td>
<td>1,043,923</td>
</tr>
<tr>
<td>99990 (New Programs and Transfers)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>($6,525,181)</td>
<td>$6,623,288</td>
<td>$98,107</td>
</tr>
</tbody>
</table>

*Source: June 2016 financial report to the board.
AUXILIARY
# HOWARD COMMUNITY COLLEGE
## AUXILIARY FUNDS
### FISCAL YEAR 2018
#### BUDGETED SOURCE AND USE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>FY16 Actual*</th>
<th>FY17 Approved Budget</th>
<th>FY18 Requested Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Source of Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Art Gallery</td>
<td>$854</td>
<td>$</td>
<td>$</td>
<td>- 1</td>
</tr>
<tr>
<td>Children's Learning Center</td>
<td>1,035,322</td>
<td>1,249,650</td>
<td>1,278,758</td>
<td></td>
</tr>
<tr>
<td>Community Service</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>- 2</td>
</tr>
<tr>
<td>Bookstore and facility operations</td>
<td>340,536</td>
<td>621,667</td>
<td>564,847</td>
<td></td>
</tr>
<tr>
<td>Food Services/Vending</td>
<td>99,543</td>
<td>129,700</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td>Athletics</td>
<td>481,285</td>
<td>586,922</td>
<td>610,655</td>
<td></td>
</tr>
<tr>
<td>Sunshine Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>- 2</td>
</tr>
<tr>
<td><strong>Total Source of Auxiliary Funds</strong></td>
<td><strong>$1,957,540</strong></td>
<td><strong>$2,587,939</strong></td>
<td><strong>$2,504,260</strong></td>
<td></td>
</tr>
</tbody>
</table>

| **Use of Funds** | | | | |
| Art Gallery       | $15,677 | $25,000 | $25,000 |       |
| Children's Learning Center | 1,254,914 | 1,603,669 | 1,667,216 |       |
| Community Service | 25,885  | 30,000   | 30,000   | 2     |
| Bookstore and facility operations | 101,936 | 337,683  | 316,395  |       |
| Food Service/Vending | 557,810 | 685,925  | 589,539  |       |
| Athletics          | 481,285  | 586,922  | 610,655  |       |
| Sunshine Fund      | 4,404    | 6,000    | 6,000    | 2     |
| **Total Use of Auxiliary Funds** | **$2,441,911** | **$3,275,199** | **$3,244,805** |       |

**Net Income (Loss)**

<table>
<thead>
<tr>
<th></th>
<th>FY16 Actual*</th>
<th>FY17 Approved Budget</th>
<th>FY18 Requested Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art Gallery</td>
<td>($14,823)</td>
<td>($25,000)</td>
<td>($25,000)</td>
<td>1</td>
</tr>
<tr>
<td>Children's Learning Center</td>
<td>(219,592)</td>
<td>(354,019)</td>
<td>(388,458)</td>
<td>3</td>
</tr>
<tr>
<td>Bookstore (net of covered items)</td>
<td>208,311</td>
<td>247,984</td>
<td>212,452</td>
<td>2</td>
</tr>
<tr>
<td>Food Services/Vending</td>
<td>(458,267)</td>
<td>(556,225)</td>
<td>(539,539)</td>
<td>4</td>
</tr>
<tr>
<td><strong>Net Income (Loss)</strong></td>
<td><strong>($484,371)</strong></td>
<td><strong>($687,260)</strong></td>
<td><strong>($740,545)</strong></td>
<td></td>
</tr>
</tbody>
</table>

*All FY16 losses were covered by transfers from operating or exiting fund balances as planned; college bookstore operation not included.

**Includes a contingency**

**Notes:**
1. The art gallery is funded with operating funds or unrestricted fund balance.
2. The bookstore and facility operation proceeds cover the community service and sunshine accounts.
3. The Children's Learning Center support will be funded from the operating funds or the unrestricted fund balance. This revenue includes support of $21,208 from the Howard Community College Educational Foundation, Inc.
4. The food services/vending loss will be funded from the bookstore and facility operation proceeds or the unrestricted fund balance.
<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>Actual FY16*</th>
<th>Approved FY17 Budget**</th>
<th>Requested FY18 Budget**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$ 1,172,204</td>
<td>$ 4,363,979</td>
<td>$ 4,178,979</td>
</tr>
<tr>
<td>Fees</td>
<td>1,076,368</td>
<td>176,183</td>
<td>192,980</td>
</tr>
<tr>
<td>State Aid</td>
<td>408,260</td>
<td>400,185</td>
<td>365,658</td>
</tr>
<tr>
<td>Unrestricted Appropriation</td>
<td>1,699,329</td>
<td>12,131,914</td>
<td>12,753,254</td>
</tr>
<tr>
<td>Other</td>
<td>1,357,691</td>
<td>4,310,118</td>
<td>4,356,614</td>
</tr>
<tr>
<td><strong>Total Source of Special Funds</strong></td>
<td><strong>$ 5,713,852</strong></td>
<td><strong>$ 21,382,379</strong></td>
<td><strong>$ 21,847,485</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Use of Funds</th>
<th>Actual</th>
<th>Approved</th>
<th>Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$ 3,050,407</td>
<td>$ 8,017,321</td>
<td>$ 8,317,723</td>
</tr>
<tr>
<td>Public Service</td>
<td>56,656</td>
<td>251,268</td>
<td>251,268</td>
</tr>
<tr>
<td>Academic Support</td>
<td>554,104</td>
<td>2,744,206</td>
<td>2,707,206</td>
</tr>
<tr>
<td>Student Services</td>
<td>942,925</td>
<td>3,573,869</td>
<td>3,716,667</td>
</tr>
<tr>
<td>Facilities</td>
<td>284,985</td>
<td>2,992,413</td>
<td>2,992,413</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>788,104</td>
<td>3,035,302</td>
<td>3,094,208</td>
</tr>
<tr>
<td>Scholarships</td>
<td>36,671</td>
<td>768,000</td>
<td>768,000</td>
</tr>
<tr>
<td><strong>Total Use of Special Funds</strong></td>
<td><strong>$ 5,713,852</strong></td>
<td><strong>$ 21,382,379</strong></td>
<td><strong>$ 21,847,485</strong></td>
</tr>
</tbody>
</table>

*Actuals are reduced by cost centers no longer in these funds.
**This budget includes spending authority for the operating fund should enrollment exceed expectations.
<table>
<thead>
<tr>
<th>INSTRUCTION</th>
<th>Revenue** FY16 Actual*</th>
<th>Revenue** FY17 Budget</th>
<th>Revenue** FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>13-1-11205 Honor Society</td>
<td>(779) 61 (718)</td>
<td>(779) 779</td>
<td>- (779) 779</td>
</tr>
<tr>
<td>13-1-11412 English Language Institute</td>
<td>(35,095) 1,665 (33,430)</td>
<td>(35,094) 35,094</td>
<td>- (28,094) 28,094</td>
</tr>
<tr>
<td>13-1-11420 Startalk</td>
<td>(1,049) 1,000 (49)</td>
<td>(14,812) 14,812</td>
<td>- (14,812) 14,812</td>
</tr>
<tr>
<td>13-1-11422 Archeology</td>
<td>(4,396) 2,860 (1,536)</td>
<td>(22,000) 21,530 (470)</td>
<td>(22,000) 21,530 (470)</td>
</tr>
<tr>
<td>13-1-11481 Rouse Scholars</td>
<td>(100,028) 52,221 (47,807)</td>
<td>(106,100) 106,100</td>
<td>(113,600) 113,600</td>
</tr>
<tr>
<td>13-1-12104 STEM Scholars</td>
<td>(31,343) 17,314 (14,029)</td>
<td>(25,830) 20,830 (5,000)</td>
<td>(25,830) 20,830 (5,000)</td>
</tr>
<tr>
<td>13-1-12201 Certification Program</td>
<td>(19,288) 9,165 (10,123)</td>
<td>(20,000) 20,000</td>
<td>(18,000) 18,000</td>
</tr>
<tr>
<td>13-1-12252 SET Program Costs</td>
<td>(1,000,000) -</td>
<td>-</td>
<td>(1,000,000) 1,000,000</td>
</tr>
<tr>
<td>13-1-12254 3D Printing</td>
<td>0 -</td>
<td>-</td>
<td>(100,000) 100,000</td>
</tr>
<tr>
<td>13-1-12262 Cyber</td>
<td>0 -</td>
<td>-</td>
<td>(30,000) 30,000</td>
</tr>
<tr>
<td>13-1-12263 Simulation Conference</td>
<td>(100) -</td>
<td>-</td>
<td>(100) 100</td>
</tr>
<tr>
<td>13-1-12254 Learn and Serve</td>
<td>(40,329) 25,937 (14,392)</td>
<td>(85,000) 67,153 (17,847)</td>
<td>(90,000) 70,383 (19,617)</td>
</tr>
<tr>
<td>13-1-13551 Study Abroad-Mexico</td>
<td>(1,000) -</td>
<td>-</td>
<td>(100,000) 100,000</td>
</tr>
<tr>
<td>13-1-13555 Study Abroad-China Culture</td>
<td>(33,425) 31,819 (1,606)</td>
<td>(1,000) 100,000</td>
<td>(100,000) 100,000</td>
</tr>
<tr>
<td>13-1-13554 Study Abroad-China Language</td>
<td>(1,000) -</td>
<td>-</td>
<td>(75,000) 75,000</td>
</tr>
<tr>
<td>13-1-13556 Study Abroad-Greece Culture</td>
<td>0 -</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>13-1-13557 Study Abroad-France Art Studio</td>
<td>(18,141) 8,544 (9,597)</td>
<td>(50,000) 50,000</td>
<td>(50,000) 50,000</td>
</tr>
<tr>
<td>13-1-13558 Study Abroad-Denmark Culture</td>
<td>(23,178) 20,884 (2,294)</td>
<td>(2,294) 22,000</td>
<td>(72,000) 72,000</td>
</tr>
<tr>
<td>13-1-13560 Study Abroad-Turkey Culture</td>
<td>(1,716) -</td>
<td>-</td>
<td>(1,000) 1,000</td>
</tr>
<tr>
<td>13-1-13563 Study Abroad-Scotland</td>
<td>(1,000) -</td>
<td>-</td>
<td>(30,000) 30,000</td>
</tr>
<tr>
<td>13-1-13564 Study Abroad-Italy Culture</td>
<td>(1,000) -</td>
<td>-</td>
<td>(175,000) 175,000</td>
</tr>
<tr>
<td>13-1-13565 Study Abroad-General</td>
<td>(72,236) 47,864 (24,372)</td>
<td>(150,000) 150,000</td>
<td>(175,000) 175,000</td>
</tr>
<tr>
<td>13-1-13566 Study Abroad-Ireland Hospitality</td>
<td>(923) -</td>
<td>-</td>
<td>(40,000) 40,000</td>
</tr>
<tr>
<td>13-1-13567 Study Abroad-Egypt Language</td>
<td>(1,000) -</td>
<td>-</td>
<td>(1,000) 1,000</td>
</tr>
<tr>
<td>13-1-13568 Study Abroad-Ireland Honors</td>
<td>(101,356) 37,011 (64,345)</td>
<td>(130,000) 130,000</td>
<td>(145,000) 145,000</td>
</tr>
<tr>
<td>13-1-13569 Study Abroad-France Archaeology</td>
<td>(1,000) -</td>
<td>-</td>
<td>(57,000) 57,000</td>
</tr>
<tr>
<td>13-1-13571 Study Abroad-WWII</td>
<td>(82,359) 59,275 (23,084)</td>
<td>(100,000) 100,000</td>
<td>(100,000) 100,000</td>
</tr>
<tr>
<td>13-1-13572 Study Abroad-Spanish Culture</td>
<td>(1,000) -</td>
<td>-</td>
<td>(60,000) 60,000</td>
</tr>
<tr>
<td>13-1-13573 Study Abroad-United Kingdom</td>
<td>(1,000) -</td>
<td>-</td>
<td>(50,000) 50,000</td>
</tr>
<tr>
<td>13-1-13574 Study Abroad-Argentina Culture</td>
<td>(1,000) -</td>
<td>-</td>
<td>(40,000) 40,000</td>
</tr>
<tr>
<td>13-1-13575 Study Abroad-United Nations</td>
<td>(1,000) -</td>
<td>-</td>
<td>(1,000) 1,000</td>
</tr>
<tr>
<td>13-1-13576 Study Abroad-Bermuda</td>
<td>(3,428,643) 1,724,655 (1,703,988)</td>
<td>(1,984,056) 1,984,056</td>
<td>(1,984,730) 1,984,730</td>
</tr>
<tr>
<td>13-1-22226 Laurel College Center</td>
<td>591,075 591,075</td>
<td>-</td>
<td>943,481 943,481</td>
</tr>
<tr>
<td>13-1-33020 Arts Collective Program</td>
<td>(236,562) 209,027 (27,535)</td>
<td>(312,048) 312,048</td>
<td>(272,758) 269,397</td>
</tr>
<tr>
<td>13-1-48503 Silas Craft Fees</td>
<td>(14,806) 2,448 (12,358)</td>
<td>(28,000) 28,000</td>
<td>(28,000) 28,000</td>
</tr>
<tr>
<td>13-1-48514 Silas Craft Fees Kahlert</td>
<td>(10,690) 8,092 (2,598)</td>
<td>(30,000) 30,000</td>
<td>(30,000) 30,000</td>
</tr>
<tr>
<td>13-1-52903 JB Soccer Academy</td>
<td>(79,463) 52,369 (27,094)</td>
<td>(125,000) 125,000</td>
<td>(125,000) 125,000</td>
</tr>
<tr>
<td>13-1-99970 Functional Allocation</td>
<td>0 -</td>
<td>-</td>
<td>41,183 41,183</td>
</tr>
<tr>
<td>13-1-99980 VP's Allocation</td>
<td>(265,000) -</td>
<td>(140,000) 140,000</td>
<td>(140,000) 140,000</td>
</tr>
<tr>
<td>13-1-99990 Spending Authority Operating Growth</td>
<td>(112,288) 35,857 (76,431)</td>
<td>(27,087) 27,087</td>
<td>(27,087) 27,087</td>
</tr>
</tbody>
</table>

Total Instruction | $ 6,507,022 | $ 3,050,407 | $ 3,456,615 | $ 8,017,321 | $ 8,017,321 | $ 8,317,723 | $ 8,317,723 | $ - | $ -
### Public Service

<table>
<thead>
<tr>
<th>FY16 Actual</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td><strong>Expense</strong></td>
<td><strong>Total</strong></td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td><strong>Total</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td><strong>Expense</strong></td>
<td><strong>Total</strong></td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td><strong>Total</strong></td>
<td></td>
</tr>
</tbody>
</table>

**13-3-33252 Educational Media**
- Revenue: $15,700
- Expense: $10,740
- Total: $(4,960)

**13-3-33255 Radio Station**
- Revenue: $(99,464)
- Expense: 45,916
- Total: $(53,548)

**13-3-99980 VP's Allocation**
- Revenue: $(10,000)
- Expense: -
- Total: $(10,000)

**13-3-99990 Spending Authority Operating Growth**
- Revenue: $175,000
- Expense: -
- Total: $(175,000)

**Total Public Service**
- Revenue: $(125,164)
- Expense: 56,656
- Total: $(68,508)

### Academic Support

<table>
<thead>
<tr>
<th>FY16 Actual</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td><strong>Expense</strong></td>
<td><strong>Total</strong></td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td><strong>Total</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td><strong>Expense</strong></td>
<td><strong>Total</strong></td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td><strong>Total</strong></td>
<td></td>
</tr>
</tbody>
</table>

**13-4-33010 Rep Stage**
- Revenue: $(468,205)
- Expense: 301,782
- Total: $(166,423)

**13-4-33050 Arts Collective**
- Revenue: $(28,569)
- Expense: 19,337
- Total: $(9,232)

**13-4-33450 Horowitz Support**
- Revenue: $(85,533)
- Expense: 79,932
- Total: $(5,601)

**13-4-41003 Library Resource Center Copier**
- Revenue: $(13,875)
- Expense: 2,804
- Total: $(11,071)

**13-4-43201 Royalties, Intellectual Property Agreements**
- Revenue: $(10,200)
- Expense: 1,886
- Total: $(8,314)

**13-4-44100 Technology Funds**
- Revenue: $(653,114)
- Expense: 131,134
- Total: $(521,980)

**13-4-99970 Functional Allocation**
- Revenue: $(5,000)
- Expense: -
- Total: $(5,000)

**13-4-99980 VP's Allocation**
- Revenue: $(50,000)
- Expense: -
- Total: $(50,000)

**13-4-99990 Spending Authority Operating Growth**
- Revenue: $1,700,000
- Expense: -
- Total: $(1,700,000)

**Total Academic Support**
- Revenue: $(1,342,515)
- Expense: 554,104
- Total: $(788,411)

### Student Services

<table>
<thead>
<tr>
<th>FY16 Actual</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td><strong>Expense</strong></td>
<td><strong>Total</strong></td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td><strong>Total</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td><strong>Expense</strong></td>
<td><strong>Total</strong></td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td><strong>Total</strong></td>
<td></td>
</tr>
</tbody>
</table>

**13-5-52101 Sports Program**
- Revenue: $(163,034)
- Expense: 77,236
- Total: $(85,798)

**13-5-53010 Internships**
- Revenue: $(554)
- Expense: -
- Total: $(554)

**13-5-53101 Professional/Academic Certification Exams**
- Revenue: $(268,190)
- Expense: 53,939
- Total: $(214,251)

**13-5-53201 Tutoring**
- Revenue: $(63,915)
- Expense: 2,323
- Total: $(61,592)

**13-5-53510 Howard P.R.I.D.E.**
- Revenue: $(179,106)
- Expense: 79,969
- Total: $(99,137)

**13-5-53700 Job Fair Funds**
- Revenue: $(154,505)
- Expense: 20,319
- Total: $(134,186)

**13-5-53900 Student Services contingency/grant costs**
- Revenue: $(7,415)
- Expense: -
- Total: $(7,415)

**13-5-54002 Financial Aid Project**
- Revenue: $(27,175)
- Expense: -
- Total: $(27,175)

**13-5-55002 Early College Program**
- Revenue: $(107,564)
- Expense: 99,223
- Total: $(8,341)

**13-5-55003 Early College Oakland Mills**
- Revenue: $(97,474)
- Expense: 91,956
- Total: $(5,518)

**13-5-55004 Enrollment Services Contingency**
- Revenue: $(155,000)
- Expense: -
- Total: $(155,000)

**13-5-99970 Functional Allocation**
- Revenue: $(5,000)
- Expense: -
- Total: $(5,000)

**13-5-99980 VP's Allocation**
- Revenue: $(323,000)
- Expense: -
- Total: $(323,000)

**13-5-99990 Spending Authority Operating Growth**
- Revenue: $(195,144)
- Expense: 122,800
- Total: $(72,344)

**Total Student Services**
- Revenue: $(2,853,188)
- Expense: 942,925
- Total: $(1,910,263)
### Special Funds Cost Center Details (cont.)

<table>
<thead>
<tr>
<th>Facilities</th>
<th>FY16 Actual*</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue**</td>
<td>Expense</td>
<td>Total</td>
<td>Revenue**</td>
</tr>
<tr>
<td>Facilities</td>
<td>($691,717)</td>
<td>($485,130)</td>
<td>($250,000)</td>
</tr>
<tr>
<td>13-7-76001 Parking</td>
<td>206,587</td>
<td>77,413</td>
<td>($77,413)</td>
</tr>
<tr>
<td>13-7-76002 Signage</td>
<td>28,118</td>
<td>500,000</td>
<td>(500,000)</td>
</tr>
<tr>
<td>13-7-76100 Renovations</td>
<td>23,338</td>
<td>77,413</td>
<td>(77,413)</td>
</tr>
<tr>
<td>13-7-76500 Rental Space</td>
<td>30,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>13-7-99980 VP's Allocation</td>
<td>112,000</td>
<td>-</td>
<td>(112,000)</td>
</tr>
<tr>
<td>13-7-99990 Spending Authority Operating Growth</td>
<td>0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Facilities</strong></td>
<td>($2,168,367)</td>
<td>284,985</td>
<td>($1,883,382)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INSTITUTIONAL SUPPORT</th>
<th>FY16 Actual*</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue**</td>
<td>Expense</td>
<td>Total</td>
<td>Revenue**</td>
</tr>
<tr>
<td>13-6-61250 Core Competencies</td>
<td>104,083</td>
<td>-</td>
<td>(104,083)</td>
</tr>
<tr>
<td>13-6-62101 Finance Project</td>
<td>180,708</td>
<td>10,413</td>
<td>(170,295)</td>
</tr>
<tr>
<td>13-6-63086 Compensation Study</td>
<td>292,773</td>
<td>34,200</td>
<td>(258,573)</td>
</tr>
<tr>
<td>13-6-63098 Human Resources Accommodations</td>
<td>11,616</td>
<td>-</td>
<td>(11,616)</td>
</tr>
<tr>
<td>13-6-63135 Health Care Costs</td>
<td>9,750</td>
<td>-</td>
<td>(9,750)</td>
</tr>
<tr>
<td>13-6-63170 Human Resources Special Projects</td>
<td>15,100</td>
<td>6,196</td>
<td>(8,904)</td>
</tr>
<tr>
<td>13-6-63180 Cost Containment</td>
<td>50,000</td>
<td>-</td>
<td>(50,000)</td>
</tr>
<tr>
<td>13-6-63750 Legal Fees</td>
<td>55,253</td>
<td>-</td>
<td>(55,253)</td>
</tr>
<tr>
<td>13-6-64200 Technology Funds</td>
<td>1,236,911</td>
<td>634,269</td>
<td>(602,642)</td>
</tr>
<tr>
<td>13-6-65105 Development Support</td>
<td>44,575</td>
<td>-</td>
<td>(44,575)</td>
</tr>
<tr>
<td>13-6-99970 Functional Allocation</td>
<td>0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>13-6-99980 VP's Allocation</td>
<td>88,000</td>
<td>-</td>
<td>(88,000)</td>
</tr>
<tr>
<td>13-6-99990 Spending Authority Operating Growth</td>
<td>31,831</td>
<td>28,830</td>
<td>(3,001)</td>
</tr>
<tr>
<td><strong>Total Institutional Support</strong></td>
<td>($2,344,795)</td>
<td>788,104</td>
<td>($1,556,691)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SCHOLARSHIPS/WAIVERS</th>
<th>FY16 Actual*</th>
<th>FY17 Budget</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue**</td>
<td>Expense</td>
<td>Total</td>
<td>Revenue**</td>
</tr>
<tr>
<td>13-8-52502 Athletic Scholarships</td>
<td>9,600</td>
<td>-</td>
<td>(9,600)</td>
</tr>
<tr>
<td>13-8-81004 STEM Scholarships</td>
<td>94,015</td>
<td>19,350</td>
<td>(74,665)</td>
</tr>
<tr>
<td>13-8-81009 General Scholarships</td>
<td>417,469</td>
<td>17,321</td>
<td>(400,148)</td>
</tr>
<tr>
<td>13-8-99990 Spending Authority Operating Growth</td>
<td>0</td>
<td>74,999</td>
<td>(75,000)</td>
</tr>
<tr>
<td><strong>Total Scholarships</strong></td>
<td>($521,084)</td>
<td>36,671</td>
<td>(484,413)</td>
</tr>
</tbody>
</table>

**Total Special Funds** | $15,862,135 | $5,713,852 | $10,148,283 | $21,382,379 | $21,382,379 | $21,847,485 | $21,847,485 | - |

*FY16 actuals include the existing fund balances and pre-funded revenues for FY17 as a source of revenue; expenses have been modified to reflect cost center changes for budget development purposes.

**Includes state funds for FY18 for Project Access ($24,234) and Laurel College Center ($341,424).
RESTRICTED FUND DETAIL
### Source of Funds

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governmental</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local (Howard County)</td>
<td>$173,956</td>
<td>$230,000</td>
<td>$221,000</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>1,925,749</td>
<td>4,684,507</td>
<td>4,298,000</td>
</tr>
<tr>
<td>Federal</td>
<td>19,576,510</td>
<td>33,553,668</td>
<td>31,520,438</td>
</tr>
<tr>
<td>Other</td>
<td>535,889</td>
<td>2,933,720</td>
<td>2,008,562</td>
</tr>
<tr>
<td>Unrestricted Appropriation</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$22,212,104</td>
<td>$41,401,895</td>
<td>$38,048,000</td>
</tr>
</tbody>
</table>

### Use of Funds

<table>
<thead>
<tr>
<th>Use of Funds</th>
<th>Actual FY16</th>
<th>Approved FY17</th>
<th>Requested FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction (note 1)</td>
<td>$2,016,799</td>
<td>$5,547,794</td>
<td>$5,611,000</td>
</tr>
<tr>
<td>Public Service (note 2)</td>
<td>290,151</td>
<td>378,052</td>
<td>320,000</td>
</tr>
<tr>
<td>Academic Support (note 3)</td>
<td>337,352</td>
<td>984,000</td>
<td>937,000</td>
</tr>
<tr>
<td>Student Services (note 4)</td>
<td>421,961</td>
<td>1,511,745</td>
<td>1,513,000</td>
</tr>
<tr>
<td>Facilities (note 5)</td>
<td>113,774</td>
<td>300,000</td>
<td>251,000</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>29,643</td>
<td>630,200</td>
<td>620,000</td>
</tr>
<tr>
<td>Scholarships/Waivers (note 6)</td>
<td>19,013,793</td>
<td>31,718,104</td>
<td>28,559,000</td>
</tr>
<tr>
<td>Auxiliary (note 7)</td>
<td>194,239</td>
<td>332,000</td>
<td>237,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$22,417,712</td>
<td>$41,401,895</td>
<td>$38,048,000</td>
</tr>
</tbody>
</table>

### Notes:

1. Additional grants are expected in the area of health sciences for FY18.
2. Grants to support the Mediation and Conflict Resolution Center have been removed from the budget.
3. Academic support grants are projected to remain flat.
4. Student services grants are projected to remain flat.
5. A decline in facilities grants is expected.
6. Direct lending awards are expected to remain consistent with FY17; Pell grants, as well as scholarship support, are expected to decrease.
7. Auxiliary grants are expected to decrease for the Children's Learning Center.
## Detail of Grants
### Fiscal Year 2018 Requested Budget

<table>
<thead>
<tr>
<th>Instruction</th>
<th>Plant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Basic Education and Language Skill Development</td>
<td>Environmental Impact</td>
</tr>
<tr>
<td></td>
<td>$1,000</td>
</tr>
<tr>
<td>Cyber Security</td>
<td>Contingency*</td>
</tr>
<tr>
<td></td>
<td>250,000</td>
</tr>
<tr>
<td>Allied Health Programs</td>
<td>$251,000</td>
</tr>
<tr>
<td>Vocational Education</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Teacher Education</td>
<td>Institutional Support</td>
</tr>
<tr>
<td></td>
<td>In-Kind Donations</td>
</tr>
<tr>
<td></td>
<td>$100,000</td>
</tr>
<tr>
<td>Language Development</td>
<td>Innovation</td>
</tr>
<tr>
<td></td>
<td>20,000</td>
</tr>
<tr>
<td>STEM Education</td>
<td>Contingency*</td>
</tr>
<tr>
<td></td>
<td>500,000</td>
</tr>
<tr>
<td>Contingency*</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>$38,048,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public Service</th>
<th>Scholarships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Television Programming (GTV)</td>
<td>Federal Scholarships</td>
</tr>
<tr>
<td></td>
<td>$11,170,000</td>
</tr>
<tr>
<td>Contingency*</td>
<td>Federal Loans</td>
</tr>
<tr>
<td></td>
<td>12,400,000</td>
</tr>
<tr>
<td></td>
<td>State Scholarships</td>
</tr>
<tr>
<td></td>
<td>841,000</td>
</tr>
<tr>
<td></td>
<td>Private Scholarships</td>
</tr>
<tr>
<td></td>
<td>148,000</td>
</tr>
<tr>
<td></td>
<td>Contingency*</td>
</tr>
<tr>
<td></td>
<td>4,000,000</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>$28,559,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Academic Support</th>
<th>Auxiliary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Music and Art Development</td>
<td>Childcare Tuition and Program Support</td>
</tr>
<tr>
<td></td>
<td>$37,000</td>
</tr>
<tr>
<td>Curriculum Development</td>
<td>Contingency*</td>
</tr>
<tr>
<td></td>
<td>200,000</td>
</tr>
<tr>
<td>Contingency*</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>$237,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Student Services</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Support Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$352,438</td>
</tr>
<tr>
<td>Program Support</td>
<td></td>
</tr>
<tr>
<td></td>
<td>160,000</td>
</tr>
<tr>
<td>Contingency*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$1,513,000</td>
</tr>
</tbody>
</table>

*Contingencies allow for spending of unanticipated grants received during the fiscal year and unexpected growth in need-based awards.*
CRITICAL UNMET NEEDS
Howard Community College
UNMET NEEDS

Introduction

Howard Community College is confronted with the demands of a dynamic community and the increased costs of technology-rich educational programs, creating enormous pressure on the operating budget. Although the college receives public funding from the county and state, the level of support is inadequate to meet total needs. Hence, the college has developed a list of unmet needs as part of the budget development process.

While there are innumerable unmet needs in programs throughout the college, this list delineates those exigencies that are directly tied to strategic initiatives and core work and require a major expenditure.

OPERATING NEEDS

Full-time Faculty - $1,563,339

The Maryland Higher Education Commission has a guideline of 50/50 for full-time and part-time faculty. In fall 2016, HCC demonstrated a slight decrease in full-time enrollment (FTE) growth. The current full-time/part-time ratio is 42 percent full-time to 58 percent part-time, compared to the fall 2015 ratio of 39 percent full-time to 61 percent part-time and the fall 2014 ratio of 37 percent full-time to 63 percent part-time. Depending on enrollment for the remaining semesters of this fiscal year, the full-time/part-time ratio could be positively affected.

Projecting no growth in full-time equivalent enrollment for FY17, the college would need an additional 23 new faculty to move to the 50/50 benchmark. The college is budgeting for four new faculty positions to address the ratio. The unmet need is for 19 new faculty, with a total cost of $1,563,339

Part-time Faculty - $413,350

If the college expects to compete with other institutions for part-time faculty, it will need to increase the part-time pay rate by an additional $75 per credit within the next two years. However, the current budget does not allow for that adjustment. The college has budgeted for a $25 per credit increase. The unmet need is $413,350.
Staff Positions - $1,408,477

Between the period the FY00 through FY16, credit enrollment grew over 121 percent in FTEs and 81 percent in headcount. During that same period, staff positions have only grown by 71 percent. This percentage does not include growth in faculty or positions that were hired to maintain the new buildings. Since FY00, the college has added over 403,987 square feet of new space and two new parking garages. In FY17, the college expects to add an additional 145,300 square feet for the science, engineering, and technology building and another parking garage of 750 spaces. Due to budget limitations and the addition of the new buildings, the college has concentrated primarily on adding faculty and staff positions to maintain the new facilities. However, the college has not been able to add the adequate number of positions needed in other areas where the college has grown. The recommendation that the Middle States accreditation team had was to develop a multi-year staffing plan to begin to plan for future staffing needs. The plan was developed in FY12 and is updated each year. The plan recommended that 26.78 non-faculty positions should be funded in FY18. Currently, the FY18 budget is only able to address 2.5 of those 26.78 staff positions. The $1,408,477 represents the unfunded position requests for FY18 only.

Technology – $1,544,000

The college needs to maintain and advance its technology infrastructure to meet the operational and support requirements for student services, teaching, learning resources, and business process. The following technology needs have not been met in the FY18 budget, and will be delayed until resources can be made available.

The college is pursuing the feasibility of having its administrative computing system hosted and managed through a cloud service provider. The service would provide several advantages for the college including maintenance and a secure backup of the system database. The proposed service will cost $100,000 for set up in the cloud infrastructure and a five-year commitment of $250,000 per year. The college will have some saving with this new service through reduced external services and infrastructure cost.

The college’s existing technology infrastructure requires an annual replacement cycle and upgrades of network infrastructure devices, enterprise file servers, printers, and desktop computers. The college’s network infrastructure requires $1,194,000 in funding for replacement and upgrades of servers, network, and telecommunications technologies.

Financial Aid Estimated Unmet Need - $35,934,188

Howard Community College tracks the unmet need of financial aid applicants admitted to HCC who apply for financial aid and demonstrate financial need. This number includes both applicants who enrolled and those who did not enroll. Unmet need is
defined as the proportion of educational costs that financial aid applicants are unable to fund themselves or with grant and scholarship aid. Educational costs include tuition and fees, room and board, books, transportation, and miscellaneous expenses.

In an effort to keep the cost of education affordable for all students, HCC provides a substantial amount of institutional funding in the form of grants and scholarships to supplement the federal Pell Grant and provides assistance to students who are not Pell eligible but have significant financial need. In FY16, the college awarded $747,810 from its operational/special funds budget for institutional aid. Additionally, the HCC Educational Foundation provided more than $977,816 in stipulated and endowed scholarships to offset educational expenses for students, excluding Pathway awards. In total, this $1,725,626 in institutional grant and foundation scholarships disbursed in FY16 was an increase of 12 percent over FY15. However, HCC disbursed substantially less in Pathway funds in FY16, $421,868, which was a decrease of 71.6 percent from the $1,484,699 in Pathway scholarship funds disbursed in FY15. This was due to the spending down of the Pathway funds.

During the FY16 application cycle, the total unmet need of HCC students was $35.9 million. The college’s unmet need for financial aid applicants increased by 23.7 percent from the prior year, when its unmet need figure was $29 million. The major factor contributing to the significant increase in unmet need was this decrease of $1 million in Pathway awards in FY16 over FY15.

HCC saw a decrease of 5.7 percent in Pell Grant dollars disbursed in FY16 and a comparable decrease in the number of Pell Grant recipients of six percent from 3,526 to 3,313 in FY16. The volume of loans borrowed decreased in FY16 by six percent and the number of borrowers decreased by 2.6 percent from 1,450 in FY15 to 1,412 in FY16. In general, the total number of financial aid recipients decreased by 11 percent in FY16. HCC also saw a decrease in the percentage of awarded students who enrolled in classes, from 70 percent of awarded students enrolling in 2015 to 60 percent in 2016. The spending down of the Pathway funds, which is used to help Pell recipients and other high-need students to cover direct costs, impacted the enrollment of students with high financial need. Since HCC’s unmet need measure is based on financial aid applicants, not only on recipients of aid, the unmet need of students who applied for financial aid, but did not enroll, is included in the $35.9 million unmet need figure.

In summary, HCC continues to see students greatly impacted by stagnant federal and state aid levels and growing expenses. Grants and scholarships accounted for 63.8 percent of the aid disbursed at HCC in FY16, down from 66.7 percent in FY15, due to a spending down of Pathway funds. Increasing the amount of institutional grant aid for low-income students at HCC could have an immediate impact on enrollment, retention, and graduation rates.
COST CONTAINMENT
Cost Containment

The college continuously looks for ways to save costs without reducing services. Since 2009, it has tracked these savings, which are listed below.

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time personnel</td>
<td>$1,097,400</td>
</tr>
<tr>
<td>Part-time personnel</td>
<td>$1,427,900</td>
</tr>
<tr>
<td>Hourly</td>
<td>$128,800</td>
</tr>
<tr>
<td>Energy savings</td>
<td>$857,200</td>
</tr>
<tr>
<td>Contracted services</td>
<td>$612,300</td>
</tr>
<tr>
<td>Meetings and travel</td>
<td>$234,500</td>
</tr>
<tr>
<td>Supplies</td>
<td>$354,800</td>
</tr>
<tr>
<td>Mailings</td>
<td>$56,400</td>
</tr>
<tr>
<td>Furniture and equipment</td>
<td>$61,800</td>
</tr>
<tr>
<td><strong>Total cuts</strong></td>
<td><strong>$4,831,100</strong></td>
</tr>
<tr>
<td>Rebates</td>
<td>$126,600</td>
</tr>
<tr>
<td>New revenue - sale of used inventory</td>
<td>$46,700</td>
</tr>
<tr>
<td><strong>TOTAL savings since 2009</strong></td>
<td><strong>$5,004,400</strong></td>
</tr>
</tbody>
</table>

Included in the amount above is $443,500 in savings that occurred in FY17 and were reported as part of the FY18 budget process. These savings are detailed below.

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time personnel</td>
<td>$116,800</td>
</tr>
<tr>
<td>Part-time personnel</td>
<td>$164,800</td>
</tr>
<tr>
<td>Contracted services</td>
<td>$57,300</td>
</tr>
<tr>
<td>Meetings and travel</td>
<td>$5,300</td>
</tr>
<tr>
<td>Supplies</td>
<td>$72,300</td>
</tr>
<tr>
<td>Furniture and equipment</td>
<td>$27,000</td>
</tr>
<tr>
<td><strong>Total savings</strong></td>
<td><strong>$443,500</strong></td>
</tr>
</tbody>
</table>

Some of these savings included items such as:

- Restructuring positions
- Reducing the use of part-time faculty partially by using efficiencies in scheduling and increasing class size
- Re-bidding or re-negotiating contracts
- Using webinars instead of traveling
- Reducing or eliminating paper and supplies used
- Equipment rebates or reductions

In addition to the above, $304,000 in donations and grants was received above and beyond normal donations and grants, which, helped to reduce current supply costs and other budgeted expenses. Not included in the above figures is the voluntary retirement incentive, which to-date has saved $250,000 in salary costs. However, as the voluntary retirement incentive needs to be recovered, the college will not start to see savings until September 2018.