

**HOLYOKE COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
OCTOBER MEETING**

Minutes of October 7, 2020

A meeting held in Executive Session of the Holyoke Community College Board of Trustees was held on Wednesday, October 7, 2020, remotely with Chair Robert W. Gilbert, Jr. presiding.

<b>MEMBERS PRESENT</b>	Robert W. Gilbert, Jr., Chair Suzanne Parker, Vice Chair ( <i>arrival at 4:06 pm</i> ) Jose Delgado Joyananda Gi Yolanda Johnson Lucy Perez Evan Plotkin Julie Pokela Ivonne Vidal ( <i>arrival at 4:04 pm</i> )																		
<b>MEMBERS ABSENT</b>	Charles Epstein Ted Hebert																		
<b>ALSO PRESENT</b>	Karen Desjeans, Christina Royal, Narayan Sampath																		
<b>CALL TO ORDER</b>	Chair Gilbert called the meeting to order at 4:02 pm																		
<b>EXECUTIVE SESSION</b>	<p>Chair Gilbert announced the purpose for the executive session was to discuss the strategy with respect to collective bargaining and non-unit personnel because conducting a discussion in an open meeting could have a detrimental effect on the Board's bargaining position. It was also stated that this meeting will not reconvene into open session after the executive session.</p> <p>A motion was made by Trustee Delgado to move into executive session and: seconded by Trustee Johnson. Ms. Desjeans conducted a roll call vote:</p> <table style="width: 100%; border: none;"> <tr><td>Trustee Delgado</td><td style="text-align: right;">Yes</td></tr> <tr><td>Trustee Epstein</td><td style="text-align: right;">Absent</td></tr> <tr><td>Trustee Hebert</td><td style="text-align: right;">Absent</td></tr> <tr><td>Trustee Parker</td><td style="text-align: right;">Absent</td></tr> <tr><td>Trustee Perez</td><td style="text-align: right;">Yes</td></tr> <tr><td>Trustee Plotkin</td><td style="text-align: right;">Yes</td></tr> <tr><td>Trustee Pokela</td><td style="text-align: right;">Yes</td></tr> <tr><td>Trustee Vidal</td><td style="text-align: right;">Yes</td></tr> <tr><td>Trustee Gilbert</td><td style="text-align: right;">Yes</td></tr> </table>	Trustee Delgado	Yes	Trustee Epstein	Absent	Trustee Hebert	Absent	Trustee Parker	Absent	Trustee Perez	Yes	Trustee Plotkin	Yes	Trustee Pokela	Yes	Trustee Vidal	Yes	Trustee Gilbert	Yes
Trustee Delgado	Yes																		
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Trustee Vidal	Yes																		
Trustee Gilbert	Yes																		
	Chair Gilbert described the purpose of the meeting was discuss the College's budget situation and enrollment declines.																		

President Royal and Vice President Sampath presented a PowerPoint Presentation and grounded the discussion in the Strategic Plan's #4 Objective of creating a Sustainable Model for Long-Term Growth.

There was further discussion on the Proposed Next Steps and the timing of the discussions for the College. The President clarified that because of union contracts, the College needs to respect the impact bargaining process, and the timeline is a variable that we cannot predict.

Chair Gilbert provided an update on the NECHE Exit Report. One area of concern for the College is the decline in enrollment not being addressed and the Board needs to take these fiscal concerns seriously.

If Trustees receive any questions, they should be directed to either Chair Gilbert or President Royal.



HCC Board of Trustees  
Executive Session  
October 2020

INDIANA  
COMMUNITY  
COLLEGE

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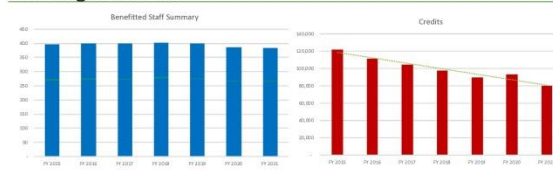
## FTE vs Credits



From 2010 to 2020, FTE went from 9,692 to 5,805 and Credits went from 145,376 to 93,000

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## Staffing vs Credits

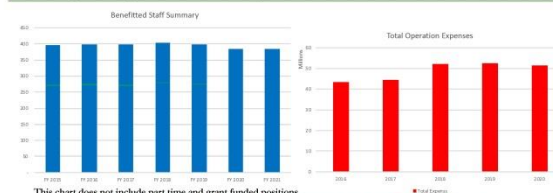


This chart does not include part time and grant funded positions

Staffing levels don't keep up with enrollment and credits. Staffing from 2015 to 2021 is down 3%, where as Credits are down 36%

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## Staffing vs Operational Expenses



This chart does not include part time and grant funded positions

Staffing is down 3% but expenses are up 18%, from about \$43M in 2016 to over \$50M last year

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## A Decade of Decline

- A decade of declining enrollment. From 2010:
  - Headcount down from 7,404 to 4,200, a 43% decline
  - Credits down from 145,376 to 93,000, a 36% decline
  - FTE down from 9,692 to 5,805, a 40% decline
- However, staffing not aligned with critical metrics
  - About 400 full-time benefitted staff since 2010
- Challenges exacerbated by COVID-19

Staffing levels compared to revenue metrics are not aligned

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## FY 2021 Budget Assumptions

- Annual budget of about \$50.8M compared to \$54.6M in FY20, a reduction of about 7%
- 5% decline in State Appropriations
- 15% decline in enrollment in terms of absolute dollars and 17% with respect to number of credits
- FY21 shortfall of \$2M (balanced with Federal + State funding)
  - Systemic fiscal challenge: Approximately \$2.5M to \$4M

**Full Year's Budget Approved by the Board on 9/22**

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## Personnel Expenses



## Recent Actions

- Steps taken
  - Every position including part-time positions are reviewed at Cabinet
  - Program Prioritization started in FY20
  - Budget Committee formed in Spring of 2020
  - Contracted with Donahue Institute for Enrollment Projections (Jan 2020)
  - Reduced expenses by 7% for FY21
  - Reduced PTNB by 33 positions (March 2020)
  - Offered Early Retirement Incentive Program (Sept 2020)
  - Offer Voluntary Unpaid Leave Options (Sept 2020)
  - Build Future Budgets Based on Realistic Enrollment (FY21 & 22)

## Proposed Next Steps

	Salary	Fringe	Total	Number of positions
Early Retirement Incentive Program (ERIP)	\$895,723	\$349,332	\$1,245,055	13
Voluntary Unpaid Leave Options	\$20,000	\$7,800	\$27,800	2
Anticipated Retirements (NOT ERIP) that will not be filled	\$242,082	\$94,412	\$336,494	3
Elimination of Vacant Positions	\$1,136,000	\$443,040	\$1,579,040	21
Retrenchments	\$878,182	\$342,491	\$1,220,673	12 - 15
Potential New Hires	\$660,000	\$267,400	\$917,400	7
Open Vacancies	\$740,000	\$288,600	\$1,028,600	10

Above totals are subject to adjustments and could change.  
Process is consistent with respective collective bargaining agreements.

Proposed Next Steps

NET EFFECT	
Early retirement that will not be filed	\$933,504
Unpaid leave (only in FY21)	\$27,800
Retirements (NOT ERIIP) that will not be filed	\$336,494
Vacant Positions (to be eliminated)	\$1,579,040
Retrenchments	\$1,220,673
<b>TOTAL REDUCTIONS</b>	<b>\$4,097,511</b>
New Hires in FY21 & FY22	\$917,400
Open Vacancies	\$1,028,600
<b>TOTAL ADDITIONS</b>	<b>\$1,946,000</b>
<b>NET SAVINGS IN PAYROLL TO DATE</b>	<b>\$2,151,511</b>
<b>IMPACT OF DEFEREMENT OF OPEN VACANCIES</b>	<b>\$514,300</b>
<b>TOTAL REDUCTIONS/NET IMPACT</b>	<b>\$2,665,811</b>

IMPACT OF PAYROLL REDUCTIONS WILL BE IN FY21 AND BEYOND. ERIIP OPEN TILL 10/9/20

Key Next Steps

- Reassess proposed plan after Oct 9<sup>th</sup> deadlines (Early retirement & Unpaid leave options)
- Notification to Unions respective per contracts
- Continue to aggressively pursue grant/revenue opportunities
- Discussions with Foundation Board about fundraising

**ADJOURNMENT**

On a motion by Trustee Perez and seconded by Trustee Delgado it was **VOTED** to adjourn executive session. Ms. Desjeans conducted a roll call vote:

Trustee Delgado	Yes
Trustee Epstein	Absent
Trustee Hebert	Absent
Trustee Parker	Yes
Trustee Perez	Yes
Trustee Plotkin	Yes
Trustee Pokela	Yes
Trustee Vidal	Yes
Trustee Gilbert	Yes

The meeting was adjourned at 4:59 pm.

Respectfully submitted,

Karen Desjeans, Recording Secretary  
Board of Trustees