Board of Trustees’ Retreat Meeting Materials

June 7, 2019
8:30 a.m.
The Rouse Company Foundation Student Services Hall
RCF-401
GROUND RULES

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 questions or 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 Maryland Open Meetings Act.
Mission: Providing pathways to success

Vision: A place to discover greatness in yourself and others

Values: INSPIRES
Innovation
Nurturing
Sustainability
Partnerships
Integrity
Respect
Excellence
Service

Strategic Goals:

- Student success, completion, and lifelong learning
- Organizational excellence
- Building and sustaining partnerships

Core Competencies:

- Provide an exceptional educational experience
- Facilitate student success
- Partner with external stakeholders to achieve excellence
A – Approval of Agenda

Agenda
Board of Trustees
Retreat Meeting

June 7, 2019
8:00 a.m. – 4:00 p.m.
The Rouse Company Foundation Student Services Hall
Room: RCF-401

8:00 Buffet Breakfast Available

8:30 Brief Regular Meeting

A. Approval of the June 7, 2019, Agenda
B. Approval of the May 29, 2019, Work Session, Regular Meeting, and Closed Session Minutes

Retreat Session Timeline

8:35 - 10:00 Session begins
10:00 - 10:15 Break
10:15 - 12:00 Session
12:00 - 12:45 Lunch
12:45 - 2:30 Session
2:30 Retreat session ends

C. Governance and Preparing for Transitions
Dr. Norma W. Goldstein, ACCT

I. Introductions and Outcomes
A. Who We Are
B. Why We Are Here
II. Board/President Relationships: Teamwork All Around
   A. Diving Deep into the Board and President Relationship
   B. Roles and Responsibilities: The Work of the Board/The Work of the President
   C. The New Board Chair
   D. Characteristics of High Functioning Boards/Teams
      • Assessment Activity
      • Case Study

III. Effective Trusteeship: Best Practices (Case studies)
   A. Effective Meetings
   B. Policy vs. Operations
   C. Communication Protocols
   D. Board Bylaws, Code of Ethics, and Ethical Dilemmas (Case Studies)
   E. Handling Conflict
   F. Evaluating Board Effectiveness (Strengths/Weaknesses)
   G. Evaluating the President

IV. Preparing for Board Transitions and Onboarding New Trustees
   A. Differences Between Governance vs. Management (Case Study)
   B. How Should Board Members Depart?
   C. How Do We Onboard New Trustees Effectively?

V. Adaptive Leadership: Transitioning to the Future
   A. How Do We Look Ahead for the Future?
   B. Changing Role of Higher Education: The Learner Revolution
   C. Governance (Policies) that Invites/Pushes the College into the Future

VI. Q & A, Wrap Up, Evaluation, and Next Steps

2:30 Retreat Ends and Closed Session Begins
D. Resolution for the Board of Trustees to Meet in Closed Session

2:30-2:45 Break

2:45-4:00 Closed Session
E. Board Self-Evaluation

4:00 Adjournment
B – Approval of Board Meeting Minutes

1. May 29, 2019, Work Session
2. May 29, 2019, Regular Meeting
3. May 29, 2019, Closed Session
The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, May 29, 2019, in The Rouse Company Foundation Student Services Hall (room 400) at Howard Community College, Columbia, Maryland. Chair Kevin J. Doyle brought the work session to order at 6:00 p.m. Other board members present included Vice Chair Felícita Solá-Carter and trustees Christopher G. Marasco, Kevin F. Schmidt, and Frank S. Turner. Kathleen B. Hetherington, secretary/treasurer, was also present. Trustee Steven A. Joss was absent.

I. Introduction of New Employees

Elizabeth Homan, executive director of public relations and marketing, introduced Adam Leatherman, public relations and marketing associate. Jean Svacina, vice president of academic affairs, introduced Timothy Nielsen, Horowitz Center technical director. Lynn Coleman, vice president of administration and finance, introduced Joseph Pettiford, associate vice president of human resources, and Laureat Pich, materials handling clerk.

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

Jean Svacina introduced Frances Turner, associate professor of biology and Phi Theta Kappa advisor, who introduced Luana Figueiredo, a member of the All-Maryland Second Academic Team, and Katarina Smikova, 2019 All-Maryland First Academic Team. Students Hannah Dubois, All-Maryland Second Academic Team, and Tameka Gongs, 2019 All-Maryland First Academic Team, were unable to attend the board meeting.

The All-USA Academic Team Competition is sponsored by USA TODAY, the Follett 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. Ms. DuBois, Ms. Figueiredo, Ms. Gongs, and Ms. Smikova were the four students nominated this year by Howard Community College.
III. Information Session: Academic Scheduling

Dr. Svacina introduced Kismet Flagg-Webster, director of academic scheduling, who provided a presentation on the college’s process for academic scheduling. Chair Doyle, Dr. Hetherington, and the trustees applauded the college’s academic scheduling strategy and process, as it provides more strategic scheduling for faculty and students, and is cost saving for the college.

IV. Recognition of Outgoing Board Chair

Dr. Hetherington and the trustees recognized Mr. Doyle for his service to the board as chair during fiscal year 2019. Mr. Doyle was acknowledged for his dedication and vision, and for being an effective advocate for Howard Community College faculty, staff, and students.

The work session was adjourned at 6:39 p.m.

The above constitutes the official minutes of the May 29, 2019, work session of the Howard Community College Board of Trustees as approved on June 7, 2019, and is a true and correct copy of the same.

Kathleen B. Hetherington, secretary/treasurer
A. Approval of May 29, 2019, Agenda

A recommendation to approve the May 29, 2019, agenda was moved by Vice Chair Solá-Carter, seconded by Trustee Marasco, and unanimously approved.

B. President’s Report

President Hetherington opened her report by extending congratulations to Cindy Peterka, vice president of student services, for her leadership in planning and executing a wonderful commencement event. She acknowledged Dr. Peterka’s team for their dedicated work on commencement. Dr. Hetherington also extended a thank you to all of the college community for their involvement in supporting students on their pathways to success, and in supporting commencement activities.

President Hetherington reported that the Howard County Council approved the college’s fiscal year (FY) 2020 budget. The college will receive a 2.45 percent or $857,184 increase in the operating budget, and approximately $3.4 million dollars in capital funding.

President Hetherington thanked the trustees for their support by attending numerous events over the last month that celebrated student success and completion. She thanked the audit and finance committee that met on May 13, 2019. President Hetherington thanked Chair Doyle and Vice Chair Solá-Carter for participating in a conference call with Dr. Steve Pugliese, vice president of the Middle States Commission on Higher Education, regarding the college’s accreditation process.

Dr. Hetherington provided May calendar highlights. She attended the Laurel College Center (LCC) Planning and Coordinating Council meeting, and along with Prince George’s Community College President Charlene Dukes, met with LCC students to talk about their experiences at the center. Also this month, she hosted a semi-annual meeting on the main campus with students who are DACA, undocumented, or Dreamers. President Hetherington mentioned the many college events she attended this month held to honor students. She
also noted the success of the REPartee event that netted over $64,000 and recognized Joseph Ritsch, Missy Mattey and the development team, and Valerie Lash and the arts and humanities team for the wonderful event. Dr. Hetherington applauded Valerie Lash for founding Rep Stage, which celebrated its 25th anniversary at REPartee.

Anne Kramer of WBAL television interviewed Dr. Hetherington about the Garden Initiative on campus. That interview is expected to air on WBAL on May 30, 2019. Dr. Hetherington noted that she was honored to be the co-recipient of the Howard County Chamber Chairman’s Award for Volunteer Service for 2019.

President Hetherington briefed the board on an annual audit of financial aid disbursement required by the Maryland Higher Education Commission (MHEC). For the 2017-2018 academic year, there were two findings on disbursements to three students that required the college to refund $3,800 to MHEC. The college’s financial aid services director conducted an internal audit of the 2018-2019 disbursements and found that $23,000 in awards were incorrectly distributed. Corrective action has been taken and the distributions have been corrected.

C. Board Member Comments

Trustee Schmidt congratulated Dr. Peterka and her team for a wonderful commencement. He recognized the student speaker, Steven Hollies, for his incredible speech and the delivery of his comments. Trustee Schmidt also commented on the entrepreneurial celebration, and the dedication that the faculty demonstrate toward the students and their entrepreneurial projects. He also recognized Chair Doyle for his service to the board as chairperson and to the college as a trustee, noting that Chair Doyle brings out the best in people.

Trustee Marasco thanked Chair Doyle for his service and being a mentor. He thanked the trustees who attended commencement, noting that graduation is a reminder of the mission of the college and the board. Trustee Marasco also noted how impressed he is by the high caliber of faculty and staff at the college.

Trustee Turner recognized Chair Doyle for his service to the college. He noted that while he and Chair Doyle have not had the opportunity to serve on the board together for an extended time, he has known Chair Doyle for many years and applauded his service to the community.

Vice-Chair Solá-Carter thanked Beth Homan, executive director of public relations and marketing, for her support on the Columbia’s Promise broadcast. She commented on her recent experience attending convocation, noting that it is a great celebration of employee achievement. Vice-Chair Solá-Carter remarked that commencement was a wonderful event. She applauded Chair Doyle for his phenomenal service to the college and leadership of the board.

Chair Doyle reflected on his twelve-year tenure on the board and his pride in the college and all that the college and board have achieved. He congratulated the college on the success of REPartee.
D. Reports to the Board of Trustees

1. Audit and Finance Committee

Chair Doyle reported on the May 13, 2019, audit and finance committee meeting, noting that agenda items included audit areas for review and routine modification of purchases report. Audit areas for review was approved by the full board later in the meeting as part of the consent packet.

E. Board Priority Items

1. Election of Fiscal Year 2020 Board Officers

A recommendation to nominate Felícita Solá-Carter as chair and Christopher Marasco as vice chair for FY20 was moved by Trustee Schmidt, seconded by Trustee Turner, and unanimously approved.

Vice Chair Solá-Carter and Trustee Marasco thanked the board members for the trust that they are placing in them.

2. Financial Statements

Lynn Coleman, vice president of administration and finance, reviewed the April 2019 financial statements. She noted that Laurel College Center enrollment is down, and the college is seeking partnerships with four-year institutions to help bolster enrollment. LCC has existing partnerships with Bowie State College and Morgan State University, and is focused on expanding programs with the University of Maryland, University College.

Trustee Schmidt asked about Sodexo food services. Ms. Coleman noted that this year’s challenge has been losses related to the Simply to Go venue as a result of the shutdown of the Galleria for renovation. Next year, Simply to Go will be located in a prominent place in the newly renovated facility and is expected to recover from this year’s losses. Ms. Coleman also noted that Sodexo is working with the college to cut costs and bolster food offerings.

Trustee Turner spoke about the bookstore and how it is addressing new trends like rentals. Ms. Coleman spoke about the First Day inclusive access program.

3. Fiscal Year 2021 Mission, Vision, Values, and Strategic Goals

Zoe Irvin, executive director of planning, research, and organizational development, reviewed the mission, vision, values, and strategic goals for the FY21 strategic plan, noting slight revisions. She also reviewed recommended revisions to the college’s core competencies.

A motion to reaffirm the HCC strategic goals, mission, vision, and values, and accept the revisions to the core competencies was moved by Trustee Marasco, seconded by Trustee Turner, and unanimously approved.
4. **Identify Theft Prevention – Red Flags and Payment Card Industry**

The federal government requires the college to provide the board with an annual update on HCC’s identity theft prevention procedures. Tom Glaser, vice president of information technology, provided an update, noting the college is in compliance. There have been no Red Flag violations to report. Payment Card Industry compliance has been maintained.

F. **Approval of Board Meeting Minutes**

A recommendation to approve the May 30, 2019, work session and regular meeting minutes was moved by Vice Chair Solá-Carter, seconded by Trustee Turner, and unanimously approved.

G. **Consent Items**

Chair Doyle remarked that the May consent agenda contains a large number of items. This is typical for the May meeting as the college is getting the board’s approval on a number of contracts that will begin with the new fiscal year 2020, as well as other items including authorization for the board chair to approve items on the board’s behalf over the summer months.

1. Proposed New Hires;
2. Audit Areas for Review;
3. Sodexo Management Agreement;
4. General Contracting Services Contract;
5. Pouring Rights and Beverage Vending Services Renewal;
6. Snack Food Vending Services;
7. Environmental Services Supplies;
8. Equipment for Security Camera System Upgrade;
9. Network Maintenance Support Services Contract;
10. Administrative Software Service Agreement;
11. Computer Hardware Purchases;
12. Printer and Computer Hardware Purchases;
13. Fiscal Year 2020 New Academic Programs;
14. Learning Management System;
15. Rep Stage Paymaster Agreement;
16. Printing of the 2019-2020 Schedules of Classes; and
17. Authorization for Board Chair to Approve on Behalf of the Board until Next Regular Meeting.

A recommendation to approve the consent items was moved by Trustee Marasco, seconded by Trustee Turner, and unanimously approved.

H. **Information Items**

1. **Board Calendar**

Linda Emmerich, executive associate to the president, reviewed the board calendar for June 2019. 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. Full-time/Part-time Faculty Ratios Summary

Jean Svacina, vice president of academic affairs, reported the one-percent drop in full-time faculty and related one-percent increase in part-time faculty, attributing the change to a larger than usual occurrence of sabbaticals, as well as two faculty on medical leave. In these cases, full-time faculty are replaced temporarily by adjunct faculty, causing the shift in the ratio. This item is for information only and requires no board action.

4. Anticipated Summer Approvals

Ms. Coleman reviewed the items that may arise over the summer months that will require board approval. The board chair will approve these items on behalf of the board. The items will be brought to the full board for ratification at its August meeting. This item is for information only and requires no board action.

5. Sodexo Report

Ms. Coleman provided highlights of the Sodexo Report. This item is for information only and requires no board action.

6. Barnes and Noble Report

Ms. Coleman provided highlights of the Barnes and Noble Report, noting the First Day inclusive access program. This item is for information only and requires no board action.

7. Sustainability Report

Ms. Coleman provided highlights of the Sustainability Report, noting the work of the cross-functional Green Team, the growth of the Green Professor Program, the expansion of the Bike Share Program, and the faculty-sponsored repair workshop at GreenFest. This item is for information only and requires no board action.

8. Personnel Summary

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

Adjournment

A recommendation to adjourn the regular meeting was moved by Trustee Schmidt, seconded by Trustee Turner, and unanimously approved.

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

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 29, 2019, 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 and that such meeting shall continue in closed session until the completion of business. The topic of the closed session will be the annual president’s appraisal.

A motion to enter into closed session was moved by Trustee Turner, seconded by Trustee Schmidt and unanimously approved.

The regular meeting was adjourned at 7:40 p.m.

The above constitutes the official minutes of the May 29, 2019, regular meeting of the Howard Community College Board of Trustees as approved on June 7, 2019, and is a true and correct copy of the same.

Kathleen B. Hetherington, secretary/treasurer
The Board of Trustees of Howard Community College (HCC) met in closed session on Wednesday, May 29, 2019, in The Rouse Company Foundation Student Services Hall (room 401) at Howard Community College, Columbia, Maryland. Chair Kevin J. Doyle read the resolution below to enter into closed session at approximately 7:41 p.m. The closed session commenced at approximately 7:53 p.m. Other board members present included Vice Chair Felícita Solá-Carter and trustees Christopher G. Marasco, Kevin F. Schmidt, and Frank S. Turner. Kathleen B. Hetherington, secretary/treasurer, was also present. Trustee Steven A. Joss was absent.

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

Now, therefore be it resolved, that the board of trustees of Howard Community College hereby conduct its meeting in closed session beginning on May 29, 2019, at the conclusion of the regular meeting in The Rouse Company Foundation Student Services Hall, room 401 to discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of an appointee, employee, or official over whom it has jurisdiction and that such meeting shall continue in closed session until the completion of business.

During the meeting, the board of trustees conducted the president’s year-end evaluation.

The closed session was adjourned at 9:18 p.m.

The above constitutes the official minutes of the May 29, 2019, closed session of the Howard Community College Board of Trustees as approved on June 7, 2019, and is a true and correct copy of the same.

Kathleen B. Hetherington, secretary/treasurer
C – Governance and Preparing for Transitions

**Background:** Dr. Norma W. Goldstein is director of the Governance Institute for Student Success (GISS) and Special Projects for the Association of Community College Trustees (ACCT). A dean of Humanities and regional accreditation evaluator for the past 20 years in Washington and an academic dean in Maryland, she has served on numerous nonprofit boards and has chaired the Washington State Articulation and Transfer Council. In addition, for five years, she managed and edited a National Skills Standards project for the State of Washington, Skill Standards for Professional-Technical College Faculty and Customized Trainers. A long-time editor, poet and writer for national and statewide publications, Dr. Goldstein is currently responsible for various ACCT Trustee Education initiatives and directing GISS institutes across the country.

Dr. Goldstein has also served as director of the East Mississippi Center for Educational Development (EMCED) and as faculty at various universities and colleges throughout Connecticut, Mississippi, and Washington and taught at Harbin University in China. She earned her BA in English and a MAT in education from Connecticut College, a Sixth Year Certificate of Advanced Studies Degree (CAS) in liberal studies from Wesleyan University (CT) and a Ph.D. in literature from the University of Rhode Island. Dr. Goldstein completed postgraduate work at Mississippi State University, Cambridge University (England) and Dartmouth College (NH).

Dr. Goldstein has provided articles for the trustees to read in advance of the retreat, “The Learner Revolution and What it Means to Higher Education” and “Defining the Learner Revolution.”
D – Resolution for Board of Trustees to Meet in Closed Session on June 7, 2019

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 June 7, 2019, at the conclusion of the regular meeting in The Rouse Company Foundation Student Services Hall, room 401 to discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of an appointee, employee, or official over whom it has jurisdiction and that such meeting shall continue in closed session until the completion of business.