Board of Trustees’
Work Session
and
Board Meeting
Materials

April 26, 2017
6:00 pm
The Rouse Company Foundation Student Services Hall
RCF-400
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. Email among a quorum of the board must be limited to administrative and informational items and not policy discussions in order to remain in compliance with the Open Meetings Act.
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…

Strive for excellence in everything we do
Board of Trustees’ Meeting Agenda  
April 26, 2017  
The Rouse Company Foundation Student Services Hall  
RCF 400

Work Session and Dinner 6:00 p.m. (A light dinner will be served at 5:30 p.m.)
   I. Introduction of New Employees
   II. Introduction of Alternative Break Participants
   III. Information Session: Update on the NST Building Renovation

Regular Meeting – Immediately following the work session
   A. Approval of April 26, 2017, Agenda
   B. President’s Report
   C. Board Member Comments
   D. Reports to the Board of Trustees
      1. Howard Community College Educational Foundation Board of Directors
   E. Board Priority Items
      1. End: Leadership - Key Performance Indicator Report
      2. Financial Statements
      3. Cultural Diversity Plan
      4. Fiscal Year 2018 Capital Budget Reallocation and Approval
      5. Fiscal Year 2018 Operating Budget Approval
   F. Approval of Board Meeting Minutes
      1. March 22, 2017, Work Session
      2. March 22, 2017, Regular Session
      3. April 17, 2017, Special Budget Session
   G. Consent Items
      1. Proposed New Hires
      2. Candidates for Commencement
      3. Faculty Promotions for Fiscal Year 2018
      4. On-Call Digital Marketing Firm
      5. Cleaning Equipment and Supplies for the Science, Engineering, and Technology Building
      6. ImageNow Software
      7. Cisco Networking Academy Equipment
   H. Discussion Items
      1. Guaranteed Maximum Price for the NST Building Renovation
      2. Printing of the 2017-2018 Schedules of Classes
      3. Investment Policy Resolution
4. Approval to Modify Semi-annual Non-purchasing Agreement Reports to the Audit and Finance Committee

I. Information Items
   1. Board Calendar
   2. Agreements Signed by the Board Chair Disclosure
   3. Personnel Summary

Adjournment
I – Introduction of New Employees

For the trustees’ information, newly hired employees approved by the board at its March 22, 2017, meeting will be introduced to the trustees by Dr. Hetherington and area vice presidents.
II – Introduction of Alternative Break Participants

People being introduced:

2017 Alternative Winter Break – “Spread Sunshine in the Southwest” Participants

1. Iris Chavez
2. Maura Dunnigan (advisor, Rouse Scholars Sophomore Coordinator)
3. Genevieve Jones
4. Rick Leith (advisor, English faculty member)
5. Tyra Robinson
6. Shaun Seddon
7. Rima Teymourlouei
8. Mary Ton
9. Martin Viteri-Lopez
10. Tarweb Zigbuo

Background: Alternative break (AB) trips provide students the opportunity to travel to different communities and engage in direct service to benefit their host community. AB trips help students apply concepts studied in the classroom and promote a lifelong service ethic by encouraging students to examine their roles in the community.

For winter 2017, the Center for Service Learning sent an outstanding group of eight Howard Community College students on an Alternative Winter Break trip with the mission of making a difference in the lives of others.

The students traveled to Phoenix, Arizona from January 16-22, 2017, with advisors Maura Dunnigan and Rick Leith, to volunteer with a variety of organizations supporting kids and families in the area. The students started their week by volunteering with Singleton Moms, an organization that supports single parents battling cancer. The students were able to spend time serving Singleton Moms multiple times throughout the week. They built great relationships with the organization as they helped with yard work, prepared meals, and assisted with preparations for its Bare Necessities event. The Bare Necessities event focuses on providing basic services to families impacted by a cancer diagnosis. The students also spent their first day serving with Arizona Helping Hands, an organization that supports kids in the foster care system, prepping in-home emergency kits and birthday bags. The students spent time volunteering at United Methodist Outreach Ministries Child Development Center, where they assisted in supporting students learning to read. The students also spent an evening serving dinner at the Ronald McDonald House, where they prepared a meal themed around snow and winter for families staying at the house while their children were in treatment at local hospitals. Additionally, the students were fortunate enough to have lunch one day at
Not Your Typical Deli, a restaurant that provides a great example of a socially responsible business model by working to provide gainful work and learning experiences to young men and women on the autism spectrum. In between all of their service, the group also visited the Grand Canyon and was able to enjoy the amazing culture and scenery that Phoenix and the surrounding area had to offer.
III – Information Session: Update on the NST Building Renovation

Program/Department: The purpose of this project is to design and renovate the current N and ST buildings. Both buildings are in the central core area of the campus, with the N building constructed in 1974 and the ST building constructed in 1989. Both buildings have received only minor renovations since the original construction. With the completion of the new health sciences and science, engineering, and technology buildings, the N and ST buildings can now be repurposed for other programs and modernized to current building and energy codes. Planning for the project was approached as an opportunity to create modern classrooms, consolidate fragmented departments and to provide expansion of student areas providing spaces for learning and collaboration outside of the classroom. The facilities department has the responsibility for managing this project.

Marshall Craft Associates was contracted to provide architectural and engineering (A/E) services for $3,300,000 and J. Vinton Schafer & Sons, Inc., a Quandel Enterprises Company, was contracted to provide preconstruction services for $87,000 with a construction budget of $36,400,000. The project has completed design, construction permits have been issued, and the guaranteed maximum price was completed by J. Vinton Schafer and is being presented to the board for approval at the board’s April 26, 2017, meeting.

The project is divided into two major phases, with the N building being renovated from summer of 2017 through early summer 2018. The ST building will be renovated in summer 2018 through summer 2019, with an anticipated project completion for fall semester 2019.

Benchmarks/Results

The project aims to complete the following goals:

- Creation of new classroom space to support modern teaching pedagogies
- Expansion of the social sciences and teacher education division spaces
- Creation of two additional instructional culinary kitchens and a new dining area
- Creation of new centralized student honors commons
- Creation of student learning commons, expanding the current library
- Expansion of space for student life
- Expansion of consolidated office suites for the honors center, Silas Craft, faculty development, human resources, public relations and marketing, president’s office, and audiovisual services
- Update the Burrill Galleria space
- Creation of expanded and new Simply to Go food service
- Modernization of campus infrastructure to reduce energy usage
- Achievement of LEED Silver certification

**Accreditations:** The instructional culinary kitchens are designed around the current American Culinary Federation’s (ACF) facilities certification criteria and will have the future capability of offering ACF instructor certification programs.

When completed, the renovated continuing education nursing laboratory space will support ongoing certification requirements for certified nursing assistants.

**Strategic Plans/Goals:** The project supports the following strategic goals in the 2016-2020 Howard Community College Strategic Plan, Howard Community College’s Facilities Master Plan, and Howard County Government’s Plan Howard 2030.
A – Approval of April 26, 2017, Agenda

Regular Meeting – Immediately following the work session

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B – President’s Report

HCC Culinary Baking and Pastry Students Win 2017 Chocolate Ball
For the seventh year in a row, HCC’s baking and pastry students won awards at the ARC of Howard County’s Chocolate Ball. Students won the People’s Choice award and the Judge’s Choice award for the cake that was entered into a competition against other pastry chefs. Students were led by Chef David Milburn. The students also served the 500 guests at the chocolate ball. Thanks to the culinary students who worked for three weeks preparing and making this charity event a success.

Virtual Advising Project Recognized by the League for Innovation
HCC’s virtual advising project has been recognized by the League for Innovation with an “Innovation of the Year” award. Designed to recognize innovative programs, practices, partnerships, and activities that improve services to students or the college community, the innovation awards are assessed based on the criteria of quality, efficiency, cost effectiveness, replication, creativity, and timeliness. The virtual advising project was launched this year and uses a video conferencing tool embedded in Canvas, the college’s learning management system. HCC is now able to offer face-to-face advising for students located anywhere, while also providing a technologically-secure, FERPA-compliant solution. Congratulations to Diana Brown, Alison Buckley, Danielle Johnson, Mary O’Rourke, and Dorothy Plantz for this recognition.

Office of Public Relations and Marketing (PRM) Wins Silver
PRM’s design for the high school direct marketing postcard series was recognized with a Silver Paragon Award at the National Council for Marketing and Public Relations conference in March. The prestigious Paragon Awards recognize outstanding achievement in design and communication at community and technical colleges. It is the only national competition of its kind that honors excellence exclusively among marketing and public relations professionals at two-year colleges. Congratulations to Margie Dunklee on her award winning design and the PRM team.

First Graduating Class of the Health Care Interpreter Certificate Program
On Saturday, March 4, 2017, 12 students received a certificate of completion from the new health care interpreter certificate program offered through the division of continuing education and workforce development. This inaugural class began in fall 2016, completing a semester of 100 hours of theoretical and classroom practice and a 20-hour fieldwork course interpreting in health care settings in the community. The languages represented among the cohort include Arabic, Farsi, Japanese, Korean, Russian, and Spanish. Funding for this program was provided by The Horizon Foundation. Special thanks are extended to instructors, Lisette Albano, Maria Reed, and coaches Cheryl Howard and Suyeon Kim. In addition, many thanks to Jay Linn, Viviana Simon, Jean
Svacina, Nilce Tamashiro, Rosie Verratti, and Minah Woo, who contributed to make the event a success.

**LAC Certified**

I am pleased to announce that the Learning Assistance Center (LAC) has been renewed for the College Learning and Reading Association (CRLA) tutoring certification for levels 1 (regular), 2 (advanced), and 3 (master). CRLA is a voluntary association of approximately 1,200 postsecondary learning assistance colleagues. CRLA certification at the regular, advanced, and master levels allows tutors to receive recognition for their skills and training. Certificates are achieved by completion of a minimum of 10 hours of training and 25 hours of actual tutoring experience for each of the levels. Forty-one of the LAC tutors are currently certified (25 have received master level certification, eight have advanced level certification, and nine tutors have completed regular level certification requirements).

Special thanks go to Debra Greene and Parul Shah for their time and effort in preparing the application. In addition, appreciation is extended to Carol Baldwin, Ryan Kotowski, and Apryl Motley for their assistance in editing the application, and to the outstanding LAC staff and tutors.

**HCC Receives the Gold People Loving and Nurturing Trees Award for 2016**

The Maryland Urban and Community Forest Committee of the Maryland Association of District Forestry Boards, in partnership with the Maryland Department of Natural Resources Forest Service, presented HCC with the Gold People Loving and Nurturing Trees Award for 2016. This award was given in recognition of the college’s hard work in tree planting and maintenance throughout 2016. Kudos to Bob Marietta for accepting the award on behalf of HCC.

**Spring Transfer Fair**

On March 8, 2017, the office of admissions and advising hosted the spring transfer fair. Approximately 700 students attended with admissions personnel representing 70 colleges and universities.

I would like to thank Desiree Sterling, who coordinated this event, as well as the many volunteers who contributed to the success of the transfer fair including David Barnett, Debbie Bauley, Jennifer Gray, Jay Gonzales, Lori Hartley, Danielle Johnson, Jeremy Kesler, Donna Lloyd, Jim Robbins, Damien Robinson, Philippa Smith, Valerie Vidal, and Ruth Ann Wickless. I would like to offer special thanks to students Elizabeth Akinsehinwa, Furquan Chattha, and Nathan Snell who greeted participants throughout the event. This event is not possible without the support of the college community and in particular the facilities staff, faculty, help desk staff, public relations and marketing staff, public safety staff, student life staff, teacher education faculty, and the welcome center staff.

**Girl Power**

What do bead bracelets and binary have to do with each other? Members of the mathematics division helped those participating in Girl Power at the Johns Hopkins
Applied Physics Laboratory on March 12, 2017, to answer that question. The mathematics division sponsored a table where participants constructed bead bracelets with bead patterns that were the participants' initials in binary. Thanks to all from the mathematics division who participated including Kristina Cain, Sunhee Kim, Mike Long, Donna Noyes, and Jane Wenstrom.

Spring 2017 Job Fair
On Friday, March 17, 2017, the office of counseling and career services hosted the spring 2017 job fair. Eighty employers registered and approximately 500 job seekers attended this event. The employers represented industries such as education, computer and information systems, customer service, science and technology, health services, and sales and marketing. Several major organizations supported the event including the Columbia Academy, Daly Computers, Inc., Hamel Builders, Homeland Security Investigations, Howard Tech Advisors, Sandy Spring Bank, The Arc of Howard County, The Howard Hughes Corporation, U.S. Coast Guard, and Wegmans Food Markets.

Thanks go to staff from disability support services, facilities, housekeeping, public relations and marketing, public safety, and student life, for their assistance and support. Special thanks to counseling and career services, including Frances Adomako, Raul Arrunategui Chavez, Jay Coughlin, Amy Crawford, Lauren Drinkwater, Mary Fuller, Kassy Hargadon-Zester, Janice Marks, Paul Martin, Lorraine Maxwell, Epiphany Moon, Shannon Morgan, Irma Rosado, Joy Stephens, Tasha Stepney, Tanja Swain, David Tirpak, Nancy Truong, and Jeffrey Yeung, for their role in making this event a great success. Finally, thank you to the student and community volunteers for their support throughout the day.

HCC Dance Students Attend American College Dance Association Conference
Five HCC dance majors along with dance faculty Elizabeth Higgins and Joan Nicholas-Walker attended "Crossing Borders," the American College Dance Association’s (ACDA) 2017 Mid-Atlantic North Regional Conference at the University of Maryland College Park, from March 9 – 11, 2017. Students took classes, participated in workshops, and attended several concerts. At every ACDA conference, schools may present dances to be adjudicated by a panel of distinguished experts in the field of dance. After viewing and providing feedback on almost 50 dances, the adjudicators chose 10 dances created by undergraduate or graduate students and faculty to be performed at the conference’s gala concert. The solo piece, "Maxine," choreographed and performed by HCC student Ciarra Phillip, was selected for the concert. Based on her performance and success at the festival, Laura Faure from the Bates Dance Festival offered Ciarra a scholarship to attend Bates' prestigious program over the summer. Congratulations to Ciarra. Thank you to Elizabeth Higgins and Joan Nicholas-Walker for supporting HCC dance students.

Sustainable Emporium
The facilities and sustainability team (FAST) sponsored the sustainable emporium on March 15, 2017, in the Burrill Galleria. Faculty, staff, and students participated in the emporium, which was designed to present local vendors and sustainable concepts, such as: Baywise, Bike Share, Columbia Association Energy Smart, Columbia
Association Time Banking, Columbia Association Watershed Management, Glass Expressions by Paul, The Green Farmacy, Howard County Beekeepers Association, Howard County Master Gardeners, Juice Plus, Roving Radish, Silver Arrow Fudge Shop (a store affected by the flood in Ellicott City) and Tower Gardens. This green event was a tremendous success thanks to Shelly Bilello, Gina Gulliford, Bob Marietta, FAST, Varada Vaidya, staff from the facilities and student life departments, and the student environmental club. Other sustainable initiatives at HCC and FAST information can be found at http://www.howardcc.edu/about-us/leadership/sustainability/.

BUCO News
The business and computers (BUCO) division has been invited by Bowie State University (BSU) to be part of the Bridges to Computing Consortium (BC2) program. This proposed consortium through the National Science Foundation’s scholarship will support HCC students to transition to BSU for the final two years of an undergraduate degree. BSU has indicated that it believes it will secure this scholarship and will be able to offer HCC students full tuition for their second year at HCC and provide full fiscal support for students for their last two years at BSU. This program focuses on “computing” and on diverse students, women, and underrepresented populations. Congratulations to Rose Volynskiy for coordinating this partnership.

Students Amran Hassan and Ayesha Raza received a $5,170 Google grant that will support an entrepreneurial effort to develop “Tech Girls Startup Camp” that would be delivered on campus and focused on middle school students to move them into technology areas. Amran will take a one-credit entrepreneur course with Roger Weber during this semester, as well. Josh Massey, Betty Noble, and Athar Rafiq will be involved in the development and execution of this grant. Thanks also go to Sarah Angerer for her part in this effort. Kudos to Amran and Ayesha for starting this business as they continue their education.

Middle School Conservation Field Trip
On Friday, March 24, 2017, 65 students from Clarksville Middle School worked on conservation projects in and around HCC’s campus arboretum. They spent the morning removing invasive species, planting new trees, and performing maintenance on trees they planted over the last two years. Despite the light misty rain, the students added seven new species to the arboretum collection. Guiding the students were members of the READY (Restoring the Environment And Developing Youth) program Tyler Anderson, Sean Baynes, Madeline Hale, and Nicole McDaniel. HCC students Dante Brown and Paul Mfodwo also led part of the group.

Middle School Field Trip
On Wednesday, April 5, 2017, 93 middle school students from Clarksville, Bonnie Branch and Patapsco Middle schools, spent the morning planting and maintaining trees, mulching trails, and attending a class on using Howard County’s Stream Mapper app. Bob Marietta and his intern Yuan Zhang led the students and their teachers on this four-hour project. This was the
second middle school field trip this year. There will be one more on May 11, 2017.

Drama Department Helps Grassroots
Pass the Hat members of the college's drama department sponsored a Musical Cabaret fundraiser for Grassroots, raising $250 through entrance fees and passing the hat in the audience during “The Money Song” from Avenue Q. The students produced, choreographed, and starred in the production under the leadership of Jenny Male.

Development Update

<table>
<thead>
<tr>
<th>March Foundation Revenue</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gifts and Pledges Only</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly total[1]</td>
<td>$371,466*</td>
<td>$147,839</td>
</tr>
<tr>
<td>Endowment revenue</td>
<td>$127,872</td>
<td>$5,938</td>
</tr>
<tr>
<td>Scholarship revenue</td>
<td>$49,599</td>
<td>$55,328</td>
</tr>
<tr>
<td>Grant revenue</td>
<td>$0</td>
<td>$4,973</td>
</tr>
</tbody>
</table>

[1] Endowment, scholarship, and grant revenues reflect ONLY funds that have been restricted to those specific types of accounts. The monthly total includes all revenue, including in-kind, and therefore is not a sum of the numbers indicated for endowment, scholarship, and grant funds.

*This amount includes a $210,000 gift that was received in February last year.

Capital Update

Science, Engineering, and Technology (SET) Building
Furniture and equipment deliveries are underway with the bulk of the scientific equipment deliveries occurring in March and the moveable items such as soft seating and lounge furniture scheduled for delivery in April.

The college implemented a phased moving schedule for SET. The first phase of the move took place on March 22 with approximately one-third of the lab contents being relocated to the new building. When specific laboratory items are done being used for the semester, those items can be relocated to the new building to help expedite the final move in May. The current move schedule is as follows but can be adjusted as needed:

- **Phase 1** – March 22, 2017 (1/3 of the labs and lab prep rooms)
- **Phase 2** – April 19, 2017 (1/3 of the labs and lab prep rooms)
- **Phase 3** – May 18 and May 19, 2017 (1/3 of labs, all offices, division office)

A number of activities are scheduled in the building this spring to build excitement and celebrate the impressive facility prior to the grand opening this June. Activities include
organized tours with students and alumni, faculty and staff “sneak peeks,” donor “sneak peek” and picnic, and student scholar programs.

Renovations to N and ST Buildings
The completion of the guaranteed maximum price (GMP) remains on target for the beginning of April and is being presented to the board for review and approval at its meeting on April 26, 2017. Following GMP approval by the college’s board, it will be submitted for review and approval by the Maryland Higher Education Commission (MHEC), the Maryland Department of Budget and Management (DBM), and the Maryland Department of General Services (DGS).

The submission to the state will include the GMP along with the college's request for the allocation of state funds for the start of construction. The college expects to receive notification to proceed in late May, so that the start of construction will be summer 2017.

The college's facilities department has finalized a realistic phasing schedule for this complex renovation. It has worked diligently with the architectural and construction management teams with a goal to sequence the work to reduce costs, minimize class disruptions, and maximize the capacity of temporary swing space during renovation. The result is a five-phase plan with the first phase beginning June 1, 2017, and the final phase being completed in August 2019.

College staff looks forward to continuing to work with the architect and construction manager as they move from the preconstruction phase to the first phase of construction for this project.

Facility Renewal and Renovation Projects
The college prioritizes and schedules its renovation needs as documented in the facilities condition assessment, facilities master plan, and identified by the renovations assessment committee. The current renovation projects in progress and those that have been recently completed are listed below. The college continues to evaluate and prioritize its list of projects to meet the needs of the college community.

Recently completed:
- Athletic and fitness tech office renovation;
- Hickory Ridge room 326 and room 326B modifications; and
- Hickory Ridge elevator upgrades.

Projects in progress:
- Bathroom upgrades and modernization;
- Athletic track resurfacing; and
- Café renovations.
C – Board Member Comments
D – Reports to the Board of Trustees

- Howard Community College Educational Foundation Board of Directors Meeting, April 20, 2017
E-1 End: Leadership
Key Performance Indicator Report

Background: This report addresses the key performance indicator for the End: Leadership. HCC aligns its operations with criteria developed by the Baldrige National Quality Program. Monitoring measures were selected by the board in 2003. The measures include the required Maryland Higher Education Commission (MHEC) indicators. The dashboard was introduced as a vehicle to summarize the information in 2005.

Green – signals that HCC is operating above the benchmark, yellow – performance is at the benchmark, and red – the operating level is still below the benchmark. Detail pages are included in the report. Updates are indicated in blue. Information concerning benchmarks is in purple.

At its May 18, 2016, meeting, the trustees reset and approved the five-year benchmarks for the most recent list of required MHEC indicators. For non-MHEC indicators, the trustees also approved the targets, as needed. Hence, a number of the dashboard indicators are red.

Once reviewed by the board, this report will be posted on the college’s website so that members of the college community can become familiar with the measures that are part of the key performance indicator system. The website address is: http://www.howardcc.edu/about-us/leadership/board-of-trustees/key-performance-indicators/

The administration and relevant staff review the details of all the reports that contribute to these measures. Plans for improvement are developed and included in appropriate core work and/or strategic planning for the next integrated strategic planning and budget development cycles.

Purpose: Report on the progress of the institution

Timeline: Annual

Recommendation

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

Compliance: This report is in compliance with Board Bylaw VII – Board Execution and Evaluation of Policy: Suggested Timeline for Important Tasks.
The following are three measures mandated by the Maryland Higher Education Commission (MHEC). Peer colleges (based on campus enrollment) are the College of Southern Maryland, Harford Community College, and Frederick Community College.

### Ratio of community college tuition and fees for full-time service area students to average tuition and fees for full-time resident undergraduates at Maryland public four-year colleges and universities.

<table>
<thead>
<tr>
<th>Tuition and fees as a percent of tuition and fees at Maryland public four-year institutions</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>Benchmark FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>53.35%</td>
<td>53.8%</td>
<td>52.9%</td>
<td>52.2%</td>
<td>52.2%*</td>
<td>55.0%</td>
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<tr>
<td>n=$4,168/ $7,821</td>
<td>n=$4,343/ $8,073</td>
<td>n=$4,378/ $8,280</td>
<td>n=$4,448/ $8,519</td>
<td>n=$4,620/ $8,849</td>
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<tr>
<td>Peer AVG: 44.8%</td>
<td>45.2%</td>
<td>46.0%</td>
<td>46.9%</td>
<td>48.2%</td>
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</tr>
<tr>
<td>State AVG: 44.8%</td>
<td>44.8%</td>
<td>45.4%</td>
<td>45.7%</td>
<td>46.1%</td>
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<tr>
<td>Best in State: 35.2%</td>
<td>36.2%</td>
<td>37.3%</td>
<td>35.6%</td>
<td>33.7%</td>
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</tbody>
</table>

*Lower than 55% is better.

### Percentage of total unrestricted (Educational and General) expenditures that goes to instruction.

<table>
<thead>
<tr>
<th>Percentage of expenditures on instruction</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>Benchmark FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>51.1%</td>
<td>51.3%</td>
<td>51.6%</td>
<td>50.5%</td>
<td>50.9%</td>
<td>51.0%</td>
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<tr>
<td>Peer AVG: 45.4%</td>
<td>44.6%</td>
<td>44.7%</td>
<td>44.7%</td>
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<tr>
<td>State AVG: 43.6%</td>
<td>42.7%</td>
<td>42.5%</td>
<td>42.3%</td>
<td>**</td>
<td></td>
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<tr>
<td>Best in State: 53.0%</td>
<td>52.4%</td>
<td>51.6%</td>
<td>51.5%</td>
<td>**</td>
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</tbody>
</table>

HCC devotes a higher percent of budget to instruction compared to its peers and the state average.

### Percentage of total unrestricted (Educational and General) expenditures that goes to instruction plus the percentage of total unrestricted expenditures that goes to all areas of academic support including academic administration.

<table>
<thead>
<tr>
<th>Percentage of expenditures on instruction and selected academic support.</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>Benchmark FY20</th>
</tr>
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<tbody>
<tr>
<td>56.9% 57.3% 57.7% 56.9% 56.5%</td>
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<td></td>
<td>58.0%</td>
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<tr>
<td>Peer AVG: 55.0% 54.4% 53.8% 53.5% **</td>
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<tr>
<td>State AVG: 54.5% 54.3% 54.3% 54.3% **</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Best in State: 66.5% 66.7% 66.3% 65.9% **</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

** The fiscal year 2016 peer average, state average, and best in state numbers are not yet available for either of the last two measures.

The administration believes that HCC’s percentage of expenditures on instruction and selected academic support is less than the best in state due to the fact that with the addition of new facilities on campus, instructional technology has been funded by capital money during construction and not operating funds.
Key Performance Indicator Dashboard: Leadership

This category examines how the college’s senior leaders guide and sustain the college. HCC’s governance is also examined in this category, as well as how the college addresses its ethical, legal, and community responsibilities.

<table>
<thead>
<tr>
<th>Source</th>
<th>Item</th>
<th>Current</th>
<th>Benchmark By 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External Quality Feedback</strong></td>
<td><strong>Senior Leadership</strong>&lt;br&gt;How do senior leaders lead the organization?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Baldrige 50-65%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Governance and Social Responsibility</strong>&lt;br&gt;How do you govern your organization and fulfill your societal responsibilities?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Baldrige 2016 30-45%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>MHEC</strong></td>
<td>1. Tuition and fees as a percent of tuition and fees at Maryland public four-year institutions&lt;br&gt;<em>(less than 55% is better in this measure)</em></td>
<td>52.2%*</td>
<td>55.0%</td>
</tr>
<tr>
<td></td>
<td>2. Percentage of expenditures on instruction</td>
<td>50.9%</td>
<td>51.0%</td>
</tr>
<tr>
<td></td>
<td>3. Percentage of expenditures on instruction and selected academic support</td>
<td>56.5%</td>
<td>58.0%</td>
</tr>
<tr>
<td><strong>QUEST (Employee Survey)</strong></td>
<td>Express open viewpoints</td>
<td>3.80</td>
<td>3.50</td>
</tr>
<tr>
<td></td>
<td>Overall ratings of the VPs as a team</td>
<td>3.95</td>
<td>3.50</td>
</tr>
<tr>
<td></td>
<td>Overall rating of the Board of Trustees</td>
<td>3.95</td>
<td>3.50</td>
</tr>
<tr>
<td></td>
<td>Overall rating of the President</td>
<td>4.24</td>
<td>3.50</td>
</tr>
</tbody>
</table>
External Measures

The college prepared and submitted applications to various Baldrige-based quality awards competitions.

<table>
<thead>
<tr>
<th>National Baldrige Performance Excellence Award Application (Overall Score)</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2012: 41.8-56.8%</td>
</tr>
<tr>
<td>October 2015: 38.4-53.4% Criteria enhanced</td>
</tr>
<tr>
<td>November 2013: 39.2-54.2% Criteria enhanced</td>
</tr>
<tr>
<td>November 2016: 34.9-49.9%</td>
</tr>
<tr>
<td>November 2014: 36.0-51.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Baldrige Criteria 1000 points</th>
<th>Overall Score</th>
<th>0-9%</th>
<th>10-29%</th>
<th>30-49%</th>
<th>50-69%</th>
<th>70-89%</th>
<th>90-100%</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Category 1: Leadership 120 points</th>
<th>0-9%</th>
<th>10-29%</th>
<th>30-49%</th>
<th>50-69%</th>
<th>70-89%</th>
<th>90-100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Senior Leadership 70 points</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2 Governance and Social</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsibilities 50 points</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Action: HCC receives a detailed feedback report in late fall delineating strengths and weaknesses in each category. The president’s team reviews the opportunities for improvement and charters process improvement teams to pursue those initiatives. After winning the U.S. Senate Productivity Award (Maryland Performance Excellence Award - 2007), HCC was a finalist and hosted a site visit in October 2008 for the Baldrige award. A team created and submitted a Baldrige application in May 2016; HCC was not chosen for a site visit this year.

Benchmark: When the benchmark was originally set, institutions receiving an overall score of 450 or more received at least site visits. In April 2009, the board accepted the administration’s recommendation to increase the benchmark: HCC will receive a 50-65 percent rating for category 1 of the performance excellence criteria by 2016. HCC achieved that benchmark in one of the two subcategories. HCC’s team is working with a Baldrige Coach for this year’s application due in May 2017.
Internal Measures

The QUEST (QUality Evaluation of Service Trends) survey is arranged by the Malcolm Baldrige Performance Excellence categories. Ratings shown below for the items in category 1 are on a five-point quality scale, with 5 being the highest (excellent) and 1 the lowest (poor).

Category One: Leadership 2014-2016 QUEST Ratings

All measures exceeded the HCC Benchmark of 3.50.

Talking Points for the Board of Trustees

| HCC directs the majority of its resources to instructional activity. |
| HCC employees rate the board of trustees and senior leadership highly and indicate that a positive climate in which to express their ideas exists at the college. |
E-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 March statements will be posted and available for board review on April 24, 2017.

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

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**Recommendation**

This item is for information only and requires no board action. 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 March 31, 2017
<table>
<thead>
<tr>
<th></th>
<th>Actuals As of March 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>$14,215</td>
<td>1,346,040</td>
<td>-1%</td>
</tr>
<tr>
<td>Summer II</td>
<td>1,006,939</td>
<td>974,719</td>
<td>103%</td>
</tr>
<tr>
<td>Fall</td>
<td>12,908,355</td>
<td>12,967,937</td>
<td>100%</td>
</tr>
<tr>
<td>Winter</td>
<td>953,524</td>
<td>872,602</td>
<td>109%</td>
</tr>
<tr>
<td>Spring</td>
<td>11,629,364</td>
<td>11,557,895</td>
<td>101%</td>
</tr>
<tr>
<td>Fees</td>
<td>3,906,040</td>
<td>4,211,612</td>
<td>93%</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td>$30,390,007</td>
<td>$31,930,805</td>
<td>95%</td>
</tr>
</tbody>
</table>

| **Governmental** |                            |                      |            |
| Local (Howard County) | $24,180,228 | $32,240,298         | 75%        |
| State of Maryland     | 11,308,325  | 15,077,766          | 75%        |
| Other                | 202,726     | 178,710             | 113%       |
| **SUBTOTAL**          | $37,400,624 | $49,775,902         | 75%        |

| **BRAND NEW** |                            |                      |            |
| Barnes and Noble contribution | 84,000     | 112,000             | 75%        |
| Continuing education contribution | 496,699  | 662,265             | 75%        |
| Unrestricted appropriations    | 1,128,847  | 1,504,863           | 75%        |
| **SUBTOTAL**          | $57,790,631 | $61,706,707         | 83%        |

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 I 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 three 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. Winter FTE was down 2.3 percent and headcount was down 2.8 percent. The higher variance to budget was caused by higher out-of-county enrollments than were anticipated in the budget. Spring FTE was down 8 percent and headcount was down 8 percent. The higher variance to budget was caused by higher out-of-county and out-of-state enrollments than were anticipated in the budget. Area tracking as budgeted and comparable to the prior year. No enrollment increase was budgeted for FY17. A four percent increase was received from the county for FY17. A 10.74 percent increase was received from the state for FY17. $125,238, or 51 percent of other income is from investment income. Higher than anticipated investment income is causing the high variance in this category. The balance of other income comes from service revenue of the Mediation and Conflict Resolution Center, the sale of excess equipment, indirect revenue from grants, or other miscellaneous sources. Area tracking on budgeted. This represents Barnes and Noble's contribution to the operating budget. The contribution is intended to offset costs associated with the use of facilities to operate the bookstore. Area tracking as budgeted. This represents continuing education's contribution to the operating budget. Area tracking as budgeted. The prior year fund balance is being used to balance the FY17 budget as planned. The percentage of revenues to date is equal to the prior year.

Financials Page 2
### USE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY16</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$31,819,774</td>
<td>$38,104,964</td>
<td>84%</td>
</tr>
<tr>
<td>Public service</td>
<td>581,332</td>
<td>794,293</td>
<td>73%</td>
</tr>
<tr>
<td>Academic support</td>
<td>3,758,726</td>
<td>4,922,086</td>
<td>76%</td>
</tr>
<tr>
<td>Student services</td>
<td>7,892,535</td>
<td>9,355,271</td>
<td>84%</td>
</tr>
<tr>
<td>Facilities</td>
<td>8,894,900</td>
<td>11,005,016</td>
<td>81%</td>
</tr>
<tr>
<td>Institutional support</td>
<td>13,005,045</td>
<td>16,110,428</td>
<td>81%</td>
</tr>
<tr>
<td>Scholarships/waivers</td>
<td>1,047,171</td>
<td>1,414,649</td>
<td>74%</td>
</tr>
</tbody>
</table>

**SUBTOTAL**                    | **$66,999,483** | **$81,706,707** | **82%** |

**TOTAL**                       | **$66,999,483** | **$81,706,707** | **82%** |

**Change in fund balance**      | **$791,148**    | **$0**        |

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 was awarded in January.

Area is tracking as budgeted. While part-time faculty costs remain one percent lower than the prior year, other costs within the division have increased that offset this savings.

Expenditures in the Mediation and Conflict Resolution Center (MCRC) are lower than this time last year due to reduced personnel costs. The FY16 budget variance appears to indicate that expenses were much higher than in FY17, but the functional reserve was increased in the FY17 budget to cover functional costs of employee benefits and allow some contingent spending. This change was intended to bring the FY17 spending variance in line with the other functions, however, the lower MCRC expenses are causing the lower spending variance.

The percentage spent and encumbered to date is two percent lower than last year. Salary savings has been experienced this fiscal year due to a period of having open positions. Faculty development costs are typically incurred at the end of the fiscal year, causing an overall lower spending variance than other functions.

The percentage spent and encumbered to date is one percent lower than last year due to open positions in this function.

Area is tracking as budgeted. Spending is five percent lower than the prior year. Savings has occurred for snow removal due to a mild winter.

The percentage spent and encumbered is one percent lower than last year due to open positions in this function. This category of the budget includes HCC scholarships, employee waivers, and state mandated waivers. Scholarship awards increased for the summer, fall and spring terms. In FY16, scholarship spending was lower than anticipated but FY17 is in line with the budget. Offsetting some of 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 one percent lower the prior year.
All areas are comparable with the prior year expenditures with the exception of public service, facilities, and scholarships and waivers. The public service functional budget was increased to cover contingent spending. The facilities functional budget has experienced savings due to the mild winter. Spending on scholarships was lower last year than normal, but FY17 is more in line with the budget.
All new information appears in green ink.

**SOURCE OF FUNDS**

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>Actuals As of March FY17</th>
<th>Approved Budget FY17</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</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>$15,032.00</td>
<td>$5,500</td>
<td>273%</td>
</tr>
<tr>
<td>Noncredit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer</td>
<td>$682,281</td>
<td>$908,439</td>
<td>75%</td>
</tr>
<tr>
<td>Fall</td>
<td>$1,108,289</td>
<td>$1,447,768</td>
<td>77%</td>
</tr>
<tr>
<td>Winter</td>
<td>$593,188</td>
<td>$758,225</td>
<td>78%</td>
</tr>
<tr>
<td>Spring</td>
<td>$658,203</td>
<td>$1,301,520</td>
<td>51%</td>
</tr>
<tr>
<td>Subtotal noncredit tuition</td>
<td>$3,041,961</td>
<td>$4,415,952</td>
<td>69%</td>
</tr>
<tr>
<td>Fees</td>
<td>$1,642,127</td>
<td>$1,874,001</td>
<td>88%</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td><strong>$4,699,516</strong></td>
<td><strong>$6,300,953</strong></td>
<td>75%</td>
</tr>
<tr>
<td>Governmental</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State of Maryland</td>
<td>$1,450,204</td>
<td>$1,933,605</td>
<td>75%</td>
</tr>
<tr>
<td>Other</td>
<td>$139,921</td>
<td>$250,600</td>
<td>56%</td>
</tr>
<tr>
<td>Continuing education contribution</td>
<td>(496,699)</td>
<td>(662,265)</td>
<td>75%</td>
</tr>
<tr>
<td>Unrestricted appropriations</td>
<td>$113,728</td>
<td>$210,087</td>
<td>54%</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td><strong>$1,207,154</strong></td>
<td><strong>$1,732,027</strong></td>
<td>70%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$5,906,670</strong></td>
<td><strong>$8,032,980</strong></td>
<td>74%</td>
</tr>
</tbody>
</table>

Contract credit training occurred in the fall term.

The summer term runs during July and August. Revenue is up one percent from the prior year. Lifelong learning programs that utilized the pool were down during the term as the pool was closed due to renovations. In addition, the General Services Administration contract was awarded to HCC later than anticipated. This caused the loss of training program offerings during the summer term. Both Kids on Campus (KOC) and the Ecker Business Training Center increased enrollments during the summer term. Overall noncredit FTEs are up six percent, even with the closing of the MACCHCE, which resulted in a loss of 2.89 FTEs in summer. Summer FTEs are 91.94 versus 181.06 last year.

The fall term runs September through December. Revenue for fall is down five percent from the prior year. FTEs are down one percent; 480.24 versus 487.30 last year. The primary decline is due to the delay in the General Services Administration (GSA) contract award. In FY17, less than one-half of the number of courses were taught as compared to the number taught in the prior year.

The winter term runs January through March. Revenue is currently up three percent. FTEs are up 6.3 percent; currently 343.92 versus 323.54 last year. Enrollments and revenue in nursing and allied health programs, English as a second language (ESL), and GSA contracts are all higher than last winter.

The spring term runs April through June. This revenue represents pre-registrations for the spring term.

Overall noncredit revenues are flat as compared to this time last year.

Fees are attached to specific classes and pay for materials and other direct costs. Fee revenue is currently 11 percent higher than this time last year. Newer courses with higher consumable costs have set fees to cover those costs. In addition, both the Adult Basic Education and ESL programs increased fees to cover rising material costs.

There was no increase in state funding in this area due to lower growth the prior year.

Area is tracking under budget, however, revenues are not earned evenly during the year.

Area tracking as budgeted. This represents continuing education's contribution to the operating budget.

The fund balance was used to fund work-study, financial aid, and replacement of furniture and equipment, as approved in the budget.

The percentage of revenues to date is two percent higher than the prior year.
Encumbrances for annual budgeted salaries and open purchase orders are included in the actuals shown here. Merit that is included in the budget was awarded in January.

Spending is currently down three percent as compared to the prior year. This division has had some salary savings due to open positions. Also, instructional expense for the fall term were lower due to lower enrollments.

The percentage spent to date is lower than FY16. Waivers are in line with the prior year, however, they are lower than anticipated in the budget.

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

<table>
<thead>
<tr>
<th>USE OF FUNDS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Instruction</strong></td>
<td>$5,331,861</td>
</tr>
<tr>
<td><strong>Scholarships/waivers</strong></td>
<td>712,838</td>
</tr>
<tr>
<td><strong>Contingency</strong></td>
<td></td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td><strong>$6,044,700</strong></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$6,044,700</strong></td>
</tr>
<tr>
<td><strong>Change in fund balance</strong></td>
<td>($138,030)</td>
</tr>
</tbody>
</table>
March Continuing Education Comparison of Budget Encumbered for Fiscal Years 2016 and 2017

Instructional expenses are down as compared to the prior year by three percent, due to several open positions, and lower costs for the fall enrollment decline. Scholarships are also lower due to lower fall enrollments.
# SOURCE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>Actuals As of March 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>(1,122)</td>
<td>165,000</td>
<td>-1%</td>
</tr>
<tr>
<td>Summer II</td>
<td>224,302</td>
<td>335,000</td>
<td>67%</td>
</tr>
<tr>
<td>Fall</td>
<td>404,913</td>
<td>1,912,979</td>
<td>21%</td>
</tr>
<tr>
<td>Spring</td>
<td>295,791</td>
<td>1,800,000</td>
<td>16%</td>
</tr>
<tr>
<td>Noncredit</td>
<td>75,798</td>
<td>151,000</td>
<td>50%</td>
</tr>
<tr>
<td>Fees</td>
<td>201,398</td>
<td>176,183</td>
<td>114%</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td>$1,201,080</td>
<td>$4,540,162</td>
<td>26%</td>
</tr>
<tr>
<td><strong>Governmental</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local (Howard County)</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>State of Maryland</td>
<td>300,139</td>
<td>400,185</td>
<td>75%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>1,104,224</td>
<td>4,310,118</td>
<td>26%</td>
</tr>
<tr>
<td>Unrestricted appropriations</td>
<td>2,147,355</td>
<td>12,131,914</td>
<td>18%</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$3,551,718</td>
<td>$16,842,217</td>
<td>21%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$4,752,798</td>
<td>$21,382,379</td>
<td>22%</td>
</tr>
</tbody>
</table>
High budgets in this fund include spending authority for special programs and the general fund, should enrollments exceed expectations. Encumbrances for annual budgeted salaries and open purchase orders are included in the actuals shown here.

Expenditures include the LCC, international education programs, youth arts programs, instructional camps, the music arts programs, and various other instructional program-related expenses. Higher FY17 expenditures include the web redesign work, upgrades to computers, and the lease agreement increase at the LCC, and a full-time temporary speech faculty needed in the arts and humanities division. Offsetting these increases are the reduction of expenditures for the MACCHCE. Spending is comparable to the prior year.

Expenditures include costs associated with the college’s radio station. Spending authority increased in this function, therefore, the spending variance is lower in FY17. Spending is comparable to the prior year.

Expenditures include RCC’s community theater, music, and library programs. Technology that supports instruction is also included in this function. Expenses to upgrade instructional technology are higher in the current year, causing the increased spending variance over FY16.

Expenditures include Project Access, Howard P.R.I.D.E., special accommodations for students, the job fair program, sports programs, and special testing. FY16 expenditures included Early College program costs. FY17 costs are lower in Project Access, along with enrollment. Overall, spending is comparable to the prior year.

Expenditures include campus signage, non-capital maintenance projects, the shuttle service, and security expenses related to managing parking. Increase costs for maintenance projects, and the purchase of a new vehicle are causing FY17 to be higher as compared to last year.

Expenditures are primarily for technology upgrades done to support the administrative area and are comparable to the prior year. Additional scholarships were awarded in FY17 for prior year terms, as planned at year-end. This increased expenses over the prior year. In addition, this function includes one-time scholarship funds for students who do qualify for financial assistance based on need alone. Financial assistance for appeals due to medical and other special situational circumstances are being awarded from the special funds.

The percentage of expenditures to date is two percent higher than the prior year.

<table>
<thead>
<tr>
<th>Function</th>
<th>FY16</th>
<th>FY17</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$2,115,635</td>
<td>$8,017,320</td>
<td>26%</td>
</tr>
<tr>
<td>Public service</td>
<td>44,042</td>
<td>251,268</td>
<td>18%</td>
</tr>
<tr>
<td>Academic support</td>
<td>589,743</td>
<td>2,744,206</td>
<td>21%</td>
</tr>
<tr>
<td>Student services</td>
<td>714,646</td>
<td>3,573,869</td>
<td>20%</td>
</tr>
<tr>
<td>Facilities</td>
<td>406,852</td>
<td>2,992,413</td>
<td>14%</td>
</tr>
<tr>
<td>Institutional support</td>
<td>695,430</td>
<td>3,035,303</td>
<td>23%</td>
</tr>
<tr>
<td>Scholarships/waivers</td>
<td>186,651</td>
<td>768,000</td>
<td>24%</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$4,752,799</td>
<td>$21,382,379</td>
<td>22%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$4,752,799</td>
<td>$21,382,379</td>
<td>22%</td>
</tr>
<tr>
<td><strong>Change in fund balance</strong></td>
<td>$0</td>
<td>$0</td>
<td></td>
</tr>
</tbody>
</table>
Expenditures in the special funds are for various programs throughout the college. Most programs are self-supported, however, some are supported by the college's fund balances on a temporary basis until permanent funding in the operating budget can support them. In addition, changes to spending authority in the special funds skews these percentages spent to date. See the expenditure explanations for variances shown in the graph.
## Howard Community College
### Children's Learning Center
#### Fiscal Year 2017 Third Quarter

<table>
<thead>
<tr>
<th>Description of account</th>
<th>FY17 3rd Quarter Actuals</th>
<th>FY17 3rd Quarter Budget</th>
<th>Variance Budget</th>
<th>Notes:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition - child care/other</td>
<td>734,768</td>
<td>748,088</td>
<td>(13,320)</td>
<td>997,450</td>
</tr>
<tr>
<td>Educational foundation</td>
<td>18,750</td>
<td>18,750</td>
<td>-</td>
<td>25,000</td>
</tr>
<tr>
<td>Instructional support</td>
<td>81,915</td>
<td>132,758</td>
<td>(50,843)</td>
<td>177,010</td>
</tr>
<tr>
<td>Student services support</td>
<td>81,915</td>
<td>132,757</td>
<td>(50,842)</td>
<td>177,009</td>
</tr>
<tr>
<td>MSDE Excel program</td>
<td>9,796</td>
<td>-</td>
<td>9,796</td>
<td>-</td>
</tr>
<tr>
<td>Revenue before contingency</td>
<td>927,144</td>
<td>1,032,352</td>
<td>(105,208)</td>
<td>1,376,469</td>
</tr>
<tr>
<td>Contingency for full capacity</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>227,200</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>927,144</strong></td>
<td><strong>1,032,352</strong></td>
<td><strong>(105,208)</strong></td>
<td><strong>1,603,669</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description of account</th>
<th>FY17 3rd Quarter Actuals</th>
<th>FY17 3rd Quarter Budget</th>
<th>Variance Budget</th>
<th>Notes:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hourly</td>
<td>44,284</td>
<td>36,008</td>
<td>(8,276)</td>
<td>48,010</td>
</tr>
<tr>
<td>Overtime</td>
<td>4,396</td>
<td>5,250</td>
<td>854</td>
<td>7,000</td>
</tr>
<tr>
<td>Budgeted wages</td>
<td>561,398</td>
<td>599,592</td>
<td>38,194</td>
<td>799,456</td>
</tr>
<tr>
<td>Benefits</td>
<td>268,551</td>
<td>282,940</td>
<td>14,388</td>
<td>377,253</td>
</tr>
<tr>
<td>Contracted services</td>
<td>1,564</td>
<td>3,000</td>
<td>1,436</td>
<td>4,000</td>
</tr>
<tr>
<td>Advertising/recruitment</td>
<td>409</td>
<td>563</td>
<td>154</td>
<td>750</td>
</tr>
<tr>
<td>General office supplies</td>
<td>1,538</td>
<td>2,250</td>
<td>712</td>
<td>3,000</td>
</tr>
<tr>
<td>Instructional supplies</td>
<td>4,856</td>
<td>5,250</td>
<td>394</td>
<td>7,000</td>
</tr>
<tr>
<td>First aid and diaper supplies</td>
<td>1,952</td>
<td>2,250</td>
<td>298</td>
<td>3,000</td>
</tr>
<tr>
<td>Snack foods</td>
<td>4,566</td>
<td>5,438</td>
<td>871</td>
<td>7,250</td>
</tr>
<tr>
<td>Classroom supplies</td>
<td>470</td>
<td>3,000</td>
<td>2,530</td>
<td>4,000</td>
</tr>
<tr>
<td>Kitchen supplies</td>
<td>1,698</td>
<td>1,875</td>
<td>177</td>
<td>2,500</td>
</tr>
<tr>
<td>Cleaning supplies</td>
<td>1,048</td>
<td>1,125</td>
<td>77</td>
<td>1,500</td>
</tr>
<tr>
<td>Special supplies</td>
<td>266</td>
<td>4,875</td>
<td>4,009</td>
<td>6,500</td>
</tr>
<tr>
<td>Portable communications</td>
<td>579</td>
<td>1,125</td>
<td>546</td>
<td>1,500</td>
</tr>
<tr>
<td>Postage</td>
<td>60</td>
<td>188</td>
<td>127</td>
<td>250</td>
</tr>
<tr>
<td>Conferences and meetings</td>
<td>2,169</td>
<td>3,000</td>
<td>832</td>
<td>4,000</td>
</tr>
<tr>
<td>Travel-local</td>
<td>-</td>
<td>188</td>
<td>188</td>
<td>250</td>
</tr>
<tr>
<td>Catering</td>
<td>530</td>
<td>563</td>
<td>33</td>
<td>750</td>
</tr>
<tr>
<td>Dues and subscriptions</td>
<td>-</td>
<td>375</td>
<td>375</td>
<td>500</td>
</tr>
<tr>
<td>Utilities</td>
<td>17,573</td>
<td>63,500</td>
<td>45,927</td>
<td>88,000</td>
</tr>
<tr>
<td>Liability insurance</td>
<td>9,236</td>
<td>10,000</td>
<td>764</td>
<td>10,000</td>
</tr>
<tr>
<td><strong>Expenses before contingency</strong></td>
<td><strong>927,143</strong></td>
<td><strong>1,032,352</strong></td>
<td><strong>105,208</strong></td>
<td><strong>1,376,469</strong></td>
</tr>
<tr>
<td><strong>Contingency for full capacity</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>227,200</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>927,143</strong></td>
<td><strong>1,032,352</strong></td>
<td><strong>105,208</strong></td>
<td><strong>1,603,669</strong></td>
</tr>
<tr>
<td><strong>Net balance of account</strong></td>
<td>0</td>
<td>0</td>
<td>(0)</td>
<td>-</td>
</tr>
</tbody>
</table>

- Enrollment at the center has been low for the two-year-old group, however, enrollment for both infants and the 4/5 year old groups are at capacity. Support needed from the operating budget is currently lower than budgeted.
- This is a new state-funded program that supports quality centers that support low income families. Revenue is anticipated to be approximately $20,000 for the year and will provide playground equipment.
E-3 Cultural Diversity Plan Report

**Background:** Effective January 1, 2013, Maryland Education Article §11-406 requires each public institution of higher education in Maryland to submit a plan regarding its program of cultural diversity to its governing body on or before July 1 of each year. If an institution already had a program in place, the institution of higher education needed to develop and implement a plan for improving the program. The governing body, by September 1 of each year, must then submit a progress report regarding the institution’s implementation of its plan to the Maryland Higher Education Commission (MHEC).

**Purpose:** To ensure that HCC is adhering to Maryland State Education Article §11-406 by disclosing the college’s diversity plan report to the board and to obtain board approval.

**Timeline:** Annual submission to the board by July 1 of each year and progress report submitted to the Maryland Higher Education Commission by September 1 each year.

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**Recommendation**

The administration requests that the board of trustees approve the college’s diversity plan report.

**Compliance:** This item is in compliance with State Education Article §11-406, Plan for Program of Cultural Diversity.
Howard Community College (HCC) has had a diversity plan in place for over 25 years. The diversity plan sets forth guidelines for ensuring equal opportunity and improving cultural diversity in recruitment, employment, academics, and the overall experience at the college. It mandates that HCC’s diversity programs will provide opportunities for the college community to engage in understanding, awareness, and respect of differences in age, gender, sexual orientation, race, religion, ethnic backgrounds, and ability/disability, as well as the values of equal rights, equal access, and equal treatment. To oversee diversity activity, the plan calls for the college to continuously maintain a diversity committee appointed by the president. The committee is required to annually review and update the diversity plan, as appropriate.

HCC is proud of its diversity plan and ongoing diversity programming on campus. Cultural diversity continues to be addressed in a number of ways, including the following, among others:

- A multitude of diversity/culture educational and awareness events are offered to employees and students throughout each year, including films, musical performances, lectures, and discussions, highlighted by an annual “Diversity Week” each spring.
- Each budgeted staff member and full-time faculty member is required to participate in at least two diversity educational sessions per year.
- All employees are required to take periodic anti-harassment training that addresses all forms of harassment. New employees must take the training immediately, and existing employees re-take it every two years.
- Recruitment efforts actively target minority candidates, and recruitment efforts and personnel actions are monitored to ensure equal opportunity and non-discrimination.
- Academic options are offered within the interdisciplinary studies major in the subjects of diversity studies and women’s studies.
- The admissions and advising office has close working relationships with schools, community organizations, and other institutions that enhance the college’s ability to attract diverse populations. The college works with groups such as Conexiones, a community-based organization that helps Hispanic students in Howard County achieve academically; high school clubs for Hispanic students; the Black Student Achievement Program; Alpha Achievers, a support group for African-American males in the Howard County Public School System; and FIRN, the Foreign-born Information and Referral Network, a Howard County nonprofit that helps immigrants and refugees. The admissions and advising office works with the college’s English Institute and credit-free English as a Second Language (ESL) programs to enhance student access to HCC. The admissions and advising office participates in many fairs for diverse populations, conducts its own fairs, and forms partnerships with a broad range of colleges and universities to incorporate access to the next step following HCC.
- Examples of innovative academic programs include the Silas Craft Collegians Program,
which provides a supportive learning community for students whose past academic performance in high school does not reflect their true academic potential, and Step UP, a program that pairs students with faculty/staff coaches who provide one-on-one support for managing the challenges of college. Many students in these programs are from underrepresented groups, often first-generation college students.

- TRIO-Student Support Services (TRIO-SSS) is a U.S. Department of Education grant-funded academic support program that serves 232 first-generation, low-income and students with documented disabilities. The program provides one-on-one support for managing the challenges of college and prepares students to graduate and transfer from HCC. The TRIO-SSS project is funded through 2020.

- Career Links is an institutionally-funded program that serves 120 students who are displaced homemakers over the age 35, single parents (male or female), or single pregnant women who are unemployed/underemployed and committed to earning a college degree or certificate leading to a career. The program provides counseling, support group, advising and financial literacy education for its participants.

- Project Access is a program designed to significantly facilitate the transition of high school students with disabilities into postsecondary education, to increase the success rate and retention of freshman students with disabilities at HCC, and to improve career counseling and job placement services for students with disabilities. The program serves through its summer institute 80 students and employs 10 former students as peer mentors.

- The Global Distinction Program is an academic enrichment program open to students in all degree programs. To earn global distinction, students must: take 15 credits of globally intense coursework (including world languages) and earn a “C” or higher; participate in a globally enriching event each semester; either study abroad or complete an internship that provides experiential global learning; and demonstrate their learning in a portfolio.

- INSPIRES Global Perspectives is a year-long faculty and staff professional development program that allows employees to study, reflect on, and incorporate a global perspective into their core work.

- Howard P.R.I.D.E. is a leadership program that supports the academic, professional, and personal development of black and minority male students, with an emphasis on improving educational outcomes such as academic standing, graduation, and transfer. The 134 participants of Howard P.R.I.D.E. have the following resources available: tutoring, mentoring, service learning, leadership seminars, individualized academic advising, academic monitoring, and personalized career and academic plans.

- The HCC Safe Zone, developed through collaboration between the college’s wellness center and the counseling and career center, is a network of allies committed to providing a welcoming, supportive, and safe environment for lesbian, gay, bisexual, and transgender (LGBT) students, staff, and faculty. Comprehensive training is provided to allies who provide visible support through the display of the Safe Zone logo and agree to be supportive of LGBT students and employees.

- HCC’s Hispanic student success completion program, Ambiciones, promotes Hispanic/Latino student success by recruiting Hispanic students and implementing initiatives to focus on retention of these students. The project links Hispanic/Latino
students to the academic support services to foster student success, retention, and completion. Currently, the project serves 53 students with plans to significantly increase its participation during the 2017-18 academic year.

- The Women of Color Initiative welcomes women of color to the HCC community through a series of programs that will be of interest to them and can help with their personal and academic development.

- A college representative participates on the County Executive of Howard County, MD #OneHoward Steering Committee.

According to Education Article §11-406, an institution that already has a program of cultural diversity must develop and implement a plan for improving the program. A number of recommendations were made in last year’s report to the board of trustees. The following are some outcomes.

- Expansion of the annual diversity week program to include more co-curricular offerings by faculty and staff members.

- Began development of the diversity working guide with tips for cultural sensitivity, inclusive language, and positioning for social justice.

- Coordinated programming on campus that included topics including: campus climate, diversity and inclusion, elections, immigration, islamophobia, and microaggressions.

- Increased programmatic synergies with Ambiciones, Career Links, Howard P.R.I.D.E., Silas Craft Collegians, and TRIO-Student Support Services.

- Sponsored the Middle Eastern/Islamic Culture faculty-staff reading circle for 2016-17.

- Acquired new diversity training materials with a focus on the topics of cultural competence, gender equity and identity, intersectionality, microaggressions, privilege, and social justice.

- Increased training for the Diversity Committee members and college community was offered including featured training on: Underrepresented Minorities in Agriculture/STEM Research Programs; Refresher on Search Committees; Microaggressions in the Workplace; Working with At-Risk/At-Promise Students and Programs; and Working with Minority Students.

- Attendance at statewide Diversity Roundtable meetings has provided a strong platform for networking, as well as learning about other diversity programs.

While the HCC diversity plan is already very comprehensive, and is enhanced each year, there are some additional improvements that can be explored. The following are recommendations for improving HCC’s Diversity Plan by May 1, 2018:

1) Evaluate the role of the committee, core work responsibilities, and its leadership structure to improve the ability to effectively serve the campus community as leaders in promoting a culture of diversity and inclusion.
2) Increase the offerings of future diversity trainings and workshops. Suggested topics in the upcoming academic year include: the impact of the media on diversity, immigration/international education; and coaching for diverse groups of people.

3) Increase online diversity trainings and programs to expand diversity training opportunities to a larger group of the college community.

4) Invite all cohort programs to produce and facilitate at least one event for diversity credit for Diversity Week.

5) Continue to seek out additional meeting times, locations and partnerships for diversity events to accommodate the growing needs of the college. Staff meetings are also a possible time to hold a diversity activity, particularly for smaller offices where coverage may be an issue.

6) Continue supporting the office of student life and counseling and career services on “Food for Thought,” a monthly discussion series on diversity related topics for the campus community.

7) Continue the expansion of programming and outreach to increase students’ exposure to historically black and minority serving institutions.

8) Expand opportunities for faculty/staff discussions on diversity related topics, including sponsoring faculty-led reading circles on topics including: immigration, multicultural awareness, at-Promise students, and privilege.

9) Develop a working guide with tips for cultural sensitivity, inclusive language, and positioning for social justice.

10) The office of human resources will begin conducting interviews with minority employees to obtain recommendations for improving minority recruitment and retention.

Education Article §11-406 also requires the institution to describe its process for reporting campus-based hate crimes, as defined under Title 10, Subtitle 3 of the Criminal Law Article and consistent with federal requirements under 20 U.S.C. 1092(f), known as the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. HCC currently posts all campus crime statistics, including hate crimes, on its public web page in its Campus Crime Report, which can be found at http://www.howardcc.edu/services-support/public-safety/. The report shows the previous three years of data, during which time there were no reported hate crimes on campus.

Finally, the statute asks each institution for a summary of any resources, including state grants, needed by the institution to effectively recruit and retain a culturally diverse student body. The following is a list of possible uses for grant money, which would help the college in its diversity initiatives:

- **STEM Opportunities:** Programs and scholarships that increase opportunities for underrepresented students in the science, technology, engineering, math (STEM), and critical language programs.

- **Assistive Technology:** Funding for educational technology that enhances learning and supports the access and success of students with disabilities.
• Transition to college/employment for students with disabilities: As mentioned previously, HCC provides support to a large number of students with disabilities, including a summer enrichment/transition program for high school students with disabilities and a career series program geared specifically for employment opportunities for the disabled. Additional funding will be needed for the expansion of these programs as space is currently limited and the demand is rising consistently each year.

• Additional funding for TRIO-Student Support Services’ individualized academic support for low-income, first-generation college students: The College currently has a successful grant (TRIO-SSS) used to provide academic and personal support to disabled, low-income, and/or first-generation college students. During the previous grant cycle (2010-2015), the base grant was flat-funded in 2010 and reduced annually by over five percent in subsequent funding years. The grant was flat-funded using FY12 appropriations for the new grant cycle (2015-2020). The college must secure additional funding to support increased staffing levels and/or long-term sustainability.

• Child care: Additional funding will be needed to assist low-income and unemployed parents with supplementing the cost of child care.

• More funds for early college awareness and preparedness programs: The college would like to build upon its outreach efforts to include students in the younger grades, including upper elementary through the ninth grade. Funds including grant funding to expand this effort would be helpful particularly for youngsters who are first-generation college students, those from low-income homes or Title I schools foster children, and others who may be disadvantaged from an early age to recognize that college is a possibility for them. There are many forms such programs could take including, but not limited to, on-campus summer programs, partnering with county health and nutrition programs to integrate preventative health care into early college awareness, cohort groups where youngsters advance on to college as a group starting from the fourth or fifth grade, tutoring and mentoring, parental and parent-child educational programs, camp scholarships, and transportation. School dropout rates are higher for some children than others. As a result, programs that promote persistence to postsecondary education are critical.

A progress report toward implementation of the recommendations in this report will be prepared for submission by the board of trustees to the Maryland Higher Education Commission by September 1, 2017.
E-4 Fiscal Year 2018 Capital Budget Reallocation and Approval

**Background:** The college received the County Executive’s fiscal year (FY) 2018 proposed capital budget. Below is a summary of the college’s original capital request and the capital funds recommended by the county and state.

<table>
<thead>
<tr>
<th>Projects Requested</th>
<th>Capital Funds Requested by College</th>
<th>Capital Funds Recommended by County Executive &amp; Governor</th>
<th>Funding Request Difference</th>
<th>Final Capital Funding (pending approval by County Council &amp; General Assembly)</th>
</tr>
</thead>
<tbody>
<tr>
<td>M-0536 N &amp; ST Buildings Renovations</td>
<td>$11,430,000 (county) $10,592,000 (state)</td>
<td>$11,430,000 (county) $ 9,592,000 (state)</td>
<td>$0 ($1,000,000)</td>
<td>$11,430,000 (county) $ 9,592,000 (state)</td>
</tr>
<tr>
<td>M-0550 Systemic Renovations</td>
<td>$ 4,914,000 (county)</td>
<td>$ 2,228,000 (county)</td>
<td>($2,686,000)</td>
<td>$ 2,228,000 (county)</td>
</tr>
<tr>
<td>Total Funds</td>
<td>$16,344,000 (county) $10,592,000 (state)</td>
<td>$13,658,000 (county) $ 9,592,000 (state)</td>
<td>($2,686,000) $ (1,000,000)</td>
<td>$13,658,000 (county) $ 9,592,000 (state) $23,250,000 (total)</td>
</tr>
</tbody>
</table>

The college was contacted by the Maryland Department of Budget and Management in December proposing that $1,000,000 be moved from FY18 to FY19 for the renovations to the N and ST buildings project. The college consented to work cooperatively with the state and it was agreed that those funds would be preauthorized in FY19. Based on the County Executive’s proposed capital budget, the funding request for systemic renovations was reduced by $2,686,000. The college reviewed the original list of projects and prioritized them based on the current facilities condition assessment and the 2015-2025 facilities master plan.

Ranking criteria was applied to establish necessary actions by the college in prioritizing the projects. Recommendations are made for repair, restoration, or replacement of building systems and components that have reached or exceeded their useful life cycle or are not performing adequately. Priorities are designated to provide a point of reference for maintenance, operations, and capital project planning and budgeting. Consideration is also given to barriers that impede student learning, operations and services, and effective job performance. The priority definitions are as follows:
**Priority 1 – Currently Critical (0-1 year):**

Conditions in this category require immediate action.

- Life safety hazards
- ADA compliance
- Building code violations and ability to resist all loads
- Critical infrastructure
- Return facility or equipment to operations
- Required by contract

**Priority 2 – Potentially Critical (1-2 years):**

Conditions in this category, if not corrected expeditiously, will become critical in a year.

- Potential life safety hazard
- Rapid deterioration that will lead to loss of facility operations
- Accessibility to facilities and areas within buildings

**Priority 3 – Necessary Not Yet Critical (2-5 years):**

Conditions in this category represent necessary improvements to prevent critical conditions.

- Energy efficiency projects and maintenance
- Repairs to preclude predictable deterioration, potential downtime, replacement of building components, and high maintenance costs
- Site improvements projects

**Priority 4 – Recommended (5-10 years):**

Conditions in this category include items that represent sensible improvements to existing conditions. They are not required for the most basic functions of the facility, but improve overall usability and reduce long-term maintenance costs.

Based on the priority definitions, the following projects are being recommended for funding in the FY18 capital budget as part of the M-0550 Systemic Renovations:
The final FY18 capital budget as proposed by the County Executive is subject to County Council approval.

**Purpose:**
To obtain board approval of the revised FY18 capital budget request

**Timeline:**
FY18 (July 1, 2017– June 30, 2018)

**Recommendation**

The administration requests that the board of trustees approve the revised fiscal year 2018 capital budget.

**Compliance:**
This request is in support of the board of trustees’ policies and Governance Process: Board’s Role and Presidential Boundaries: Budgeting/Forecasting.
E-5 Fiscal Year 2018 Operating Budget

Background: At the board’s special budget session meeting on April 17, 2017, the board of trustees voted to approve the FY18 operating budget revisions based on the proposed funding information for FY18 that the college received from the County Executive. The college had previously requested an increase of 11 percent, or $3,546,274 from the county. The college will receive a 5.35 percent increase from Howard County for FY18, pending county council approval. Based on this change, the college will reduce the budget by $1,821,442 from the originally proposed FY18 budget.

To make up the shortfall in the proposed FY18 budget, the administration requested a $0.55 consolidated fee increase. This increase would make the total consolidated fee 18.82 percent of the in-county tuition rate. The administration also requested the use of $485,019 from the fund balance and made a number of reductions in the budget, which the board approved at the April 17, 2017, meeting. The summary budget pages for the county budget resolution are attached. The $2 per credit tuition increase that was approved is as follows:

- In-county tuition will go from $134 per credit hour to $136 per credit hour.
- Out-of-county tuition will go from $217 per credit hour to $219 per credit hour.
- Out-of-state tuition will go from $262 per credit hour to $264 per credit hour.

There were no changes to the originally proposed restricted budget. However, changes were included to reflect the debt service figures and the Other-Post Employment Benefits (OPEB), which the college received from the county. In addition, the plant and agency funds changed to reflect the consolidated fee contribution to those funds. The following changes occurred:

<table>
<thead>
<tr>
<th>Description</th>
<th>Original Proposed Budget</th>
<th>Changes</th>
<th>Revised Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted budget</td>
<td>$119,098,609</td>
<td>(915,683)</td>
<td>$118,182,926</td>
</tr>
<tr>
<td>Restricted budget</td>
<td>38,048,000</td>
<td>-</td>
<td>38,048,000</td>
</tr>
<tr>
<td>Debt and OPEB</td>
<td>8,769,204</td>
<td>1,770,631</td>
<td>10,539,835</td>
</tr>
<tr>
<td>Facilities and agency</td>
<td>6,155,399</td>
<td>-</td>
<td>6,155,399</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$172,071,212</strong></td>
<td><strong>854,948</strong></td>
<td><strong>$172,926,160</strong></td>
</tr>
</tbody>
</table>

Based on the changes approved at the April 17, 2017, meeting and the tuition increase the following pages show the revised total operating budget.
Purpose: Disclosure to the board

Recommendation

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

Compliance: This request is in support of board policies, Governance process; Board’s role; Presidential Boundaries; Fiscal Condition and Presidential Boundaries Budgeting/Forecasting.
## HOWARD COMMUNITY COLLEGE
### UNRESTRICTED AND AUXILIARY FUNDS
#### FISCAL YEAR 2018

<table>
<thead>
<tr>
<th>SOURCE OF FUNDS</th>
<th>OPERATING</th>
<th>CONTINUING EDUCATION</th>
<th>SPECIAL</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Approved</td>
<td>Requested</td>
<td>Approved</td>
<td>Requested</td>
</tr>
<tr>
<td></td>
<td>Budget</td>
<td>Budget</td>
<td>Budget</td>
<td>Budget</td>
</tr>
<tr>
<td></td>
<td>FY17</td>
<td>FY18</td>
<td>FY17</td>
<td>FY18</td>
</tr>
<tr>
<td><strong>Tuition and Fees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer</td>
<td>$2,320,759</td>
<td>$2,352,979</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Fall</td>
<td>12,967,937</td>
<td>12,909,992</td>
<td>5,500</td>
<td>10,468</td>
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<tr>
<td>Intersession</td>
<td>872,602</td>
<td>853,524</td>
<td>5,500</td>
<td>10,468</td>
</tr>
<tr>
<td>Spring</td>
<td>11,557,895</td>
<td>11,627,595</td>
<td>5,500</td>
<td>10,468</td>
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<tr>
<td>Noncredit</td>
<td>-</td>
<td>-</td>
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<td>4,606,957</td>
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<tr>
<td>Fees</td>
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<td>1,918,000</td>
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<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
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<td>$32,138,017</td>
<td>$6,300,953</td>
<td>$6,545,892</td>
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<tr>
<td><strong>Governmental</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local (Howard County)</td>
<td>$32,240,298</td>
<td>$33,965,130</td>
<td>$ -</td>
<td>$ -</td>
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<tr>
<td>State of Maryland</td>
<td>15,077,766</td>
<td>15,654,692</td>
<td>1,933,605</td>
<td>1,933,763</td>
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<tr>
<td>Federal</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Other</td>
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<td>340,654</td>
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<td>695,378</td>
<td>(662,265)</td>
<td>(695,378)</td>
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<td>Unrestricted Appropriation</td>
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<td>1,899,822</td>
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<td>233,785</td>
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<td>$52,645,736</td>
<td>$1,732,027</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$81,706,707</td>
<td>$84,783,753</td>
<td>$8,032,980</td>
<td>$8,295,719</td>
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<tr>
<td><strong>USE OF FUNDS</strong></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Instruction</td>
<td>$38,104,964</td>
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<td>$7,443,920</td>
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<td>1,933,763</td>
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<td>Academic Support</td>
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<td>5,052,488</td>
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<td>-</td>
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<td>Student Services</td>
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<td>9,859,147</td>
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<tr>
<td>Facilities</td>
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<td>11,620,825</td>
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<td>16,719,963</td>
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<td>1,220,023</td>
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<td>851,799</td>
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<td><strong>SUBTOTAL</strong></td>
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<td>$84,783,753</td>
<td>$8,032,980</td>
<td>$8,295,719</td>
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<tr>
<td><strong>AUXILIARY EXPENSES</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$81,706,707</td>
<td>$84,783,753</td>
<td>$8,032,980</td>
<td>$8,295,719</td>
</tr>
<tr>
<td><strong>NET CHANGE IN FUND BALANCE</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tbody>
</table>
## HOWARD COMMUNITY COLLEGE

### COMBINED CURRENT UNRESTRICTED, RESTRICTED, AND AUXILIARY FUNDS

#### FISCAL YEAR 2018

### SOURCE OF FUNDS

<table>
<thead>
<tr>
<th>Source</th>
<th>UNRESTRICTED</th>
<th>RESTRICTED</th>
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<tr>
<td></td>
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<td>Requested</td>
<td>Approved</td>
</tr>
<tr>
<td></td>
<td>FY17</td>
<td>FY18</td>
<td>FY17</td>
</tr>
<tr>
<td><strong>Tuition and Fees</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer</td>
<td>2,820,759</td>
<td>-</td>
<td>2,820,759</td>
</tr>
<tr>
<td>Fall</td>
<td>14,886,416</td>
<td>14,788,439</td>
<td>14,886,416</td>
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<tr>
<td>Inter session</td>
<td>872,602</td>
<td>953,524</td>
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<td>Spring</td>
<td>13,363,395</td>
<td>13,399,063</td>
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</tr>
<tr>
<td>Noncredit</td>
<td>4,566,950</td>
<td>4,656,957</td>
<td></td>
</tr>
<tr>
<td>Fees</td>
<td>6,261,798</td>
<td>6,404,907</td>
<td></td>
</tr>
<tr>
<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td>$42,771,920</td>
<td>$43,055,868</td>
<td>$42,771,920</td>
</tr>
<tr>
<td><strong>Governmental</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local (Howard County)</td>
<td>32,240,298</td>
<td>33,965,130</td>
<td>230,000</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>17,411,556</td>
<td>17,965,277</td>
<td>4,684,507</td>
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<tr>
<td>Federal</td>
<td>-</td>
<td>-</td>
<td>33,553,668</td>
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<tr>
<td>Other</td>
<td>4,851,428</td>
<td>4,974,925</td>
<td>2,933,720</td>
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<tr>
<td>Unrestricted Appropriation</td>
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<td>14,976,921</td>
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<td><strong>SUBTOTAL</strong></td>
<td>$68,350,146</td>
<td>$71,882,253</td>
<td>$41,401,895</td>
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<tr>
<td><strong>AUXILIARY FUNDS</strong></td>
<td>$3,275,199</td>
<td>$3,244,805</td>
<td>$3,275,199</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$114,397,265</td>
<td>$118,182,926</td>
<td>$41,401,895</td>
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</table>

### USE OF FUNDS

<table>
<thead>
<tr>
<th>Use</th>
<th>UNRESTRICTED</th>
<th>RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Approved</td>
<td>Requested</td>
<td>Approved</td>
</tr>
<tr>
<td></td>
<td>FY17</td>
<td>FY18</td>
<td>FY17</td>
</tr>
<tr>
<td><strong>Instruction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>53,309,815</td>
<td>55,213,674</td>
<td>5,547,794</td>
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<tr>
<td><strong>Public Service</strong></td>
<td>1,045,561</td>
<td>920,968</td>
<td>378,052</td>
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<tr>
<td><strong>Academic Support</strong></td>
<td>7,666,292</td>
<td>7,759,694</td>
<td>984,000</td>
</tr>
<tr>
<td><strong>Student Services</strong></td>
<td>12,929,140</td>
<td>13,576,554</td>
<td>1,511,745</td>
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<tr>
<td><strong>Facilities</strong></td>
<td>13,997,429</td>
<td>14,813,238</td>
<td>300,000</td>
</tr>
<tr>
<td><strong>Institutional Support</strong></td>
<td>19,145,730</td>
<td>19,814,171</td>
<td>630,200</td>
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<tr>
<td><strong>Scholarships/Waivers</strong></td>
<td>3,028,099</td>
<td>2,839,822</td>
<td>31,718,104</td>
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<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$111,122,066</td>
<td>$114,938,121</td>
<td>$41,069,895</td>
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<tr>
<td><strong>AUXILIARY FUNDS</strong></td>
<td>$3,275,199</td>
<td>$3,244,805</td>
<td>$3,275,199</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$114,397,265</td>
<td>$118,182,926</td>
<td>$41,401,895</td>
</tr>
</tbody>
</table>

### NET CHANGE IN FUND BALANCE

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET CHAGE IN FUND BALANCE</strong></td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
</tbody>
</table>
### COUNTY DEBT, CONTIGENCY TOTAL COUNTY RESOLUTION

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$338,000</td>
<td>$420,000</td>
<td>-$</td>
<td>-$</td>
<td>$338,000</td>
<td>$420,000</td>
<td>-$</td>
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</tbody>
</table>

### FY18 FY17 FY18 FY17 FY18 FY17 FY18

<p>| | | | | | | | |</p>
<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>$156,230,926</td>
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<td>$170,392,115</td>
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<td>$43,055,868</td>
<td>-$</td>
<td>-$</td>
<td>$2,251,573</td>
<td>$2,599,237</td>
<td>$45,023,493</td>
</tr>
</tbody>
</table>

**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.**

**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.**

---

### SOURCE OF FUNDS

#### Tuition and Fees

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer</td>
<td>$2,820,759</td>
<td>$2,852,979</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>$2,820,759</td>
</tr>
<tr>
<td>Fall</td>
<td>14,886,416</td>
<td>14,788,439</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>14,886,416</td>
</tr>
<tr>
<td>Spring</td>
<td>13,363,395</td>
<td>13,399,063</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>13,363,395</td>
</tr>
<tr>
<td>Contingency</td>
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<td>5,823,751</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>5,823,751</td>
</tr>
<tr>
<td><strong>Fees</strong></td>
<td>6,261,798</td>
<td>6,404,907</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>6,261,798</td>
</tr>
<tr>
<td><strong>NET CHANGE IN FUND BALANCE</strong></td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
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</table>

**SUBTOTAL - Tuition and Fees**

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>$42,771,920</td>
<td>$43,055,868</td>
<td>-$</td>
<td>-$</td>
<td>$2,251,573</td>
<td>$2,599,237</td>
<td>$45,023,493</td>
<td>$45,655,105</td>
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</tbody>
</table>

### USE OF FUNDS

#### Instruction

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>$58,857,609</td>
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#### Public Service

<table>
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<tr>
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<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,423,613</td>
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<td>-$</td>
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</table>

#### Academic Support

<table>
<thead>
<tr>
<th></th>
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<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>$8,650,292</td>
<td>$8,696,694</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
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</tr>
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</table>

#### Student Services

<table>
<thead>
<tr>
<th></th>
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<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>$14,440,885</td>
<td>$15,089,554</td>
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<td>-$</td>
<td>-$</td>
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</table>

#### Contingency

<table>
<thead>
<tr>
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<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>1,000,000</td>
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**SUBTOTAL Without Other**

<table>
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<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
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<th>FY18</th>
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</thead>
<tbody>
<tr>
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<td>$109,930,253</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$3,820,605</td>
<td>$4,206,495</td>
<td>$157,012,566</td>
<td>$157,955,616</td>
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#### Auxiliary Funds

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<tr>
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<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
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</thead>
<tbody>
<tr>
<td>$3,275,199</td>
<td>$3,244,805</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>3,275,199</td>
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#### OPEB

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<tr>
<th></th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,251,573</td>
<td>$2,599,237</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>-$</td>
<td>2,251,573</td>
</tr>
</tbody>
</table>

**NET CHANGE IN FUND BALANCE**

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY17</th>
<th>FY18</th>
<th>FY17</th>
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<th>FY18</th>
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<tr>
<td>$-$</td>
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</tr>
</tbody>
</table>

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*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.**
F – Approval of Minutes

1. March 22, 2017, Work Session
2. March 22, 2017, Regular Session
3. April 17, 2017, Special Budget Session
The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, March 22, 2017, in The Rouse Company Foundation Student Services Hall (room 400) at Howard Community College, Columbia, Maryland. Board Chair Mamie J. Perkins brought the regular session to order at 6:00 p.m. Board members present included Vice Chair Dennis R. Schrader, and trustees Kevin J. Doyle, Steven A. Joss, Kevin F. Schmidt, Felicita Solá-Carter, and Courtney Watson. Kathleen B. Hetherington, secretary-treasurer, was also present.

I. Introduction of New Employees

Jean Svacina, vice president of academic affairs, introduced Stephanie May, operations and registration analyst.

Tom Glaser, vice president of information technology, introduced Steven Jim, computer solutions technician II, and Matthew Palewicz, computer solutions technician, II.

II. Recognition of Howard Community College’s Fall, and Winter Athletic Teams

Cindy Peterka, vice president of student services, introduced Diane Schumacher, director of athletics, who gave an overview of the teams and their accomplishments. The coach introduced herself and the student athletes introduced themselves and mentioned their majors and where they plan to transfer.

IV. Information Session: Learning Outcomes Assessment (LOA)

Zoe Irvin, executive director of planning, research, and organizational development, gave an overview of the LOA program. Jean Svacina introduced Dr. Michael Long, associate professor, mathematics, co-chair, mathematics, who gave a presentation on the LOA project that focused on technological competency results.

The work session adjourned at 6:33 p.m.

The above constitutes the official minutes of the March 22, 2017, work session of the Howard Community College Board of Trustees as approved on April 26, 2017, and is a true and correct copy of the same.

Kathleen B. Hetherington, secretary/treasurer
The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, March 22, 2017, in The Rouse Company Foundation Student Services Hall (room 400) at Howard Community College, Columbia, Maryland. Board Chair Mamie J. Perkins brought the regular session to order at 6:40 p.m. Board members present included Vice Chair Dennis R. Schrader, and trustees Kevin J. Doyle, Steven A. Joss, Kevin F. Schmidt, Felícita Solá-Carter, and Courtney Watson. Kathleen B. Hetherington, secretary-treasurer, was also present.

A. **Approval of March 22, 2017, Agenda**

A recommendation to approve the March 22, 2017, agenda, was moved by Vice Chair Schrader seconded by Trustee Watson, and unanimously approved.

B. **President’s Report**

President Hetherington acknowledged the board’s support over the last month, thanking Chair Perkins for testifying at the County Executive’s budget hearing and attending the budget work session. She thanked the trustees who attended the Silas Craft Collegians fundraiser at Hunan Manor restaurant, which raised over $30,000 for student scholarships. She mentioned that *The Invisible Handshake*, a sculpture by artist Helaman Ferguson, was unveiled on March 22, 2017, in the front entry area of the new science, engineering, and technology building. Mr. Ferguson’s wife is distinguished alum, Claire Ferguson.

Dr. Hetherington announced that the college is one of 15 finalists for the entrepreneurial award, which will be presented at the American Association of Community Colleges awards event on April 24, 2017. She added that, for the seventh year in a row, the baking and pastry students won the people’s choice and judge’s choice awards at the ARC of Howard County’s Chocolate Ball.

President Hetherington gave a legislative update, noting the weekly meetings of the Maryland Association of Community Colleges (MACC) legislative committee. She reported on testifying before the Senate on state aid to community colleges; Senate Bill 678 – Community Colleges – Vocational Certificates, Apprenticeship Training Programs, and Associate Degrees – Tuition Assistance; Senate Bill 959 – Senatorial and Delegate Scholarships – Reimbursement of Certificate and License Programs; and Senate Bill 869 – Workforce Development Sequence Grants and Scholarships.

President Hetherington stated that she visited the Johns Hopkins University Applied Physics Lab (APL) with Jean Svacina and faculty and attended APL’s 75th anniversary celebration. She noted that she chaired a Middle States accreditation team that had a site visit earlier in the month. Diversity week was well presented and well attended. President Hetherington reported that the president’s gala kickoff committee chaired by Bob and Bach Jeffrey had its first meeting on March 16, 2017.
She also informed the board that she met with the constituency groups to update
them on the budget and respond to questions. She noted that the spring enrollment
overview is included in the president’s report write-up. As an FYI, she informed the
board that the County Executive will attend a meeting of the Howard County
Department of Planning and Zoning’s Development Regulation Assessment at the
college on March 28, 2017, at 7:00 p.m. in the health sciences building lecture hall.

President Hetherington reported on the attorney general’s office response to the
legislative and community relations committee’s inquiry.

C. Board Member Comments

Trustee Doyle noted that the Silas Craft Collegians fundraiser at Hunan Manor is both
a fund and friend raising event. He commended it as a great event and well done.

Trustee Solá-Carter noted it was her first time at the Silas Craft Collegians event.
She was pleased to meet students, and was very impressed with the event. She
talked to parents with a child in the athletics program at HCC, and encouraged
publicizing and marketing the college’s athletics programs as an enrollment tool.

Trustee Joss commended the athletes.

Trustee Watson is excited about possible partnerships with JHU-APL that were noted
in the president’s report. She asked if HCC is involved with Columbia’s 50th
anniversary. President Hetherington informed her that Missy Mattey, director of
development, is on the committee, and that HCC is hosting a Founder’s Day event
on May 9, 2017. Trustee Watson appreciated the well-rounded programming offered
during diversity week. She said she is looking forward to the tour of the science,
engineering, and technology building for donors on April 8, 2017.

Vice Chair Schrader commented that he enjoys the learning outcomes assessment
presentation every year. He noted the challenge of creating rubrics for the
assessment, and commended the faculty for meeting the challenge.

D. Reports to the Board of Trustees

Chair Perkins gave an update on the audit and finance committee meeting.

E. Board Priority Items

1. Board Core End: Operating Focus

   Zoe Irvin, executive director of planning, research, and organizational
development, gave an overview of the board core end.

2. Fiscal Year 2017 Budget Priorities

   President Hetherington gave an overview of the budget deliberations that occur
prior to the presentation to the board of budget priorities.
Lynn Coleman reviewed the three budget priorities. The board agreed to hold a special meeting on April 17, 2017, to review the revised FY18 proposed budget.

_A motion to approve the budget priorities as presented, was moved by Trustee Watson, seconded by Trustee Joss, and unanimously approved._

3. Financial Statements

Lynn Coleman briefly reviewed the financial statements for the period ending February 28, 2017.

F. Approval of Board Meeting Minutes

_A recommendation to approve the February 22, 2017, work session and regular session minutes, was moved by Vice Chair Schrader, seconded by Trustee Doyle, and unanimously approved._

G. Consent Items

1. Proposed New Hires
2. Audit Services
3. Board Bylaws
4. Board Policies
5. Track Resurfacing Project

_A recommendation to approve the consent items was moved by Trustee Doyle, seconded by Trustee Solá-Carter, and unanimously approved._

H. Discussion Items

1. Update on Commission on the Future (COF)

President Hetherington asked board members to recommended community members for the task forces. On April 7, 2017, she will meet with Elizabeth Rendon-Sherman, CEO/CFO of Lingual Information System Technologies, Inc. (LG-TEK) who will chair the COF, to plan for the upcoming events.

I. Information Items

1. Board Calendar

Linda Emmerich highlighted upcoming calendar items, noting the special budget session, the County Council budget hearing on April 24, 2017, at 7:00 p.m., the board meeting on April 26, 2017, and Vino Scholastico on Friday, April 28, 2017. She noted that May is a busy month.

This item was for information only and required no board action.
2. Agreements Signed by the Board Chair Disclosure

There were no items for the board chair to approve during this time period.

3. Personnel Summary

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

Adjournment

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

The regular session was adjourned at 7:59 p.m.

The above constitutes the official minutes of the March 22, 2017, regular meeting of the Howard Community College Board of Trustees as approved on April 26, 2017, and is a true and correct copy of the same.

Kathleen B. Hetherington, secretary/treasurer
The Board of Trustees of Howard Community College (HCC) met in special session on Monday, April 17, 2017, in The Rouse Company Foundation Student Services Hall (room RCF-400) at Howard Community College, Columbia, Maryland. Vice chair Dennis R. Schrader brought the special session to order at 5:35 p.m. Other board members present included trustees Kevin J. Doyle, Steven A. Joss, Felícita Solá-Carter, and Courtney Watson. Kathleen B. Hetherington, secretary-treasurer, was also present. Chair Mamie J. Perkins and trustee Kevin F. Schmidt were absent.

A. Approval of Agenda

A recommendation to approve the April 17, 2017, special meeting agenda was moved by Trustee Doyle seconded by Trustee Solá-Carter, and unanimously approved.

B. Special Fiscal Year 2018 Budget Meeting

President Hetherington thanked board members for attending this special budget meeting. She briefly reviewed the budget development and approval process. She reported that the county executive has included a 5.35 percent increase (or $1,724,832) in county funding for FY18, compared to the college’s request for a 11 percent (or $3,546,274) increase.

Lynn Coleman, vice president of administration and finance, presented the administrations recommendation on a $1,821,442 reduction to the proposed revised budget. Ms. Coleman reviewed the list of proposed cuts. The revised proposed budget includes a 2.25 percent merit increase, a $2 tuition increase, and an increase in the consolidated fee of $3.15 per credit hour of which $2.60 is for debt service on the east garage expansion and $0.55 is for costs related to the science, engineering, and technology building.

Board members discussed the board’s fiduciary responsibility to consider future funding scenarios when making current budget decisions, keeping in mind the possibility of decreased funding from the county and state in subsequent years. Additionally, trustees discussed the importance of maintaining affordability for students and supporting faculty and staff in difficult times. Trustee Watson spoke about weighing the alternatives between merit and consolidated fee increases.

A recommendation to approve the proposed budget as revised was moved by Trustee Joss seconded by Trustee Doyle, and unanimously approved.
Adjournment

A recommendation to adjourn the regular session was moved by Trustee Watson, seconded by Trustee Doyle, and unanimously approved.

The regular session was adjourned at 6:22 p.m.

The above constitutes the official minutes of the April 17, 2017, special meeting of the Howard Community College Board of Trustees as approved on April 26, 2017, and is a true and correct copy of the same.

Kathleen B. Hetherington, secretary/treasurer
G – Consent Items
Board of Trustees’ Consent Materials

April 26, 2017
6:00 pm
The Rouse Company Foundation Student Services Hall
RCF-400
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. Email among a quorum of the board must be limited to administrative and informational items and not policy discussions in order to remain in compliance with the Open Meetings Act.
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…

Strive for excellence in everything we do
1. Proposed New Hires
2. Candidates for Commencement
3. Faculty Promotions for Fiscal Year 2018
4. On-Call Digital Marketing Firm
5. Cleaning Equipment and Supplies for the Science, Engineering, and Technology Building
6. ImageNow Software
7. Cisco Networking Academy Equipment
1 – Proposed New Hires

**Background:** The following item is a summary of the proposed new hires for Howard Community College. Each employee’s salary is determined by objective analysis of the job skills of the position and by placement in the appropriate salary range, as approved by the board.

**Purpose:** To obtain board approval of new hires

**Timeline:** March 1-28, 2017

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### Recommendation

The administration requests that the board of trustees approve:

**Item:** List of new hires

**Source of funds:** The position and/or the funds are in the FY17 budget as approved by the board at its April 14, 2016, meeting.

**Compliance:** This request is in compliance with college procedure 63.02.03, Selection of Faculty and Staff, and is within the presidential boundaries related to compensation, fiscal conditions, and other appropriate limitations.
# BUDGETED HIRES (Position Control Positions)

## March 2017

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control</th>
<th>Grade</th>
<th>Range for Grade(^3)</th>
<th>Compensation(^2)</th>
<th>Name</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Director of Student Finance and Accounting</strong></td>
<td><strong>Finance</strong></td>
<td><strong>Existing Position Replacement</strong></td>
<td><strong>17</strong></td>
<td><strong>$76,008-$123,701</strong></td>
<td><strong>$78,500</strong></td>
<td><strong>Bernoi, Verna</strong>(^4)</td>
<td><strong>03/28/17</strong></td>
</tr>
<tr>
<td><strong>Research Associate</strong></td>
<td><strong>Planning, Research and Organizational Development</strong></td>
<td><strong>Existing Position Replacement</strong></td>
<td><strong>13</strong></td>
<td><strong>$54,644-$88,931</strong></td>
<td><strong>$54,644</strong></td>
<td><strong>Vaidya, Varada</strong>(^4)</td>
<td><strong>03/27/17</strong></td>
</tr>
<tr>
<td><strong>Evening/Weekend Librarian</strong></td>
<td><strong>Teaching &amp; Learning Services</strong></td>
<td><strong>Existing Position Replacement</strong></td>
<td><strong>12</strong></td>
<td><strong>$50,317-$81,888</strong></td>
<td><strong>$50,317</strong></td>
<td><strong>Thomas, Justin</strong></td>
<td><strong>03/20/17</strong></td>
</tr>
<tr>
<td><strong>Instructor, Nursing</strong></td>
<td><strong>Health Sciences</strong></td>
<td><strong>Existing Position Replacement</strong></td>
<td><strong>Instructor (10 Month)</strong></td>
<td><strong>$48,923-$67,132</strong></td>
<td><strong>$56,798</strong></td>
<td><strong>Hemmer, Stefany</strong></td>
<td><strong>03/20/17</strong></td>
</tr>
<tr>
<td><strong>Instructional Design – Faculty Development</strong></td>
<td><strong>Teaching &amp; Learning Services</strong></td>
<td><strong>Existing Position Replacement</strong></td>
<td><strong>13</strong></td>
<td><strong>$54,644-$88,931</strong></td>
<td><strong>$54,644</strong></td>
<td><strong>Stein, Michael</strong></td>
<td><strong>03/20/17</strong></td>
</tr>
<tr>
<td><strong>Director of Service Learning</strong></td>
<td><strong>Service Learning</strong></td>
<td><strong>Existing Position Replacement</strong></td>
<td><strong>15</strong></td>
<td><strong>$64,448-$104,885</strong></td>
<td><strong>$64,448</strong></td>
<td><strong>Paige Desi, Cynthia</strong>(^4)</td>
<td><strong>03/15/17</strong></td>
</tr>
</tbody>
</table>

## April 2017

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control</th>
<th>Grade</th>
<th>Range for Grade(^3)</th>
<th>Compensation(^2)</th>
<th>Name</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preventative Maintenance Mechanic</strong></td>
<td><strong>Facilities</strong></td>
<td><strong>New Position</strong></td>
<td><strong>11</strong></td>
<td><strong>$49,423-$80,430</strong></td>
<td><strong>$49,423</strong></td>
<td><strong>Winder, Carl</strong></td>
<td><strong>04/17/17</strong></td>
</tr>
</tbody>
</table>

\(^1\) Position control position hires are those employees hired who are budgeted employees of the core workforce.

\(^2\) Annual salary is shown for exempt employees; estimated annual compensation is shown for non-exempt employees since official compensation is an hourly amount (not shown); the employee’s salary may reflect part-time or 10-month employment.

\(^3\) Ranges shown are taken from the published salary schedules, which include only 12-month salaries for full-time staff. Faculty ranges may be 10- or 12-month as applicable.

\(^4\) Current HCC employee with benefits.

\(^5\) Correction to start date.
2 – Candidates for Commencement

**Background:** The following item is a list of proposed candidates for graduation who are expected to complete degrees or certificates at the conclusion of spring. These candidates will be cleared by the office of records, registration, and veterans’ affairs. The list of 720 graduates will be reviewed and approved prior to conferring the degrees and certificates.

**Purpose:** To obtain board approval to graduate eligible students

**Timeline:** Degree conferral – spring 2017

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**Recommendation**

The administration requests that the board of trustees approve the list of proposed graduates for spring 2017 and empower the college president with the authority to make the necessary adjustments following clearance by the office of records, registration, and veterans’ affairs.

**Compliance:** This request is in compliance with college procedure 10.04.01, Graduation Requirements.
ASSOCIATE OF ARTS

Arts and Sciences - Art
Joshua Brandon Archer
Lynjai Sussette Jimenez
Ashley Nichole Marchone
Kelsey J. Reyes

Arts and Sciences - Asian Studies
Jade E. Reinholtz
Hannah Irene Shulse
McKayla Jean Smitson

Arts and Sciences - Athletic Training
Arthur Vigil Garza

Arts and Sciences - Biotechnology
Henry Marion Bobotek

Arts and Sciences - Communication Studies
Ayodele A. Agbaje
Ariel Breanne Guillory
Benjamin B. Law
Taylor M. Montford
Courtney Elizabeth Ross
Ashley Fryne Dominguez Santiago

Arts and Sciences - Criminal Justice
Erin Marie Baker
Michelle Alejandra Barahona
Kyle Matthew Baxley
John G. Canham
Elizabeth Manalansan Chor Connelly
Justin R. Day
Andrea Frimpomp
Wesley Charles Furr
Zachary M. Holland
Sean Martin Hollern
Michael Ryan Hopkins
Hyun Myung Hur
Donald Nathaniel Jones
Douglas Albert Kroeger
Sheldon Love
Ian A. Overton
Hector Manuel Rodriguez
Lindsey Marie Sanders
Kelvin Noel Sepulveda Santillan
Ashlie Lynn Slone
Meagan Erin Vargas
Justin Tucker Vespa
Kyle Stanford Williams

Arts and Sciences - Dance Performance
Jasper Drew Breslin
Kylie Marie Giglio
Carlos Miquel Ledesma

Arts and Sciences - English
Giancarlo M. Albano
Eric M. Wallace
Michael David Zerhusen

Arts and Sciences - Exercise Science
Gregory M. Ortman
Katharina R. Roesch
Joshua A. Terrell
Arts and Sciences - Film and Video Pre-Production
Skylar G. Martinelli

Arts and Sciences - Film Studies
James S. McDonald

Arts and Sciences - Gaming and Simulation Design
Joshua James Hudson
Matthew J. Morgan

Kyla L. Railey-Lowery
Daniel Gregory Robeson

Arts and Sciences - Graphic and Interactive Design
Wayne J. Parlette
Eric J. Seibert
Benjamin Chul Swann

Sarah Denise Wagner
Lydia M. Wingate

Arts and Sciences - Graphic Design
Jennifer J. Tucker

Arts and Sciences - Health Care Management
Erika R. Carroll
Maria G. Salazar
Camille J. Whiting

Arts and Sciences - History
Spencer Harrison Becraft
Samuel C. Ortmann

Arts and Sciences - Human Services
Tammy Lee Anderson
Tammy D. Johnson

Quanesha Emani Matthews
Pamela Ann Thompson

Arts and Sciences - Liberal Arts
Marc Daniel Morris

Arts and Sciences - Life Sciences
Mary Lynn Olson
Eryn Elyse Robinson

Arts and Sciences - Mathematics
Margaret Ann Linz
Siyu Ma
Naidan Zheng

Arts and Sciences - Music
Christopher David Sisson

Arts and Sciences - Nutrition
Michelle M. Snow
Arts and Sciences - Philosophy and Religious Studies
 Andre N. Lott

Arts and Sciences - Pre-Dentistry
 Hassan G. Ahmad

Arts and Sciences - Pre-Medicine
 Cheilon Bolanos
 Clara A. Dagirmanjian
 Elshadday Hagos
 Elizabeth Jean La Femina
 Ghazal Ramezanifoukolaei
 Ali Asad Rizvi
 Nghia D. Tran

Arts and Sciences - Pre-Pharmacy
 Ahmed Q. Al Qaisi
 Hanin Hijazi
 Ayesha Ishaq
 Avita Adaeze Ukpabia

Arts and Sciences - Pre-Veterinary Medicine
 Danilo F. Azevedo
 Emily T. Forbus
 Jessica Mae Pezold

Arts and Sciences - Psychology
 Rachel E. Cowman
 Trevon A. Millner
 Monica La' Shawn Mobley
 Camila Weber Kffuri

Arts and Sciences - Social Sciences
 Hajira Bibi Ahmadi
 Sarah Ahmed
 Tae Yong Ahn
 Carlos H. Batenga
 Justin A. Blackwell
 Andrew James Blithe
 Vilma Bonilla
 Sarah Jane Bookter
 Olivia Grace Cleckner
 Kierra Tyler Cunningham
 Jeane Gbeye
 Ashlyn M. Jacob
 Jinnah Marian Lamin
 Joseph Robert Marquez Machado
 Alex James Murray
 Victoria Olaigbade
 Seth M. Orcutt
 Tamer A. Oti
 Erin Victoria Parham
 Christina Prophete
 Akhila J. Ramanathan
 Neil Ray
 Yasmin I. Rivas
 Josephine Catherine Roberts
 Mary P. Robertson
 Hector Manuel Rodriguez
 Stacey D. Sarpong-Adu
 Jewel Alicia Stevenson
 Amber Ul-Haq
 Jovan C. Valdes
 Melissa Nalini Van Gennip
 Christina M. Wilkin
 Mame Akua Frimpomah Wordie

Arts and Sciences - Social Work
 Jozzy Jeff Clerge
 Michelle Yadira Orozco
 Madison Katherine Straw

Arts and Sciences - Sociology
 Rayana Symone-Payton Lynn
Arts and Sciences - Spanish
Sophia R. Strickland

Arts and Sciences - Television and Radio
Tyler Edward Kraft
Michael-Anthony Murtha

Arts and Sciences - Theatre
Liliana Marie Evans
Rachel E. Mackall
Sydney Alexis Jolivet McShan

Accounting
Gillian Ann Beck
Anne C. Belfiore
Skylar Neal Briscoe
Aila Rose P. De Ocera
Jay R. Dunbar
Helena Yousef Khoury
Hannah June Larsen

Jason Micheal Malanog
Raemond Edwin Montgomery
Sana Raza
Adam T. Reynold
Min Jong Seo
Yuan Zhang
Yanan Zhao

Business Administration
Namirah Nazeer Ahmad
Leah Danielle Banky
Josiah B. Black
Viren Chadha
Karen Dang
Andrew Tyler Flick
Cristina L. Flores
Kary R. Gutierrez
Scarleth Abigail Guzman Pineda
Gage Matthew Hastings

Jalen M. Hawkins
Maxwell Chi Kiely
Sade A. McClain
Victor Navin Nanan
Ayesha Nasir
Jessica Daniela Sermeno
Matthew James Smith
Kenneth Nelson Thayer, II
Matthew Nicolas White
Kaitlyn M. Wojtanowski

Computer Science
Romina B. Charles
Abusufian Choudhary
Neha Hassan
Karina Lopez

Aqsa A. Rauf
Jordan Aubrey Reveley
Ghararm Sihn

Cybersecurity
Semhar Damir Beyene
Alexander E. Daro
Marcus A. Davis
Jake H. Dustin
Scott B. Ehrlich
Aren Hartoni
Duck Joon Kim
John A. Lebo
Damon Anthony Melville

Omid Mohammadi
Eugene Marcus Olletey
John Pak
Eric Jason Reed
Karna Rishi
Christopher Joseph Rolon
Furukh Siddique
Aloysius S. Zayzay
Engineering

Furqan Rafiq Chattha  
Rainor M. Dale  
Andy K. Ha  
Jason W. Harwerth  
Humayun Ishaq  
Eli Kohn  
Ali Razi  
Hwa Jin Shin  
Evan P. Shipley-Friedt  
Yahya I. Sidky  
Brice J. Towa Kamgne

Entrepreneurship

Qiuyan Ji

General Studies

Amanda Amy Afram  
Gabriel C.C. Alexander  
Naa Aku Allotey-McGruder  
Tyler C. Anderson  
Brandon Joseph Anthony  
Karina Aquiahuatl Villafragan  
Raul Fabrizio Arrunategui Chavez  
Rebecca Anne Bach  
Ari Joel Baranson  
Sarah Elizabeth Bennett  
Akwasi B. Bofah  
Emma C. Bogner  
Kimberly Caitlin Brackett  
Christopher Ericson Brennan  
Wesley C. Brown  
Brittany Kay Bryson  
Zachary Andrew Buete  
Abigail Leigh Burbank  
Cara Ann Caccamisi  
Jacob E. Clairmont  
Amani M.S. Coleman  
Liliana J. Collins  
Shantae Crawford  
Julia E. Crowe  
Alerique D. Dariso  
Travis Blake Davidson  
Jalyn A. Davis  
Tho Phuc Dinh  
Traci Lee Duvall  
Ezekiel Ebenezer  
Glory C. Ebinama  
Samantha Lee Eggers  
Victoria Justina Erikson  
Benjamin Feeneey  
Anna Fisher  
Andrew Tyler Flick  
Bryan Flores  
Kiana N. Fok  
Nicholas C. Frascarrella  
Allison E. Frederick  
Nicholas Daniel Garnsey  
Amanda Garrison  
Darren A. Glover  
Michelle Lynn Gordon  
Matthew Evan Graydon  
William Moral Greene  
Katherine Elizabeth Greulich  
Nyah Jareena Hancock  
Michael Gould Heady  
Austin L. Hebron  
John M. Hedrick  
William John Herzing  
Claudia Elizabeth Holder  
Savanna Carroll Holt  
Amanda L. Hopkins  
Jonathan Lloyd Hudson  
Ryuichi Ikegami  
Nicholas Paul Innella  
Jasmin Star Jefferson-Flannigan  
Thomas Richard Jones  
Benjamin H. Judge  
Yu Kyung Jung  
Martine M. Kadje  
Hannah Rose Kuhn  
John R. Lanham  
Janghee Lee  
Samiha Maghari  
Christopher Aric Mantsch  
Erin Marie McNamara  
Katherine P. Meloy  
Nicholas Evan Miguelino  
Felix Kofi Mireku  
Allia Mostafa  
Brittany Lain Nixon  
Lisbet Odou-Lorenzo  
Camille Irene Olney  
Kene Onochie  
James R. Page  
Rachel Elizabeth Pekarek  
Maricruz Perez Cortes  
Zahra Christine Pervaiz  
Alexia Petasis  
Marques D. Pittman  
William Henry Platt  
Abigail M. Pollock  
Judith Ann Marie Proia
Shaun L. Redden
Brooke A. Reinholdt
Allison Frances Renehan
Hamza Riaz
Stephen Derek Sauer
Gabriella Schito
Liana Andrea Shelly
Xin Shen
Jamie A. Shipe
Rachel Lynn Shirey
Zachary M. Snyder
Kimberly May Terzi
Kristin Amanda Von Hagel
Stephen Patrick Witte
Jordan M. Wright
Lexxiana Kristina Zollicoffer

General Studies - Business/Technology Emphasis

Ronald A. Bryant
Christian J. Castillo
Ting Dong
Nathan Samuel Foust
William Brandon Guessford
Vernon Edwin Harris, Jr.
Jimmy Wade Humphrey
Andrew Joseph LaPointe
Brian D. Lawton
Sam Ray Leatherman
Vivian O. Onwugbenu
Melissa Lissette Ponciano
Freddy Ramirez
Kathryn Grace Schroyer
Olivia Meixin Tan Seastrom
David P. Shiflett
Robert B. Soderstrom
Saksham Sood
Angel M. Woo

General Studies - Science Emphasis

Siavash Aarabi
Sofia Akhtar Ahmad
Alexander Paul Bonneau
Kaitlyn Sierra Borries
Russell Edward Brown
William K. Callwood
Jason Hamilton Chase
Elena Bianca Ciobanu
Jeane Gbaye
Marisa Noelle Grant
Kaitlyn Marie Hollidge
William J. Holt
Anika N. Hossain
Yunho Hur
Crystal Elaine Jones
Elizabeth Ann Kreiner
Tyrai Nicole Mason
Ann Marie Mathew
Krinita A. Mehta
Skylar N. Petrik
Marygrace Reyes
Paul W. Riggins
Michelle M. Saah
Jeffrey Jesus Sanchez
Sifat B. Sayeed
Maira Sher Bano
Connor P. Taylor
Kailey Ann Toler

General Studies for Certificate Students

Mohammad Mahmoud Abukanan
Ama A. Adom
Shoshanna M. Allaire
Yayra Annan
Akeel Arshad
Danielle Ilana Lynn Bacharach
Alexis Bartley
Bryce Russell Bentson
Emma E. Bernal
Sabrina Belle Brightful
Unique Butler
Olivia Ann Canby
Maria Jose Canizales
Kristen E. Carpenter
Viren Chadha
Angela E. Cressotti
Alanna Nicole Criscuoli
Sui Hlei Cuai
Xavier Antonio Cunningham
Karen Dang
Jessica Ariel Dean
Cassidy Rose Delaney
Kristen Marie DiBenedetto
Rose Austina Diggs
Keller John Falkenstein
Roy Blaze Fischer
Noah K. Fleming
Elias Flores
Riley Tate Forquer
McKenzie Steele Gallagher
Jeane Gbaye
Connor Ayers Gillespie
Matthew P. Granger
Austin J. Greenbaum
Deborah O. Greengold
Eleanor Jane Hade
Elbethel Adane Hagos
Kelly Ann Harrell
David P. Haslup
Claire Renna Hecke
Edward Ian Heise, III
Brianne P. Hemphill
Chad A. Henson
David G. Hicks
Syed Zain Jilani
Lynjai Susette Jimenez
Alexander James Johnson
Dorraine L. Johnson
Iryna A Joireman
Phillip Mitchell Jolles
Genevieve Elin Jones
Matthew Richard Jones
Alexander Thomas Jos
Silvia Dahee Kim
Suzy Ko
Haiyan Lin Kuchar
Michael J. Laben
Nicholas Paul Lanier
Paola Lara
Israael Denise Lee
Jeremiah P. Lee
Christopher Michael Lipp
Manchang Liu
Dominic Joseph Mandile
Joseph Robert Marquez Machado
Graham Mathieson
Rebecca Leigh McCarty
Douglas Russell McMillian
Latifa A. Mohamed
Kirsten E. Murrill
Tiffany S. Neal
Katherine A. Neilson
Timothy A. Newton
John David Ogaitis
Douglas Ohene-Mensah
Ruby Okoth
Abisola Felicia Olabisi
Olateju Oluwafeyitamilore Opebiyi
Omofolahanmi Olamide Owoyemi
Sarah May Patarini
Samir Joseph Prabhakar
Byron E. Pratt
Marquita D. Reed
Xavier Johnson Reeves
Victor E. Reyes
Victoria Michelle Rhodes
Scott L. Richards
Linda Rinier
Marquis L. Robinson
Sara Beth Rocco
Karina Molnar Ruiz
Luc C. Rycke
Sean M. Salley
JaMai E. Sanders
Connie Louise Selby
Kelley Lee Serdenes
Sunmeet Singh
Nathan Michael Snell
Ryan William Snyder
David Austin Solan
Christopher Daniel Speller
Hongyao Sun
Joseph Michael Swink
Claudia O. Swoboda
Lena Nicole Thweatt
Ngun Hlei Tial
Merveilles Toju Magne
Kathy L. Torres
Nidia E. Vasquez Castro
Ian Vasquez
Erica J. Vincent
Yidan Wang
Carol R. Watson
Nicolas Anthony Wester
Joshua Brooks Wheatley
Brandon A. Williams
Tao Yang
Wesley Yeung
Marissa A. Young
Yanan Zhao

Information Technology

Pamela Anna Chojnowski
Michelle Yvonne England
Heather M. Evans
Matthew George Harrington
Cameron Joo Huh
Brye Huntley
Nicholas S. Kapustin
Twana Faye Keene
Basma Akram Khanjar
Alexander O. Klimenko
Stephanie Emaha Ngueuleu
Maisam Shahzad
Brian Christopher Telscher
Vaughn Damien Walter
International Business
Nicholas Valentine Whited

Network Security
Joseph Brandt Eber
Raissa Essaka
Dave Joshua Gondoun
Tammy M. Martin

Nursing
Louiza Akuyea Addy
Olufunmilayo Temitope Akinola
Trazahra Lenea Allen
Kasey E. An
Gloria Romero Balbalec
Lucas J. Bauer
Maradith C. Beck
Shariff J. Broady
Pamela R. Brockington
Meghan Jade Brown
Melinda C. Bush
Karla A. Calnan
Alexandra Mihilis Carr
Deborah Ann Cass
Katrina Monk Castle
Courtney Louise Chang
Naomi M. Chi
Nchang Estela Chi
Abbey M. Clipp
Jennifer Kathleen Craven
Serina Daniel
Ashley Clare Delauter
Ashley Nicole Eckart
Theresa Effah
Rachael Rebecca Evans
Esther Ewoo
Norma Angelica Fonseca
Anastasia Marie Franciotti
RosAnna Garcia
Emilie Nicole Good
Margaret Rose Harrigan
Nichele Alexandra Harrison
Lakeisha R. Holley
Essiebl J. Jackatey
Diana Jang
Thandizo Mataliya Kankondo
Tupochere Kasambwe
Soo Mi Kim
Marie-Salvadord M. Kotue
Robert Douglas Lardy
Molly LeCompte
Cassandra Marie Lee
Danielle Carol Messier
Brittany Necole Moore
Candace Arva Moulden-Vice
Yvonne B. Nde Abegley
Elizabeth Loye Obara
Oladele Oluwatoyin Ogunnubi
Emelda Achieng Otieno
Karine Adriane Paccagnella
Esther S. Pak
Victoria Eilise Pandohie
Aminata Jalloh President
Dawn Carrie Rachuba
Jazmin Janel Richardson
Brittany Marie Ryan
Yama Elizabeth Saine
Nuran F. Saydam
Norman Scaravetti
Ashley Collins Scott
Samantha P. Seek
Ismatu Denise Shaw
Heidi Vogan Shell
Thomas L. Smith
Elisha Annette Taylor
Sade J. Turner
Karissa LaVelle Van Wyck-Dungy
Laura Rae Walker
Emily Catherine Wright
Tial Kyi Zawkhai

Public Health
Mickell M. Bailey
Caroline Wanjiku Nganga-Kongo
Nadege I. Shampine

Teacher Education - Early Childhood Education
Emma Luise Callis
Afua Serwah Fokuo
Teacher Education - Elementary Education
Zineb Chehaima

Teacher Education - Secondary Education
Elyssa Leona Atkins
Kierra Tyler Cunningham
Jordan MaKinsey Meredith
Ashley C. Sherrod
Benjamin Joseph Yocum

ASSOCIATE OF APPLIED SCIENCE

Architectural and Construction Management
Anthony J. Vines

Biomedical Engineering
Chrispo A. Anya
Zeyar Myint
Nicholas Evan Rocco
Ryan Jeffrey Smith

Business Management
Kevin A. Bercian
Larissa Calefe Candido
David O. Chavez-Garayua
Fatina R. Crabbe
Anthony Vanpelt Fassett, III
Sarah A. Hoover
Chan Hee Jang
Logan Curtis Metzler
Paul E. Nance Jr.
Joseph F. Scharf
Anh Tuan Tran

Cardiovascular Technology - Invasive Technologist
Farshid Momtaz
Maui Yukiko Mullineaux
Darryl A. Rollins
Carmen C. Morales
Luan Minh Truong
Samantha Tsang
Meaghan Anne Verleysen
Amna Ali Virk

Computer-Aided Design Technology
Sharon Lancheros
Adam Matthew Propts
Lauren Ruth Toole

Computer Support Technology
Allen E. Blanchard
Elizabeth R. Knocke

Culinary Management
Raiyana Carolyn Bryant
Younjoo Cho
Samantha Nicole Elder Jeffries
Melissa Renee Marsh

Dental Hygiene
Neelam Shabbir Abbasi
Katie Marie Arnold
Jessica Jennifer Guevara-Castillo
Sook Yi Hyun
Aimee S. Kang
Edward Lee Lovern, III
Ji O. Moon
Sukhritee Panesar
Toroda Denise Stanley
Susan Lee Stokes
Jaime Lynn Vonella
Diagnostic Medical Sonography
Sharon L. Brown
Morris Frank Cunningham
Babak Dibaei
Jesse K. Jenkins
Brittany Marie Macer
Nuru H. Mohammed
Jaimee M. Shipley
Thao Thu Truong Tran
Lena Truong
Stephen D. Wedde
Sofia B. Young
Lijun Zhang
Shawn Kristine Zimmerman

Early Childhood Development
Mariela Anaya - Garcia
Victoria G. Herring
Toniee Brenda Parker
Quianna L. Roberts
Bitna Shin
Priscilla So

Hospitality Management
Kayla Palestine Welch

Medical Laboratory Technician
Aminah Asghar
Tekum Fonong
Jennifer F. Froedge
Denise Janelle Oliver-Stergiou
Jong Hyun Rho
Thomas Ro
Diana W. Tsai
Sara Waheed
Adrienne Denise Wiggins

Network Engineer

Office Technology

Physical Therapist Assistant
Nina Monique Charity
Aaron Christopher Cook
Robert Grader
Philip Brandon Hicks
Joane Asana Luna
Cassie L. Martindale
Darius Alexander O'Brady
Himadri Jayesh Patel

Radiologic Technology
Prince Ventura Agishi
Benjamin Yartey Kwei Annan
Katie Lorraine Bellinger
Elaheh Bolhosseini
Caitlin A. Borg
Kevin A. Carballo
Jennifer Casas Garcia
Eric Thomas Crouse
Jayson A. Green
Nabin KC
Seifollah Moradi Rastegar
Rachel Duyên Pham
ASSOCIATE OF ARTS IN TEACHING

Early Childhood Education/Early Childhood Special Education
Ellen M. Barrios
Marissa N. Bishop
Jocelyn Vanessa Contreras
Shania Noel Creekmore
Evanna Jade Dahan
Noelle Alicia Friend
Zaynah B. Lundy
Laura Faye Menusan
Jungyoon Park
Johanna Carol Wainscott
Nora M. Weil

Elementary Education/Elementary Special Education
Shania Noel Creekmore
Jennifer Elizabeth Kosakowski
Joseline G. Martinez
Kiana Nicole McClain
Kristina Rene McClain
Nicholas Victor Mills

Secondary Education - English
Dana Robin Jeannene Ciup
Jacob E. Crone

ASSOCIATE OF SCIENCE IN ENGINEERING

Computer Engineering
Ryan Tyler Apt
Ziad M. Khalaf
Rima N. Teymourlouei

Electrical Engineering
Jesse Roan Solomon

CERTIFICATE

Baking and Pastries
Melissa Renee Marsh
Ashlyn Elisabeth Pickett

Biomedical Engineering Specialist
Nicholas Evan Rocco

Certified Bookkeeping
Uma Subramanian
Shanshan Wang

Computer-Aided Design Technology
Wesley Taylor Yu

Early Childhood Development
Yvonne Evoria Jackson
Kyanna N. Kuilan
Electronics Technology
Nicholas Evan Rocco

Event Management
Claire Renna Heckle
Kayla Palestine Welch

Help Desk/LAN Support Technology
Allen Kiggwe Kikanzira

Lodging Management
Vernon Edwin Harris, Jr.

Network Security Administration
Bernard J. Amofa
Gregory Oyinloye

Office Assistant
Belinda A. Green
Melanie F. Hobbs
Sabina Yi

Professional Cooking
Younjoo Cho
Allison Sarah Marcus
Stephanie Denise Payton-Rigsby

Web Developer
Heng S. Long
3 – Faculty Promotions for Fiscal Year 2018

**Background:** The faculty promotion system promotes continuous improvement through professional development, teaching improvement, learning outcomes assessment and curriculum development. Promotion projects are used to move forward major instructional initiatives.

The college provides professional recognition and reward for faculty members who have achieved a prescribed level of self and institutional development in accordance with college procedure 63.03.03, Promotion (Faculty), which describes the requirements for promotion for each faculty rank.

**Assistant Professor**
Criteria include a master's degree or its equivalent in related experience; three years teaching at the instructor level at HCC; three years at the excellent or outstanding performance level, including the year of promotion; satisfactory completion of all activities required of probationary faculty as outlined in the Merit Achievement Plan; and demonstrated evidence of quality teaching based on an analysis of student evaluations, supervisor observations, and other appropriate evidence. The following faculty have met these requirements:

- Bomberg, Jeremy, Digital Media & Design
- Brunson Pitt, Eve, Medical Laboratory Technician
- Cain, Kristina, Mathematics
- Kane, Yvonne, English
- Lemko, Heather, Anatomy and Physiology
- Martin, Brian, English
- Mende, Kristen, Physical Therapist Assistant
- Minassian, Matilda, Dental Hygiene
- Patterson, Lindsey, Accounting
- Wepprecht, Mari, Sociology

**Associate Professor**
Criteria include a master's degree or its equivalent in related experience (experience may not be substituted for a bachelor's degree except in highly extraordinary circumstances); three years at the assistant professor level at HCC; three years at the excellent or outstanding performance level during the promotion period, including the year of promotion; a significant course or curriculum improvement project that strives to improve student learning including these elements: evidence of innovation, design and implementation of the project, and evaluation of the project, including the collection of data; completion of all activities required of probationary faculty when appropriate, or the equivalent as approved by the vice president of academic affairs; and demonstrated
evidence of quality teaching based on an analysis of student evaluations, supervisor observations, and other appropriate evidence. The following faculty have met these requirements:

Barr, Alex, Physics  
Fisseha, Assefa, Radiologic Technology  
Gretes, Will, Biology  
Kyger, Karen, English  
Nichols-Walker, Joan, Dance  
Seibal, Susan, Dental Hygiene  
Sotka, Michele, Accounting  
Turner, Frances, Biology  
Tyson, Brooke, English  
Yusaf, Rehana, Mathematics

**Professor**  
Criteria include a master's degree or its equivalent in related experience; four years at the associate professor level at HCC; four years at the excellent or outstanding performance level during the promotion period, including the year of promotion; a significant course or curriculum improvement project that strives to improve student learning including these elements: evidence of innovation, design and implementation of the project, and evaluation of the project, including the collection of data; completion of all activities required of probationary faculty when appropriate, or the equivalent as approved by the vice president of academic affairs; demonstrated evidence of quality teaching based on an analysis of student evaluations, supervisor observations, and other appropriate evidence; and significant professional development activity within the last four years prior to promotion, including external activities. The following faculty have met these requirements and the details of their promotion projects are included:

**Bard, Luda:** Ms. Bard’s project focused on developing courses for students planning to transfer into biological engineering programs at four-year colleges and universities. Bioengineering applies traditional engineering principles using the medium of biological processes. Ms. Bard worked with engineering professor Mark Edelen to co-develop and assess two new courses. Biology for Engineers (BIOL-120) provides students with an introduction to cellular and molecular biology concepts from a quantitative perspective and includes experimental techniques that provide the foundation for future studies in biological engineering. Biology for Engineers Lab (BIOL-121) incorporates newly designed laboratory experiments that integrate molecular biology and mechanical engineering principles. Thus, engineering students are provided with a unique set of tools to solve problems in the fields of medical research, clinical practice, mathematics, physics, chemistry, design, and manufacturing. A third course, Computational Biology (BIOL-213) was developed, in which students are able to address biological questions by applying computational strategies and data analysis. BIOL-213 was incorporated into the Associate of Science in Engineering degree and the Associate of Arts (AA) degree in life science as an elective, and into the AA degree in bioinformatics as a required course. Luda Bard was selected the Inspiring Faculty of the year in FY17.
**Chandran, Bhuvana:** The purpose of Dr. Chandran’s project was to develop an instructional tool kit for the large number of full-time and part-time faculty who teach Human Anatomy and Physiology (BIOL-203 and BIOL-204) to several hundred students each semester. This tool kit was designed to provide a variety of instructional options that faculty could apply in their classes utilizing the latest technology available to them in the new science, engineering, and technology (SET) building. Dr. Chandran experimented with Bright Link projectors, smart boards, mobile devices, data acquisition software, and new approaches to lecture that included a flipped classroom and team-based learning. She also created a series of interactive video presentations for students to use prior to attending class, and video training materials for faculty to use to learn how to use the technological tools. The result is a library of innovative and practical faculty resources that faculty members can choose from for implementation in their class, lab, or Canvas site. These tools will help faculty deliver instruction more efficiently and effectively in a very content-heavy, two-semester course sequence.

**Fisher, William:** The goal of Mr. Fisher’s promotion project was to review, revise, and implement the cardiovascular technology curriculum and to develop and implement an electrophysiology option within the curriculum. The cardiovascular curriculum revision was designed to update and enhance the curriculum to promote student success and to reflect changes in the healthcare industry. The inclusion of the electrophysiology option is a timely addition that provides students with an additional practice option that can increase marketability. The addition of this option is also in keeping with the changing requirements and expansion of roles for cardiovascular technologists. As part of the promotion process, Mr. Fisher completed an eLearning Developer’s certificate from Bloomsburg University, and, after completing an electrophysiology internship during sabbatical, successfully completed a certification examination in electrophysiology.

**Furst, Mary Beth:** The promotion plan, “Creating Faculty Institutional Agents in the Business and Computers (BUCO) Division to Increase Student Persistence Toward Transfer and/or Graduation,” was conducted over four years by Mary Beth Furst. The project began with a needs assessment that examined the role of faculty in supporting persistence of students in the BUCO division. Simultaneously, data was collected from the group of first-time-in-college (FTIC) students with a May 2014 graduation who entered HCC in fall 2014. Rates of persistence, course selection, grade point average (GPA), and developmental status were noted for this treatment naïve group. Professional development was offered for the six full-time faculty participants to introduce them to the concept of institutional agency supporting student persistence. FTIC students in fall 2015 were enrolled in a Canvas site featuring program pathways, transfer institution details, and faculty contact information. The results showed fidelity of implementation for the faculty’s role of institutional agency, and association between cohort and developmental education completion and earning 30 total college-level credits. This study was conducted with Johns Hopkins School of Education where Dr. Furst earned her Ed.D. in Entrepreneurial Leadership in Education.

**Hinton, Dave:** Mr. Hinton’s project began with research to identify curriculum required to align new Geospatial Information Systems (GIS) content with workforce needs and
transfer institution requirements. Coordinating with the National Geospatial Technology Center, a Developing A Curriculum (DACUM) process was used to identify the skill set that GIS/Geospatial Technicians need for employment. The Howard County Public School System’s high school Homeland Security and Emergency Management Career Academy includes GIS coursework, and Mr. Hinton worked with faculty to articulate the high school courses. Introduction to Geographical Information Systems (GIS) (CADD-108) was redesigned to include an online option. Intermediate GIS-GIS Analyst (CADD-208) introduces students to the analytical application of GIS. Students use analytic tools found in both commercial and open source software to maintain GIS feature data and focus on the automation of data workflow, editing processes, coordinate system reconciliation and the creation and maintenance of metadata. Advanced GIS-GIS Programmer (CADD-210) introduces students to the programming of GIS. Students create programs that automate mundane tasks and create analytical programs for scientific studies and engineering applications. The courses were integrated into the Associate of Applied Science Degree in computer-aided design program.

Nichols, Ellen: Ms. Nichols project involved the development, approval, and implementation of the Military to Registered Nurse option in the Nurse Education Program. The goal of this project was to provide a much needed career path for veterans with documented recent medical education and experience to receive advanced standing and credit for prior learning toward an AA degree in nursing. The project involved the development of a transition course and approvals from external agencies prior to implementation. Following approval from the Maryland Higher Education Commission, the Maryland Board of Nursing, and the Accreditation Commission for Education in Nursing, the new option was implemented in summer 2016.

O’Roark, Jeremy: Mr. O’Roark’s promotion project has impacted the efficacy of the instructional lab component of developmental and introductory English courses. Following investigation into current lab practices, this project centralized and systematized the hiring, training, and evaluation of English lab instructors, establishing high support and rigorous expectations to help professionalize the role of the lab instructor. Surveys and other means were established for ensuring continuous assessment and quality improvement of English labs. In addition, Mr. O’Roark engaged in assessment and innovation in the introductory English sequence, including an assessment of accelerated College Composition (ENGL-121 ALP), the development of Integrated Reading, Writing, and Critical Thinking (ENGL-099), and coordination of the composition and literature tutoring center.

Yoo, Laura: Ms. Yoo’s project focused on creating opportunities to review and improve College Composition (ENGL-121) in various ways, including a new textbook, a well-developed guideline for curriculum and lesson design, a robust faculty training, and faculty development, specifically in the scholarship of rhetoric and composition. The project allowed opportunities for HCC’s composition program faculty to participate in discussions of curriculum and assessment at state, regional, and national levels, which
informed HCC’s curriculum discussions, updates, and alignment of standards. The project culminated in designing and executing an institutional assessment of ENGL-121.

**Purpose:** To obtain board approval for faculty promotions

**Timeline:** FY18

**Recommendation**

The administration requests that the board of trustees approve all promotions for the faculty members listed above.

**Compliance:** This request is in compliance with college procedure 63.03.03, Promotion (Faculty).
4 – On-Call Digital Marketing Firm

Background: The office of public relations and marketing (PRM) and the division of continuing education and workforce development (CEWD) need to retain digital marketing firms to assist with the development and implementation of digital marketing strategies and tactics that enhance student enrollment and institutional objectives. Currently, PRM and CEWD hire marketing firms strictly for discrete marketing campaigns. As the volume of requests requiring immediate turn around has steadily increased over the past few years, PRM and CEWD need to be able to quickly procure digital marketing services from a qualified vendor that is available to deliver timely, quality work consistent with the college’s brand. The selected firms will review and assess current digital marketing efforts and strategy, as well as create targeted digital marketing campaigns. The consistent use of two firms will also allow the college to have a cohesive digital strategy.

The college issued a request for proposals (RFP) on January 11, 2017, to contract with one or more digital marketing firms to provide digital marketing services to PRM and CEWD on an as-needed basis with no minimum guaranteed. The technical proposal submission was required on February 8, 2017, followed by oral presentations on March 2, 2017, and March 7, 2017, and the price proposal submission on March 24, 2017. Twenty-one firms responded to the solicitation and submitted technical proposals.

Similar to the process the college has adopted for other types of solicitations, the evaluation of the proposals was based on a cumulative score over three phases. Each phase required a minimum score based on a percentage of total available points in order to proceed to the next phase. The points for each phase were totaled and weighted yielding a maximum value. The firm with the highest score produced the best evaluated proposal.

The three phases and weightings are listed below. The first two phases make up 70 percent of the total score with the price proposal at 30 percent.

Phase 1 – Technical proposal consists of 100 maximum available points at 30 percent
Phase 2 – Oral presentation consists of 100 maximum available points at 40 percent
Phase 3 – Price proposal consists of 100 maximum available points at 30 percent

The technical phase was evaluated using a point system for each of the following categories:

1) experience and qualifications of the firm;
2) staffing;
3) digital marketing plans and campaign development assessment;
4) work plan for the college;
5) executive reports;
6) unique qualifications; and
7) additional requirements.

The top seven firms were asked to participate in the next phase, the oral presentations. The oral presentations were evaluated on the following criteria:

1) responses to questions and overall presentation;
2) firm experience and campaign development assessment;
3) strength of team and working relationships;
4) understanding of the college’s goals and plan to address them;
5) proposed campaign for digital marketing scenario;
6) staying ahead of the digital marketing curve;
7) targeting different generational demographics;
8) scaling a big idea for a smaller budget;
9) measuring return-on-investment and success of marketing;
10) billing and payment systems; and
11) unique qualifications.

The top three firms were then asked to participate in the final phase, the price proposal submissions. The price proposals were evaluated based on three categories: 1) percentage of budget fee; 2) blended hourly rate; and 3) agency fees for digital marketing scenario with hypothetical budget of $50,000.

The maximum points possible for all three phases totaled 100 and the cumulative scores were as follows:

<table>
<thead>
<tr>
<th>Firm</th>
<th>Final Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rinck Advertising</td>
<td>84.37 points or 84%</td>
</tr>
<tr>
<td>Sensis</td>
<td>76.57 points or 77%</td>
</tr>
<tr>
<td>Sparxoo</td>
<td>80.88 points or 81%</td>
</tr>
</tbody>
</table>

Rinck Advertising and Sparxoo were the highest ranked firms. The firms’ references were checked and gave very positive feedback, confirming that the firms are qualified to provide digital marketing services to the college.

The college has estimated that approximately $150,000 overall will be spent in fiscal year (FY) 2018. It should be noted that the total approximate cost is for FY18 only. It is anticipated that the value of the purchase in future fiscal years will be approximately the same. The final cost of these services during a particular year will depend on marketing activities. In keeping with college policy, if the purchase for a given year is anticipated to exceed the previous year’s estimated purchase amount by $50,000 or more, then the increase will be brought to the board for approval.
Purpose: To obtain board approval to award the contract for on-call digital marketing services

RFP Title/Number: 17P-002 – Digital Marketing Services

Timeline: The contract term is for three years with the option to renew for two additional one-year terms.

Price proposals: Price proposals were received on March 24, 2017.

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Percent of Budget Fee</th>
<th>Blended Hourly Rate</th>
<th>Agency Fee for Scenario</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rinck Advertising</td>
<td>30%</td>
<td>$150</td>
<td>$15,000</td>
</tr>
<tr>
<td>Sensis</td>
<td>40%</td>
<td>$134</td>
<td>$23,005</td>
</tr>
<tr>
<td>Sparxoo</td>
<td>48%</td>
<td>$110</td>
<td>$24,000</td>
</tr>
</tbody>
</table>

Total: Approximately $150,000

Recommendation

The administration requests that the board of trustees approve:

Method: The award of the contract for digital marketing services to Rinck Advertising and Sparxoo

Source of funds: Budgets for the office of public relations and marketing and the division of continuing education and workforce development for the applicable fiscal year

Compliance: This request is in compliance with college purchasing policy and procedure 62.05B/62.05B.01, Request for Proposals.
5 – Cleaning Equipment and Supplies for the Science, Engineering, and Technology Building

**Background:** As part of the opening of the new science, engineering, and technology (SET) building, it is necessary for the college to purchase additional cleaning equipment and supplies to operate the building. The college currently purchases the majority of environmental services products and equipment from Daycon. Daycon has the ability to supply and deliver in bulk a wide variety of these products, including a large number classified as sustainable or made of “green” materials. Additionally, Daycon provides a vendor managed inventory (VMI) program, which reduces the amount of campus space necessary to maintain adequate inventory, as well as staff resources to manage deliveries. The college has also standardized most of the equipment that is used to clean the floors throughout the campus to provide efficiencies in staff training. The floor cleaning equipment is also available to purchase through Daycon.

Charles County Public Schools awarded a contract to Daycon through a competitive solicitation process, which is available for HCC to utilize. To ensure that the college continues to receive the best value, the administration recently compared the price of the equipment, products, and the VMI service under this contract with the pricing available through a competitor under another available contract. The analysis verified that Daycon’s pricing is the most competitive and provides the greatest value for the college. Under the Charles County Public Schools contract, HCC estimates that approximately $167,000 in environmental services equipment and products will be purchased from Daycon for the new SET building.

**Purpose:** To obtain board approval to use the Charles County Public Schools contract to purchase cleaning equipment and supplies for the SET building from Daycon

**Location:** SET building

**Timeline:** FY17

**Total:** Approximately $167,000

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**Recommendation**

The administration requests that the board of trustees approve:
**Method:** The use of the Charles County Public Schools contract to purchase cleaning equipment and supplies for the SET building

**Source of funds:** Facilities operating budget and the SET special supplies budget

**Compliance:** This request is in compliance with college policy 62.05F, Cooperative Purchasing and procedure 62.05F.01, Cooperative Procurement.
6 – ImageNow Software

**Background:** The college adopted document imaging in 2003 with the selection of Perceptive Software’s ImageNow product, which was chosen because it was compatible with the college’s administrative computing system. Through the use of the ImageNow software, documents are scanned into the college’s administrative system database, which allows student, employee, and vendor documents to be managed, retrieved, and stored efficiently and securely. The college has paid licensing fees and maintenance costs each year since implementation. In May 2010, Perceptive Software was acquired by Lexmark.

The software product being used by the college needs to be upgraded to respond to the increased need for document imaging across campus. Additionally, the version of ImageNow currently being used by the college is nearing its end of support life. It is necessary for HCC to upgrade the software prior to the SQL migration of the college’s administrative computing system. The approximate cost for the upgrade is $39,000. Lexmark is the only firm that provides the ImageNow product. In addition to the upgrade, the college will continue to renew licenses, as well as purchase any necessary additional licenses required for the campus. The fiscal year (FY) 2018 maintenance cost is expected to be approximately $54,000.

It should be noted that the approximate maintenance amount is for FY18 only. It is anticipated that the value of the purchase in future fiscal years will be approximately the same. The final cost of these services during a particular year will depend on the integration of this application into campus business processes. In keeping with college policy, if the purchase for a given year is anticipated to exceed the previous year’s estimated purchase amount by $50,000 or more, then the increase will be brought to the board for approval.

**Purpose:** To obtain board approval to designate Lexmark as a multi-year sole source vendor for the Lexmark ImageNow product.

**Timeline:** FY17 – FY22. The administration does not anticipate using a different imaging software in the near future, but will continue to monitor other options available in the marketplace. The total amount for each fiscal year will depend on the number of new licenses purchased.

**Total:** The upgrade cost is expected to be approximately $39,000 and the annual maintenance for equipment and services is expected to be approximately $54,000.
The administration requests that the board of trustees approve:

**Method:** The designation of Lexmark as a sole source

**Source of funds:** Information technology operating budget for the applicable fiscal year

**Compliance:** This request is in compliance with college purchasing policy and procedure 62.05C/62.05C.01, Sole Source.
7 – Cisco Networking Academy Equipment

**Background:** As part of the furniture and equipment purchases related to the science, engineering, and technology building (SET), the college must acquire networking equipment to support the college’s Cisco Networking Academy program. Cisco Networking Academy is an information technology and career skills development program licensed by the college to provide Cisco Networking training. The Cisco technology used for these programs is offered at a special discounted rate through their vendors.

As a member of the Maryland Educational Enterprise Consortium (MEEC), the college is able to utilize the MEEC agreement with Presidio as a provider of Cisco networking equipment. MEEC provides centrally coordinated and negotiated procurement opportunities for member organizations to gain economic advantage and value in the acquisition of products and services. This contract was awarded through a competitive solicitation and provides Cisco network hardware. The college solicited multiple quotes from firms that are party to cooperative contracts or are direct partners with Cisco. This firm was selected due to the low price, positive past experiences with the college, the high quality of service, and its close proximity to the college. Under the MEEC agreement, the approximate total cost of the new networking equipment is $115,000.

**Purpose:** To obtain board approval to use the MEEC contract to purchase Cisco networking equipment for the SET building

**Location:** Science, engineering and technology building

**Timeline:** FY17

**Total:** approximately $115,000

---

**Recommendation**

The administration requests that the board of trustees approve:

**Method:** The use of the MEEC contract for the purchase of Cisco Networking Academy equipment

**Source of funds:** Furniture, fixtures, and equipment budget for the SET building

**Compliance:** This request is in compliance with college policy 62.05F, Cooperative Purchasing and procedure 62.05F.01, Cooperative Procurement.
H-1 Guaranteed Maximum Price for the NST Building Renovation

Background: The administration issued a request for proposals (RFP) for construction management (CM) at-risk services for the construction of the renovation of the existing NST building on November 24, 2014. The board of trustees approved the award of the CM contract to J. Vinton Schafer at its meeting on March 25, 2015, and authorized the expenditure of $107,000 for preconstruction services. As detailed in the March regular session item, it was anticipated that the administration would request the approval for construction services with the development of the guaranteed maximum price (GMP) following the completion of construction documents. The GMP has now been received in the amount of $36,400,000, and is consistent with the budget submitted to the state. The GMP also includes all the categories included in J. Vinton Schafer’s price proposal, namely, the construction management fee, general conditions for personnel, general conditions for non-personnel, and contingencies.

Purpose: To obtain board approval for the construction phase of the project with J. Vinton Schafer for the college’s renovation to the NST building

Total: Approximately $36,400,000

Recommendation

The administration requests that the board of trustees approve:

Method: The change to the scope of work with J. Vinton Schafer to include construction services as originally procured through the RFP method, and to approve the approximate capital expenditures for the renovation of the NST building as estimated in the GMP for $36,400,000

Source of funds: Capital funds

Compliance: This request is in compliance with college purchasing policy and procedure, 62.05B/62.05B.01 – Request for Proposals.
**H-2 Printing of the 2017-2018 Schedules of Classes**

**Background:** Each year, the college solicits bids for the printing of the credit and noncredit class schedules, which amounts to eight editions. The schedules describe the credit and noncredit classes that are offered during the semester and provide registration information. These schedules are mailed to all Howard County residents prior to established registration and advising dates in an effort to assist students in registering and to raise awareness of the institution.

An invitation to bid (ITB) was issued on March 2, 2017. Six firms submitted bids on March 29, 2017, in response to the solicitation, which is provided below. Firms were asked to submit bid prices separately for the credit and noncredit schedules. Envision submitted the lowest combined bid price for both schedules. The administration recommends awarding the bid for credit and noncredit schedules to Envision as the lowest responsible, responsive bidder.

The bid also included the request for firms to submit pricing for mailing as a separate additional cost, if available. Envision provided the mailing price of $14 per 1,000, $100 for mailing list preparation, and $200 for delivery to the post office.

**Purpose:** To obtain board approval to award the bid printing of the credit and noncredit schedules

**Bids:**

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Credit Bid</th>
<th>Noncredit Bid</th>
<th>Total Bid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartash</td>
<td>$81,643.00</td>
<td>$94,541.00</td>
<td>$176,184.00</td>
</tr>
<tr>
<td>Envision</td>
<td>$77,879.00</td>
<td>$77,190.00</td>
<td>$155,069.00</td>
</tr>
<tr>
<td>Graphic Press</td>
<td>$107,375.44</td>
<td>$90,819.22</td>
<td>$198,194.66</td>
</tr>
<tr>
<td>Indiana Printing</td>
<td>$81,803.00</td>
<td>$81,687.00</td>
<td>$163,490.00</td>
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<tr>
<td>McArdle</td>
<td>$108,733.47</td>
<td>$108,170.08</td>
<td>$216,903.55</td>
</tr>
<tr>
<td>NPC, Inc.</td>
<td>$121,835.00</td>
<td>$94,541.00</td>
<td>$216,376.00</td>
</tr>
</tbody>
</table>

**Bid Title/Number:** 17-005 – Printing of the 2017-2018 Schedules of Classes

**Timeline:** FY18

**Total:** Approximately $156,000
The administration requests that the board of trustees approve:

**Method:** The award of the printing of the 2017-2018 credit and noncredit schedules of classes to Envision

**Source of funds:** FY18 budgets for the office of public relations and marketing and the division of continuing education and workforce development

**Compliance:** This request is in compliance with college purchasing policy and procedure 62.05A/62.05A.01, Bids.
H-3 Investment Policy Resolution

**Background:** In compliance with the Annotated Code of Maryland, Local Government Article, §17-205, all Maryland public colleges and universities are required to adopt and submit an investment policy to the state treasurer who determines that the policy is consistent with the local investment guidelines adopted by the state treasurer.

As part of the college’s ongoing review of policies and procedures, the college investment policy was reviewed and updated by the college’s administration in fiscal year 2016. The board’s audit and finance committee reviewed the proposed policy changes at its March 15, 2016, meeting, and the board of trustees approved the revised policy at its March 23, 2016, meeting.

State law requires the board of trustees to adopt the college’s investment policy by resolution. The purpose of this consent item is to obtain board approval of the resolution that follows on the next page.

**Purpose:** To obtain board approval by resolution of college policy 62.01, Investments.

**Timeline:** The policy is reviewed periodically as changes occur in investments and procedures.

**Recommendation**

The administration requests that board of trustees approve by resolution the investment policy, as previously approved by the board of trustees at its March 23, 2016, meeting.

**Compliance:** This request is in compliance with board bylaws, Article II, Responsibilities and Powers of the Board of Trustees: Funds and Maryland Annotated Code, Education, 16-103, Powers of Board of Trustees, the Annotated Code of Maryland, Local Government Article, §17-205, and administrative procedure 61.02.01 – Internal Governance.
WHEREAS, the Annotated Code of Maryland, Local Government Article, §17-205 requires the governing authority of each governmental entity to adopt by resolution a local investment policy; and

WHEREAS, the Audit and Finance Committee of the Board of Trustees of Howard Community College reviewed the Howard Community College policy 62.01, Investments in an open public meeting on March 15, 2016, and recommended the approval of the investment policy for the full board of trustees; and

WHEREAS, the Board of Trustees of Howard Community College approved the Howard Community College policy 62.01, Investments at the board’s regular open meeting on March 23, 2016.

NOW THEREFORE, BE IT RESOLVED by the Board of Trustees of Howard Community College that the college policy 62.01, Investments attached hereto is hereby adopted as the investment policy of Howard Community College by the Board of Trustees of Howard Community College, effective April 26, 2017.

______________________________
Mamie J. Perkins, Chairperson
Board of Trustees of Howard Community College

______________________________
Kathleen B. Hetherington, Ed.D., Secretary-Treasurer
Board of Trustees of Howard Community College
Investments Policy - 62.01

It is the policy of Howard Community College (HCC) to invest public funds in a manner which will conform to all State of Maryland and Howard County statutes governing the investment of public funds, while meeting the daily cash flow demands of the college and providing an investment return with the maximum security. HCC may not borrow funds for the sole purpose of investment.

Scope

This investment policy applies to all financial assets of the college, as well as funds held temporarily by the college in trust for other entities. The funds that are held temporarily for students and employees in trust for other entities or organizations may vary from time to time and include, but are not limited to, any student or employee organization or activity or other affiliated organizations of the college.

Funds

The financial assets of HCC include all funds accounted for in the college’s annual financial audit:

Unrestricted Funds, including:

- general operating funds;
- continuing education funds;
- auxiliary funds;
- special activities funds; and
- any funds so designated in the future by the Board of Trustees

Restricted Funds, including:

- all grants (federal, state, local or private)
- any funds given to the college that are restricted by the donor

Other Funds, including:

- all building funds
- all agency funds

Prudence

Investments will be made with judgment, skill, and care, under prevailing circumstances, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs. Investments will not be made for speculation, consideration will be given to the probable safety of capital, as well as the probable income to be derived.
The standard of prudence to be used by the investment officers shall be the “prudent person” standard and shall be applied in the context of managing the overall portfolio. Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

**Objective**

The primary objectives, in priority order, of the college’s investment shall be:

**Safety** - Safety of principal is the foremost objective of the investment program. Investments of the college shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, third party collateralization and safekeeping, diversification and delivery versus payment will be required.

**Liquidity** - The college’s investment portfolio will remain sufficiently liquid. The portfolio should be operated to reasonably match the anticipated cash flow of the college so that sufficient funds are available to pay obligations upon proper presentation for payment and so that a reasonable amount of cash or cash equivalents is available for unanticipated cash needs.

**Return on Investments** - The college’s investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles, commensurate with the college’s investment risk constraints and the cash flow characteristics of the portfolio. The investment officer shall exercise due regard for minimizing risk while maximizing return.

**Delegation of Authority**

Authority to manage the college’s investment program is derived from state law (State Finance and Procurement Article 6-222 of the Annotated Code of Maryland).

The vice president of administration and finance shall establish written procedures for the operation of the investment program consistent with this investment policy. Procedures should include reference to:

- Explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the vice president of administration and finance
- Safekeeping, Public Securities Association (PSA) repurchase agreements, wire transfer agreements, banking service contracts and collateral/depository agreements
- The vice president of administration and finance shall be responsible for all
transactions undertaken and shall establish a system of controls to regulate the activities of subordinate staff (investment officers).

**Ethics and Conflicts of Interest**

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or that could impair their ability to make impartial investment decisions. Employees (involved in the investment process) shall disclose to the president and board of trustees any material financial interests in financial institutions that conduct business with the college, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the college’s portfolio. Employees (involved in the investment process) shall subordinate their personal investment transactions to those of the college, particularly with regard to the time of purchases and sales.

**Authorized Financial Dealers and Institutions**

HCC will maintain a list of financial institutions authorized to provide investment services; competitive purchasing practices will be used except when impractical. The following is a list of types of financial institutions:

- primary government dealers;
- other security dealers and dealer banks that market securities;
- commercial banks located in the State of Maryland; and
- money market treasury funds including the Maryland Local Government Investment Pool, which functions as a U.S. Treasury Money Market Fund.

All financial institutions and broker/dealers for investment transactions must agree to the following:

- The dealers must agree to the college’s policy of delivery versus payment
- The dealers must provide copies of audited financial statements
- The dealer must be registered in the State of Maryland with a record for responsible business practices and professional integrity
- The dealer must send the college an annual report on a yearly basis
- The dealer must comply with any other requirements that the college may deem necessary for sound financial management of the college’s funds

**Authorized and Suitable Investments**

The college is empowered by statute to invest in the following types of securities:

- certificates of deposit (only with Maryland Commercial Banks and must be collateralized if more than $250,000 in college funds is held by the bank);
- direct federal obligations;
- federal agency obligations;
- repurchase agreements with required master repurchase agreement;
• banker’s acceptances from domestic banks which also include United States affiliates of large international banks with a short-term rating of A1 from Standard and Poor’s Corporation and P1 from Moody’s Investor Service;
• commercial paper with a short-term rating of A1 from Standard and Poor’s Corporation and P1 from Moody’s Investor Service. This is limited to five percent of the total portfolio in accordance with Maryland law;
• money market mutual funds; and
• Maryland Local Government Investment Pool.

All securities and collateral will be priced on a market–to–market basis.

**Collateralization**

Collateralization will be required on two types of investments: certificates of deposit and repurchase (and reverse) agreements. In order to anticipate market changes and provide a level of security for all funds, the collateralization level will be (102 percent) of market value of principal and accrued interest.

Collateral will always be held by an independent third party with whom the college has a current custodial agreement or with the Federal Reserve Bank in a segregated account. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the college and retained.

Acceptable collateral is specified under Section 6-202 of the State Finance and Procurement Article of the Annotated Code of Maryland. However, the third party trust custodian, who holds the collateral, has the right to reject otherwise acceptable collateral based on their discretion concerning market conditions.

The right of collateral substitution is granted and all associated costs will be paid by the seller (financial institution).

**Safekeeping and Custody**

All security transactions, including collateral for repurchase agreements, entered into by the college shall be conducted on a delivery-versus-payment (DVP) basis. Securities will be held by a third party custodian designated by the vice president of administration and finance and evidenced by safekeeping receipts or with the Federal Reserve Bank in a segregated account. All repurchase agreements will be governed by a master repurchase agreement.

**Diversification**

The college will diversify its investments by security type and institution. With the exception of U.S. Treasury securities and the Maryland Government Investment Pools, no more than 50 percent of the college’s total investment portfolio will be invested in a single security type or with a single financial institution.
Maximum Maturities

To the extent possible, the college will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the college will not directly invest in securities maturing more than one year from the date of purchase. However, the college may collateralize its repurchase agreements using longer-dated investments not to exceed five years to maturity.

Reserve funds may be invested in securities exceeding one year, but no longer than five years if the maturity of such investments are made to coincide as nearly as practicable with the expected use of the funds. Investments in long-term maturities will be limited to direct federal government obligations and to securities issued by U.S. Government agencies.

Internal Control

A system of adequate internal controls will be maintained to assure compliance with the investment program policy and procedure. An audit of the internal controls of the investment operation is part of the annual financial audit conducted by the outside independent audit company.

Performance Standards

The investment portfolio will be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow needs. The basis used to determine whether market yields are being achieved shall be the three-month U.S. Treasury Bill, the average federal funds rate, or other recognized indices.

Reporting

Annually, the college will disclose in its audit a detail of the college’s investments and investment income derived from investments. Management will also affirm in the audit report compliance with the investment policy.

Investment Policy Adoption

The college’s investment policy shall be adopted by resolution of the Howard Community College Board of Trustees. The policy will be reviewed annually by the vice president of administration and finance and any modifications made thereto must be approved by the Board of Trustees.

Policy Manual Review/Revision: 03/23/16
Adopted by Board of Trustees Resolution:
H-4 Approval to Modify Semi-annual Non-purchasing Agreement Reports to the Audit and Finance Committee

**Background:** At the December 16, 1998, meeting of the board of trustees, a resolution was passed delegating to the administration the authority to sign non-purchasing agreements via a signature authority matrix. In the same resolution, it was promised that the administration would disclose to the board of trustees all such agreements twice a year. Since that time, the board’s audit and finance committee has received semi-annual non-purchasing reports twice annually.

In recent years, the board of trustees has taken action to streamline reporting processes, including the monthly financial reports that are presented to the full board and the purchasing reports that were presented to the audit and financial committee. The administration thought that the semi-annual non-purchasing reporting process to the board should also be reviewed.

In 2016, the administration polled six of its peer community colleges to review their practices for non-purchasing disclosure reporting to the board. In all six cases, the colleges did not routinely provide their boards with reports on non-purchasing agreements. In instances when there was an exceptional non-purchasing agreement, such as a major articulation agreement or partnership, the individual college would inform its board of the agreement.

At its March 15, 2016, meeting, the audit and finance committee decided to continue to receive the semi-annual non-purchasing disclosure report for the present, and suggested that this topic be re-examined by the committee in FY17. At its March 17, 2017, meeting, the committee did re-examine this topic and made a recommendation that the full board approve the discontinuation of the semi-annual non-purchasing agreement reports to the audit and finance committee, and that the audit and finance committee, on behalf of the board, be informed of major or unusual agreements on a case-by-case basis only.

**Purpose:** To obtain board approval to limit non-purchasing agreement disclosures to the audit and finance committee to major or unusual agreements on a case-by-case basis

**Timeline:** Effective immediately
Recommendation

To obtain board approval to discontinue the semi-annual non-purchasing agreement reports to the audit and finance committee, and that the audit and finance committee, on behalf of the board, be informed of major or unusual agreements on a case-by-case basis as recommended by the audit and finance committee at its March 17, 2017, meeting.

Compliance: The purchasing reports are in compliance with college purchasing procedures, 62.05.03 – Purchasing Authority.
# I-1 Board Calendar

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Event/Location</th>
<th>Tentative Agenda Items/Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>April 28, 2017</td>
<td>Vino Scholastico</td>
<td>• Trustee Attendance Encouraged&lt;br&gt;• Fundraiser for Student Scholarships</td>
</tr>
<tr>
<td>Friday 6:30-10:00 pm</td>
<td>HSB Lobby</td>
<td></td>
</tr>
<tr>
<td>May 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 2, 2017</td>
<td>Entrepreneurial Celebration</td>
<td>• A Competition of Entrepreneurial Students’ Business Ideas</td>
</tr>
<tr>
<td>Tuesday 6:00-8:00 pm</td>
<td>RCF-400/401</td>
<td></td>
</tr>
<tr>
<td>May 4, 2017</td>
<td>Student Awards Banquet</td>
<td>• Trustee Attendance Required**&lt;br&gt;• Trustees Invited and Participate in Presenting Awards</td>
</tr>
<tr>
<td>Thursday 6:30-9:00 pm</td>
<td>Sheraton Columbia</td>
<td></td>
</tr>
<tr>
<td>May 16, 2017</td>
<td>Audit and Finance Committee</td>
<td>• Committee Member Attendance Required**&lt;br&gt;• Meeting with Auditors</td>
</tr>
<tr>
<td>Tuesday 8:30 am</td>
<td>RCF</td>
<td></td>
</tr>
<tr>
<td>May 18, 2017</td>
<td>Dragon Athlete Awards Banquet</td>
<td>• A Celebration of Student Athletes</td>
</tr>
<tr>
<td>Thursday 6:30-9:00 pm</td>
<td>Sheraton Columbia</td>
<td></td>
</tr>
<tr>
<td>May 23, 2017</td>
<td>Pre-Convocation Lunch</td>
<td>• Lunch Followed by Innovation Fair</td>
</tr>
<tr>
<td>Tuesday 12:00 pm</td>
<td>Café on the Quad</td>
<td></td>
</tr>
<tr>
<td>May 23, 2017</td>
<td>Spring Convocation</td>
<td>• Board Chair Attendance Required**&lt;br&gt;• Welcome from Board Chair&lt;br&gt;• Recognition Event for Retired Employees, Degree Recipients, New Employees, and Career Service Awards</td>
</tr>
<tr>
<td>Tuesday 1:30 pm</td>
<td>Smith Theatre</td>
<td></td>
</tr>
<tr>
<td>May 25, 2017</td>
<td>Nursing Recognition Ceremony</td>
<td>• Recognition Ceremony</td>
</tr>
<tr>
<td>Thursday 10:00 am</td>
<td>UMBC</td>
<td></td>
</tr>
<tr>
<td>May 25, 2017</td>
<td>Reception for Platform Party</td>
<td>• Trustee Attendance Required**</td>
</tr>
<tr>
<td>Thursday 12:30 pm</td>
<td>UMBC</td>
<td></td>
</tr>
<tr>
<td>May 25, 2017</td>
<td>Commencement</td>
<td>• Trustee Attendance Required**&lt;br&gt;• Board Members Confer Degrees</td>
</tr>
<tr>
<td>Thursday 2:00 pm</td>
<td>UMBC</td>
<td></td>
</tr>
<tr>
<td>May 31, 2017</td>
<td>Work Session / Regular Meeting</td>
<td>• Trustee Attendance Required**&lt;br&gt;• Information Session: Sustainability at Howard Community College&lt;br&gt;• Election of FY18 Board Officers&lt;br&gt;• Mission, Vision, Values, and Strategic Goals&lt;br&gt;• Full-time/Part-time Enrollment Ratios&lt;br&gt;• Approval of Audit Areas for Review&lt;br&gt;• Authorization for Board Chair to Approve on Behalf of Board until next Regular Meeting</td>
</tr>
<tr>
<td>Wednesday 6:00 pm</td>
<td>RCF-400</td>
<td></td>
</tr>
</tbody>
</table>
### June 2017

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Event/Location</th>
<th>Tentative Agenda Items/Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 8, 2017</td>
<td>Board Retreat / Closed Session</td>
<td>• <strong>Trustee Attendance Required</strong>&lt;br&gt;• Agenda – TBD&lt;br&gt;• Board Self-Evaluation&lt;br&gt;• Presidential Year-End Evaluation</td>
</tr>
<tr>
<td>Thursday 8:30 am – 3:00 pm</td>
<td>RCF-401</td>
<td></td>
</tr>
<tr>
<td>June 14, 2017</td>
<td>Current and Former HCC Boards Social</td>
<td>• <strong>Board Chair Attendance Required</strong>&lt;br&gt;• Clark Medal Award Presented&lt;br&gt;• Current and Former Board of Trustees Members, Current and Former HCCEF Board Members, and Former Capital Campaign Council Members Invited</td>
</tr>
<tr>
<td>Wednesday 6:00-8:00 pm</td>
<td>RCF-400</td>
<td></td>
</tr>
</tbody>
</table>

**Looking Ahead**
- **NEW!** SET Ribbon Cutting and Fall Convocation with Trustee Award Recipients Recognized – Monday, August 21, 2017, 8:30 am, 10:30 am Convocation
- HCC 5K Challenge Race – Sunday, October 29, 2017, 8:00 am
- President’s Gala – Saturday, December 2, 2017, 7:00 pm, Science, Engineering, and Technology Building

**Notes:**
Additional audit and finance and legislative and community relations committee meetings may be necessary during the course of the year.

In addition to the tentative agenda items noted above, the following routine agenda items will be addressed at each work session/regular meeting of the Board of Trustees: introduction of new employees (work session); agenda; minutes; new hires; non-purchasing agreements signed by the board chair; monthly financial statement and monthly personnel summary.

Special work sessions will be scheduled as necessary should the occasion arise.

**Red** denotes information changed from original posting.  **NEW!** denotes item not on last calendar.

**A “Required” event is one in which trustees play an integral part (i.e., board meetings, commencement, etc.) and which all trustees should make every effort to attend.**

Shaded areas represent board meetings, committee meetings, and other activities that trustees are highly encouraged to attend.
I-2 Agreements Signed by the Board Chair Disclosure

**Background:** The agreements included in this disclosure are non-purchasing agreements and pass through contracts of $100,000 or more signed by the board chair in compliance with signature limits established at the May 2010 board meeting.

**Purpose:** To disclose to the board the list of non-purchasing agreements and pass through contracts that have been signed by the board chair since the last board meeting

**Timeline:** March 9, 2017, through April 5, 2017

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**Disclosure**

There were no items for the board chair to approve during this time period.
I-3 Personnel Summary

**Background:** The following document contains personnel summaries.

**Purpose:** Disclosure to the board

**Timeline:** March 2017

---

**Recommendation**

This item is for information only and requires no board action.
Howard Community College  
SUMMARY OF PERSONNEL ACTIVITY  
March 1 – March 31, 2017  

Section I – Change in Status

ASSOCIATE DEAN APPOINTMENTS (3-YEAR TERM)

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control Status</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation¹</th>
<th>Name</th>
<th>Effective Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor, English; Associate Dean, English &amp; World Languages</td>
<td>English/World Languages</td>
<td>Appointment</td>
<td>Associate Dean</td>
<td>$76,008-$123,701</td>
<td>$78,353</td>
<td>O’Roark, Jeremy</td>
<td>07/01/16</td>
<td>06/30/19</td>
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<tr>
<td>Associate Professor, Anthropology/Geography; Associate Dean, Social Sciences/Teacher Education</td>
<td>Social Sciences/Teacher Education</td>
<td>Appointment</td>
<td>Associate Dean</td>
<td>$76,008-$123,701</td>
<td>$85,626</td>
<td>Cripps, Laura</td>
<td>01/04/16</td>
<td>06/30/19</td>
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<tr>
<td>Professor, Digital Arts; Associate Dean, Arts and Humanities</td>
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<td>Reappointment</td>
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<td>$76,008-$123,701</td>
<td>$100,796</td>
<td>Beaudoin, David</td>
<td>07/01/15</td>
<td>06/30/18</td>
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<td>Associate Professor, Biology; Associate Dean, Science, Engineering Technology</td>
<td>Science, Engineering, Technology</td>
<td>Appointment</td>
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<td>$76,008-$123,701</td>
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<td>Chandran, Bhuvana</td>
<td>07/01/15</td>
<td>06/30/18</td>
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<tr>
<td>Professor, Medical Laboratory Technology/Director, Medical Laboratory Technician Program; Associate Dean, Health Sciences; Chair, Medical Laboratory</td>
<td>Health Sciences</td>
<td>Reappointment</td>
<td>Associate Dean</td>
<td>$76,008-$123,701</td>
<td>$104,850</td>
<td>Calder, Nancy</td>
<td>04/01/14</td>
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<tr>
<td>Professor, Mathematics; Associate Dean, Mathematics</td>
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<td>Reappointment</td>
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<td>Bunyard, Guy</td>
<td>07/01/14</td>
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<tr>
<td>Professor, Entrepreneurship Coaching; Associate Dean, Chair, Business Computer Systems</td>
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<td>Noble, Elizabeth</td>
<td>07/01/14</td>
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¹Annual salary is shown for exempt employees; estimated annual compensation is shown for non-exempt employees since official compensations are an hourly amount (not shown).
### SPECIAL ASSIGNMENTS

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Status</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation¹</th>
<th>Name</th>
<th>Effective Date</th>
<th>End Date</th>
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<tbody>
<tr>
<td>Interim Senior Producer/Director</td>
<td>Arts and Humanities</td>
<td>Grant Funded</td>
<td>13</td>
<td>$54,644-$88,931</td>
<td>$61,476</td>
<td>Garcia, Louis</td>
<td>05/21/12</td>
<td>Undetermined</td>
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<tr>
<td>Acting HCC Concert Coordinator</td>
<td>Arts and Humanities</td>
<td>New Position</td>
<td>13</td>
<td>$54,644-$88,931</td>
<td>$57,041</td>
<td>Huang, Wei-Der</td>
<td>07/01/14</td>
<td>Undetermined</td>
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<tr>
<td>Acting Arts Collective Office Manager</td>
<td>Arts and Humanities</td>
<td>New Position</td>
<td>10</td>
<td>$42,674-$69,433</td>
<td>$44,546</td>
<td>McKeiver, Darius</td>
<td>07/01/14</td>
<td>Undetermined</td>
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<tr>
<td>Acting Television Production Assistant</td>
<td>Arts and Humanities</td>
<td>New Position</td>
<td>8</td>
<td>$36,175-$58,871</td>
<td>$37,954</td>
<td>Stovall, Matthew</td>
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<td>Undetermined</td>
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<td>Interim Assistant Project Manager, TAACCT Grant</td>
<td>Business and Computer Systems</td>
<td>New Position</td>
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<td>$46,201</td>
<td>Goins, Tiffany</td>
<td>09/01/15</td>
<td>Undetermined</td>
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<tr>
<td>Interim Project Manager, TAACCT Grant</td>
<td>Business and Computer Systems</td>
<td>Existing Position Replacement, Grant Funded (Temporary with Benefits)</td>
<td>15</td>
<td>$64,448-$104,885</td>
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<td>Danzig, Joyce</td>
<td>09/16/15</td>
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<tr>
<td>Professor, English; Acting Dean, English, World Languages</td>
<td>English/World Languages</td>
<td>Existing Position Replacement</td>
<td>Dean (12-Month)</td>
<td>$82,546-$134,339</td>
<td>$117,842</td>
<td>Garroway, Margaret</td>
<td>06/06/16</td>
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<tr>
<td>Instructor, English</td>
<td>English/World Languages</td>
<td>New FY17 Position (Temporary with Benefits)</td>
<td>Instructor (10-Month)</td>
<td>$48,923-$67,132</td>
<td>$51,548</td>
<td>Adisi, Kofi</td>
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<td>Assistant Professor, English</td>
<td>English/World Languages</td>
<td>Existing Position Replacement</td>
<td>Assistant Professor (10-Month)</td>
<td>$52,719-$75,722</td>
<td>$56,469</td>
<td>McGovern, Lisa</td>
<td>08/08/16</td>
<td>Undetermined</td>
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<tr>
<td>Interim Instructor, Communication</td>
<td>Arts and Humanities</td>
<td>New Position</td>
<td>Instructor (10-Month)</td>
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<td>$50,423</td>
<td>Adams, Rachel</td>
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### SPECIAL ASSIGNMENTS (continued)

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Status</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation 1</th>
<th>Name</th>
<th>Effective Date</th>
<th>End Date</th>
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<tbody>
<tr>
<td>Acting Director, Mediation and Conflict Resolution Center</td>
<td>Mediation &amp; Conflict Resolution Center</td>
<td>Existing Position Replacement (Acting)</td>
<td>14</td>
<td>$59,334-$96,579</td>
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<td>08/25/16</td>
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<tr>
<td>Acting Assistant Director of Facility and Athletic Operations</td>
<td>Athletic &amp; Fitness Center</td>
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<td>Adelman, Nicole</td>
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<tr>
<td>Acting Director of Service Learning</td>
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<td>Paige Desi, Cynthia</td>
<td>02/01/17</td>
<td>03/14/17</td>
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<tr>
<td>Acting Associate Vice President, Continuing Education/Workforce Development</td>
<td>Continuing Education</td>
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<td>$92,957</td>
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<tr>
<td>Acting Co-Director of English Language Center</td>
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<tr>
<td>Acting Co-Director of English Language Center</td>
<td>Continuing Education</td>
<td>Existing Position Replacement (Acting)</td>
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<td>$65,071</td>
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<tr>
<td>Project Access Advisor (18.75 hrs/wk)</td>
<td>Academic/Student Support &amp; Career Services</td>
<td>New Position (Temporary with Benefits)</td>
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<td>$64,448-$104,885</td>
<td>$43,897</td>
<td>Schnapp, Linda</td>
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## SEPARATIONS

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control Status</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation</th>
<th>Name</th>
<th>Effective Date</th>
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</thead>
<tbody>
<tr>
<td>Auxiliary Services Housekeeper I</td>
<td>Auxiliary Services</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Allaire, Shoshanna</td>
<td>03/16/17</td>
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<tr>
<td>Assistant Professor, Nursing</td>
<td>Health Sciences</td>
<td>N/A</td>
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<td>N/A</td>
<td>N/A</td>
<td>Pyuzza, Rita</td>
<td>03/17/17</td>
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<tr>
<td>Computer Solutions Technician II</td>
<td>User Network Systems</td>
<td>N/A</td>
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<td>N/A</td>
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<td>Help Desk Technician II</td>
<td>Information Services</td>
<td>N/A</td>
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<td>N/A</td>
<td>Kang, Raymond</td>
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