Board of Trustees’ Work Session and Board Meeting Materials

May 31, 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...

Encourage Service to Others
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. Recognition of Howard Community College’s All-USA Academic Team Award
   III. Information Session: Sustainability at Howard Community College

Regular Meeting – Immediately following the work session
   A. Approval of May 31, 2017, Agenda
   B. President’s Report
   C. Board Member Comments
   D. Reports to the Board of Trustees
      1. Audit and Finance Committee
   E. Board Priority Items
      1. Election of Fiscal Year 2018 Board Officers
      2. Financial Statements
      3. Fiscal Year 2016-2020 Mission, Vision, Values, and Strategic Goals
      4. Identity Theft Prevention – Red Flags and Payment Card Industry Compliance
   F. Approval of Board Meeting Minutes
      1. April 26, 2017, Work Session
      2. April 26, 2017, Regular Session
   G. Consent Items
      1. Proposed New Hires
      2. Audit Areas for Review
      3. Sodexo Management Agreement
      4. Mechanical Services Contract Renewal
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21. Authorization for Board Chair to Approve on Behalf of Board until Next Regular Meeting

H. Discussion Items
   1. Work Session Topics for Fiscal Year 2018

I. Information Items
   1. Board Calendar
   2. Agreements Signed by the Board Chair Disclosure
   3. Full-time/Part-time Faculty Ratios
   4. Anticipated Summer Approvals
   5. Sodexo Report
   6. Barnes and Noble Report
   7. Personnel Summary

Closed Session
I – Introduction of New Employees

For the trustees' information, newly hired employees approved by the board at its April 26, 2017, meeting will be introduced to the trustees by Dr. Hetherington and area vice presidents.
II – Recognition of Howard Community College’s All-USA Academic Team Award

Group being introduced: Howard Community College (HCC) students Karina Aquiahuatl Villagran and Ghazal Ramezanifoukolaei, Dr. Megan Myers, Phi Theta Kappa (PTK) advisor, and Dr. Matthew Van Hoose senior director, academic enrichment and integrative learning.

Background: The All-USA Academic Team Competition is sponsored by USA TODAY, the Follet Higher Education Group, the Coca-Cola Scholars Foundation, the Coca-Cola Foundation, Phi Theta Kappa Honor Society, and the American Association of Community Colleges. Each year, nearly 1,800 students are nominated from institutions throughout the United States, representing a high level of scholarship and academic achievement. The two students nominated this year by HCC were Karina Aquiahuatl Villagran and Ghazal Ramezanifoukolaei.

Karina Aquiahuatl Villagran is a recognized leader on HCC’s campus as the president of the Hispanic Student Union, vice president of membership engagement for PTK, and president of Active Minds. Overcoming cultural and linguistic barriers have made Karina strong, empathetic, and dedicated to serving her community. She has done this through the Rouse Scholars Program and as an advocate for Deferred Action for Childhood Arrivals (DACA) students. She hopes to continue to empower others in her professional pursuit to be an occupational therapist.

Ghazal Ramezanifoukolaei is a straight-A student who has excelled across a rigorous curriculum as a pre-medicine major. Since early childhood, she has aspired to be a doctor and help others. Born and raised in Iran, Ghazal is excited about the educational opportunities women have in the United States, and is determined to succeed. When not in school, she can be found volunteering at a local nursing home. Ghazal is planning on transferring to University of Maryland Baltimore County (UMBC) to pursue her undergraduate degree on the way to medical school.

Karina and Ghazal were honored at the All-Maryland Academic Team award ceremony sponsored by the Maryland Council of Community College Presidents and the Maryland Association of Community Colleges at the Turf Valley Country Club on Wednesday, May 3, 2017. Karina was named to the 2017 All-Maryland First Academic Team and Ghazal was named to the All-Maryland Academic Second Team.
III – Information Session: Sustainability Update

**Background:** The Howard Community College (HCC) administration is updating the board of trustees on current sustainability initiatives at the college. Since December 2006, the college has embraced and cultivated various initiatives on its journey to becoming a sustainable institution.

In April 2007, the board of trustees approved and the president signed the American College and University Presidents Climate Commitment (ACUPCC). The college’s first Greenhouse Gas Emissions Inventory was completed in 2008, followed by the completion of its Climate Action Plan in 2009. The college continues to provide updates on its greenhouse gas emissions and climate action plan annually.

The college’s carbon footprint is measured in metric tons of carbon dioxide emissions. The ultimate goal is to reduce carbon emissions in an effort to achieve carbon neutrality. At the time HCC joined, the recommendation for long-term projections for higher education institutions was to incorporate a target of 80 percent to 100 percent reduction in greenhouse gas emissions by 2050. Based on this recommendation and with approval from ACCUPC, the college developed a reasonable goal to achieve an 80 percent reduction of carbon emissions over its 2009 levels by 2050.

However, as priorities and goals evolve within higher education and globally, so has ACUPCC. The leadership statement is now referred to as the Presidents’ Climate Leadership Commitment (PCLC) and the goal is now to reach 100 percent reduction in greenhouse gas emissions to achieve climate neutrality by 2050.

College and university signatories believe in the power and potential of higher education’s key role in shaping a sustainable society. Not only are institutions deeply concerned about the increasing pace and intensity of global climate change and the potential for unprecedented detrimental impacts, but they also understand that technology, infrastructure, global interconnectedness, and engaged students allow them to explore innovative solutions and lead in climate action and sustainable solutions. There are over 675 institutions that have signed the leadership commitment and there are currently 5.6 million students attending signatory institutions, which is one-third of all students attending college. HCC is committed to minimizing global warming emissions and providing the knowledge and education to achieve this aggressive carbon neutrality goal.

For HCC, this goal translates to a one percent reduction in greenhouse gas emissions per year in order to avoid the worst consequences of climate change. HCC’s strategic goals align with this benchmark and the college is committed to achieving the one
percent reduction per year over the 2009 baseline of gross emissions in its efforts to reach carbon neutrality by 2050.

This past year, the college fully implemented a new methodology by which to measure gross emissions. PCLC statistics and data views are reported in two different ways: 1) gross emissions per FTE; or 2) gross emissions per square foot. In an effort to analyze comparative peer data, the college changed from reporting gross emissions per FTE to reporting gross emissions per square foot. This change has proven to be a more realistic assessment to similar peer institutions by Carnegie classification for reporting purposes.

The carbon footprint is calculated using gross emissions per square foot (per 1,000 square foot of built space) measured in metric tons of carbon dioxide emissions. By calculating this way, the greenhouse gas emissions are normalized by square foot. Community colleges and non-research institutions naturally maintain lower emissions. While FTEs fluctuate, square footage remains consistent and can be planned. The college will continue to benchmark against other PCLC signatory schools using gross emission per square foot to meet carbon neutrality by 2050.

In addition to the success with carbon emissions reduction, HCC had other notable activities this year as it continued on its sustainability journey. The college continues an emphasis in three areas: reduction of the carbon footprint, increased awareness, and sustainability across the curriculum. The college works to coordinate and promote activities and programs in these areas as shown in the chart on the following page.

A new and exciting opportunity that surfaced this year within the college community is the Green Teaching Pilot Program. With the assistance of faculty, the college is able to consider a pilot program to help promote sustainability across the curriculum. The pilot program is in the design and planning phase.

The idea of adopting green teaching at HCC developed during a faculty-led Faculty and Professional Learning Communities (FPLC) program on sustainability held over the 2015-2016 academic year. It basically encourages professors, teachers, and instructors to adopt a "greener" teaching style and promote awareness of social, environmental, and energy-related issues as part of college education. It is a means to help build lifelong habits of energy conservation, waste reduction, personal responsibility, accountability, and awareness by training and designing learning objects and faculty cooperation.

The premise of the green teaching pilot is based on a system of self-reporting. Points are awarded based on sustainable practices being implemented within the classroom and across the curriculum. Faculty members can qualify for a green teaching level and are recognized by answering a number of questions about their efforts to make their classrooms and courses more sustainable. Upon evaluation, qualified courses are rewarded with a seal representing one to four different levels of green teaching, which can eventually be put on syllabi and the learning management system pages to market
courses as green. There are currently 10 faculty members signed up to participate in the pilot program expected to launch in fall 2017.

### SUSTAINABILITY INITIATIVES AT HCC

#### CARBON FOOTPRINT
- Greenhouse gas emissions inventory
- Climate action plan
- Green cleaning program – first community college in Maryland to utilize Benefect eco certified green products and maintain 100% green cleaning status
- Trash bag waste removal and cost reduction
- Recycle Mania – ranked in top ten in MD by recycling 65 metric tons of waste equivalent to removing 14 road vehicles or the energy consumption of 7 homes
- Natural gas reduction
- Electricity use reduction
- BGE energy curtailment program
- Utilities and lighting upgrades
- Indoor climate policies
- Arboretum partnership with Howard County Forestry Board
- Nature trails development and invasive species removal
- LEED Gold for HSB and SET by the US Green Building Council
- Low emissions parking
- Electric car charging stations
- Coordinated bicycle and pedestrian connections with Howard County
- Dragon wagon shuttle services
- Bike and walk challenge
- Bikeshare pilot program with Howard County
- Transportation demand management plan

#### AWARENESS
- GreenFest 2017
- Sustainable emporium with 20 local vendors promoting sustainable and healthy living options in the county
- Sustainability lunch and learn series monthly training and speaker series to promote awareness
- Community supported agriculture
- Live Green Howard County and community sustainability programs
- theSEEDcenter.org signing
- Genome self-assessment
- Campus sustainability day
- 20 minute cleanup
- Adopt a road
- Earth day celebration
- Dumpster dive
- Innovation fair
- Student resource fair
- Green graduation pledge
- Graduation gown recycling
- Arboretum partnership
- Stream restoration project
- Rain gardens
- Educational signage
- Solar tables
- Laptop program
- Low emissions parking
- Carpool/ride share parking
- Sustainability internship program
- Sustainability vital signs
- NACUBO Poster Contests – sustainability, ecology, and education, promoting restoration and community; and LEED buildings
- Community garden (new)

#### CURRICULUM
- College faculty learning community to study resources to incorporate areas of sustainability into the college’s curriculum
- SEED Center – joined the Sustainability Education & Economic Development Center sponsored by the American Association of Community Colleges to promote green education and sustainability advancement on campus
- HoLLIE Legacy Leadership Environmental Institute eight-week class through Con Ed
- Sustainability literacy test [www.sustainabilitytest.org](http://www.sustainabilitytest.org)
- READY program – partnership to educate and train students in designing rain gardens, program provides 30 new green job placed throughout the county
- Chesapeake Bay Alliance program for students to perform water sampling and testing
- Stream Restoration Grant Project restore, regrade, reforest stream banks and flood prone areas, partner with middle schools, businesses and community
- Service learning incorporated sustainability into experiential learning and civic engagement student projects
- Green professor teaching pilot program (new)

Another reoccurring and rewarding event that the college participates in annually is GreenFest. The college hosted the 10th annual Howard County GreenFest on April 22, 2017, themed *Earth Day Every Day*. Despite the cold, rainy weather, this year’s event
was a huge success, with over 2,000 people in attendance. More than 80 vendors participated in workshops, demonstrations, and exhibits, along with sponsors and volunteers from across the county. Activities included green vendors, free workshops, food, kids activities, native plants, food drive, recycling, scholarship forest planting, native bulb garden planting, and compost bin and rain barrel demonstrations.

The college continues to develop partnership opportunities with state and local governments, as well as with businesses and the community. HCC understands the necessity for these partnerships and how it plays a vital role for future collaboration and resource management.

The college continues to encourage an emphasis on the triple bottom line sustainability framework in supporting sustainability goals and measuring institutional success through environmental stewardship, social responsibility, and economic prosperity. The college has had significant accomplishments this year and it will continue to be diligent in its efforts to promote sustainability education and advancements on campus and throughout the community.
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Closed Session
B – President’s Report

HCC Named One of the Top Tech-Savvy Community Colleges
HCC has been named one of the top-rated community colleges nationwide in the annual Digital Community Colleges Survey by the Center for Digital Education. HCC placed third in the large community college category and was recognized for leading the way in utilizing technology to engage students and improve learning. The Digital Community College Survey examines areas of digital and emerging technologies, such as the integration of mobile devices and technology into curriculum; strategic planning and data management; and professional development, including availability of technology tools and training for faculty and students. In addition, the survey looked at community colleges’ technology priorities, infrastructure and networks, collaboration and outreach efforts, and use of technology innovations. This year marks the eighth consecutive year that HCC has placed in the top ten in the nation. Kudos to Tom Glaser, Rick Pollard, and the entire information technology team.

The Center for Hospitality and Culinary Studies
In the latest rankings published for culinary programs by Best Choice Schools, The Center for Hospitality and Culinary Studies secured the number two ranking for Maryland schools for culinary programs. This is a great accomplishment for the program and the team. It was noted that the culinary program displays characteristics of a quality culinary program; in particular, hands-on instruction, professional instructors, a variety of coursework, and academic rigor. Congratulations to the culinary team: Chef Michael Levins, Chef David Milburn, Vinnie Rege, Jodi Roze, and culinary, baking and pastry, and hospitality faculty and students. To view the report, visit this site: http://www.bestchoiceschools.com/rankings/culinary-schools-maryland/

Students from Howard Community College’s Center for Hospitality and Culinary Studies competed in the American Culinary Federation (ACF) Chesapeake Culinary Cup Competition at Anne Arundel Community College on Sunday, April 23, 2017. This was their first time competing in an ACF-approved competition. “Team HCC” secured overall 3rd place, and students, Jamila Wright Jones and Thomas Mang, were awarded individual bronze medals. Youn Joo Cho and James Palo received certificates. Students devoted countless hours and energy to represent HCC at a high competition level. Special kudos to Chef Maria Bell, Chef Michael Levins, and faculty members, for mentoring students and getting them ready for the competition.

Vino Scholastico
The 11th anniversary of Vino Scholastico on Friday, April 28, 2017, was a grand success, raising over $80,000 for student scholarships. Ridgeback Wines from South Africa, the featured vineyard this year, led a special wine tasting for 150 guests. The general tasting spread into multiple classrooms in the Health Sciences Building with 21 different tables full of fine wines, craft beers, spirits, and food tastings.
Special thanks to Roger Stott who coordinated the many volunteers and to all HCC staff who made the event possible: Sarah Angerer, audiovisual services, Chuck Baines, Verna Bernoi, David Blachowicz, Greg Bowers, Debra Radcliffe-Borsch, Tyrone Boyd, Janelle Broderick, Nancy Calder, culinary program faculty and students, Jessica, Dalrymple, Kimberly Davis, Kari Ebeling, Sarah English, Wendell Epps, facilities staff, Benjamin Fan, Tiffany Goins, Belinda Green, Farida Guzdar, Stephania Haggard, Anna Hamilton, Mike Heinmuller, Travis Hopkins, housekeeping staff, Anne Johnson, Julie Jones, Donna Kelly, Jessica Kirkpatrick, Erica Koenig, Karen Kyger, Benjamin Law, Michael Levins, Mary Ann Massoglia, Missy Mattey, David Milburn, Eric Moore, Bob Muir, Rosemary Muir, Char Rogers-Nado, Mary Newberger, Lauren Nitz, Mike Popp, print shop staff, public relations and marketing staff, public safety staff, Faith Reed, Ana Silva, Sarah Simon, Heather Stone, Marisa Strickland, Rebecca Swick, Jackie Taylor, Margaret Tricoli, Christi Tyler, Patty Veri, Elizabeth Watson, welcome center staff, Genevieve Wessel, and Brandon Yerrid.

Developmental Education Association of Maryland Award
I am proud to announce that student Megumi Jones was awarded the Rosa Illardo Howard Memorial Scholarship for an Outstanding Alumnus of Developmental Education Program, from the Developmental Education Association of Maryland (DEAM). Megumi was selected from a pool of nominees as being an exemplary completer of a developmental education program who set high standards for others to emulate. She received a scholarship, and was recognized at the DEAM conference at Harford Community College on Friday, April 28, 2017. Thanks go to Jenny Penniman for nominating Megumi Jones and to Lory Baird, Kristina Cain, Kathleen Schahfer, and Brooke Tyson for writing letters of recommendation. Special thanks to HCC’s developmental education committee co-chairs Allison Bell, Brooke Tyson, and Lynn Voyton for organizing the effort.

Adult Basic Skills Staff Member Receives Statewide Award
On May 4, 2017, Michele Woods, adult basic skills program assistant, received the 2017 Maryland Association of Adult, Community and Continuing Education (MAACCE) Support Staff Award during the annual MAACCE conference. The award recognizes outstanding contributions and achievements of support staff in the field of adult education each year. Supporting adult basic skills students in their educational endeavors is at the heart of everything Michele does: whether it’s serving as a strong support to prospective students as their first point of contact, organizing the registration process, assisting with professional development in-services, cheering on students who have come for their tutoring appointments, planning the Annual Diploma Recognition ceremony, or performing countless other supporting roles for the adult basic skills team. Please join me in congratulating Michele on this well-deserved recognition!

Men’s and Women’s Lacrosse Go to the NJCAA Championships
Congratulations to the men’s and women’s lacrosse teams who competed in the National Junior College Athletic Association (NJCAA) championship earlier in May. Both teams were tough competitors and finished as runners-up. The women lost to Monroe Community College’s team, which was on an eighty-three win streak and its fifth national title, by the score of 12-3. HCC’s men had a strong showing at the finals. They were leading at one time 6-3 before Onondaga Community College caught up to go 6-6 at half-time. Back and forth both teams competed, but at the sounding of the final horn Onondaga prevailed 15-14.
Congratulations to head coaches Erik Foust and J. Brett Ponchione, their staff and student-athletes for a tremendous season and historic finish!

**Men’s and Women’s Track Nationals**
Under the guidance of first-year head coach Rob Etheridge and his coaching staff, student-athletes competed in the NJCAA Track and Field National Championships May 11-13, 2017. Howard’s men finished fourth and the women finished 10th for this year. Dan Usher placed first in the discus and was the national champion of that event. Kendall Belser placed second in the long jump, and Elijah Richardson placed second in the high jump. On the women’s side, Margaret Niland placed third in the 5,000 and 10,000 meter run. Overall, HCC had several student-athletes place eighth or higher in 22 events.

Thank you to the following staff for their assistance, commitment and tireless effort to coordinate the event: Chris Abell, Nicole Adelman, Mary Kay Casciaro, Kevin Drummond, Kevin Elza, Tim Happel, and Diane Schumacher. Thanks to the many volunteers who made this event memorable for all those participating. Special thanks to all of the HCC track and field student-athletes for their participation.

**HCC To Receive New ARTsites Sculpture**
Howard Community College has once again been selected to receive a work of art through Howard County Arts Council’s year-long exhibit, ARTsites. The ARTsites program, now entering its sixth year, seeks to generate interest in public art and to increase accessibility of art within the community.

HCC is set to receive Blue Planet, a 14-foot tall kinetic stainless steel sculpture by Hanna Jubran, the same artist who created The Cycle, located on the north patio of the Horowitz Visual and Performing Arts Center. The kinetic elements of Blue Planet serve to create a unique, evolving perspective for each viewer.

Blue Planet will be installed in August 2017 outside the health sciences building. The college’s 2016 ARTsites piece, Basalt Man, will remain on campus, joining two previously purchased ARTsites works, The Cycle and Autumn Amber. HCC’s participation in ARTsites is facilitated by Janelle Broderick and Valerie Lash through our ongoing partnership with the Howard County Arts Council. Special thanks to Bob Marietta.

**International 5K and Family Run**
Howard Community College (HCC) was pleased to support the FIRN International 5K and Family Fun Run on April 2, 2017, where over 250 athletes competed. The activities included a multi-cultural fair in the quad, featuring a wide range of countries, ethnicities, faiths, and organizations demonstrating the rich diversity of Howard County. The money raised at the race supports FIRN (foreign-born information referral network), a nonprofit organization in Howard County that empowers immigrants, refugees, asylees, and other foreign-born individuals by helping them to access community resources and opportunities.

Thanks are extended to Kevin Collins and Kari Ebeling for coordinating the event with FIRN and to Mary Barton, Marcia Cohen, Kathie Martin, Debbie McGuire, Nilce Tamashiro, Chuni Wang, Elizabeth Watson, and Minah Woo for staffing the English Language Institute table. Kudos to English Language Institute staff Nikki Sappington, Mary Strabala, Diane Johnston, and Brad Knieriem who walked or ran the 5K. Thanks are also
extended to the facilities and environmental services staff for set up and clean up. In addition, thanks to Maura Dunnigan for coordinating the Friends Across Borders student group to staff a table and share the internationality of the campus.

**Good Deeds Day**
On Sunday, April 2, 2017, 15 members of the Howard County Jewish Federation celebrated Good Deeds Day by helping Bob Marietta prepare a bulb planting bed on the quad. One hundred and seventy-five square feet of sod was removed and re-planted in areas where traffic and de-icing salt had killed the grass over the winter.

**HCC Students Help Grassroots**
*Pass the Hat* members of Howard Community 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.

**Math Awareness Week Draws Record Crowd**
Each year, Math Awareness Week (MAW) highlights the connections between mathematics and another field. This year’s theme was “Mathematics and Gaming.” Darrin Berkley kept students and employees engaged with challenging daily puzzles throughout the week. On Tuesday, he hosted a chess simulation in the Burrill Galleria where he played chess with multiple people at one time. He played a faculty member, the faculty member’s young son, and 15 students, and yet none of them was able to beat the chess expert. On Wednesday, the students competed in the 19th annual Math Jeopardy competition which had the highest attendance on record. One hundred sixty one people packed into DH-100 to compete and observe. Twenty-nine teams of four students, including the president’s team, competed by answering questions related to this year’s theme written by Allison Bell and Kristina Cain. Andrew Brown assisted in the organization of the game. This year’s master of ceremonies was Guy Bunyard. The first place student team, awarded a cash prize of $1,000, went to Siavash Aarabi, Samuel Chan, Kathleen Hamilton, and Shiyu Yan. On Thursday, DH-100 was filled with 81 faculty and students for the speaker event that featured Neal Sofge of National Aeronautics and Space Administration (NASA) Goddard Space Flight Center who discussed the myriad ways mathematics has been used in tabletop game designs over the past 40 years. Dr. Anurag Dwivedi of the Johns Hopkins Applied Physics Lab demonstrated engaging examples of magic where mathematical techniques were used to create astonishment for enhancing the quality of audience experience and engagement. Following the speaker event, Rehana Yusaf directed the third annual poster session, which featured faculty-selected projects representing College Algebra, Pre-Calculus I, and new this year, Concepts of Mathematics I and II classes. Student presenters talked with 49 students, faculty, and staff attendees about their projects in the Duncan Hall lobby. This year’s top prize was awarded to Amir Mufti for his project “What Goes Up, Must Come Down” where he used a fourth degree regression function to model the shape of a roller coaster.

The entire week’s activities were coordinated by Kristy Vernille, with assistance from Loretta Tokoly. Thank you to Dan Friedman, Zoe Irvin, and Jean Svacin for participating on my Math Jeopardy team. Thanks are extended to the audiovisual and facilities teams for their support. Thanks also to Gabriel Ayine, Yvonne Beachum, Mary Ann Carroll, Darcy Conant, John Esenwa, Carol Howald, Greta Holtackers Cannon, Sunhee Kim, Catherine LaFerriere, Fred Lang, Mike Long, Michael Nyagol, Maya Patel, Jenny...
Penniman, Bernie Sandruck, Caroline Torcaso, Lamont Vaughan, and Jane Wenstrom for helping make this a spectacular week-long event.

Mathematics Department
Two STEM students, Siavash Aarabi and Luke Stigdon, and their advisor, Mike Long, spent the first weekend of their spring break traveling to the Northeast Regional Honors Conference in Pittsburgh. The students presented a poster about their original mathematics work that explored the properties of differences in powers of polygonal numbers. The students received many accolades for their work and for doing original research while pursuing a degree at a community college.

Ever wonder how to make mathematical jewelry? Members of the mathematics division helped those participating in STEM Night at Swansfield Elementary School on April 6, 2017, and STEM Day at Northfield Elementary School on April 22, 2017, to answer that question. The mathematics division sponsored a table where participants constructed their own bead bracelets with bead patterns that were the participants’ initials in binary. The division also helped participants to construct kaleidoscopes and some HCC students offered participants some math magic. Thanks to all from the math division who worked the Swansfield and/or Northfield events including Siavash Aarabi, Andrew Brown, Kristina Cain, Darcy Conant, Catherine LaFerriere, Adrian Kuhlman, Mike Long, Michael Nyagol, Jenny Penniman, Bernie Sandruck, and Loretta Tokoly.

Early Childhood Development Program
On April 1, 2017, students enrolled in the practicum courses for HCC’s early childhood development program planned and facilitated three hands-on preschool math learning activities at the annual Howard County Children’s Discovery Fair. Over 400 children attended this free public event for preschoolers and their families. Thanks to practicum instructor, Kate Kenney, for coordinating this learning opportunity for HCC early childhood students for twelve years running.

GreenFest
Thanks to the volunteers and staff who worked on April 22, 2017, to make the Howard County GreenFest such a huge success. Despite the rain, approximately 2,000 community members came to see more than 80 vendors, exhibits, and activities, including planting 50 trees in the Columbia 50th Anniversary Scholarship Forest, planting a native bulb garden on the quad, workshops on gardening and landscaping, and rain barrel building. Recycling programs collected sneakers, jeans, phones, glasses, and electronics. The county’s paper shredding truck was filled by noon.

A special thank you goes to Bob Marietta who spends hours coordinating this event every year with the county. Other hard-working volunteers and staff include Tavon Bell, Shelly Bilello, Samat Bon, Tiffany Chea, Lynn Coleman, Kimberly Davis, Theodore Davis, Sokhun Ek, Sarah English, Wendell Epps, Belinda Green, Vince Harding, Marie Janiszewski, Buff Kelly, Jeremy Kesler, Cathy Keys, Khoeun Lam, Susan Liden, Missy Mattey, Chan Moeuy, Bill Moody, Mary Nyarko, Dyna Pen, Collin Perry, Polivan Pich, Hannah Pie, Deborah Radcliffe-Borsh, Anjna Sharma, Karan Sharma, Narinder Sharma, Neetika Sharma, Dannielle Smith, Chansotheary Thoun, Carrie Torcaso, Varada Vaidya, Telisa Young, and James Zeh.
In addition, special thanks to HCC students Abass Ajiboye, Oluwatosin Akinwande, Jordan Amani, Karina Aquiahuatl, Emily Broon, Dante Brown, Nathan Brown, Jenna Carlson, Jinelies Cuevas, Jasmin Davis, Steven Dea, Jenna Fletcher, Mayah Godsey, Jay Gonzales, Jordan Irani, Winnie Kopparapa, Yulan Liu, Paul Mfodwo, Faith Olulana, Huyen Pham, Ciarra Phillip, Rocinda Robertson, Michael Rodman, Anna Schuster, Christian Stewart, Gregg Torcaso, Shishi Wang, and Yuan Zhang.

Dean’s Ceremony
On April 26, 2017, Jean Svacina hosted the annual dean’s ceremony, which recognized 1,105 students who, through academic excellence, were named to the dean’s list for the first time for the spring and/or fall semester in 2016. Dean’s list students, joined by their friends and families, were acknowledged by Cindy Peterka, Jean Svacina, inspiring faculty member, Luda Bard and me. The students received an honors pin in recognition of their achievement.

A big thank you to all who helped make this event a success, including Janelle Broderick, Donna Brunne, Debra Butler, Polly Coles, Kevin Collins, Carla Hairston, Mark Smedley, housekeeping and facilities staff, print shop staff, public safety personnel, Smith Theatre staff and the Sodexo staff. A very special thank you to Bella Chica, Ada Resendiz, Awilda Velazquez, and Dennis Williams.

Howard P.R.I.D.E. and Howard County Police Build Bridges
Howard P.R.I.D.E. participated in the first annual “Building Bridges Basketball Game” with the Howard County police department. This social event was created by Shawn Lamb as a continuation of our efforts to foster a better relationship between the police and students, specifically men of color. The basketball event featured remarks from Howard County Executive Allan Kittleman, the African American Community Roundtable, and Cindy Peterka. The Howard P.R.I.D.E. men were championed to victory by Geoffrey Colbert in a stunning 60 to 39 win. Special thanks go to Llatetra Esters, Schnell Garrett, Cindy Peterka, Diane Schumacher, the office of student life and the Howard County Police Department.

HCC Students Present Research at the Maryland Collegiate STEM Conference
HCC students traveled to Carroll Community College to present their research at the third annual Maryland Collegiate STEM Conference on April 29, 2017. The conference brings students and faculty together to advance their professional development and to celebrate student and faculty creativity in research and teaching. Students presented their research in poster sessions and oral presentations, and received feedback to enhance their communication and research skills. They also attended sessions that will help them plan for careers in STEM. Thanks to students Siavash Aarabi, Abass Ajiboye, Grace Akoji, Alex Bisant, Firquan Chatta, Kathleen Hamilton, Ameer Hassan, Eli Kohn, Karen Lisarraga, Mary Grace Reyes, Kyle Sutton, and Briana Taborn for a job well done. Special thanks to the faculty who supported them: Alex Barr, Cheryl Campo, Brendan Diamond, Greta Holtacker-Cannon, Kathy Jones, Kathy Lilly, Mike Long, Michael O’Donnell, Will Straube, Loretta Tokoly, and Patti Turner.

Rouse Founder’s Day Celebrated
On May 9, 2017, I joined members of the local community and HCC trustee Steve Joss, faculty, staff, and students to honor James W. Rouse at this year’s Founder’s Day Event.
This program, sponsored by the Columbia Association, was part of the Columbia 50th celebration activities. The morning program honored Mr. Rouse’s life and his vision for a “better city” in the creation of Columbia. It was moderated by Josh Olsen, author of “Better Places, Better Lives: A Biography of James Rouse.” The keynote speaker was Harvard University Professor of Urban Planning, Ann Forsyth. The morning program concluded with a roundtable discussion titled “Going Forward: Today’s Answers to Creating a Better City.”

In the afternoon, Rouse Scholar students Sarah Ahmed, Karina Aquiahuatl Villagran, Jordyn Beard, Cara Caccamisi, Olivia Cleckner, Ann Marie Matthew, Farihah Mehmud, Brittany Nixon, Gaby Schito, Heather Sun, Rima Teymourlouei, Mary Ton, and Kati Weems shared their Rouse Responds community projects in a poster presentation session honoring Mr. Rouse’s legacy. The poster session was followed by a luncheon where HCC faculty, staff, students, and community members discussed ways to bring Mr. Rouse’s vision into the future. Thanks to everyone who participated in the coordination of this event, in conjunction with the Columbia Association, including Jean Anderson, Janelle Broderick, Kevin Collins, Beth Homan, Maura Dunnigan, Margaret Kahlor, Laura McHugh, Danielle Maloney, Missy Mattey, and Awilda Velazquez.

Development Update

<table>
<thead>
<tr>
<th>April 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>$120,077</td>
<td>$54,852</td>
</tr>
<tr>
<td>Endowment revenue</td>
<td>$21,539</td>
<td>$9,848</td>
</tr>
<tr>
<td>Scholarship revenue</td>
<td>$42,519</td>
<td>$4,030</td>
</tr>
<tr>
<td>Grant revenue</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

The across-the-board increases in 2017 are due to increased giving to close the Pathways Matching Fund, in science, engineering, and technology building naming opportunities, in gala sponsorships, and as a result of a very successful Vino Scholastico event.

[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.

Capital Update

**Science, Engineering, and Technology (SET) Building**
April and May were busy as the construction punchlist items were addressed and the furniture and equipment was being delivered. With a specialized building of this size, it takes approximately eight weeks to complete the delivery and installation of all the furniture and equipment. Deliveries began over spring break and are continued through May. The bulk of the items are in and vendor specific punchlists are being developed by college staff.
The college implemented a phased moving schedule for SET. The first and second phases of the move took place in March and April with the final phase completed on May 22, 2017. Faculty and staff are pleased to finally move into their new spaces.

The new building provides the necessary space to educate and train students in the science, engineering, and technology disciplines. This state-of-the-art facility opened for summer classes on May 30, 2017. The ribbon-cutting is scheduled for August 21, 2017, at fall convocation.

Renovations to Nursing and ST Buildings
The completion of the guaranteed maximum price (GMP) occurred in April and was presented to the board for review and approval at its meeting on April 26, 2017. The GMP was also 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). Funds for the FY18 capital budget become available through the state effective June 1, 2017.

The college’s facilities department finalized the schedule for phasing renovation of this complex project. They worked diligently with the architectural and construction management teams with a goal to sequence the work to reduce costs, minimize disruptions to class, 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.

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.

Recently completed:
• 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

- Audit and Finance Committee: May 16, 2017, Meeting Notes
Present: Kevin J. Doyle and Steven A. Joss, committee members and trustees; and Kathleen B. Hetherington, president

Staff: Verna Benoi, director of finance and accounting; Lynn Coleman, vice president of administration and finance; Janet Cullison, associate vice president of finance; Linda Emmerich, executive associate to the president; Chris Heston, budget manager; Elizabeth Moss, director of procurement; Cynthia Peterka, vice president of student services; and Jean Svacina, vice president of academic affairs.

Guests: Graylin Smith, engagement partner, and Minyin Hart, engagement manager, of SB & Company, LLC

<table>
<thead>
<tr>
<th>Topic</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| 1. Meeting with College Auditor and Audit Areas for Review | Audit and finance committee members met the audit team members from SB & Company, LLC, including Graylin Smith and Minyin Hart and reviewed the scope and process for the fiscal year (FY) 2017 audit.  

Two special areas of review that the committee requested the auditors examine included: the Laurel College Center, including ensuring that costs are being allocated appropriately, and controls over wire transfers for the college.

The audit and finance committee approved the special areas for review, which will be recommended to the full board for approval at its May 31, 2017, meeting. Trustee Joss commended Mr. Smith and Ms. Hart on the thorough presentation.

Mr. Smith noted that once the guidance is in place regarding changes in the Uniform Grant Guidance, SB & Company, LLC will conduct a special session with management to review the changes. |
### Topic: Modification of Small Procurement Threshold Amount

<table>
<thead>
<tr>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elizabeth Moss informed committee members that in the recent legislative session, Governor Hogan introduced legislation that impacts the state’s procurement and would have an impact on community colleges. A bill is awaiting the governor’s approval that would raise the limit for small procurement from $25,000 to $50,000. It is anticipated that the governor will approve this legislation and that it will be effective October 1, 2017.</td>
</tr>
</tbody>
</table>

Ms. Moss reported that the last significant revision of the college’s purchasing policies and procedures was in 2010. The change in legislation noted above, if passed into law, would require some revision of the college’s procurement policies. The administration asked the audit and finance committee to consider if it would like to review overall purchasing limits and reporting to determine if other adjustments are wanted beyond changes resulting from the small procurement threshold increase.

The audit and finance committee requested that the administration compile a comparison of purchasing approval thresholds among other Maryland community colleges and a list of FY17 board approved procurements and present those to the audit and finance committee at its September 19, 2017, meeting. Recommendations to procurement thresholds from the audit and finance committee would be made to the full board at its October 25, 2017, meeting.

### Topic: Purchasing Change Order Report

<table>
<thead>
<tr>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>The committee received a purchasing change order report for the period of January 1 – March 31, 2017. This was an information item and no committee action was required.</td>
</tr>
</tbody>
</table>

### Topic: 2017 Compensation Study

<table>
<thead>
<tr>
<th>Outcome</th>
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</thead>
<tbody>
<tr>
<td>In the initial operating budget proposal, the administration requested to fund the full implementation of the compensation study in FY18. However, after the college received reductions in the county executive’s FY18 proposed budget, the administration made an adjustment to implement the recommendations of the compensation study over a two-year period. With the end of the fiscal year, the college has learned that it will receive more funding from the State of Maryland for the Statewide and Health Manpower Grant program than anticipated and there is some funding available from salaries and other spending. The administration would like to use these unanticipated funds to fully fund the implementation of the recommendations of the compensation study in FY18 as opposed to spreading it over two years. In the reduced FY18 budget that the board approved in April 2017, $125,000 was budgeted for the program in FY18. However, the total program is anticipated to be approximately $270,000, so an additional $145,000 would be carried over to fully fund the study recommendations.</td>
</tr>
</tbody>
</table>

The audit and finance committee approved the recommendation that the entire compensation study recommendations be funded in FY18. This
<table>
<thead>
<tr>
<th>Topic</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>funding recommendation will go to the full board for approval at its May 31, 2017, meeting.</td>
<td></td>
</tr>
<tr>
<td>5. Request to Reduce Tuition for Dually Enrolled High School Students Residing in Howard County</td>
<td>The administration requests that the audit and finance committee recommend to the full board that the college reduce tuition by 50 percent for high school students who reside in Howard County and are dually enrolled in credit classes at HCC during the fall and spring semesters. With this waiver, the college anticipates an increase in home school and private high school students who reside in Howard County. The anticipated cost to the college for this waiver is $55,000 annually. This recommendation was approved by the committee and will go to the full board for approval at its May 31, 2017, meeting.</td>
</tr>
<tr>
<td>6. Other</td>
<td>Trustee Doyle suggested that the auditors look at the risk assessment related to opening new facilities. Trustee Joss remarked that enrollment should increase as a result of new facilities. Ms. Coleman noted that there are no new buildings on the immediate horizon for the college.</td>
</tr>
</tbody>
</table>

The meeting adjourned at 9:22 a.m.
E-1 Election of Fiscal Year 2018 Board Officers

Background: The bylaws of the Howard Community College Board of Trustees state, "the chair and vice chair shall be elected annually by the board at its last public meeting for the fiscal year." In compliance with the bylaws, the board will conduct its election process at the May 31, 2017, meeting.

Recommendation

The administration requests that the board of trustees elect its chair and vice chair for fiscal year 2018.

Compliance: This recommendation is in compliance with the Howard Community College board of trustees’ bylaws, Article IV, Board Officers and Their Duties.
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 April statements are included on the following pages.

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

**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 April 30, 2017
### SOURCE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>Actuals As of April 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>$720,850</td>
<td>1,346,040</td>
<td>54%</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>12,948,850</td>
<td>12,967,937</td>
<td>100%</td>
</tr>
<tr>
<td>Winter</td>
<td>952,069</td>
<td>872,602</td>
<td>109%</td>
</tr>
<tr>
<td>Spring</td>
<td>11,670,175</td>
<td>11,557,895</td>
<td>101%</td>
</tr>
<tr>
<td>Fees</td>
<td>4,003,762</td>
<td>4,211,612</td>
<td>95%</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td>$31,302,645</td>
<td>$31,930,805</td>
<td>98%</td>
</tr>
<tr>
<td><strong>Governmental</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local (Howard County)</td>
<td>$26,866,920</td>
<td>$32,240,298</td>
<td>83%</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>12,964,805</td>
<td>15,077,766</td>
<td>83%</td>
</tr>
<tr>
<td>Other</td>
<td>235,473</td>
<td>178,710</td>
<td>132%</td>
</tr>
<tr>
<td>Barnes and Noble contribution</td>
<td>93,333</td>
<td>112,000</td>
<td>83%</td>
</tr>
<tr>
<td>Continuing education contribution</td>
<td>551,888</td>
<td>662,265</td>
<td>83%</td>
</tr>
<tr>
<td>Unrestricted appropriations</td>
<td>1,256,053</td>
<td>1,504,863</td>
<td>83%</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$41,566,471</td>
<td>$49,775,902</td>
<td>84%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$72,869,116</td>
<td>$81,706,707</td>
<td>89%</td>
</tr>
</tbody>
</table>

All new information appears in green ink.

---

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. These are pre-registration revenues.

Even though Summer II had a 10.3 percent full-time equivalent (FTE) decrease from the prior year and headcount was down 9.8 percent, overall revenue exceeded budget by 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 due to the closure of the Mount Airy College Center for Health Care Education (MACCHCE), which are reported in the special funds.

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 due to the closure of the MACCHCE, which are reported in the special funds. Fall revenue includes Manpower Shortage Programs that are reimbursed by the state. The state pays the out-of-county differential for students in those programs based on statewide enrollments and funding is now final and the fall payment is reflected here. This payment was higher than estimated.

Winter FTE was up 2.6 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 up .6 percent. The higher variance to budget was caused by higher out-of-county and out-of-state enrollments than were anticipated in the budget. The state Manpower Shortage Program revenue is now final and the spring payment is reflected here. This payment was higher than estimated.

Fees are currently down by two percent from the prior year.

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

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

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

Area tracking as budgeted. New for FY17. This represents Barnes and Noble's contribution to the operating budget. The area 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.
USE OF FUNDS

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

Encumbrances for annual budgeted salaries and open purchase orders are included in the actuals shown here. Merit that is included in the budget was awarded in January.

The percentage spent and encumbered to date in the instructional area is two percent below the prior year. Costs in this function are down due to overall lower enrollment. Salary savings has been experienced due to attrition, as well as lower part-time faculty costs.

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 three 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.

Area is tracking as budgeted and comparable to last year.

The percentage spent and encumbered to date is two percent lower than the prior year. Savings has occurred for snow removal due to a mild winter.

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

Area is tracking as budgeted. 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.

<table>
<thead>
<tr>
<th>Category</th>
<th>Actuals</th>
<th>Budget</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$32,429,055</td>
<td>$38,104,964</td>
<td>85%</td>
</tr>
<tr>
<td>Public service</td>
<td>590,957</td>
<td>794,293</td>
<td>74%</td>
</tr>
<tr>
<td>Academic support</td>
<td>3,823,540</td>
<td>4,922,086</td>
<td>78%</td>
</tr>
<tr>
<td>Student services</td>
<td>8,068,350</td>
<td>9,355,271</td>
<td>86%</td>
</tr>
<tr>
<td>Facilities</td>
<td>9,104,460</td>
<td>11,005,016</td>
<td>83%</td>
</tr>
<tr>
<td>Institutional support</td>
<td>13,344,874</td>
<td>16,110,428</td>
<td>83%</td>
</tr>
<tr>
<td>Scholarships/waivers</td>
<td>1,062,550</td>
<td>1,414,649</td>
<td>75%</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td><strong>$68,423,786</strong></td>
<td><strong>$81,706,707</strong></td>
<td><strong>84%</strong></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$68,423,786</strong></td>
<td><strong>$81,706,707</strong></td>
<td><strong>84%</strong></td>
</tr>
<tr>
<td>Change in fund balance</td>
<td>$4,445,330</td>
<td>$0</td>
<td></td>
</tr>
</tbody>
</table>
All areas are comparable with the prior year expenditures with the exception of public service, academic support, and scholarships and waivers. The public service functional budget was increased to cover contingent spending. The academic support functional budget has experienced savings due to a period of having open positions. Spending on scholarships was lower last year than normal, but FY17 is more in line with the budget.
### SOURCE OF FUNDS

<table>
<thead>
<tr>
<th>Source</th>
<th>Actuals As of April 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><strong>Credit</strong></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</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>$708,841</td>
<td>$908,439</td>
<td>78%</td>
</tr>
<tr>
<td>Fall</td>
<td>$1,108,204</td>
<td>$1,447,768</td>
<td>77%</td>
</tr>
<tr>
<td>Winter</td>
<td>$626,531</td>
<td>$758,225</td>
<td>83%</td>
</tr>
<tr>
<td>Spring</td>
<td>$761,852</td>
<td>$1,301,520</td>
<td>59%</td>
</tr>
<tr>
<td>Subtotal noncredit tuition</td>
<td>$3,205,427</td>
<td>$4,415,952</td>
<td>73%</td>
</tr>
<tr>
<td><strong>Fees</strong></td>
<td>$1,773,448</td>
<td>$1,874,001</td>
<td>95%</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Tuition and Fees</strong></td>
<td><strong>$4,994,303</strong></td>
<td><strong>$6,300,953</strong></td>
<td><strong>79%</strong></td>
</tr>
<tr>
<td><strong>Governmental</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State of Maryland</td>
<td>$1,611,338</td>
<td>$1,933,605</td>
<td>83%</td>
</tr>
<tr>
<td>Other</td>
<td>$162,151</td>
<td>$250,600</td>
<td>65%</td>
</tr>
<tr>
<td><strong>Continuing education contribution</strong></td>
<td><strong>(551,888)</strong></td>
<td><strong>(662,265)</strong></td>
<td><strong>83%</strong></td>
</tr>
<tr>
<td><strong>Unrestricted appropriations</strong></td>
<td><strong>117,780</strong></td>
<td><strong>210,087</strong></td>
<td><strong>56%</strong></td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$1,339,381</td>
<td>$1,732,027</td>
<td>77%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$6,333,685</td>
<td>$8,032,980</td>
<td>79%</td>
</tr>
</tbody>
</table>

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 (GSA) contract was awarded to HCC later than anticipated. This caused the loss of training program offerings 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 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 preRegistrations 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 10 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 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 equal to the prior year.
## USE OF FUNDS

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.

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount 1</th>
<th>Amount 2</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$5,500,125</td>
<td>$7,187,530</td>
<td>77%</td>
</tr>
<tr>
<td>Scholarships/waivers</td>
<td>728,156</td>
<td>845,450</td>
<td>86%</td>
</tr>
<tr>
<td>Contingency</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$6,228,281</td>
<td>$8,032,980</td>
<td>78%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$6,228,281</td>
<td>$8,032,980</td>
<td>78%</td>
</tr>
<tr>
<td>Change in fund balance</td>
<td>$105,403</td>
<td>$0</td>
<td></td>
</tr>
</tbody>
</table>

Spending is currently down four percent as compared to the prior year. This division has had some salary savings due to open positions. Also, instructional expenses 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.
April Continuing Education Comparison of Budget Encumbered for Fiscal Years 2016 and 2017

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

FUND 11 - PERCENT OF BUDGET ENCUMBERED

<table>
<thead>
<tr>
<th></th>
<th>Instruction</th>
<th>Scholarships/waivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>81%</td>
<td>93%</td>
</tr>
<tr>
<td>FY17</td>
<td>77%</td>
<td>86%</td>
</tr>
</tbody>
</table>

Financials Page 7

Regular Materials Page 35
Howard Community College

<table>
<thead>
<tr>
<th>Object Code</th>
<th>Description of account</th>
<th>FY17 Actuals thru March</th>
<th>FY17 3rd Quarter Budget</th>
<th>Dollar Variance</th>
<th>FY17 Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facility Rental</td>
<td>15,398</td>
<td>18,750</td>
<td>(3,352)</td>
<td>25,000</td>
<td></td>
</tr>
<tr>
<td>Bookstore commissions</td>
<td>482,914</td>
<td>381,500</td>
<td>101,414</td>
<td>508,667</td>
<td></td>
</tr>
<tr>
<td>Contribution to operating</td>
<td>(84,000)</td>
<td>(84,000)</td>
<td>0</td>
<td>(112,000)</td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>414,312</td>
<td>316,250</td>
<td>98,062</td>
<td>31%</td>
<td>421,667</td>
</tr>
</tbody>
</table>

Expenses:

<table>
<thead>
<tr>
<th>Description of account</th>
<th>FY17 Actuals thru March</th>
<th>FY17 3rd Quarter Budget</th>
<th>Dollar Variance</th>
<th>FY17 Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries/Benefits</td>
<td>60,903</td>
<td>60,515</td>
<td>(387)</td>
<td>80,687</td>
</tr>
<tr>
<td>Overtime</td>
<td>0</td>
<td>750</td>
<td>750</td>
<td>1,000</td>
</tr>
<tr>
<td>College liability*</td>
<td>9,595</td>
<td>20,588</td>
<td>10,993</td>
<td>27,451</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>10,868</td>
<td>11,250</td>
<td>383</td>
<td>15,000</td>
</tr>
<tr>
<td>Utilities</td>
<td>10,159</td>
<td>10,159</td>
<td>(0)</td>
<td>13,545</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>91,525</td>
<td>103,262</td>
<td>11,738</td>
<td>137,683</td>
</tr>
</tbody>
</table>

Surplus available to subsidize café

<table>
<thead>
<tr>
<th>FY17 Actuals thru March</th>
<th>FY17 3rd Quarter Budget</th>
<th>Dollar Variance</th>
<th>FY17 Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>322,788</td>
<td>212,988</td>
<td>109,800</td>
<td>52%</td>
</tr>
</tbody>
</table>

Facility rentals are tracking ahead of budget and are eight percent higher than this time last year.

Bookstore commissions of $173,447 paid to date reflect a percentage of actual sales since October 2016. In addition, the balance of revenue is from the first contract year with Barnes and Noble and totaled $309,467. The FY17 budget was created to earn revenue evenly throughout the year, therefore, the revenue budget is understated as of the third quarter. Commissions earned are 3.5 percent lower than the prior year to date. Total commissions are estimated to be approximately $535,000 for the year, five percent above budget. Part of this includes the first years’ guaranteed commissions.

Revenue is currently 31 percent ahead of budget.

The cost of health insurance increased 7.5 percent in January. Only three percent was budgeted.

Expenses are currently below budget by 11 percent.

The net surplus of funds is currently 52 percent higher than budget.

* This liability is for vacation, personal, and sick leave of prior college bookstore employees. These employees now work for Barnes and Noble. The college is paying for leave from the date of the transition, as leave is used.
### Howard Community College

**Cost Center Name:** Food Service  
**Cost Center Number:** 60-0-92100

<table>
<thead>
<tr>
<th>Object Code</th>
<th>Description of account</th>
<th>FY17 Actuals thru March</th>
<th>FY17 3rd Quarter Budget</th>
<th>Dollar Variance</th>
<th>FY17 Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vending sales</td>
<td></td>
<td>39,625</td>
<td>75,000</td>
<td>(35,375)</td>
<td>100,000</td>
</tr>
<tr>
<td>Total Revenue</td>
<td></td>
<td>39,625</td>
<td>75,000</td>
<td>(35,375) -47%</td>
<td>100,000</td>
</tr>
<tr>
<td>Expenses:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries/Benefits</td>
<td></td>
<td>161,617</td>
<td>158,464</td>
<td>(3,153)</td>
<td>211,285</td>
</tr>
<tr>
<td>Hourly</td>
<td></td>
<td>9,631</td>
<td>9,000</td>
<td>(631)</td>
<td>12,000</td>
</tr>
<tr>
<td>Overtime</td>
<td></td>
<td>3,329</td>
<td>7,500</td>
<td>4,171</td>
<td>10,000</td>
</tr>
<tr>
<td>Contracted Services</td>
<td></td>
<td>124,612</td>
<td>256,875</td>
<td>132,263</td>
<td>342,500</td>
</tr>
<tr>
<td>Dues &amp; Subs</td>
<td></td>
<td>500</td>
<td>750</td>
<td>250</td>
<td>1,000</td>
</tr>
<tr>
<td>Repairs</td>
<td></td>
<td>13,437</td>
<td>15,000</td>
<td>1,563</td>
<td>20,000</td>
</tr>
<tr>
<td>Postage</td>
<td></td>
<td>78</td>
<td>75</td>
<td>(3)</td>
<td>100</td>
</tr>
<tr>
<td>Catering</td>
<td></td>
<td>1,003</td>
<td>2,625</td>
<td>1,622</td>
<td>3,500</td>
</tr>
<tr>
<td>Supplies/Inventory/F&amp;E</td>
<td></td>
<td>13,522</td>
<td>41,250</td>
<td>27,728</td>
<td>55,000</td>
</tr>
<tr>
<td>Total Expenses</td>
<td></td>
<td>327,731</td>
<td>491,539</td>
<td>163,808 33%</td>
<td>655,385</td>
</tr>
<tr>
<td>Loss</td>
<td></td>
<td>(288,105)</td>
<td>(416,539)</td>
<td>128,433 -31%</td>
<td>(555,385)</td>
</tr>
</tbody>
</table>

Vending sales are down **24.6 percent** from the prior year and under budget by **47 percent**. This appears to be a national trend.

Vending sales are down **24.6 percent** from the prior year and under budget by **47 percent**. This appears to be a national trend.

Benefit costs increased **7.5 percent** in January and only three percent was budgeted. Overtime is not incurred evenly throughout the year; it is anticipated to be within budget.

Benefit costs increased **7.5 percent** in January and only three percent was budgeted. Overtime is not incurred evenly throughout the year; it is anticipated to be within budget.

The Sodexo contract subsidy has been reduced by **37 percent** through the third quarter.

The Sodexo contract subsidy has been reduced by **37 percent** through the third quarter.

Supplies and inventory replacement occur as needed.

Supplies and inventory replacement occur as needed.

It is anticipated that the total food service subsidy will be lower than anticipated as costs are being controlled and revenues have increased. Through the third quarter, the subsidy was **31 percent** lower than anticipated.

It is anticipated that the total food service subsidy will be lower than anticipated as costs are being controlled and revenues have increased. Through the third quarter, the subsidy was **31 percent** lower than anticipated.
### Revenue:

<table>
<thead>
<tr>
<th>Revenue:</th>
<th>FY17 Annual Budget</th>
<th>FY17 3rd Quarter Results*</th>
<th>Actual % of Budget</th>
<th>PGCC FY17 3rd Quarter*</th>
<th>HCC FY17 3rd Quarter*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees by term:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Credit</td>
<td>544,448</td>
<td>373,396</td>
<td>68.6%</td>
<td>164,752</td>
<td>208,644</td>
</tr>
<tr>
<td>Noncredit</td>
<td>19,915</td>
<td>4,568</td>
<td>72.9%</td>
<td>316,094</td>
<td>428,609</td>
</tr>
<tr>
<td>Fall</td>
<td>1,056,954</td>
<td>973,973</td>
<td>92.1%</td>
<td>545,364</td>
<td>428,609</td>
</tr>
<tr>
<td>Spring</td>
<td>32,994</td>
<td>47,269</td>
<td>143.3%</td>
<td>545,364</td>
<td>428,609</td>
</tr>
<tr>
<td>Other revenue: facilities use and misc.</td>
<td>47,200</td>
<td>17,000</td>
<td>36.0%</td>
<td>545,364</td>
<td>428,609</td>
</tr>
<tr>
<td>State aid</td>
<td>844,325</td>
<td>633,245</td>
<td>75.0%</td>
<td>255,037</td>
<td></td>
</tr>
<tr>
<td>RHEC funding</td>
<td>281,601</td>
<td>211,201</td>
<td>75.0%</td>
<td>255,037</td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>3,609,164</td>
<td>3,096,067</td>
<td>85.8%</td>
<td>1,752,915</td>
<td>1,343,152</td>
</tr>
</tbody>
</table>

### Expenditures:

<table>
<thead>
<tr>
<th>Expenditures:</th>
<th>FY17 3rd Quarter</th>
<th>Actual % of Budget</th>
<th>PGCC FY17 3rd Quarter*</th>
<th>HCC FY17 3rd Quarter*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time and part-time classified staff</td>
<td>477,907</td>
<td>346,476</td>
<td>72.5%</td>
<td>346,476</td>
</tr>
<tr>
<td>Hourly staff</td>
<td>159,249</td>
<td>115,135</td>
<td>72.3%</td>
<td>65,375</td>
</tr>
<tr>
<td>Overtime</td>
<td>2,354</td>
<td>3,140</td>
<td>133.4%</td>
<td>3,140</td>
</tr>
<tr>
<td>Credit faculty</td>
<td>811,200</td>
<td>573,242</td>
<td>70.7%</td>
<td>229,904</td>
</tr>
<tr>
<td>Noncredit faculty</td>
<td>49,512</td>
<td>6,355</td>
<td>12.8%</td>
<td>3,985</td>
</tr>
<tr>
<td>Fringe benefits</td>
<td>204,665</td>
<td>172,286</td>
<td>84.2%</td>
<td>142,069</td>
</tr>
<tr>
<td>Total staffing</td>
<td>1,704,887</td>
<td>1,216,634</td>
<td>71.4%</td>
<td>790,949</td>
</tr>
<tr>
<td>Other:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct instruction: contracted services</td>
<td>65,000</td>
<td>35,238</td>
<td>54.2%</td>
<td>35,238</td>
</tr>
<tr>
<td>Direct instruction: capital leases</td>
<td>4,400</td>
<td>2,387</td>
<td>54.3%</td>
<td>2,387</td>
</tr>
<tr>
<td>Direct instruction: instructional supplies</td>
<td>82,313</td>
<td>60,638</td>
<td>74.4%</td>
<td>29,799</td>
</tr>
<tr>
<td>Direct instruction: computer supplies</td>
<td>300,250</td>
<td>204,760</td>
<td>68.2%</td>
<td>3,063</td>
</tr>
<tr>
<td>Contracted services</td>
<td>136,870</td>
<td>94,574</td>
<td>69.1%</td>
<td>31,067</td>
</tr>
<tr>
<td>Advertising</td>
<td>55,000</td>
<td>32,872</td>
<td>59.8%</td>
<td>10,418</td>
</tr>
<tr>
<td>Off campus rentals</td>
<td>1,124,754</td>
<td>933,348</td>
<td>83.0%</td>
<td>466,674</td>
</tr>
<tr>
<td>Telephone &amp; Internet</td>
<td>8,140</td>
<td>2,701</td>
<td>33.2%</td>
<td>456</td>
</tr>
<tr>
<td>Postage</td>
<td>27,800</td>
<td>22,610</td>
<td>81.3%</td>
<td>14,090</td>
</tr>
<tr>
<td>Travel</td>
<td>2,200</td>
<td>1,842</td>
<td>83.7%</td>
<td>842</td>
</tr>
<tr>
<td>Electricity</td>
<td>85,000</td>
<td>61,864</td>
<td>72.8%</td>
<td>61,864</td>
</tr>
<tr>
<td>Equipment &amp; Furniture</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Sub-total other</td>
<td>1,891,727</td>
<td>1,432,834</td>
<td>75.7%</td>
<td>655,898</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>3,596,614</td>
<td>2,649,468</td>
<td>73.7%</td>
<td>1,446,847</td>
</tr>
</tbody>
</table>

### Profit/(Loss) before College Contributions

<table>
<thead>
<tr>
<th>Profit/(Loss) before College Contributions</th>
<th>FY17 FTE</th>
<th>FY16 FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>PGCC</td>
<td>12,550</td>
<td>446,599</td>
</tr>
<tr>
<td>HCC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>12,550</td>
<td>446,599</td>
</tr>
</tbody>
</table>

* Actuals do not include encumbrances

### Notes:

- Summer is split into two terms. Summer I occurs at the end of the fiscal year. Summer II is down for both HCC and PGCC, 15 and 57 percent, respectively.
- PGCC’s summer term occurs at year-end for noncredit. HCC’s summer enrollment doubled and FTE is up 33 percent, however, enrollment is small in noncredit at the center.
- Fall is down for both HCC and PGCC, five and 15 percent, respectively.
- PGCC’s noncredit fall FTE is up 49 percent and HCC’s FTE is down 55 percent. HCC enrollment is small in noncredit at the center.
- PGCC’s noncredit spring FTE are up by five percent at HCC and flat at PGCC.
- PGCC’s noncredit spring FTE is up 14 percent and HCC’s FTE is up 39 percent. HCC enrollment is small in noncredit at the center.
- Fall only; spring billing is pending.
- State aid is recognized monthly.
- State funding is recognized monthly.
- Expenses are on track with 73.7 percent expended to date.
- The LCC is expected to break even for FY17. Expenses include upgrades at the center, however, not all costs have been incurred to date.
E-3 Fiscal Years 2016-2020 Mission, Vision, Values, and Strategic Goals

**Background:** At its May 18, 2016, meeting, the board of trustees reaffirmed the mission, vision, and values of the college and the strategic goals for FY16-FY20.

During the year, the planning council examined its progress on the strategic plan, reaffirmed its support for the mission, vision, values, and strategic goal statements, and developed recommendations to modify action plans to support the strategic goals. The administration now presents those action plans for information purposes. Changes from the plan used for the fiscal year 2018 budget development process are indicated in blue. The goals and plans will be used as the foundation for the fiscal year 2019 budget development.

**Purpose:** To reaffirm the HCC mission, vision, values, and strategic goals for FY16-FY20

**Timeline:** Annual

---

**Recommendation**

The administration requests that the board of trustees reaffirm the HCC mission, vision, values, and strategic goals for the FY16-FY20 strategic plan.

**Compliance:** This report is in compliance with Board Bylaw Article VII - Board Execution and Evaluation of Policy: Suggested Timeline for Important Tasks.
Howard Community College
Strategic Plan
Fiscal Years 2016-2020

Mission
Providing pathways to success

Vision
A place to discover greatness in yourself and others

Values INSPRES
Innovation
Nurturing
Sustainability
Partnerships
Integrity
Respect
Excellence
Service

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

Strategic Goal #2. Organizational Excellence

Strategic Goal #3. Building and Sustaining Partnerships
<table>
<thead>
<tr>
<th>Strategic Goal #1. Student Success, Completion and Lifelong Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Increase number of students graduating annually.&quot;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lead</th>
<th>Action Plans for 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1A VPAA VPSS</td>
<td>Develop, evaluate and revise program offerings (transfer and career) to meet the needs of students and the community, provide career opportunities [such as clinical placements, internships (see also strategic goal 3)] for students, and promote degree completion and transfer.</td>
</tr>
<tr>
<td>1.1B VPAA VPSS</td>
<td>Increase student participation in high impact (e.g., service learning) academic and specialized student engagement experiences that promote student success and completion.</td>
</tr>
<tr>
<td>1.1C VPSS VPAA VPIT</td>
<td>Support a percentage increase in annual graduates by providing support services to include intrusive advising of students with 45 or more credits, promoting reverse transfer, and awarding scholarships. <strong>Continue development of a guided pathways program plan for new full-time students.</strong></td>
</tr>
<tr>
<td>1.1D VPAA</td>
<td>Increase the use of open education resources.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Goal #2. Increase % of developmental completers, 4 years after entry to HCC, from 35.8% (fall 2003 cohort) to 45% (fall 2016 cohort). (MHEC Indicator)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Lead</th>
<th>Action Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2A VPAA</td>
<td>Evaluate and revise as indicated the requirement for developmental mathematics students to also enroll in the First Year Experience course. Evaluate and expand English 121 Accelerated Learning Program. Implement and evaluate course redesign linked to revision of the Code of Maryland Regulations (COMAR) definition of college-level mathematics. Encourage eligible developmental students to concurrently enroll in same-subject, credit-bearing course (see 1.2B).</td>
</tr>
<tr>
<td>1.2B VPAA VPSS VPIT</td>
<td>Evaluate College and Career Readiness and College Completion Act (CCCRA) requirement to include credit-bearing mathematics and English within the first 24 credit hours for first-time degree seeking students; encourage eligible developmental students to concurrently enroll in a same-subject, credit-bearing course; require students completing the developmental course sequence to immediately enroll in a same-subject, credit-bearing course the following semester.</td>
</tr>
<tr>
<td>1.2C VPAA VPSS</td>
<td>Expand the HCC Early Alert Program to attain positive outcomes in courses with low retention and success rates; establish a work group of faculty and staff to improve program processes and implement strategies to increase course completion and program effectiveness.</td>
</tr>
</tbody>
</table>
### Strategic Goal #1. Student Success

| 1.3 | Increase student successful-persistence rate after 4 years for all students from 73.2% (fall 2003 cohort) to 75% (fall 2016 cohort). Close performance gaps as needed for Black, Asian and Hispanic students. (MHEC Indicator) |
| 1.3A | VPSS VPAA | Ambiciones is a new program focused on Latino Hispanic student success. Increase participation in Ambiciones from 25 to at least 100 students by 2020. Continue to increase retention, academic standing, and transfer and graduation rates with a goal of matching the rates of all students. |
| 1.3B | VPSS VPAA | Increase Howard P.R.I.D.E. participation by 30%, from 129 to 168 students, by 2020. Continue to increase retention, academic standing, and transfer and graduation rates with a goal of matching the rates of all students. |
| 1.3C | VPAA VPSS VPIT | Complete investigation of using multiple assessment measures as a strategy for more accurate English and mathematics placements for fall 2019 registration. |

### Strategic Goal #1. Student Success

| 1.4 | Increase student graduation and transfer rate after 4 years for all students from 51.9% (fall 2003 cohort) to 55% (fall 2016 cohort). Close performance gaps as needed for Black, Asian, and Hispanic students. (MHEC Indicator) |
| 1.4A | VPSS VPAA | Attract a critical mass of students to targeted programs (Howard P.R.I.D.E., Silas Craft Collegians, Ambiciones, Student Support Services, and Career Links) to provide supportive services to increase the graduation and transfer rates and close performance gaps of Black, Asian, and Latino-Hispanic students. |
| 1.4B | VPAA | Continue the systematic evaluation plan for all academic programs. |
| 1.4C | VPAA | Continue and evaluate the undergraduate research program for STEM students with a goal that participants complete their degrees at a rate above the general population of STEM majors. |
| 1.4D | VPAA VPSS | Actively promote diversity in restricted enrollment and honors programs. |

### Strategic Goal #2. Organizational Excellence

| 2.1 | Increase % of minority employees to reflect county demographics from fall 2007 rates of 22.1% faculty and 20.9% staff (administrators and professional/technical) to 24% and 28%, respectively, by fall 2020. (MHEC Indicator) |
| 2.1A | ALL | Improve faculty and staff recruitment efforts, outcomes, and retention. |
| 2.2 | Increase stakeholder satisfaction for students from spring 2012 rates of: 86.6% for credit students; to spring 2020 rate of 87%, and for employees, from fall 2007 rate of 4.29 to fall 2019 rate of 4.35. Continuing education students will report 95% satisfaction. |
| 2.2A | ALL | Use systems thinking approach to improve (Plan-Do-Check-Act) a process or processes selected by the president’s team to create cost efficiencies while ensuring quality service to students and one another. |
| 2.2B | ALL | Implement selected Commission on the Future recommendations. |
| 2.3 | Make progress toward achieving a 50/50 FT/PT faculty ratio and adequate staffing to meet organizational needs. |
| 2.3A | VPAA | Create scheduling efficiencies to meet the established benchmarks. |
### 2.3B
All
Analyze vacancies and determine recruitment action.

### 2.4
**Increase development/training expenditure per FTE employee to stay in top quartile. 100% of budgeted employees will complete the campus-wide online training required in each annual professional development term.**

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

### 2.4
**Reduce HCC’s carbon footprint 1% each year to achieve an 100% reduction in greenhouse gas emissions over 2009 levels by 2050.**

### 2.4A VPAF
Investigate best practices; examine and refine existing metrics; incorporate new comparator for calculation of average gross emissions per square foot of built space (per 1,000 SF) aligned with college’s Facilities Master Plan and the American College & University President’s Climate Leadership Commitment (ACUPCC PCLC) signatories’ gross emissions by Carnegie class.

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

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

<table>
<thead>
<tr>
<th>Lead</th>
<th>Action Plans for 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1A President</td>
<td>Raise $1,400,000 for scholarships and endowments.</td>
</tr>
<tr>
<td>3.1B President</td>
<td>Obtain $2.4 million in competitive grants.</td>
</tr>
<tr>
<td>3.1C VPAA VPAF</td>
<td>Continue the renovation construction of N and ST buildings.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Lead</th>
<th>Action Plans for 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2A VPSS</td>
<td>Increase the draw rate of HCPSS recent high school graduates to 26 percent by continuing to promote the honors/scholars brand and by increasing dual enrollment through the and Early College.</td>
</tr>
<tr>
<td>3.2B VPSS</td>
<td>Increase enrollment, transfer, and college completion of adult students by implementing the adult learner initiative recommendations.</td>
</tr>
<tr>
<td>3.2C VPAA VPSS VPIT</td>
<td>Develop credit and noncredit courses that meet regional employment needs and expand internship/apprenticeship/stackable credential opportunities.</td>
</tr>
</tbody>
</table>

*The basic document (non-blue) was reviewed by the board on January 25, 2017, as part of the FY18 operating budget approval process.*
E-4 Identity Theft Prevention – Red Flags and Payment Card Industry Compliance

**Background:** On October 31, 2007, the Federal Trade Commission passed Section 114 of the Fair and Accurate Credit Transactions Act (FACTA), also known as the Red Flags Rules. This legislation requires covered organizations to develop and implement a written “Identity Theft Prevention Program.” Based on the criteria, the college is required to establish procedures to protect the college community’s financial account information and other sensitive information, which, if compromised, could lead to identity theft.

**Purpose:** To provide trustees with an annual update on HCC’s identity theft prevention programs.

- On March 25, 2009, the Board of Trustees approved the identity theft prevention program, which outlines program administration requirements. The college’s Red Flags committee continues to meet semi-annually to address and review program requirements.

- Combined with Red Flags compliance, the college is compliant with Payment Card Industry (PCI) standards. All institutions or merchants who accept credit cards, online or offline must meet PCI Data Security Standards (PCI DSS). *CampusGuard*, a company that assists educational institutions in becoming PCI compliant, has certified HCC as PCI DSS compliant in March 2017.

**Program Status.**

- The college is in compliance with Red Flags requirements. This past year, there were no reported Red Flag violations involving identity theft.

- **Program Review.** Annually, the college will review its Red Flags and PCI programs to ensure continued compliance. Annual updates to the board of trustees occur each May.

**Recommendation**

This item is for information only and requires no board action.
F – Approval of Minutes

1. April 26, 2017, Work Session
2. April 26, 2017, Regular Session
The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, April 26, 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, and Courtney Watson. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustees Felícita Solá-Carter and Kevin F. Schmidt were absent.

I. Introduction of New Employees

Tom Glaser, vice president of information technology, introduced Anastasia Lyon, reprographics technician.

Cindy Peterka, vice president of student services, introduced Dian Tregoning, admissions and academic advisor, nursing and allied health.

II. Introduction of Alternative Break Participants

Jean Svacina, vice president of academic affairs, introduced Cynthia Page Desi, director of service learning, who gave an overview of the service learning center and the alternative break trip to Phoenix, Arizona, to volunteer with a variety of organizations supporting children and families in the Phoenix area. Faculty advisors and student participants shared defining moments from the trip.

III. Information Session: Update on the NST Building Renovation Project

Lynn Coleman introduced representatives from Marshall Craft Associates, who gave an update on the renovation project.

The work session adjourned at 6:49 p.m.

The above constitutes the official minutes of the April 26, 2017, work session of the Howard Community College Board of Trustees as approved on May 31, 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, April 26, 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 7:00 p.m. Board members present included vice chair Dennis R. Schrader, and trustees Kevin J. Doyle, Steven A. Joss, and Courtney Watson. Kathleen B. Hetherington, secretary-treasurer, was also present. Trustees Felícita Solá-Carter and Kevin F. Schmidt were absent.

A. Approval of April 26, 2017, Agenda

A recommendation to approve the April 26, 2017, agenda, was moved by Trustee Doyle, seconded by Trustee Watson, and unanimously approved.

B. President's Report

President Hetherington thanked trustees for their support over the last month, specifically Chair Perkins for staying late to testify at the County Council budget hearing earlier in the week; Vice Chair Schrader for chairing the special budget session; Trustees Doyle, Joss, Solá-Carter, and Watson for attending the special budget session; and trustees who attended the science, engineering, and technology building donor event. President Hetherington acknowledged the faculty and staff who waited for two and a half hours at the budget hearing until the college testified. She acknowledged Trustee Watson, on her selection as one of Maryland’s Top 100 Women, for the second time.

President Hetherington was pleased to announce that the college won the Howard County Arts Council’s legacy in the arts award, and Professor Yifei Gan won the outstanding artist award, at the celebration of the arts event last month. She gave an overview of the Baldrige Quest for Excellence and the American Association of Community Colleges conferences.

As a follow up to the March board meeting, she noted that the board’s take-home folders include a listing of the Commission on the Future task force descriptors and prompt questions. She asked board members to forward task force member recommendations to her. President Hetherington ended her report with a legislative update.

C. Board Member Comments

Chair Perkins commended Trustee Watson on the Top 100 recognition and she read comments from Trustee Solá-Carter that acknowledged HCC’s faculty, staff and students for the alternative break programs and other competitions and events in which the college participates so successfully.

Trustee Doyle talked about the Maryland Top 100 Women event, noting that sponsoring the event is money well spent. He commended the Howard Community College Educational Foundation directors on their dedication to the college and fundraising for students.
Trustee Watson complimented the development staff on the science, engineering, and technology building donor event. She mentioned attending the Chrysalis opening in downtown Columbia and suggested it as a possibility to hold commencement.

D. Reports to the Board of Trustees

Trustee Doyle gave an update from the Howard Community College Educational Foundation, noting upcoming fundraisers and closing in on the Pathway matching goal by the June 30, 2017, deadline.

E. Board Priority Items

1. End: Leadership – Key Performance Indicator Report
   Zoe Irvin, executive director of planning, research, and organizational development, gave an overview of the board end.

2. Financial Statements
   Lynn Coleman, vice president of administration and finance, briefly reviewed the financial statements for the period ending March 31, 2017.

3. Cultural Diversity Plan
   President Hetherington introduced diversity committee co-chairs, Brandon Bellamy, assistant director, transfer and graduation counselor, student support services; and Zakia Johnson, director of the test center. She noted that Trustee Solá-Carter had requested additional information be added to the diversity report to amplify the Ambiciones program. The recommended additional verbiage was projected on the screen. Mr. Bellamy and Ms. Johnson presented highlights of the diversity plan.

   A recommendation to approve the diversity plan with the additional verbiage regarding the Ambiciones program, was moved by Vice Chair Schrader, seconded by Trustee Doyle, and unanimously approved.

4. Fiscal Year 2018 Capital Budget Reallocation and Approval
   Lynn Coleman reviewed the reallocations.

   A recommendation to approve the revised FY18 capital budget, was moved by Trustee Joss, seconded by Vice Chair Schrader, and unanimously approved.

5. Fiscal Year 2018 Operating Budget Approval
   Lynn Coleman reviewed the reallocations. This item was for information only.

F. Approval of Board Meeting Minutes

A recommendation to approve the minutes of the March 22, 2017, work session and regular session and the April 17, 2017, special budget session was moved by Vice Chair Schrader, seconded by Trustee Joss and unanimously approved.
G. Consent Items

1. Proposed New Hires
2. Candidates for Commencement
3. Faculty Promotions for Fiscal Year 2017
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

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

H. Discussion Items

1. Guaranteed Maximum Price (GMP) for the NST Building Renovation

Chair Perkins opened the floor for discussion by asking Trustee Watson if she had specific questions since she requested the item be moved from consent to discussion. Trustee Watson asked for an explanation of GMP, which was provided.

A recommendation to approve the change of 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, was moved by Trustee Watson, seconded by Trustee Doyle, and unanimously approved.

2. Printing of the 2017-2018 Schedule of Classes

Chair Perkins opened the floor for discussion by asking Trustee Watson if she had specific questions since she requested the item be moved from consent to discussion. Trustee Watson asked if it is necessary to print a schedule in the current electronic environment. Cindy Peterka, vice president of student services, provided an explanation on the necessity for paper copies to ensure accessibility to all.

A recommendation to approve the award of the printing of the 2017-2018 credit and noncredit schedules of classes to Envision, was moved by Trustee Watson, seconded by Vice Chair Schrader, and unanimously approved.

3. Investment Policy Resolution

Chair Perkins opened the floor for discussion by asking Trustee Watson if she had specific questions since she requested the item be moved from consent to discussion. The approval process of the policy was reviewed.

A recommendation to approve by resolution the investment policy, as previously approved by the board of trustees at its March 23, 2016, meeting, was moved by Trustee Doyle, seconded by Trustee Watson, and unanimously approved.
4. Approval to Modify Semi-Annual Non-Purchasing Agreement Reports to the Audit and Finance Committee

Chair Perkins opened the floor for discussion by asking Trustee Watson if she had specific questions since she requested the item be moved from consent to discussion. It was confirmed that this recommendation was endorsed by the audit and finance committee at its March 17, 2017, meeting.

A recommendation to approve discontinuing 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, was moved by Trustee Doyle, seconded by Trustee Joss, and unanimously approved.

I. Information Items

1. Board Calendar

Linda Emmerich, executive associate to the president, highlighted upcoming calendar items, noting Vino Scholastico on April 28, 2017, the entrepreneurial celebration on May 2, 2017, and the student awards banquet on May 4, 2017. She reminded board members to complete their 2016 ethics disclosure, and noted that the board would receive its self-evaluation and president’s evaluation surveys in the next week.

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 Trustee Doyle, seconded by Trustee Joss, and unanimously approved.

The regular session was adjourned at 7:58 p.m.

The above constitutes the official minutes of the April 26, 2017, regular meeting of the Howard Community College Board of Trustees as approved on May 31, 2017, and is a true and correct copy of the same.

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

May 31, 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…

Encourage Service to Others
1. Proposed New Hires
2. Audit Areas for Review
3. Sodexo Management Agreement
4. Mechanical Services Contract Renewal
5. General Contracting Services Contract
6. Office Supplies Contract
7. Environmental Services Supplies
8. Administrative Software Service Agreement
9. Computer Hardware Purchases
10. Printer and Computer Hardware Purchases for Fiscal Year 2017
11. Printer and Computer Hardware Purchases for Fiscal Year 2018
12. Network Maintenance Support Services Contract
13. Citrix Remote Access Products
14. Howard County Fleet Services
15. Institutional Reporting
16. Ad Astra Scheduling Software
17. Fiscal Year 2018 New Academic Programs
18. Learning Management System
19. 2017 Compensation Study
20. Request to Reduce Tuition for Dually Enrolled High School Students Residing in Howard County
21. Authorization for Board Chair to Approve on Behalf of Board until Next Regular Meeting
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 29, 2016 – May 9, 2017

**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.
# Howard Community College

**PROPOSED NEW HIRES**

For May 2017 Board Meeting

## BUDGETED HIRES (Position Control Positions)

### April 2017

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation</th>
<th>Name</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Associate V, IDEA Specialist</td>
<td>Teaching and Learning Services</td>
<td>Existing Position Replacement</td>
<td>8</td>
<td>$36,175 – $58,571</td>
<td>$37,114</td>
<td>Gerst, Laura</td>
<td>04/24/17</td>
</tr>
<tr>
<td>Environmental Services Technician</td>
<td>Facilities</td>
<td>Existing Position Replacement</td>
<td>3</td>
<td>$25,536 – $41,572</td>
<td>$25,536</td>
<td>Young, Telisa</td>
<td>04/26/17</td>
</tr>
<tr>
<td>Set-up/Asset Relocation Assistant and Groundskeeper</td>
<td>Facilities</td>
<td>Existing Position Replacement</td>
<td>4</td>
<td>$27,729 – $45,143</td>
<td>$27,729</td>
<td>Kim, Chetra</td>
<td>04/27/17</td>
</tr>
<tr>
<td>Computer Solutions Technician II</td>
<td>User/Network Services</td>
<td>Existing Position Replacement</td>
<td>10</td>
<td>$42,674 – $69,433</td>
<td>$42,674</td>
<td>Klimenkov, Alexander</td>
<td>04/28/17</td>
</tr>
</tbody>
</table>

### May 2017

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation</th>
<th>Name</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Assistant</td>
<td>Human Resources</td>
<td>Existing Position Replacement</td>
<td>9</td>
<td>$39,287 – $63,934</td>
<td>$40,287*</td>
<td>Evans, Beth</td>
<td>05/01/17</td>
</tr>
<tr>
<td>Enterprise System Administrator</td>
<td>Student Computer Support</td>
<td>Existing Position Replacement</td>
<td>14</td>
<td>$59,334 – $96,579</td>
<td>$59,334*</td>
<td>Crews, Benjamin</td>
<td>05/01/17</td>
</tr>
<tr>
<td>Public Relations and Marketing Associate</td>
<td>Public Relations and Marketing</td>
<td>Existing Position Replacement</td>
<td>9</td>
<td>$39,287 – $63,934</td>
<td>$40,000</td>
<td>Flores, Tiana</td>
<td>05/08/17</td>
</tr>
<tr>
<td>ELC Instructor</td>
<td>Continuing Education and Workforce Development</td>
<td>Existing Position Replacement</td>
<td>12</td>
<td>$50,317 – $81,888</td>
<td>$50,317</td>
<td>Klimowicz, Naomi</td>
<td>05/15/17</td>
</tr>
</tbody>
</table>

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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.
5. Correction to start date.
## Howard Community College

### PROPOSED NEW HIRES

**For May 2017 Board Meeting**

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### May 2017 (continued)

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation</th>
<th>Name</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Associate IV</td>
<td>Social Sciences/Teacher Education</td>
<td>Existing Position</td>
<td>7</td>
<td>$33,297 – $54,209</td>
<td>$33,297</td>
<td>Nelson, Shana</td>
<td>05/15/17</td>
</tr>
<tr>
<td>Auxiliary Services Housekeeper I</td>
<td>Bookstore</td>
<td>Existing Position</td>
<td>3</td>
<td>$25,536 – $41,572</td>
<td>$25,536</td>
<td>Blackmon, Tory</td>
<td>05/22/17</td>
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</tbody>
</table>

### June 2017

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation</th>
<th>Name</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing Education Specialist</td>
<td>Continuing Education and Workforce Development</td>
<td>Existing Position</td>
<td>12</td>
<td>$50,317 – $81,888</td>
<td>$50,317</td>
<td>D'Andrade, Megan</td>
<td>06/12/17</td>
</tr>
</tbody>
</table>

### August 2017

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Position Control</th>
<th>Grade</th>
<th>Range for Grade</th>
<th>Compensation</th>
<th>Name</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Professor, English</td>
<td>English/World Languages</td>
<td>Existing Position</td>
<td>Assistant Professor (10-month)</td>
<td>$52,719 – $75,722</td>
<td>$53,094</td>
<td>Nunnally, Erin</td>
<td>08/07/17</td>
</tr>
<tr>
<td>Assistant Professor, English</td>
<td>English/World Languages</td>
<td>Existing Position</td>
<td>Assistant Professor (10-month)</td>
<td>$52,719 – $75,722</td>
<td>$53,469</td>
<td>Moore, Jeffrey</td>
<td>08/07/17</td>
</tr>
<tr>
<td>Assistant Professor, English</td>
<td>English/World Languages</td>
<td>Existing Position</td>
<td>Assistant Professor (10-month)</td>
<td>$52,719 – $75,722</td>
<td>$53,469</td>
<td>Adisa, Kofi*</td>
<td>08/07/17</td>
</tr>
<tr>
<td>Assistant Professor, English</td>
<td>English/World Languages</td>
<td>Existing Position</td>
<td>Assistant Professor (10-month)</td>
<td>$52,719 – $75,722</td>
<td>$53,469</td>
<td>Learned, Nicholas</td>
<td>08/07/17</td>
</tr>
<tr>
<td>Instructor, Criminal Justice</td>
<td>Social Science</td>
<td>Existing Position</td>
<td>Instructor (10-month)</td>
<td>$48,923 – $67,132</td>
<td>$55,928</td>
<td>Clark, Eric</td>
<td>08/07/17</td>
</tr>
</tbody>
</table>

---

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

2Annual 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.

3Ranges 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.

4Current HCC employee with benefits.

5Correction to start date.
2 – Audit Areas for Review

**Background:** Each year, the audit and finance committee determines additional areas for review during the audit. A long-term schedule was developed by the audit and finance committee of areas to be reviewed along with the timing for future audits. The list was reviewed with the committee at its March 17, 2017, meeting and was discussed with the auditors at its May 16, 2017, meeting. It is understood that the auditors will conduct their normal internal control review of basic areas in addition to paying special attention to the additional areas.

**Purpose:**
To obtain board approval for the audit areas for review for the FY17 audit

**Timeline:**
FY17 audit to occur in FY18

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**Recommendation**

The administration requests that the board approve the recommendation of the audit and finance committee to have the auditors review the following areas:

- Laurel College Center reporting
- review of controls over wire transfers
- review the process for acquisition and construction of major capital projects and the risk associated with these undertakings

**Compliance:** This request is in compliance with Board Policy: Asset Protection.
Areas for the Auditors to Review

Cash controls *primarily for areas outside of the cashier's office*
Various areas throughout the college handle cash, which eventually is deposited at the cashier’s office. This may include the theatre, bookstore, library, continuing education, and sporting events. It is assumed that when the auditors review college internal controls, a thorough review of the procedures in the cashier’s office would normally be done. However, how cash is handled in areas outside of the cashier’s office would also be important for the auditors to review periodically. (reviewed in FY16 audit)

Auxiliary controls
Auxiliary consists of the bookstore and food service reporting. The Children’s Learning Center (CLC) is an auxiliary, but all cash handling for the CLC is through the cashier’s office. (The bookstore as an in-house entity was reviewed in FY15. The bookstore has since became outsourced to Barnes and Noble. For food service, an outside audit of Sodexo is currently being solicited for firms specializing in food service operations to review FY16. For the CLC, no review is necessary since it is handled by cashier’s office.) The administration originally recommended that the Barnes and Noble contract controls be reviewed with the FY17 audit. However, after contacting vendors, three years of data is required for this review, and the administration is recommending that this audit be done in FY19.

Inventory systems throughout the college
Each year, the college takes an inventory of capital equipment and furniture and every other year an inventory of all non-capital items (anything less than $5,000, e.g., computers, televisions, chairs, etc.). Individuals throughout the college are designated as “inventory monitors” and it is their responsibility to update and check the inventory in their areas. These inventory listings are then submitted to the finance office for review and compilation of the assets of the college. Although test checks of these areas are done, a review of the inventory submitted and the procedures followed helps the college ensure that it has accurately maintained college assets. (reviewed in FY15 audit)

Online purchasing
The online purchasing system is now in place at the college. Although continuing training sessions are held with the cost center managers, there is always room for improvement. A review of this area for any weaknesses should be conducted periodically. (reviewed in FY16 audit)

Laurel College Center (LCC) reporting
Howard Community College and Prince George’s Community College operate the LCC. Statements are generated for the operations at the LCC by each school and a combined statement is issued periodically. Consideration should be given to review the reporting procedures for this entity every two to three years. (reviewed in FY14 audit)

The administration recommends that the Laurel College Center controls be reviewed with the FY17 audit.
Payroll
As part of the basic audit procedures, entering new employees into the system and on-going payroll recordkeeping are considered part of the basic internal controls to be reviewed. However, a more in-depth review of the area should be conducted periodically to ensure that there are no weaknesses. (reviewed in FY16 audit)

Procurement cards - purchasing controls for the use of purchasing cards
Howard County Government and the Howard County Public School System currently use procurement cards throughout their organizations. The college has developed policies and procedures for the use of procurement cards, and would like them reviewed periodically to ensure that the proper controls are in place. (reviewed in FY15 audit)

Information technology
This area should be considered a part of the basic internal control review. However, as the college is truly dependent on this mode of operation, a more in-depth review of the area should be done periodically to ensure that access is limited to authorized users and that there are no weaknesses that should be addressed. Based on the auditors' recommendation at the end of FY13, a special review of information technology was conducted in FY14, followed by a routine audit in FY16. (reviewed in FY16 audit)

Board reports on policy compliance
The board has established policies with which the administration must comply. The administration issues periodic reports to the audit and finance committee in compliance with these policies. A review of these reports for compliance with the board policy should be done periodically to ensure accurate reporting. (reviewed in FY15 audit)

Review of enrollment data and reporting
Although enrollment data reports are part of the Colleague system, separate tests should be run in this area to ensure the accuracy of data being reported. Currently, both the registrar’s office and continuing education and workforce development division enter enrollment data into the system. The internal controls for entering accurate data, as well as assurances that in-county and out-of-county data are accurately reported should be reviewed. The auditors are requested to test this area as part of their annual audit of the CC-4. The CC-4 is the Annual Financial Report to the Maryland Higher Education Commission, which includes verification of the college’s enrollment that is used to calculate state funding.
The following item is a listing of the areas by date:

<table>
<thead>
<tr>
<th>Area</th>
<th>Last Review</th>
<th>Comments</th>
<th>Future Reviews (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Controls</td>
<td>FY16</td>
<td>Suggest every other year for an in-depth review.</td>
<td>2018 2020</td>
</tr>
<tr>
<td>Food Service (Auxiliary)</td>
<td>FY14</td>
<td>Sodexo has the contract for food service. Sodexo operations are NOT part of the college’s books, although HCC does pay to have the company run the food service. An outside audit specifically for Sodexo is currently being solicited to review FY16 by a firm specializing in food service operations.</td>
<td>2018 2020</td>
</tr>
<tr>
<td>Bookstore (Auxiliary)</td>
<td>FY15</td>
<td>Suggest every 2-3 years. Barnes and Noble has the contract for the bookstore. Their operations are not part of the college’s books. An outside audit, similar to what is done for the food service operations will be commissioned to be done in fiscal year 2019. The administration recommends that the Barnes and Noble controls be reviewed with the FY19 audit.</td>
<td>2019 2019</td>
</tr>
<tr>
<td>Inventory</td>
<td>FY15</td>
<td>Suggest every 3-4 years for an in-depth review. Ask auditors to test every year as part of their audit procedures.</td>
<td>2018 2021</td>
</tr>
<tr>
<td>Online Purchasing</td>
<td>FY16</td>
<td>Suggest every 2-3 years for an in-depth review.</td>
<td>2019 2022</td>
</tr>
<tr>
<td>Laurel College Center</td>
<td>FY14</td>
<td>Suggest every 2-3 years for an in-depth review. Ask auditors to test every year as part of their audit procedures. The administration recommends review with the FY17 audit.</td>
<td>2017 2020</td>
</tr>
<tr>
<td>Payroll</td>
<td>FY16</td>
<td>Suggest every 2-3 years for an in-depth review. Ask auditors to test every year as part of their audit procedures.</td>
<td>2018 2020</td>
</tr>
<tr>
<td>Procurement Cards</td>
<td>FY15</td>
<td>Suggest every 2-3 years for an in-depth review. Ask auditors to test every year as part of their audit procedures.</td>
<td>2018 2021</td>
</tr>
<tr>
<td>Information Technology</td>
<td>FY16</td>
<td>Suggest every 2-3 years for an in-depth review. A special review of information technology was done in FY14 by a firm specializing in information systems; a routine review followed in FY16.</td>
<td>2018 2020</td>
</tr>
<tr>
<td>Board Reports on Policy Compliance</td>
<td>FY15</td>
<td>Suggest every 3-4 years.</td>
<td>2019 2024</td>
</tr>
<tr>
<td>Review of Enrollment Data and Reporting</td>
<td>Annually as part of the audit</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3 – Sodexo Management Agreement

**Background:** In April 2012, the college awarded the food services contract to Sodexo to provide manual food service and catering under a management fee arrangement. The college pays Sodexo three percent of gross sales in general support services allowance, a management fee of $20,000, and expenses in excess of sales. The approximate cost for these fees was $250,000 in fiscal year (FY) 2016. The administration has arranged for funds from the vending services contracts, as well as bookstore commissions and the operating budget, to cover the costs of the food service management agreement. The initial contract was awarded for a five-year period, which is ending on June 30, 2017. The contract allows for the option to renew for five additional one-year periods. The administration has been satisfied with the service provided by Sodexo during the initial five-year term of the contract and seeks approval to renew the contract for an additional year. It is anticipated that the approximate cost in FY17 will also be $250,000.

**Purpose:** To obtain board approval to renew the contract with Sodexo for an additional one-year term for the purchase of food services

**Bid Title/Number:** 12P-011 Food Services

**Timeline:** FY18

**Total:** Approximately $250,000

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**Recommendation**

The administration requests that the board of trustees approve:

**Method:** The renewal of the food services contract awarded to Sodexo and the purchase of food and catering services

**Source of funds:** Vending services contracts, bookstore commissions, and the operating budget

**Compliance:** This request is in compliance with college purchasing policy and procedure, 62.05B/62.05B.01 – Requests for Proposals.
4 – Mechanical Services Contract Renewal

Background: The college has established a primary vendor relationship through an invitation to bid (ITB) process to supply the college with mechanical services on an as-needed basis. This approach streamlines the amount of time necessary from the identification of a project to the completion of a project by eliminating the somewhat lengthy procurement process. Emjay was the lowest responsible, responsive bidder and was awarded the contract by the board of trustees in FY16. The ITB document provided for a one-year contract with the option to renew for two additional one-year terms. The board approved the renewal of the contract for the first option year last May. The administration has continued to be very satisfied with the services that have been provided over the past few years and would like to exercise the second and final option to renew the contract. It is estimated that approximately $250,000 will be spent for mechanical services in FY18.

Purpose: To obtain board approval to renew the contract with Emjay and purchase mechanical services in accordance with the time and materials contract

Bid Title/Number: 15-015 Mechanical Services

Timeline: FY18

Total: Approximately $250,000

Recommendation

The administration requests that the board of trustees approve:

Method: The renewal of the mechanical services contract that was originally procured through the ITB method

Source of funds: Facilities budget

Compliance: This request is in compliance with college policy 62.05F, Cooperative Purchasing and procedure 62.05F.01, Cooperative Procurement.
5 – General Contracting Services Contract

Background: The college uses outside general contracting services to accomplish a number of projects around the campus. Previously, the college issued a solicitation for carpentry services to provide the necessary work. However, Harford County has a contract for general contractor services with Unisource Services, LLC, which was publically solicited and is available for the college to utilize. The contract establishes rates on a time and material basis. Unisource Services has provided carpentry service for the college over the past few years, and the administration is very satisfied with the quality of this firm’s work. It is anticipated that approximately $200,000 will be spent in FY18 for various facilities renewal projects, preventative maintenance work, and minor renovation requests. The projects are expected to include critical projects identified during the facilities master plan condition assessment and annual parking garage maintenance, as well as any projects that arise during the year.

Purpose: To obtain board approval to use the Harford County contract to purchase general contracting services from Unisource Services

Timeline: FY18

Total: Approximately $200,000

Recommendation

The administration requests that the board of trustees approve:

Method: The use of the Harford County contract for general contracting services

Source of funds: Facilities operating budget and systemic capital budget

Compliance: This request is in compliance with college policy 62.05F, Cooperative Purchasing and procedure 62.05F.01, Cooperative Procurement.
6 – Office Supplies Contract

**Background:** The college has been using the Mid-Atlantic Purchasing Team’s (MAPT) cooperative contract with Office Depot to purchase office supplies for the last five years. MAPT is a coordinated effort of the Baltimore Metropolitan Committee and the Metropolitan Washington Council of Governments to aggregate the purchasing power of the counties, school systems, and community colleges in the Maryland, Virginia, and Washington D.C. region. Anne Arundel County Public Schools issued the office supplies solicitation on behalf of MAPT. This contract allows for multi-jurisdictional participation and a corresponding discount structure based on the increased annual volume of participants in the contract. Since the inception of the contract, a number of jurisdictions have also signed up to participate in the contract, which has increased the anticipated annual volume. This increased volume will lead to even greater discounts for all participating entities on items such as desktop paper and toner cartridges, which are both high volume purchases for the college. As a result, the administration would like to continue to utilize the MAPT cooperative contract and purchase office supplies from Office Depot. It is anticipated that approximately $500,000 will be spent on office supplies.

**Purpose:** To obtain board approval to continue to utilize the MAPT contract to purchase office supplies from Office Depot

**Timeline:** FY18

**Total:** Approximately $500,000

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**Recommendation**

The administration requests that the board of trustees approve:

**Method:** The use of the MAPT contract for office supply purchases from Office Depot

**Source of funds:** FY18 budget, including unrestricted agency and grand funds

**Compliance:** This request is in compliance with college policy 62.05F, Cooperative Purchasing and procedure 62.05F.01, Cooperative Procurement.
7 – Environmental Services Supplies

**Background:** The college currently purchases the majority of its environmental services products 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.

Charles County Public Schools awarded a contract to Daycon through a competitive solicitation process, which is available for the college to utilize. To ensure that the college continues to receive the best value, the administration recently compared the price of the 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, the college estimates that approximately $350,000 in environmental services products will be purchased from Daycon in FY18.

**Purpose:** To obtain board approval to utilize the Charles County Public Schools contract to purchase environmental services products from Daycon

**Timeline:** FY18

**Total:** Approximately $350,000

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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 environmental services products

**Source of funds:** Facilities operating budget

**Compliance:** This request is in compliance with college policy 62.05F, Cooperative Purchasing and procedure 62.05F.01, Cooperative Procurement.
8 – Administrative Software Service Agreement

**Background:** The college uses the Ellucian administrative computing software and database to support business processes and services for the college. The integrated database and application module assists with electronic processing of student enrollment requirements, student records, financial transactions, payroll, facilities scheduling, reporting, human resources, and development. The Ellucian database and associated software is proprietary and unable to be procured from another firm.

The college has an extended service agreement with Ellucian to support its products, which is renewed annually. The college’s annual cost for Ellucian’s software licensing and services renewal fees is approximately $575,000. Additionally, the college will utilize Ellucian’s consulting and project services, as well as licensing additional software at an estimated cost of $775,000. The administration anticipates the fiscal year 2018 cost of Ellucian’s maintenance agreement, administrative services, software, and consulting services to be approximately $1,350,000.

**Purpose:** To obtain board approval for the college to renew the software service agreement, technical support, and consulting services with Ellucian to support its products.

**Timeline:** FY18

**Total:** Approximately $1,350,000

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**Recommendation**

The administration requests that the board of trustees approve:

**Method:** The purchase of the Ellucian software service agreement renewal, technical support, and consulting services.

**Source of funds:** FY18 operating budget

**Compliance:** This request is in compliance with college purchasing policy and procedure 62.05C/62.05C.01, Sole Source.
9 – Computer Hardware Purchases

Background: The college primarily purchases Dell computers to ensure that most of the computers on campus are standardized. This standardization allows the information technology department to provide consistent support across campus. The Maryland Educational Enterprise Consortium (MEEC) has a contract with Dell, Inc. for the purchase of computer hardware. This contract was awarded through a competitive solicitation process and is available for the college to utilize. Under this agreement, the college receives consortium pricing and competitive discounts on computers, servers, enterprise storage, printers, peripherals, and classroom equipment. The college anticipates that in FY18 these purchases are estimated to total approximately $2.5 million for replacement of existing computer technology and new technology for the science, engineering, and technology building, dependent on funding availability.

Purpose: To obtain board approval to utilize the MEEC contract with Dell, Inc. to purchase hardware for instructional and business purposes

Timeline: FY18

Total: Approximately $2.5 million

Recommendation

The administration requests that the board of trustees approve:

Method: The use of the MEEC contract with Dell, Inc. to make hardware purchases

Source of funds: FY18 operating budget

Compliance: This request is in compliance with college policy 62.05F, Cooperative Purchasing and procedure 62.05F.01, Cooperative Procurement.
10 – Printer and Computer Hardware Purchases for Fiscal Year 2017

**Background:** As a member of the Maryland Educational Enterprise Consortium (MEEC), the college is able to utilize the MEEC agreement with HCGI Hartford Inc. (HCGI) to purchase Hewlett Packard Enterprise (HPE) printers and computer hardware. It was anticipated that approximately $70,000 would be spent in fiscal year 2017 on printers and computer hardware. However, this contract will be utilized to also purchase printers and laptop storage carts for the new SET building, as well as some final year-end purchases, in the approximate amount of $55,000. As a result, it is now estimated that the total FY17 amount for HPE printers and computer hardware will be approximately $125,000.

**Purpose:** To obtain board approval to utilize the MEEC contract to purchase HPE printers and computers from HCGI

**Timeline:** FY17

**Total:** Approximately $125,000

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**Recommendation**

The administration requests that the board of trustees approve:

**Method:** The use of the MEEC contract for the purchase of HPE printers and computer hardware

**Source of funds:** Information technology operating budget

**Compliance:** This request is in compliance with college purchasing policy and procedure, 62.05F/62.05F.01 – Cooperative Purchasing.
11 – Printer and Computer Hardware Purchases for Fiscal Year 2018

**Background:** As a member of the Maryland Educational Enterprise Consortium (MEEC), the college is able to utilize the MEEC agreement with HCGI Hartford Inc. (HCGI) to purchase Hewlett Packard Enterprise (HPE) printers and computer hardware, which will be used in offices and classrooms, as well as the new SET building. It is anticipated that in FY18, approximately $175,000 will be spent on printers and computer hardware.

**Purpose:** To obtain board approval to utilize the MEEC contract to purchase HPE printers and computers.

**Timeline:** FY18

**Total:** Approximately $175,000

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**Recommendation**

The administration requests that the board of trustees approve:

**Method:** The use of the MEEC contract for the purchase of HPE printers and computer hardware.

**Source of funds:** Information technology operating budget.

**Compliance:** This request is in compliance with college policy 62.05F, Cooperative Purchasing and procedure 62.05F.01, Cooperative Procurement.
12 – Network Maintenance Support Services Contract

Background: In June 2016, the college awarded the network maintenance support services contract to Network Concepts, Inc. (NCI) through the competitive bid process. NCI provides network maintenance support services that include unlimited 24-hour per day, seven-day-a-week technical support for specific network equipment, such as routers, switches, and security devices. The bid was for a one-year contract period with three options to renew for additional one-year periods. The administration has been satisfied with the service provided by NCI during this past year and would like to exercise the first option to renew the contract. As provided in the bid, the approximate cost for FY18 is $200,940.

Purpose: To obtain board approval to renew the contract for network maintenance support services with NCI for an additional one-year term

Bid Title/Number: 16-008 – Network Maintenance Services

Timeline: FY18

Total: Approximately $200,940

Recommendation

The administration requests that the board of trustees approve:

Method: The renewal of the network maintenance support services contract with NCI

Source of funds: Information technology/User and Network Services operating budget

Compliance: This request is in compliance with college policy 62.05A, Bids and procedure 62.05A.01, Invitation to Bid.
13 – Citrix Remote Access Products

Background: The college currently has an agreement with Citrix Online LLC, Inc. to supply 500 licensed remote access accounts that utilize their proprietary GoToMyPC applications. These licensed accounts are assigned to key staff members who are in need of remote access in cases of an emergency, as well as for work at home capabilities. The college also has five GoToMeeting/GoToWebinar accounts for collaboration and five GoToAssist accounts for technical assistance.

The college anticipates that GoToMyPC, GoToMeeting/GoToWebinar, and GoToAssist will cost approximately $45,000 each fiscal year.

Purpose: To obtain board approval to designate Citrix Online LLC, Inc. as a sole source firm

Timeline: FY18 – FY20. The college does not anticipate using another method for remote access, but will continue to monitor other options available in the marketplace. The total amount for each fiscal year will depend on the number of accounts required.

Total: Approximately $45,000 each fiscal year

Recommendation

The administration requests that the board of trustees approve:

Method: The designation of Citrix Online LLC, Inc. as a sole source firm

Source of funds: IT/UNS operating budget for the applicable fiscal year

Compliance: This request is in compliance with college policy and procedure 62.05C/62.05C.01, Sole Source.
14 – Howard County Fleet Services

**Background:** The Howard County Government requires the college to use Howard County Fleet Services to service and repair the college’s fleet vehicles. Howard County Fleet Services inspects and services many of the vehicles twice a year to satisfy insurance and liability issues. Additionally, the college purchases gas for these vehicles through Fleet Services to ensure that it receives the county’s discounted fuel prices. As the college is required by the county to use Howard County Fleet Services, the administration requests that the board designate Howard County Fleet Services as a sole source provider. The administration anticipates that approximately $50,000 will be spent for fuel and maintenance each fiscal year.

**Purpose:** To obtain board approval to designate Howard County Fleet Services as a sole source

**Timeline:** FY18 – FY23. The administration does not anticipate that this requirement will be changed in the near future as it is a component of the college’s agreement to participate in the county’s self-insurance pool.

**Total:** Approximately $50,000 each fiscal year

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**Recommendation**

The administration requests that the board of trustees approve:

**Method:** The designation of Howard County Fleet Services as a sole source

**Source of funds:** 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.
15 – Institutional Reporting

Background: In 2013, the college issued a request for proposals (RFP) for a firm to assist in the development and support of custom institutional reports and analytics utilizing the Ellucian Reporting and Operating Analytics reporting and other comparable systems platforms. These reports enhance the amount of information that is able to be extracted from the college’s database to allow for full analysis of college data.

ASR Analytics was awarded the contract for an initial three-year period with the option to renew for two additional one-year periods. Services are provided on an as-needed basis with no minimum guarantee. Last year, the board approved the renewal of the contract for the first additional one-year period. The administration has been pleased with ASR’s services and has determined it would be beneficial to exercise the final option to renew the contract. It is anticipated that ASR’s services will be utilized in FY18 for approximately $190,000. This amount will continue the work to develop new institutional reports and predictive analytics, as well as to provide consulting services during the conversion of the college’s database to the Structured Query Language (SQL) programming language.

Purpose: To obtain board approval to renew the contract for institutional reporting consulting services with ASR Analytics

Timeline: FY18

Total: Approximately $190,000

Recommendation

The administration requests that the board of trustees approve:

Method: The renewal of the contract with ASR Analytics for institutional reporting consulting services

Source of funds: Information technology operating budget

Compliance: This request is in compliance with college policy 62.05F, Cooperative Purchasing and procedure 62.05F.01, Cooperative Procurement.
16 – Ad Astra Scheduling Software

Background: The college uses Ad Astra Information Systems’ scheduling software to schedule classrooms across campus. Ad Astra is compatible with Colleague, which is the campus’ administrative computing system. The college has been using Ad Astra scheduling software for over 11 years. Ad Astra is the only firm that is able to provide the maintenance licenses for their software. The maintenance fee in fiscal year 2018 will be approximately $41,000.

Purpose: To obtain board approval to designate Ad Astra Information Systems as a sole source vendor

Timeline: Sole source designation for FY18 – FY20. The administration does not anticipate using a different scheduling software in the near future. The annual support fees are subject to a slight increase over subsequent fiscal years.

Total: Approximately $41,000

Recommendation

The administration requests that the board of trustees approve:

Method: The designation of Ad Astra as a sole source

Source of funds: Administrative information systems operating budget

Compliance: This request is in compliance with college purchasing policy and procedure 62.05C/62.05C.01, Sole Source.
17 – Fiscal Year 2018 New Academic Programs

**Background:** Each year, the council for curriculum integrity reviews new course and program proposals to assure that they are clearly and thoughtfully designed, address a clear student need, and are consistent with the mission of the college. The committee assures currency of existing programs offerings and provides a mechanism for the research, design, development, and approval of new programs.

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

**Timeline:** Effective July 1, 2017

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**Recommendation**

The administration requests that the board of trustees approve the following new programs:

1. Associate of Arts – General Studies – Business, Leadership, Technology Emphasis
2. Associate of Arts – Plant Science
3. Certificate – Legal Administrative Professional

**Compliance:** This request is in compliance with Board of Trustees Policy: Board Role.
18 – Learning Management System

Background: The college has been using Instructure’s Canvas learning management system since 2011 to provide access to a variety of electronic course materials for students, faculty, and staff. Additionally, the system is used to collaborate and engage beyond the physical classroom. This system was originally implemented after a request for proposal (RFP) process. The contract that was awarded through the RFP has expired. However, Instructure now has a contract with the Maryland Education Enterprise Consortium (MEEC) that was competitively solicited and is available for the college to utilize.

The growing use of Canvas and the administration’s desire to offer fully online programs at the college necessitates an increase in technical support from Instructure to allow for 24-hour per day, seven-day-a-week access. In accordance with the MEEC contract, the license cost for this upcoming fiscal year will be approximately $95,000 and the support will cost approximately $43,000, for a total cost in FY18 of approximately $138,000.

Purpose: To obtain board approval to use the MEEC contract to purchase licenses and technical support for the Canvas learning management system from Instructure

Timeline: FY18

Total: Approximately $138,000

Recommendation

The administration requests that the board of trustees approve:

Method: The use of the MEEC contract for the learning management system software licenses and technical support

Source of funds: Distance learning operating budget

Compliance: This request is in compliance with college policy 62.05F, Cooperative Purchasing and procedure 62.05F.01, Cooperative Procurement.
19 – 2017 Compensation Study

Background: When the administration prepared the initial fiscal year 2018 budget proposal, funding for the implementation of the recommendations of the full compensation study at $250,000 was included. However, after the college received reductions in the County Executive’s FY18 proposed budget, the administration made decreases to the college’s FY18 proposed budget. One of those reductions was to spread the implementation of the recommendations of the compensation study over two years instead of doing it in one year, as originally planned.

Now that the fiscal year is coming to an end, the administration learned that the college will receive more money from the State of Maryland for the Statewide and Health Manpower Grant program than anticipated and there is some funding available from salaries and other spending. The administration would like to use these unanticipated funds to fully fund the implementation of the recommendations of the compensation study in FY18 as opposed to spreading it over two years. In the reduced FY18 budget that the board approved in April 2017, $125,000 was budgeted for the program in FY18. However, the total program is anticipated to be approximately $270,000, so an additional $145,000 would be carried over to fully fund the study recommendations in FY18.

The audit and finance committee considered this recommendation to fully fund implementation of the recommendations of the compensation study at its May 16, 2017, meeting. The committee endorses this recommendation.

Purpose: To obtain board approval to fund the entire compensation study recommendations in FY18 instead of spreading funding for the study over two years

Timeline: Effective July 1, 2017

Total: Approximately $270,000

Recommendation

The administration requests that the board of trustees approve the implementation of the recommendations of the compensation study be fully funded in FY18 as supported by the audit and finance committee at its May 16, 2017, 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 and administrative procedure 61.02.01, Internal Governance.
20 – Request to Reduce Tuition for Dually Enrolled High School Students Residing in Howard County

Background: As a means to broaden access to higher education for high school students and to encourage dual enrollment, half of Maryland community colleges offer a 50 percent tuition waiver to local home school and private school students. Through a recent survey conducted by Howard Community College (HCC) and through a review of websites, the college identified the following Maryland community colleges that currently offer a 50 percent tuition waiver to home school and private school students who are county residents: Allegany College, Anne Arundel Community College, Carroll Community College, College of Southern Maryland, Hagerstown Community College, and Prince George’s Community College. In addition, the Community College of Baltimore County offers a 50 percent discount to all Maryland high school students, regardless of where they live. Frederick Community College offers a discounted rate of $90 per credit hour to Frederick County high school students taking classes at the college.

Previously, the Board of Trustees of Howard Community College approved a 50 percent discount for Howard County Public School System (HCPSS) students effective spring 2014. HCC’s spring dual enrollment headcount from HCPSS has grown by nearly 545 percent since then. HCC’s fall dual enrollment headcount from HCPSS has grown by 123 percent. During the same time frame, HCC’s dual enrollment for home school and private school students has remained constant or declined slightly. HCC attributes this lack of growth to lower tuition rates home school and private school students pay at other Maryland community colleges, even as out-of-county residents. For example, it would be less expensive for a Howard County home school student to take classes at the Community College of Baltimore County than at HCC.

The anticipated cost to the college for this waiver is approximately $55,000 annually. It should be noted that the college is able to count these students in its full-time equivalent (FTE) enrollment, thereby receiving funds from the State of Maryland. With a waiver for home school and private school county residents, the college anticipates an enrollment increase in home school students.

The audit and finance committee considered this recommendation to reduce tuition for dually enrolled local home school and private school high school students at its May 16, 2017, meeting. The committee endorses this recommendation.

Purpose: To obtain board approval to reduce tuition by 50 percent for high school students who reside in Howard County and are dually enrolled in credit classes at HCC during the fall and spring semesters.
Timeline: Beginning fall 2017

Recommendation

The administration requests that the board of trustees approve the reduction of college tuition by 50 percent for high school students who reside in Howard County and are dually enrolled in credit classes at HCC during the fall and spring semesters as recommended by the audit and finance committee at its May 16, 2017, meeting.

Compliance: This request is in compliance with college policy 50.06.01, Tuition, Fees, and Waivers.
21 – Authorization for Board Chair to Approve on Behalf of Board until Next Regular Meeting

**Background:** The next regular meeting of the board of trustees will be held on August 23, 2017. Sometimes business transactions may require board approval during the summer when the trustees do not hold regular meetings. Rather than call a special board meeting to obtain a vote on items requiring board approval, it facilitates college business when the chair is authorized to act on behalf of the board of trustees.

**Purpose:** To obtain board approval for the board chair to approve items on behalf of the board during the summer to facilitate college business without calling special board meetings

**Timeline:** June 1 – August 3, 2017

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**Recommendation**

The administration requests that the board of trustees authorize the chair to act on behalf of the board and execute any documents necessary to authorize any contracts and purchases until the next regular meeting in August. All action taken by the board chair during the summer will be ratified and confirmed at the August meeting of the board.

**Compliance:** This request is supported by board of trustees’ bylaws Article IV, Officers and their Duties and Article V, Meetings and Procedures.
H-1 Discussion Item: Work Session Topics for Fiscal Year 2018

Background: During the course of the year, there are opportunities for eight special work session topics to be presented at board meetings. Once the topics are developed, the appropriate areas are notified so that materials can be prepared to present to the board.

In order to help facilitate this discussion, a list of the work sessions for the past five years follows this cover sheet. Also, listed below are possible topics suggested by president’s team that may be of interest to board members:

- Hospitality and culinary (postponed from fiscal year 2017)
- Continuing education and workforce development
- Student self-services
- Learning outcomes assessment project (traditionally occurs in March)

Recommendation

This item is for discussion only and requires no board action at this time.
Howard Community College Board of Trustees
Work Session Information Sessions (FY13-17)

FY17
- Policy Governance and Key Performance Indicators (Board Core Ends)
- Arts and Humanities at Howard Community College
- Enrollment Analysis and Projections and Update on the Early College Program
- Science, Engineering, and Technology Building Tour
- Program and Course Development and Review
- Learning Outcomes Assessment
- Update on the NST Building Renovation
- Sustainability at Howard Community College

FY16
- Title IX/Clery Act
- Strategic Marketing, Social Media and Website
- Commission on the Future Update and Internships
- SET Building
- Honors Programs/Learning Communities
- Learning Outcomes Assessment
- East Garage Expansion
- Fitness Center Tour

FY15
- Facilities Master Plan Concepts and Progress Report
- English and World Languages
- Science, Engineering & Technology Building Design Update
- Facilities Master Plan
- Dental Hygiene Program/Medical Laboratory Technician Program
- Learning Outcomes Assessment
- Engineering Program and Club/LOA
- Cyber Security

FY14
- SET Building Update
- Curriculum and instruction development process
- Entrepreneurship
- Study Abroad/Exchange Programs and Travel Faculty Grants
- Programs for At-Risk Students
- Learning Outcomes Assessment

FY13
- Television and Radio Station Studio Tour
- The Center for Hospitality and Culinary Studies
- Learning Studio Research Program
- Bookstore Textbooks/e-Textbooks
- Supporting, Monitoring, and Tracking HCC Students as They Transition from HCC to Four-Year Institutions
- Learning Outcomes Assessment
- Overview of E-learning Opportunities
- SET Building Update (Moved to FY14)
### 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><strong>June 8, 2017</strong>&lt;br&gt;Thursday&lt;br&gt;8:30 am – 3:00 pm</td>
<td>Board Retreat / Closed Session&lt;br&gt;RCF-401</td>
<td>• <strong>Trustee Attendance Required</strong>&lt;br&gt;• Agenda Topics – Cultural Proficiency and Mental Health&lt;br&gt;• Board Self-Evaluation&lt;br&gt;• Presidential Year-End Evaluation</td>
</tr>
<tr>
<td><strong>June 14, 2017</strong>&lt;br&gt;Wednesday&lt;br&gt;6:00-8:00 pm</td>
<td>Current and Former HCC Boards Social&lt;br&gt;RCF-400</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>
</tbody>
</table>

#### Looking Ahead
- SET Ribbon Cutting and Fall Convocation with Trustee Award Recipient 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: April 6, 2017, through May 16, 2017

<table>
<thead>
<tr>
<th>Agreement Name</th>
<th>Agreement Type</th>
<th>Owner</th>
<th>Sent to Attorney</th>
<th>BOT Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estoppel Certificate for Laurel</td>
<td>Non-Purchasing</td>
<td>Coleman</td>
<td>Yes</td>
<td>5/16/17</td>
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<tr>
<td>College Center</td>
<td></td>
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</tr>
</tbody>
</table>
I-3 Full-time/Part-time Faculty Ratios

Background: For the fall and spring semesters, the academic affairs area computes the full-time/part-time faculty ratios overall and by discipline. This information allows the administration to track progress toward the Maryland Higher Education Commission (MHEC) benchmark of 50/50 for full-time and part-time faculty and also to identify the most pressing new faculty needs by discipline.

Full-time/part-time faculty ratios are tracked by fall and spring semesters. This information is reported to the board of trustees twice annually, in the fall and in the spring. Fiscal year (FY) faculty ratio comparisons for the past five fiscal years are noted below:

<table>
<thead>
<tr>
<th></th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>FT</td>
<td>36%</td>
<td>38%</td>
<td>39%</td>
<td>41%</td>
<td>42%</td>
</tr>
<tr>
<td>PT</td>
<td>64%</td>
<td>62%</td>
<td>61%</td>
<td>59%</td>
<td>58%</td>
</tr>
</tbody>
</table>

In fall 2016, the full-time/part-time faculty ratio was 42 percent full-time to 58 percent part-time. The spring 2017 ratio is currently 43 percent full-time to 57 percent part-time. The overall FY17 full-time/part-time ratio is 42 percent full-time to 58 percent part-time, compared to the FY16 full-time/part-time ratio of 41 percent full-time to 59 percent part-time. Howard Community College (HCC) is demonstrating improvement toward the 50/50 benchmark.

HCC continues to prioritize increasing the full-time faculty positions in the budget each year. In order to achieve the MHEC benchmark of 50/50, HCC would need to add 17 new faculty positions.

Purpose: To track progress toward the MHEC benchmark and to identify the most pressing faculty needs by discipline

Timeline: The full-time/part-time ratio is computed for the fall and spring semesters.

Recommendation

This item is for information only and requires no board action.
I-4 Anticipated Summer Approvals

**Background:** The table below contains items the administration anticipates the board chair will be asked to approve over the summer.

**Purpose:** Disclosure to the board

**Timeline:** June 1 – August 2, 2017

List of potential board summer approval items:

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Anticipated Cost</th>
<th>Method</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Architecture and Engineering (A/E) services for athletic field infrastructure</td>
<td>$200,000</td>
<td>Cooperative</td>
<td>Capital systemic funds for FY18 will be paying for this project, which are not available until this summer. However, the college would like to begin this project as soon as possible after the funds are available.</td>
</tr>
<tr>
<td>2 Summer Graduates</td>
<td>No Cost</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Recommendation**

This item is for information only and requires no board action.
I-5 Sodexo Report

**Background:** Food service, which includes retail sales in the Café on the Quad, Starbucks, the Simply To Go Café, as well as catering, is provided by Sodexo Incorporated and Affiliates (Sodexo) through a management agreement that began July 1, 2012. Through the terms of the agreement, Sodexo operates the food service under a management fee arrangement. The college pays three percent of gross sales in a general support services allowance, a management fee of $20,000, and expenses in excess of sales. The administration has arranged for funds from the Coca-Cola and Black Tie Service vending commissions, bookstore profits, and the operating budget to cover the costs of the food service under the management agreement.

**Highlights of the Year:**

- Shelly St. Ledger completed her first full year of tenure as the new general manager of foodservice in January 2017. In her initial year of management, Shelly has achieved sales growth, as well as a favorable reduction in the annual subsidy. As such, and for the first time since 2006, Sodexo actually reported a monthly excess for September and October totaling $27,009. Year-to-date, including April, the annual subsidy is favorable by $56,188 versus the prior year. Shelly has placed a strong focus this past year on analyzing the business to look for both opportunities for growth, as well as for controlling expenses. She has made a concerted effort to build a strong working relationship with her staff.

- Sodexo had three milestone anniversaries for staff members this year. Head Chef Raleigh Crowell celebrated 15 years of service, and Foong Chu and Lalita Aghera celebrated 10 years.

- On April 3, 2017, the Food Advisory Panel conducted a food service survey with Café patrons. Over 250 surveys were completed and the results indicated very favorable ratings. The survey also captured numerous comments and suggestions for further improving Café services, as well as with expanding the variety of menu items being offered.

- In late May, a complete renovation of the Starbucks operation begins. This renovation is required as part of the Starbucks contract. The mandated update will require approximately two week's suspension of Starbucks sales and service during the process. The existing footprint will remain in place. All surfaces, including walls, counter fronts and tops, etc., will be resurfaced; some minor electrical and plumbing upgrades will be performed; and new display cases, brewers, etc. will be installed.
• The college community has welcomed back two popular favorites:

   The AFC Sushi Company (AFC) has introduced more vegetarian option sushi for guests, along with their fabulous Rainbow Rolls and California Rolls.

   Pizza Italia has experimented with some specials during the semester, which have been favorably received by the college community.

• Hale and Hearty Soup Company was replaced by Kettle Cuisine as the new soup brand for the current school year. Unfortunately, Hale and Hearty Soup Company had applied a 36 percent increase to the net cost of its products, which was determined to be cost prohibitive for the college’s customers. Kettle Cuisine has proven to be a successful replacement and their products are made with all fresh, “clean” ingredients and nothing artificial.

• The bistro cooking concept remains extremely popular and continues to be offered at a price point of just $4.99 for a generous serving, making it a real value. New lighter, healthier options have been introduced and have been well received.

• The entrée station continues to concentrate on “Mindful Options,” which are complete meals focusing on lower fat, more flavor by using fresh herbs, more grains such as farro, cous cous, brown rice, and quinoa, and fresh vegetables and fruits. Vegetarian options have also become broader at the entrée station.

• The salad bar continues to feature more enhanced options.

• The deli sandwich station continues to be very popular, featuring weekly specials from the “Food For Thought Collection” where the menu features interesting facts about ingredients within the sandwich.

• After attending several focus groups with students regarding vegetarian/vegan meals, the Café now ensures the hot line has a complete vegetarian meal to include two sides available daily. In addition, the deli always has vegetables for wraps. The bistro station is a made-to-order area that can always be created as a vegetarian option.

• The staff believes there was a record turnout for the annual Thanksgiving Day celebration meal, with over 400 guests. Chef Raleigh outdid himself with the meal and guest favorites, including the homemade macaroni with three cheeses, and fresh from scratch cranberry sauce.

• The Café on the Quad recently supported the efforts of the HCC Food Pantry with a two week “Stop Hunger” food drive. The drive focused its efforts on the particular needs of the pantry, with the collection of breakfast-related items.
Food Service Annual Sales:

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
</tr>
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<tbody>
<tr>
<td>FY08</td>
<td>$1,042,231</td>
</tr>
<tr>
<td>FY09</td>
<td>$1,038,854</td>
</tr>
<tr>
<td>FY10</td>
<td>$1,088,070</td>
</tr>
<tr>
<td>FY11</td>
<td>$1,199,195</td>
</tr>
<tr>
<td>FY12</td>
<td>$1,212,848</td>
</tr>
<tr>
<td>FY13</td>
<td>$1,205,102</td>
</tr>
<tr>
<td>FY14</td>
<td>$1,228,864</td>
</tr>
<tr>
<td>FY15</td>
<td>$1,270,545</td>
</tr>
<tr>
<td>FY16</td>
<td>$1,344,751</td>
</tr>
<tr>
<td>FY17</td>
<td>$1,268,991</td>
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</tbody>
</table>

Food Service Annual Subsidy:

<table>
<thead>
<tr>
<th>Year</th>
<th>Subsidy</th>
</tr>
</thead>
<tbody>
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</tr>
<tr>
<td>FY09</td>
<td>$264,308</td>
</tr>
<tr>
<td>FY10</td>
<td>$281,113</td>
</tr>
<tr>
<td>FY11</td>
<td>$296,162</td>
</tr>
<tr>
<td>FY12</td>
<td>$300,000</td>
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<tr>
<td>FY13</td>
<td>$320,824</td>
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<tr>
<td>FY14</td>
<td>$275,406</td>
</tr>
<tr>
<td>FY15</td>
<td>$291,585</td>
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</table>

Management fees are covered by the commissions on vending sales from Coca-Cola and Black Tie Service, bookstore revenue received from the Barnes and Noble contractual agreement, and the operating budget. These revenues and the operating budget also cover other food service expenses such as housekeeping and supplies, kitchen equipment repair and replacement, contracted facility services, linen cleaning, and association membership dues. It is anticipated that management fees for FY17 may be less than $225,000.

Sodexo remains committed to provide competitive price and value options, convenience and service to the college community, and quality and consistency in retail settings and catering.

Recommendation

This item is for information only and requires no board action.
I-6 Barnes and Noble Report

Background: The campus bookstore transitioned from college ownership and institutional management to a service provider, Barnes and Noble College, through a contractual agreement, with an initial duration of five years commencing on Monday, November 2, 2015. The Barnes and Noble management team reports to and works in concert with the college’s director of auxiliary services to insure that the needs of HCC students, faculty, and staff are consistently met and to provide the best possible customer service and support.

Since the conversion, Barnes and Noble continues to successfully operate a physical brick and mortar campus bookstore, as well as maintain an online presence under the direction of Amanda Martinez. The agreement provides for a seven percent commission on the gross sales of “digital” materials and a 15.10 percent commission on gross sales of all other product categories. The commission will increase to 17.10 percent for all sales in excess of $4,000,000. This revenue directly supports the operating expenses of the auxiliary services department.

Due to a first-year contractual agreement, Barnes and Noble provided annual commissions for its initial calendar year of operations consisting of the period from November 2015 through October 2016 in the amount of $535,000. Future year’s commissions are contractually based on a minimum guarantee of 90 percent of the previous year’s commissions. The current year’s commission guarantee is estimated to be $408,293.

Barnes and Noble provides for a $10,000 scholarship to the Howard Community College Educational Foundation, Inc. (HCCEF) each December to be used at the discretion of the HCCEF.

In addition, Barnes and Noble provides up to $10,000 annually at the end of each of the college’s fiscal years to assist with student financial aid bad debt.

Barnes and Noble continues to retain two of the three original Howard Community College bookstore members on staff at the time of the transition. These individuals continue to remain on the college payroll and are working in the capacity of booksellers. Barnes and Noble reimburses the college for their salaries. In addition, Barnes and Noble continues to employ several part-time student employees, one of whom has recently entered the company’s management program.

Highlights of the Year:

As anticipated as a result of the transition, and in support of efforts toward affordability, Barnes and Noble has the ability to offer a majority of and has had tremendous sales
success with course materials in the digital, rental, and used format options. Not only can Barnes and Noble offer a vast array of rented titles, it too offers students the option of renting in either new or used condition. These options have been estimated to have saved HCC students approximately $440,000 over the past academic year. These offerings, however, did have a direct impact on the total sales revenue within the total textbook merchandise category due to the reduced price points when compared to the new full value textbooks values as indicated below:

Barnes and Noble Sales Tracking of Course-Related Materials In Formats Other Than New Full Value Textbooks

<table>
<thead>
<tr>
<th></th>
<th>Digital</th>
<th></th>
<th>Digital</th>
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<th>Change</th>
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<tbody>
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<td>Nov 2016</td>
<td>$82</td>
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<tr>
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<td>Dec 2016</td>
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<td>Apr 2016</td>
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<td>TOTAL</td>
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<table>
<thead>
<tr>
<th></th>
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<td>$8,103</td>
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<td>Jul 2016</td>
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<tr>
<td>Nov 2015</td>
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<td>Jun 2016</td>
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<td>Oct 2016</td>
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</tbody>
</table>

- Over the past year, faculty have received training in and have fully embraced the FacultyEnlight online textbook ordering process. This process has fully replaced the antiquated manual textbook order process previously in place prior to the transition.

- Several initiatives the Barnes and Noble bookstore manager is working on include:
  - Forming a “Bookstore Innovations Group.” This is a partnership representing a cross-section of the college community. The primary goals are to identify emerging opportunities, drive product and service innovation, strengthen relationships, and provide insight. The first meeting is expected to be conducted soon.
  - Serving on the Open Educational Resources (OER) initiative.
  - Working with the academic departments to develop a “first day” program model to potentially further improve course-related materials affordability for students.
  - Working with several internal departments on projects related to “Registration Integration” to enhance the Higher Education Opportunity Act (HEOA) compliance “Canvas” integration, as well as “SQL migration and FA~Link testing.”

**Recommendation**

This item is for information only and requires no board action.
I-7 Personnel Summary

Background: The following document contains personnel summaries.

Purpose: Disclosure to the board

Timeline: April 2017

Recommendation

This item is for information only and requires no board action.
### ASSOCIATE DEAN APPOINTMENTS (3-YEAR TERM)

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>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 World Languages</td>
<td>English/World Languages</td>
<td>Appointment</td>
<td>Associate Dean (12-Month)</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>
</tr>
<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 (12-Month)</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>
<td>Arts and Humanities</td>
<td>Reappointment</td>
<td>Associate Dean (12-Month)</td>
<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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<tr>
<td>Associate Professor, Biology; Associate Dean, Science, Engineering, and Technology</td>
<td>Science, Engineering, Technology</td>
<td>Appointment</td>
<td>Associate Dean (12-Month)</td>
<td>$76,008-$123,701</td>
<td>$85,472</td>
<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 Technician</td>
<td>Health Sciences</td>
<td>Reappointment</td>
<td>Associate Dean (12-Month)</td>
<td>$76,008-$123,701</td>
<td>$104,850</td>
<td>Calder, Nancy</td>
<td>04/01/14</td>
<td>06/30/17</td>
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<tr>
<td>Professor, Mathematics; Associate Dean, Mathematics</td>
<td>Mathematics</td>
<td>Reappointment</td>
<td>Associate Dean (12-Month)</td>
<td>$76,008-$123,701</td>
<td>$104,542</td>
<td>Bunyard, Guy</td>
<td>07/01/14</td>
<td>06/30/17</td>
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<tr>
<td>Professor, Entrepreneurship Coaching; Associate Dean Chair, Business Computer Systems</td>
<td>Business and Computer Systems</td>
<td>Reappointment</td>
<td>Associate Dean (12-Month)</td>
<td>$76,008-$123,701</td>
<td>$102,603</td>
<td>Noble, Elizabeth</td>
<td>07/01/14</td>
<td>06/30/17</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 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>
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</thead>
<tbody>
<tr>
<td>Interim Senior Producer/Director</td>
<td>Arts and Humanities</td>
<td>Grant Funded Existing Position Replacement (Temporary with Benefits)</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>
<td>07/01/14</td>
<td>Undetermined</td>
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<tr>
<td>Interim Assistant Project Manager, TAACCT Grant</td>
<td>Business and Computer Systems</td>
<td>New Position Grant Funded (Temporary with Benefits)</td>
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<td>$42,674-$69,433</td>
<td>$46,201</td>
<td>Goins, Tiffany</td>
<td>09/01/15</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>
<td>$77,033</td>
<td>Danzig, Joyce</td>
<td>09/16/15</td>
<td>Undetermined</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>
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<td>$82,546-$134,339</td>
<td>$117,842</td>
<td>Garroway, Margaret</td>
<td>06/06/16</td>
<td>05/7/17</td>
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<tr>
<td>Instructor, English</td>
<td>English/World Languages</td>
<td>New FY17 Position (Temporary with Benefits)</td>
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<td>$48,923-$67,132</td>
<td>$51,548</td>
<td>Adisa, Kofi</td>
<td>08/08/16</td>
<td>06/09/17</td>
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<tr>
<td>Assistant Professor, English</td>
<td>English/World Languages</td>
<td>Existing Position Replacement Assistant Professor (10-Month)</td>
<td></td>
<td>$52,719-$75,722</td>
<td>$56,469</td>
<td>McGovern, Lisa</td>
<td>08/08/16</td>
<td>06/09/17</td>
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<td>Interim Instructor, Communication</td>
<td>Arts and Humanities</td>
<td>New Position (Temporary with Benefits)</td>
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<td>$50,423</td>
<td>Adams, Rachel</td>
<td>08/08/16</td>
<td>06/09/17</td>
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### SPECIAL ASSIGNMENTS (continued)

<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>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>
<td>$63,878</td>
<td>Klein, Stephanie</td>
<td>08/25/16</td>
<td>06/30/17</td>
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<td>Acting Assistant Director of Facility and Athletic Operations</td>
<td>Athletic &amp; Fitness Center</td>
<td>Existing Position Replacement (Acting)</td>
<td>13</td>
<td>$54,644-$88,931</td>
<td>$54,644</td>
<td>Adelman, Nicole</td>
<td>01/17/17</td>
<td>Undetermined</td>
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<tr>
<td>Acting Associate Vice President, Continuing Education/Workforce Development</td>
<td>Continuing Education</td>
<td>Existing Position Replacement (Acting)</td>
<td>19</td>
<td>$89,645-$145,892</td>
<td>$92,957</td>
<td>Woo, Minah</td>
<td>02/13/17</td>
<td>Undetermined</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>
<td>15</td>
<td>$64,448-$104,885</td>
<td>$68,065</td>
<td>Jones, Tamara</td>
<td>02/13/17</td>
<td>Undetermined</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>
<td>15</td>
<td>$64,448-$104,885</td>
<td>$65,071</td>
<td>Verratti, Naomi</td>
<td>02/13/17</td>
<td>Undetermined</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>
<td>15</td>
<td>$64,448-$104,885</td>
<td>$43,897</td>
<td>Schnapp, Linda</td>
<td>02/27/17</td>
<td>06/30/17</td>
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</table>

### SEPARATIONS

<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>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Registrar</td>
<td>Records, Registration &amp; Veterans' Affairs</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Bonham, Emily</td>
<td>04/21/17</td>
</tr>
<tr>
<td>Professor, English</td>
<td>English and World Languages</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Cooper, Barbara</td>
<td>04/30/17</td>
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<tr>
<td>Environmental Services Technician</td>
<td>Facilities</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Johnson, Brandon</td>
<td>04/19/17</td>
</tr>
<tr>
<td>Executive Office Associate</td>
<td>President's Office</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Moore, Melanie</td>
<td>04/21/17</td>
</tr>
</tbody>
</table>
Resolution for Board of Trustees to Meet in Closed Session on May 31, 2017

WHEREAS, The board of trustees of Howard Community College is authorized to conduct certain portions of its meetings in closed session under the Maryland Open Meetings Act, Title 3 of the General Provisions Article § 3-305 (b).

NOW, THEREFORE, BE IT RESOLVED, that the board of trustees of Howard Community College hereby conduct its meeting in closed session beginning on May 31, 2017, at the conclusion of the regular meeting in The Rouse Company Foundation Student Services Hall, room 400 to discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or any other personnel matter that affects one or more specific individuals; and to consult with staff, consultants, or other individuals about pending or potential litigation and that such meeting shall continue in closed session until the completion of business.