

**HAGERSTOWN COMMUNITY COLLEGE  
BOARD OF TRUSTEES**

**MINUTES**

*Joint Meeting with Washington County Commissioners  
March 18, 2003*

A joint meeting of the Board of Trustees of Hagerstown Community College and the Washington County Commissioners was held on Tuesday, March 18, 2003, in the College Center, Conference Rooms 1 and 2, beginning at 12:30 p.m. In attendance:

Board Members

Wayne E. Alter, Jr.  
Guy Altieri, President/Secretary  
Carolyn Brooks, Vice-Chair  
Anton T. Dahbura  
Merle S. Elliott, Chair  
Margaret E. Hetzer  
Florence M. Murdock  
William J. Reuter

President's Cabinet

Anna M. Barker – Dean of Administrative Services  
Carl J. Galligan – Dean of Students  
Michael Harsh – Faculty Chair  
Barbara E. Macht – Director, Institutional Research  
Phil Snodderly – Director, Facilities Management & Planning

Commissioners

Gregory Snook – President  
William Wivell – Vice President  
Doris Nipps  
James Kercheval

Others – Representing HCC

Barbara W. Roulette – Recording Secretary  
Spring Ward – Faculty Vice-Chair

Others – Representing Washington County

Joni Bittner – County Clerk  
Rodney Shoop – County Administrator  
John Martirano – Assistant County Attorney  
Debbie Bastian – Director, Budget and Finance

Media

NBC-25 Television News

## **Call To Order**

Mr. Merle S. Elliott, Chair, presided and convened the joint meeting at 12:50 p.m.

Chair Elliott began the meeting with introductions of the participants.

## **HCC's 2003 Report to the Commissioners**

### ***Institutional Objectives***

President Altieri, by means of a PowerPoint presentation, discussed HCC's mission and vision and what the commissioners can do to help the College remain successful.

Based on its mission, HCC will provide university parallel / transfer programs, occupational and career education, developmental and remedial education, continuing education, student services and community development.

Among some of the recently developed strategies intended to achieve the mission and vision include rejuvenating and expanding the College's Health, Business, Technology, and Computer Studies offerings; expanding the partnership with WCHS to address their need for well-trained health care workers; and embracing the shift to "Learning a Living" by further developing continuing education courses.

President Altieri emphasized that the College is committed to operating as a high quality, service oriented organization through the following objectives: strategic planning, outcomes assessment, and resource re-allocation; smart development and use of facilities and technology for teaching, learning, and community service; secure, develop, and maintain excellent personnel; and establish strategic partnerships and address mission based challenges and opportunities, staying focused on its vision – "student and community success."

President Altieri presented some impressive statistics: 70% of the County's nurses attend HCC; 50% of the K-12 educators in Washington County started their academic preparation at a community college; 1 out of every 14 workers in the State are either learning or upgrading their skills at a community college at any given time; and, according to Bret Kirwan, Chancellor of University System of Maryland, "over the next five years, 60% of all job openings in Maryland will require a post-secondary education."

HCC is committed to providing quality education to regional graduates in fields of study that keep pace with the economic and employment needs of the community. The advantages are twofold: providing graduates with employable skills, and providing the community with a skilled workforce. A number of special programs have been designed to meet the educational and economic challenges of the community. They include creation of the ESSENCE and Job Training Institute (JTI) programs, working to help create a successful University Center model, Web registration and e-mail for all students and faculty, and bringing GED instruction to HCC.

HCC has partnered with WCPS to implement the ESSENCE (Early Support for Students to ENter College Education) Program, which offers eligible high school students the opportunity to take college courses while still enrolled in high school. It is one of the few, if not the only, program in the nation that provides financial assistance for high school students from low income families to take college credit courses while still in high school. A joint venture between HCC, the HCC Foundation, the Community Foundation of Washington County, and the WCPS provides the funding. ESSENCE is designed to accommodate up to 240 high school students, 80 of which will require financial assistance. This program encourages talented students to attend college by allowing them to earn college credits early, and provides an important transition period in which they can become accustomed to the rigors of college courses. ESSENCE is expected to substantially increase the percentage of county high school students who attend and graduate from college.

The newly-formed Job Training Institute is a partnership with local social service agencies and support groups. The program targets at-risk populations, such as teen parents, single parents, and displaced workers. Through short-term for credit training, JTI provides skills that enable students to secure employment above entry-level, minimum wage positions. In addition, JTI offers students flexible schedules to fit their lifestyles; for-credit courses, which qualify for financial aid; and case management to provide academic, emotional and psychological support in an effort to improve their chances of success. It is estimated that 200-300 students will be assisted through the JTI in 2003-04.

HCC continues to work to encourage the development of a successful model for the University System of Maryland Hagerstown Center by working toward the following goals: HCC and Frostburg State work closely together, operational funds are secure long term, private and out-of-state public universities have opportunities to rent classroom space, and HCC's facilities and staff are made available to serve the students attending the Center.

HCC's Continuing Education Programs are instrumental in maintaining and developing the skills of the community workforce. President Altieri pointed out that the average student age at HCC is 27, and 55% of HCC students are 36 or older. It is estimated that today's college graduates will change jobs that require additional education at least 6 times over the span of their work years. The percentage of Washington County's workforce that has a college degree remains among the lowest in the state.

### ***Budget Realities***

In comparison with Allegany Community College, Frostburg State University, and Washington County Public Schools, Hagerstown Community College has the lowest cost per student FTE (Full Time Equivalent) based on FY02 data. Since 1971, state and county support have declined steadily, increasing the financial burden on the student from 25% in 1971 to 43% in 2003.

Mr. Snodderly discussed the Master Facility Plan. Minor facility needs for FY04 are: (1) expansion of radiological technology program space, (2) expansion of nursing program space, (3) set up of welding lab space, (4) set up of Job Training Institute space, (5) wiring and installation of projection units in classrooms, (6) roofing replacement for four buildings, (7)

ARCC heat exchanger unit, (8) replacement of 400 hp boiler, (9) installation of campus entrance lighting, and (10) overlayment of roadways and parking lots. Expense for these projects total \$815,000, for which there is no state match of funds.

As preface to the discussion of major facility needs, Mr. Snodderly pointed out that current institutional facilities date back to 1966 and must soon be renovated. It is important for the College's physical plant to keep pace with the commitment to quality instruction and updated technology and resources. Major facility needs include renovation of the Career Programs, Science and Classroom Buildings, and roofs, carpeting and HVAC for Kepler Theater, ATC and the ARCC. Mr. Snodderly said that Washington County risks losing its share of the \$40 million annual community college facilities fund if a local match is not secured. Without local funding, the state will defer the projects.

In addition to facilities, there are human resource needs as well. A 2002 external study showed that HCC staff salaries and faculty salaries are behind cohort colleges by 2% and 13% respectively. With approximately 10% of full time faculty and staff retiring in the last two years, successful recruiting of quality personnel depends upon faculty and staff salaries being adjusted over a multi-year period to match cohort colleges.

#### ***FY04 Budget Preparation***

President Altieri led the discussion by explaining the key principles that have shaped the formation of the FY04 budget: (1) quality service to students and the community, (2) inspection and re-allocation of funds and resources, and (3) creating external and internal partnerships. He pointed out that in contrasting the FY03 with the FY04 budgets, 15-20% of the dollars and 10% of the positions have been re-allocated.

Ms. Macht and Ms. Barker commented that the FY04 budget planning process included widespread staff involvement, focused on balancing operational and strategic needs, and addressed both student and community needs. The FY04 budget is based on realistic revenue expectations.

#### ***What the Commissioners Can Do***

President Altieri discussed measures that the County Commissioners can take to support HCC's initiatives: (1) maintain the current level of county support at 27% of its operating budget for FY04, which is a \$186,000 increase over FY03; (2) explore ways to establish the county's FY05 level of operating budget support to equal the average level of support found in Allegany, Garrett and Frederick counties, which is 31%; (3) increase the county's annual capital allocation for FY04 to \$815,000; (4) prepare to support the College in FY05 and FY06 in providing the local share (40% - \$4 million) for the renovation of the Career Programs Building; and (5) prepare to support the College in FY07 and FY08 in providing the local share (40% - \$4 million) for the renovation of the classroom and science buildings.

***Perspectives and Comments from HCC Trustees***

The Board expressed gratitude for the support of the county commissioners. Recognizing the difficult financial circumstances of the state, they asked the commissioners to do their best to continue to support HCC's commitment to quality education and community responsibility through workforce development.

***Perspectives and Comments from Washington County Commissioners***

The County Commissioners expressed appreciation to the trustees, faculty and staff for operating efficiently with limited dollars. They felt that HCC's efforts to assure the success of the University System of Maryland Hagerstown Center were on target, and urged continued work with DBED. The commissioners reiterated that education and public safety are top priorities in the county's budget process, but final numbers from the state are not yet known.

**Adjournment**

There being no further business, discussion or remarks, the meeting was adjourned by unanimous vote at 2:20 p.m.

Respectfully submitted,

Guy Altieri, Ed.D.  
President/Secretary