

HOLYOKE COMMUNITY COLLEGE

MEMORANDUM

TO: Board of Trustees Finance Committee
FROM: William J. Fogarty, Vice President for Administration & Finance
DATE: May 2, 2018
SUBJECT: FY 2019 Trust Fund Operating Budget and Spending Plan

Attached please find the recommended local trust fund operating budget for FY 2019, along with a comprehensive spending plan for the year. These documents reflect the following assumptions:

We have estimated that the FY 2019 state appropriation will be \$21,347,289 based on the version of the budget pending before the Senate and anticipated supplemental appropriations partially covering collective bargaining costs. Our spending plan assumes a \$9 per credit increase in the Educational Service Fee, a \$1 per credit increase in the Facilities Fee, a \$5 per credit increase in the Distance Learning Fee and elimination of the \$100 per semester Program Fee for Foundations of Health.

The revenue projection assumes enrollment (credit hours) for the 2018/2019 academic year will decline by 5%.

**Trust Fund Guidelines
Required Disclosure of Expenditures**

	<i>Amount</i>
1. Budgeted expenditures which personally benefit the president	\$0
2. Budgeted expenditures for renovations or repairs of president's office	\$0
3. Budgeted expenditures for individual's membership dues in excess of \$500 for employees other than the president and for amounts in excess of \$1,000 for the president (except for fees or dues associated with professional organizations that directly advance the institution's mission)	\$0
4. Budgeted expenditures for trustee travel	\$6,000
5. Budgeted expenditures for entertainment of guests in president's home	\$0
6. Budgeted expenditures for possible (potential) moving costs	\$0
7. Budgeted expenditures for purchase or lease of motor vehicles (for use by the president or other college employees)	\$0
8. employee attendance at charitable dinner or event	\$7,500
9. employee and student morale and recognition	\$16,000

Holyoke Community College Local Funds Budget Fiscal Year 2019

Updated: 5/1/13		REVENUES		EXPENSES	
	Budgeted Revenues FY 18	Recommended Budgeted Revenues FY 2019	Budgeted Expenses FY 18	Recommended Budgeted Expenses FY 2019	
General Operating Trust Fund	\$21,966,101	\$22,181,978	\$22,470,449	\$23,017,520	
Credit and Non Credit Offerings					
Student Services					
Institutional Support					
Restricted & Sponsored Activities Trust Fund	\$1,000,637	\$953,684	\$1,000,637	\$953,684	
Gifts					
Scholarships					
Grant overhead					
Facility Renewal & Repair					
Technology Renewal					
Auxiliary Enterprises Trust Fund	\$478,750	\$460,000	\$686,902	\$574,458	
College Store					
Reserve Draw*	\$712,500	\$950,000			
Total	\$24,157,988	\$24,545,662	\$24,157,988	\$24,545,662	
*Previously approved by the Board of Trustees; not a new authorization					

Budget Summary

Holyoke Community College					
FY 2019 Budget Summary					
Updated 5/1/18					
		FY 2018	FY 2019	\$ Increase	% Inc.
		Budget	Budget	(Decrease)	(Dec)
REVENUES					
Revenues Supporting Trust Fund Appropriations					
State Appropriation (inc. Out of State Tuition)		\$20,795,047	\$21,347,289	\$552,242	3%
Tuition & Fees		\$21,896,738	\$21,966,986	\$70,248	0%
College Store		\$478,750	\$460,000	(\$18,750)	-4%
Administrative Allowance		\$295,000	\$295,000	\$0	0%
Business & Community Service		\$775,000	\$873,676	\$98,676	13%
Reserve Draw		\$712,500	\$950,000	\$237,500	33%
Total Revenues		\$44,953,035	\$45,892,951	\$939,916	2%
EXPENDITURES					
ACCOUNT NAME	Account Number	FY 2015 Budget		\$ Increase (Decrease)	% Inc. (Dec.)
EXPENDITURE DETAIL - Trust Fund Appropriations					
President's Office					
President	T07-1001	\$131,122	\$157,234	\$26,112	20%
Affirmative Action	T07-1003	\$5,500	\$9,000	\$3,500	64%
Total - President		\$136,622	\$166,234	\$29,612	22%
Academic Affairs					
VP FOR ACADEMIC AFFAIRS					
Institutional Research	T07-1004	\$33,300	\$34,300	\$1,000	3%
VP for Academic Affairs	T07-2001	\$127,959	\$128,577	\$618	0%
Professional Development	T07-2002	\$28,079	\$31,816	\$3,737	13%
Honors Program	T07-2003	\$67,344	\$67,457	\$113	0%
Advising	T07-2004	\$251,940	\$210,223	(\$41,717)	-17%

Budget Summary

Holyoke Community College					
FY 2019 Budget Summary					
Updated 5/1/18					
		FY 2018	FY 2019	\$ Increase	% Inc.
		Budget	Budget	(Decrease)	(Dec)
Learning Communities	T07-2007	\$7,020	\$18,578	\$11,558	165%
Convocation/Awards Night	T07-2009	\$7,000	\$6,300	(\$700)	-10%
Academic Support	T07-6002	\$480,920	\$394,784	(\$86,136)	-18%
English as a Second Language Support	T07-6008	\$73,805	\$59,639	(\$14,166)	-19%
Adjunct Faculty	T07-4001	\$4,674,456	\$4,162,079	(\$512,377)	-11%
TOTAL VP ACAD AFFAIRS		\$5,751,823	\$5,113,753	(\$638,070)	-11%
SCIENCE, ENGINEERING & MATH					
Chemistry	T07-2414	\$17,300	\$18,990	\$1,690	10%
Engineering	T07-2417	\$5,800	\$19,007	\$13,207	228%
Mathematics	T07-2419	\$45,531	\$38,097	(\$7,434)	-16%
Physics/Astronomy	T07-2420	\$4,700	\$5,470	\$770	16%
Environmental Science & Technology	T07-2204	\$32,807	\$29,123	(\$3,684)	-11%
SEM Administration	T07-2410	\$11,650	\$11,835	\$185	2%
Anatomy & Physiology	T07-2412	\$22,827	\$20,655	(\$2,172)	-10%
Microbiology/Biology Technology	T07-2416	\$37,852	\$42,390	\$4,538	12%
General Biology	T07-2418	\$20,723	\$19,380	(\$1,343)	-6%
Plant Science	T07-2421	\$9,834	\$6,086	(\$3,748)	-38%
Earth/Atmospheric Science	T07-2423	\$1,780	\$2,479	\$699	39%
Zoology	T07-2424	\$3,000	\$2,925	(\$75)	-3%
Forensic Science	T07-2425	\$34,779	\$32,549	(\$2,230)	-6%
TOTAL SCIENCE, ENGINEERING & MATH		\$248,583	\$248,986	\$403	0%
BUSINESS & TECHNOLOGY					
Business & Technology Administration	T07-2101	\$14,306	\$11,275	(\$3,031)	-21%
Business Administration	T07-2103	\$8,710	\$11,275	\$2,565	29%
Computer Information	T07-2104	\$10,330	\$10,104	(\$226)	-2%
Hospitality	T07-2105	\$550,920	\$172,137	(\$378,783)	-69%
Culinary Operations	T07-2106	\$0	\$470,968	\$470,968	#DIV/0!
TOTAL BUSINESS & TECHNOLOGY		\$584,266	\$675,759	\$91,493	16%

Budget Summary

Holyoke Community College					
FY 2019 Budget Summary					
Updated 5/1/18					
		FY 2018	FY 2019	\$ Increase	% Inc.
		Budget	Budget	(Decrease)	(Dec)
ARTS & HUMANITIES					
Humanities	T07-2301	\$14,933	\$14,571	(\$362)	-2%
Art	T07-2302	\$65,999	\$39,773	(\$26,226)	-40%
Art Gallery	T07-2303	\$21,398	\$19,854	(\$1,544)	-7%
Deaf Studies	T07-2304	\$3,499	\$5,241	\$1,742	50%
English	T07-2306	\$18,230	\$17,049	(\$1,181)	-6%
Language Studies	T07-23090	\$9,140	\$3,195	(\$5,945)	-65%
AESL	T07-23091	\$0	\$7,119	\$7,119	100%
Music	T07-2310	\$15,931	\$14,776	(\$1,155)	-7%
Music Department Activities	T07-2311	\$1,400	\$1,200	(\$200)	-14%
Jazz Festival	T07-2312	\$9,100	\$8,220	(\$880)	-10%
Music Instruction	T07-2313	\$107,202	\$65,152	(\$42,050)	-39%
Comm/Media/Theater	T07-23140	\$29,490	\$29,916	\$426	1%
Theater Activities	T07-23141	\$32,200	\$25,471	(\$6,729)	-21%
Pulp City	T07-2315	\$2,600	\$0	(\$2,600)	-100%
TOTAL ARTS & HUMANITIES		\$331,122	\$251,537	(\$79,585)	-24%
SOCIAL SCIENCES					
Education	T07-2203	\$17,660	\$16,713	(\$947)	-5%
Criminal Justice	T07-2501	\$4,604	\$4,287	(\$317)	-7%
Human Services	T07-2502	\$4,363	\$6,241	\$1,878	43%
Social Sciences Division	T07-2503	\$27,883	\$24,171	(\$3,712)	-13%
Social Sciences Programs	T07-2504	\$546	\$0	(\$546)	-100%
Critical Cultural Studies	T07-2505	\$1,274	\$2,180	\$906	71%
Psychology	T07-2506	\$4,073	\$5,096	\$1,023	25%
Sociology/Anthropology	T07-2507	\$1,355	\$1,221	(\$134)	-10%
TOTAL SOCIAL SCIENCES		\$61,758	\$59,909	(\$1,849)	-3%
HEALTH SCIENCES					
Practical Nursing	T07-2206	\$97,085	\$98,578	\$1,493	2%
Medical Assisting	T07-2207	\$36,100	\$7,964	(\$28,136)	-78%

Budget Summary

Holyoke Community College					
FY 2019 Budget Summary					
<i>Updated 5/1/18</i>					
		FY 2018	FY 2019	\$ Increase	% Inc.
		Budget	Budget	(Decrease)	(Dec)
Health, Nutrition & Fitness	T07-2209	\$12,217	\$10,006	(\$2,211)	-18%
Radiologic Technician	T07-2210	\$34,285	\$32,111	(\$2,174)	-6%
Nursing	T07-2211	\$211,991	\$186,859	(\$25,132)	-12%
Foundations of Health	T07-2212	\$63,715	\$74,955	\$11,240	18%
Health & Sciences Division	T07-2213	\$40,351	\$23,914	(\$16,437)	-41%
Veterinary & Animal	T07-2422	\$60,100	\$65,198	\$5,098	8%
TOTAL HEALTH SCIENCES		\$555,844	\$499,585	(\$56,259)	-10%
LIBRARY					
Library	T07-2701	\$274,272	\$235,107	(\$39,165)	-14%
TOTAL LIBRARY		\$274,272	\$235,107	(\$39,165)	-14%
Online Programs & Academic Initiatives	T07-2801	\$292,240	\$230,993	(\$61,247)	-21%
TOTAL ONLINE PROGRAMS & ACAD INITIATIVES		\$292,240	\$230,993	(\$61,247)	-21%
Total Academic Affairs					
		\$8,099,908	\$7,315,629	(\$784,279)	-10%
Institutional Advancement					
Institutional Advancement	T07-7001	\$49,300	\$37,800	(\$11,500)	-23%
Alumni Relations	T07-7002	\$83,810	\$84,343	\$533	1%
Marketing and Communications	T07-7004	\$650,000	\$553,989	(\$96,011)	-15%
Total Institutional Advance.		\$783,110	\$676,132	(\$106,978)	-14%
Information Technology					
Information Technology Dept.	T07-3001	\$1,543,800	\$1,868,210	\$324,410	21%
IT Special Projects (designated)	T072-3001	\$273,000	\$275,000	\$2,000	1%
Total Information Technology		\$1,816,800	\$2,143,210	\$326,410	18%
Student Affairs					
Commencement	T07-5022	\$107,097	\$102,352	(\$4,745)	-4%
VP for Student Affairs	T07-6001	\$108,300	\$93,731	(\$14,569)	-13%

Budget Summary

Holyoke Community College					
FY 2019 Budget Summary					
Updated 5/1/18					
		FY 2018	FY 2019	\$ Increase	% Inc.
		Budget	Budget	(Decrease)	(Dec)
Admissions	T07-6003	\$153,044	\$153,461	\$417	0%
Athletic Events	T07-6004	\$100,507	\$76,095	(\$24,412)	-24%
Athletics	T07-6005	\$103,566	\$104,759	\$1,193	1%
Co-op & Career Programs	T07-6006	\$20,708	\$18,785	(\$1,923)	-9%
Office for Students with Disabilities/Dea	T07-6007	\$309,600	\$302,854	(\$6,746)	-2%
Financial Aid	T07-6009	\$110,829	\$95,500	(\$15,329)	-14%
Health Services	T07-6010	\$48,238	\$41,190	(\$7,048)	-15%
Advising Center	T07-6011	\$89,920	\$65,963	(\$23,957)	-27%
Registrar	T07-6012	\$62,787	\$53,700	(\$9,087)	-14%
Student Work	T07-6014	\$162,000	\$130,800	(\$31,200)	-19%
Student Retention and Success	T07-6015	\$22,600	\$24,300	\$1,700	8%
Student Support	T07-6016	\$22,532	\$20,344	(\$2,188)	-10%
Transitions	T07-6019	\$34,232	\$29,367	(\$4,865)	-14%
Assessment Center	T07-6021	\$78,822	\$67,079	(\$11,743)	-15%
Thrive Center	T07-6022	\$11,090	\$19,092	\$8,002	72%
HCC Grant	T07-6050	\$360,500	\$369,450	\$8,950	2%
Student Activities	T07-6101	\$117,240	\$104,730	(\$12,510)	-11%
Total Student Affairs		\$2,023,612	\$1,873,552	(\$150,060)	-7%
Administration & Finance					
Vice President for Admin. & Finance	T07-5001	\$27,500	\$24,750	(\$2,750)	-10%
Ed Assistance	T07-5002	\$400,000	\$177,500	(\$222,500)	-56%
Art Collection	T07-5003	\$2,448	\$2,490	\$42	2%
Business Office	T07-5004	\$145,525	\$163,137	\$17,612	12%
Business Services	T07-5005	\$239,656	\$225,350	(\$14,306)	-6%
Facilities Use	T07-5008	\$350	\$350	\$0	0%
Human Resources	T07-5009	\$92,400	\$87,210	(\$5,190)	-6%
AFSCME Professional Development	T07-5009A	\$0	\$4,515	\$4,515	100%
Building Maintenance	T07-5102	\$257,110	\$248,940	(\$8,170)	-3%
Custodial	T07-5104	\$129,266	\$121,484	(\$7,782)	-6%
Grounds	T07-5106	\$143,550	\$142,070	(\$1,480)	-1%

Budget Summary

Holyoke Community College					
FY 2019 Budget Summary					
<i>Updated 5/1/18</i>					
		FY 2018	FY 2019	\$ Increase	% Inc.
		Budget	Budget	(Decrease)	(Dec)
Motor Pool	T07-5108	\$78,500	\$73,350	(\$5,150)	-7%
Power Plant	T07-5110	\$1,063,700	\$867,330	(\$196,370)	-18%
Security	T07-5111	\$164,891	\$249,716	\$84,825	51%
Special Projects (designated)	T072-5112	\$432,637	\$383,684	(\$48,953)	-11%
Envrionmental Compliance	T07-5113	\$38,700	\$52,830	\$14,130	37%
College Store	B3100-8001	\$686,902	\$574,458	(\$112,444)	-16%
Total Administration & Finance		\$3,903,135	\$3,399,164	(\$503,971)	-13%
Central Accounts					
TRUST FUND CENTRAL ACCTS.					
Trust Fund Salaries	T07-5501	\$1,341,505	\$2,500,549	\$1,159,044	86%
Central Administrative Expenses	T07-5502	\$2,009,359	\$2,235,224	\$225,865	11%
Central Payroll Expenses	T07-5503	\$1,244,638	\$1,717,573	\$472,935	38%
TOTAL TR. FUND CENT. ACCTS.		\$4,595,502	\$6,453,346	\$1,857,844	40%
STATE APPROPRIATION SALARIES					
		\$20,795,047	\$21,347,289	\$552,242	3%
Grant Administration (Restricted Funds)					
	L1100-5004	\$295,000	\$295,000	\$0	0%
Total Central Accounts		\$25,685,549	\$28,095,635	\$2,410,086	9%
Bus.&Com. Affairs					
Cent. For Bus. & Prof. Dev.	T09-4101	\$428,376	\$290,553	(\$137,823)	-32%
Testing & Workforce Certification	T09-4109	\$119,327	\$118,930	(\$397)	0%
Community Services	T09-4301	\$547,797	\$458,497	(\$89,300)	-16%
Adult Basic Education/ESOL	T09-4302	\$512,361	\$420,748	(\$91,613)	-18%
HiSet Testing	T09-4303	\$101,136	\$98,476	(\$2,660)	-3%
Community Services Transportat.	T09-4304	\$14,790	\$0	(\$14,790)	-100%
V.P. for Business & Com. Affairs	T09-4401	\$336,996	\$318,942	(\$18,054)	-5%
Picknelly Family & Adult Ed Center	T09-4460	\$443,499	\$479,058	\$35,559	8%

Budget Summary

Holyoke Community College					
FY 2019 Budget Summary					
<i>Updated 5/1/18</i>					
		FY 2018	FY 2019	\$ Increase	% Inc.
		Budget	Budget	(Decrease)	(Dec)
Training & Workforce Options-MCCTI	T27-4470	\$0	\$78,594	\$78,594	100%
Training & Workforce Options	T27-4501	\$0	\$207,917	\$207,917	100%
Total Business & Com. Affairs		\$2,504,282	\$2,471,714	(\$32,568)	-1%
Total Trust Fund Expenditure Appropriations		\$44,953,018	\$46,141,271	\$1,188,253	3%
Total of T07 Accounts		\$20,706,019	\$21,482,176	\$776,157	4%
Total of T09 Accounts		\$2,504,282	\$2,471,714	(\$32,568)	-1%
Trust Fund Appropriation Balance		\$17	(\$248,320)	(\$248,337)	

FY 2019 BUDGET SUMMARY (July 1, 2018 to June 30, 2019)

Updated: 5/1/18

MISSION STATEMENT:

Holyoke Community College's mission is to serve the Pioneer Valley by providing comprehensive, high-quality educational opportunities that are responsive to community needs and meet the intellectual, esthetic, and practical needs of a diverse student body. The College offers the full range of programs and services appropriate to a community college, as defined by the Massachusetts Board of Higher Education's generic system-wide community college mission statement. In addition, the College will continue to focus upon the following strengths that distinguish Holyoke Community College from other colleges.

Since its inception over a half a century ago, the college has excelled at serving transfer-oriented students and is today widely recognized for the quality of its liberal arts, fine and performing arts, and career transfer programs. Building upon this strength is a major goal of the institution. The College values its leadership position in the development and implementation of collaborative transfer and joint admission programs with public and private four-year colleges and universities in the region. The college will continue to offer one of the broadest arrays of exemplary transfer options in the system, making it an exceptional avenue of access to the Commonwealth's flagship university and other public and private colleges in the area.

Holyoke Community College is committed to career programs responsive to the economic and social needs of the region. A wide range of career-oriented programs, in areas such as Business, Health, and Technology, are designed to prepare students to enter and advance in their chosen field. Through active collaboration with industry, government, and community groups, the College constantly increases the strength, currency and variety of its programs. All areas of study provide a basis for transfer, since all Associate Degree programs include a common core of courses designed to expose students to diverse fields of knowledge.

At Holyoke Community College concern for the success of the individual student is paramount, an institutional quality that is widely recognized in the community and that permeates every program and service. Holyoke Community College's innovative approach to student success is reflected in the culture of the institution, as demonstrated by campus facilities, the wide variety of service delivery methods, and the assortment of services to address the specific needs of individual students and groups of students.

As a learning-centered institution, the College encourages and supports a contemporary assortment of instructional strategies. These include interdisciplinary courses, Learning Communities, experience-based education, community service learning, self-paced learning, web-based instruction, online programs, and the use of instructional technology

in a full range of subjects and at instructional levels ranging from pre-college to honors level offerings.

Serving an economically, educationally and linguistically diverse population, the College has a special commitment to public school partnerships and adult literacy. Holyoke Community College is the site for vital educational opportunity programs including Upward Bound Program, a Massachusetts Educational Opportunity Program, and the regional center for a System for Adult Basic Education Support for Western Massachusetts.

BUDGETING PHILOSOPHY: Utilizing revenue estimates that are conservative and realistic, the College's annual budget is developed to support the college mission as expressed in the Mission Statement. In formulating the annual budget special emphasis is given to compliance with state laws and regulations, financial policies of the college as adopted by the Board of Trustees, and sound fiscal management.

FY 2019 Overview

Holyoke Community College is developing an FY 2019 spending plan against a backdrop of stagnant state appropriations that do not fully cover the costs of state-negotiated collective bargaining agreements and continued declines in enrollment. The College's largest local revenue source comes from fees billed on student credits taken, and here the drop-off is particularly steep. In FY 2002, HCC billed for 113,872 credits during the course of the year, and that figure rose to 157,228 in FY 2010. Following several years of declines, the FY 2019 revenue projections are based on less than 100,000 credits billed.

Even with an increase in student fees, the College has been forced to implement difficult spending reductions to bring the FY 2019 budget into balance. Clearly these trends are not sustainable.

Fortunately the College is engaged in a strategic planning process that will form the basis for budget development for FY 2020. The HCC Mission Statement will be reduced from six paragraphs to one or a few sentences. With greater focus, the College will develop strategy statements and objectives to implement the new mission. The College will develop a new business model that will include a budget process that allocates resources in support of new strategies and objectives and positions the institution for future growth.

The FY 2019 budget is the last fiscal plan to be developed in the absence of a strategic plan, with an emphasis on bringing the budget into balance with as little disruption as possible. The FY 2020 budget will be substantially different, and will focus on implementing the strategic plan and developing a sustainable financial model.

Revenues

Total revenues are projected at \$45,892,951 a \$939,916 or 2.0% increase over FY 2018. Increases of \$552,242 in the state appropriation, \$98,676 in receipts from the Business & Community Services Division and \$70,248 in tuition and fees are partially offset by an \$18,750 reduction in College Store revenues.

State Appropriation: Funding under the state appropriation is projected to be \$21,347,289, a \$552,242 or 3% increase over FY 2018 based on the proposal pending before the Massachusetts House of Representatives and assumptions regarding supplement appropriations to partly cover collective bargaining costs.

Tuition & Fees: Total tuition and fee revenue is projected at \$21,966,986, a \$70,248 increase over the amount budgeted in FY 2018. The FY 2019 projection assumes enrollment falls 5% and the elimination of the Foundations of Health Program Fee, the impacts of which are offset by a \$9 per credit increase in the Education Services Fee, a \$1 per credit increase in the Facilities Fee and a \$5 per credit increase in the Distance Learning Fee.

College Store: College Store revenues are projected to be \$460,000, an \$18,750 or 4% reduction below FY 2018. The Campus Center Renovation Project required the relocation of the store in January of 2017 and allowed only on-line ordering of textbooks. Fiscal Year 2018 was the first in which on-line book ordering was implemented for the entire fiscal year, and the FY 2019 projections are based on actual experience in FY 2018.

Administrative Allowance: The administrative allowance from federal and state grants is projected at \$295,000, the same as FY 2018.

Business & Community Service: Revenue from the Business and Community Service Division is estimated at \$873,676, a \$98,676 or 13% increase over the original FY 2018 revenue projection, based on actual experience in FY 2018.

Reserve Draw: The Board of Trustees voted on November 22, 2016 to authorize up to \$1,900,000 in college reserves to support supplemental rent for the Center for Hospitality & Culinary Arts. Of that amount, approximately \$950,000 is expected to be expended in FY 2019.

Expenditures

Total expenditures are projected at \$46,141,271, a \$1,188,253 or 3% increase over FY 2018. Increases of \$1,857,844 in Central Accounts, \$326,410 in Information Technology, and \$22,612 in the President's Office are partially offset by decreases of \$784,279 in Academic Affairs, \$503,971 in Administration & Finance, \$150,060 in Student Affairs, \$32,568 in Business & Community Affairs and \$106,978 in Institutional Advancement. It should be noted that Central Accounts includes salaries for most benefited faculty and staff. With the exception of Business and Community Affairs, other division budgets fund part-time staffing and operating costs.

President

President (T07-1001): The President's Office provides administrative support to the President as chief executive officer of the college and coordinates the senior staff with a focus on the college's mission. A budget of \$157,234 is recommended, an increase of \$26,122 or 20% over FY 2018 due to costs associated with implementation of strategic planning.

Affirmative Action (T07-1003): This account provides operational support for activities in compliance with the college's affirmative action policies. Funding is recommended at \$9,000, a \$3,500 or 64% increase over FY 2018 to support a new full-time Title IX/Affirmative Action Officer.

Academic Affairs

Vice President for Academic Affairs

Institutional Research (T07-1004): The Institutional Research Office collects and analyzes data related to college operations and effectiveness and meets federal and state reporting requirements. An operating budget of \$34,300 is recommended, a \$1,000 or 3% increase over FY 2017 to support expanded utilization of technology and professional development.

Vice President for Academic Affairs (T07-2001): This cost center provides operational support for the office of the Vice President for Academic Affairs and for general administration of the Academic Affairs division. Funding is recommended at \$128,577, a \$618 increase over FY 2018.

Professional Development (T07-2002): Full-time and Adjunct Faculty professional development is supported from this account. A budget of \$31,817 is recommended, a \$3,737 or 13% increase over FY 2018 to support additional training activities.

Honors Program (T07-2003): Operating support for the Honors curriculum is provided through this account. Funding is recommended at \$67,457, a \$113 increase over FY 2018.

Advising (T07-2004): This cost center provides part-time salary funding in support of academic advising. A budget of \$210,223 is recommended, a \$41,717 or 17% decrease under FY 2018 due to the reallocation of advising activities between Academic Affairs and Student Affairs and due to fiscal constraints facing the College.

Learning Communities (T07-2007): First year students have the opportunity to work closely with faculty, a reference librarian, and each other on collaborative research projects as they are introduced to scientific and humanistic intellectual history. Honors Learning Communities integrate required courses in English (101 or 102) and laboratory science, and approach a central theme from multiple academic perspectives. Funding in support of these programs is

recommended at \$18,578, an \$11,558 or 165% increase over FY 2018 to provide administrative support to the program and activities associated with the “One College” theme.

Convocation/Awards Night (T07-2009): This account provides support for events honoring student achievement. A budget of \$6,300 is recommended, a \$700 or 10% reduction under FY 2018 due to fiscal constraints facing the College.

Academic Support (T07-6002): The Academic Support Department provides year-round support available to all students in every subject offered at HCC. Free services include tutoring, mentoring, supplemental instruction, learning coaching, study groups and eTutoring. Funding in FY 2019 is recommended at \$394,784, an \$86,136 or 18% decrease under FY 2018 due to fiscal constraints facing the College.

English as a Second Language Support (T07-6008): This cost center provides support for students enrolled in English as a Second Language courses. A budget of \$59,639 is proposed, a \$14,166 or 19% decrease under FY 2018 due to fiscal constraints facing the College.

Adjunct Faculty (T09-4001): This is a centralized account supporting adjunct faculty hiring for credit course offerings. Funding is recommended at \$4,162,079 a \$512,377 or 11% decrease under FY 2018 due to lower enrollment and fiscal constraints facing the College.

Science, Engineering & Math

Chemistry (T07-2414): The Chemistry Department seeks to provide a high quality laboratory experience for all students, whether they are preparing for further studies in chemistry, other laboratory sciences or jobs requiring such skills, or fulfilling general education requirements. Funding is recommended at \$18,990, a \$1,690 or 10% increase over FY 2018 to support replacement of spectrophotometers.

Engineering (T07-2417): This cost center supports operating costs related to the Engineering curriculum. A budget of \$19,007 is recommended, a \$13,207 or 228% increase over FY 2018 to support part-time staffing and software costs.

Mathematics (T07-2419): This cost center provides operating support to the Mathematics curriculum. A budget of \$38,097 is recommended, a \$7,434 or 16% decrease under FY 2018 due to fiscal constraints facing the College.

Physics/Astronomy (T07-2420): The Physics and Astronomy Department serves approximately 300 students per year. The programs seek to provide high quality laboratory experiences for students seeking further studies in physics, astronomy, other laboratory sciences, careers where such skills are required, or fulfilling general education requirements. Funding is recommended at \$5,470, a \$770 or 16% increase over FY 2018 due to higher supply costs.

Environmental Science & Technology (T07-2204): This cost center provides support for the Environmental Science & Technology curriculum. Funding is proposed at \$29,123, a \$3,684 or 11% decrease under FY 2018 due to fiscal constraints facing the College.

SEM Division Administration (T07-2410): This cost center funds general administrative support for the SEM Division. Funding is recommended at \$11,835, a \$185 increase over FY 2018.

Anatomy & Physiology (T07-2412): This cost center supports operating costs related to the Anatomy and Physiology curriculum. A budget of \$20,655 is recommended, a \$2,172 or 10% decrease under FY 2018 due to fiscal constraints facing the College.

Microbiology/Biology Technology (T07-2416): This cost center supports operating costs related to the Microbiology and Biology Technology programs. A budget of \$42,390 is recommended; a \$4,538 or 12% increase over FY 2018 to support the purchase of two incubators.

General Biology (T07-2418): This cost center provides operating support for the General Biology curriculum. Funding is recommended at \$19,380, a \$1,343 or 6% decrease under FY 2018 due to fiscal constraints facing the College.

Plant Science (T07-2421): This cost center support the Plant Science curriculum. A budget of \$6,086 is recommended, a \$3,748 or 38% decrease under FY 2018 due to fiscal constraints facing the College.

Earth/Atmospheric Science (T07-2423): This cost center supports operating costs related to the Earth and Atmospheric Studies program. A budget of \$2,479 is recommended, a \$699 or 39% increase over FY 2018 to support travel costs previously paid by another cost center.

Zoology (T07-2424): This account supports the Zoology curriculum. Funding is recommended at \$2,925, a \$75 or 3% decrease under FY 2018 due to fiscal constraints facing the College.

Forensic Science (T07-2425): This cost center supports operating costs related to the Forensic Science program. Funding is recommended at \$32,549, a \$2,230 or 6% decrease under FY 2018 due to fiscal constraints facing the College.

Business & Technology

Business & Technology Division Administration (T07-2101): This cost center provides general operating support for the division. A budget of \$11,275 is recommended, a decrease of \$3,031 or 21% under FY 2018 due to fiscal constraints facing the College.

Business Administration (T07-2103): This cost center supports administrative costs related to business administration courses. A budget of \$11,275 is recommended, a \$2,565 or 29% increase over FY 2018 due to increased academic supply costs.

Computer Information (T07-2104): This cost center supports operating costs associated with the information technology programs of the Business Division. Funding of \$10,104 is

recommended, a \$226 or 2% decrease under FY 2018 due to fiscal constraints facing the College.

Hospitality (T07-2105): This cost center supports laboratory and related activities associated with the Culinary Arts and Hospitality Management program as well as providing hospitality services in support of various College and community activities. A budget of \$172,137 is recommended, a \$378,783 or 69% decrease under FY 2018 to reflect instructional costs while operational costs for the new Center for Culinary Arts are carried in a separate cost center.

Culinary Operations (T07-2106): Beginning in FY 2018, this new cost center provides funding to support operating costs associated with the new HCC MGM Culinary Arts Institute in downtown Holyoke. Funding of \$470,968 is recommended.

Arts & Humanities

Humanities (T07-2301): This cost center supports general operating costs related to administration of the Arts & Humanities Division. Funding is recommended at \$14,571, a \$362 or 2% decrease under FY 2018 due to fiscal constraints facing the College.

Art (T07-2302): This cost center supports operating costs associated with the fine arts programs, including Visual Arts, Graphic Design and Photography. A budget of \$39,773 is proposed, a \$26,226 or 40% decrease under FY 2018 due to lower part-time staffing costs resulting from duties being absorbed by a full-time employee, lower supply costs due to reduced media arts and photography programs, and reductions due to fiscal constraints facing the College.

Art Gallery (T07-2303): This cost center provides operational support for the Tabor Art Gallery and functions held at the Gallery. Funding is recommended at \$19,584, a \$1,544 or 7% decrease under FY 2018 due to fiscal constraints facing the College.

Deaf Studies (T07-2304): This cost center supports the Deaf Studies curriculum. A budget of \$5,241 is recommended a \$1,742 or 50% increase over FY 2018 to support more part-time staffing and faculty professional development.

English (T07-2306): This cost center supports the English curriculum. Funding is recommended at \$17,049, a \$1,181 or 6% decrease under FY 2018 due to fiscal constraints facing the College.

Language Studies (T07-23090): This budget supports operating costs related to the foreign languages program. Funding is recommended at \$3,105, a \$5,045 or 65% decrease under FY 2018 due to reduced travel funding and decreases resulting from fiscal constraints facing the College.

AESL (Academic English as a Second Language (T07-23091): This newly-created cost center and budget supports operating costs related to the English as a Second Language program. Funding is recommended at \$7,119, to support travel and project costs.

Music (T07-2310): This cost center supports operating costs related to the music curriculum. A budget of \$14,776 is recommended, a \$1,155 or 7% decrease under FY 2018 due to fiscal constraints facing the College.

Music Department Activities (T07-2311): The Music Department Activities cost center brings guest performers and speakers to campus and covers incidental costs related to student performances. Funding is recommended at \$1,200, a \$200 or 14% decrease under FY 2018 due to fiscal constraints facing the College.

Jazz Festival (T07-2312): This cost center supports operating costs associated with HCC's annual Jazz Festival, an event that benefits the communities surrounding the college and serves as a recruitment tool by bringing area high school students on campus. A budget of \$8,220 is recommended, a \$880 or 10% reduction under FY 2018 due to fiscal constraints facing the College.

Music Instruction (T07-2313): This account supports individual music instruction and is self-supporting through fee income. Funding is recommended at \$65,152, a \$42,050 or 39% decrease under FY 2018 based on recent spending patterns and fiscal constraints facing the College.

Communications/Media/Theater Arts (T07-2314): This cost center supports operating costs associated with the speech, media and theater programs. A budget of \$29,916 is recommended, a \$426 or 1% increase over FY 2018 reflecting higher event production costs.

Theater Activities (T07-2314A): This cost center supports campus theatrical productions and involvement in the Kennedy Center American College Theater Festival. Funding is recommended at \$25,471, a \$6,729 or 21% decrease under FY 2018 due to a reallocation of part-time staffing funds to the Communications/Media/Theater Arts cost center and reductions due to fiscal constraints facing the College.

Pulp City (T07-2315): The annual publication Pulp City showcases student writing. Funding is being moved under the English Department and this cost center is being discontinued.

Social Sciences

Education (T07-2203): This cost center supports operating costs for the Early Childhood Education program. Funding is recommended at \$16,713, a \$947 or 5% decrease under FY 2018 due to fiscal constraints facing the College.

Criminal Justice (T07-2501): This cost center supports the Criminal Justice curriculum. A budget of \$4,287 is proposed, a \$317 or 7% decrease under FY 2017 as a result of fiscal constraints facing the College.

Human Services (T07-2502): This cost center supports the Human Services Curriculum. Funding of \$6,241 is recommended, a \$1,878 or 43% increase over FY 2018 to support efforts to expand enrollment.

Social Sciences Division (T07-2503): This cost center supports administrative costs associated with the Social Sciences Division. A budget of \$24,171 is recommended, a \$3,712 or 13% decrease under FY 2018 due to fiscal constraints facing the College.

Social Sciences Programs (T07-2504): This cost center supports Social Sciences programs, including Sustainability Studies, American Studies and Women's Studies. No funding is provided in FY 2019 due to fiscal constraints facing the College.

Critical Cultural Studies (T07-2505): This cost center supports various disciplines within Social Sciences. In FY 2019 it is funded at \$2,180, a \$906 or 71% increase over FY 2018 to support expanded professional development activities.

Psychology (T07-2506): This cost center supports Psychology Studies. In FY 2019 it is funded at \$5,096, a \$1,023 or 25% increase over FY 2018 to fund the Psi Beta Induction as a separate event from the Honors Convocation.

Sociology/Anthropology: This cost center supports studies in Sociology and Anthropology. In FY 2019 it is funded at \$1,221, a \$134 or 10% decrease under FY 2018 due to fiscal constraints facing the College.

Health Sciences

Practical Nursing (T07-2206): This account supports theory, laboratory and clinical instruction to prepare students to become Licensed Practical Nurses. Funding of \$98,578, a \$1,493 or 2% increase over FY 2018 to cover the cost of testing fees.

Health Care Certification (T07-2207): This cost center supported the Medical Assistant, Medical Coding and Ophthalmic Assistant Certificate Programs. Funding in FY 2018 is recommended at \$7,964, a \$28,136 or 78% decrease under FY 2018 due to a reduction in part-time staffing.

Health, Nutrition & Fitness (T07-2209): This cost center supports theory instruction and designated activities to educate students for transfer to four-year institutions and careers in the areas of health, fitness and nutrition. A budget of \$10,006 is recommended, a \$2,211 or 18% decrease under FY 2018 as a result of consultant fees funded in FY 2018 that are not needed in FY 2019.

Radiologic Technician (T07-2210): This cost center supports theory, laboratory and clinical instruction to prepare students to be licensed as Radiology Technicians. A budget of \$32,111 is recommended, a \$2,174 or 6% decrease under FY 2018 due to fiscal constraints facing the College.

Health & Natural Sciences Division (T07-2213): A new cost center was created in FY 2015 to support general administration of the Health and Natural Sciences Division. For FY 2019

funding is recommended at \$23,914, a \$16,437 or 41% decrease under FY 2018 due to lower part-time staffing needs and fiscal constraints facing the College.

Nursing (T07-2211): This cost center supports theory, laboratory and clinical instruction to prepare students to be licensed as Registered Nurses. A budget of \$186,859 is proposed, a \$25,132 or 12% decrease under FY 2018 due to fiscal constraints facing the College.

Foundations of Health (T07-2212): This cost center supports the Foundations of Health degree option, which is designed to offer students a health career option in addition to the current selective admissions health care programs at HCC. Funding is recommended at \$74,955, an \$11,240 or 18% increase over FY 2018 to cover increased testing and professional development costs.

Veterinary & Animal Science (T07-2422): This cost center supports operating costs associated with the Veterinary and Animal Science programs, which train students to assist veterinarians as technicians and serve in a variety of positions in animal research laboratories, state animal shelters and other facilities where animals are kept. Funding of \$65,198 is recommended, a \$5,098 or 8% increase over FY 2018 to support higher enrollment.

Library

Library (T07-2701): The Library's formal mission, adopted in 1992, is "to ensure that patrons become efficient and effective consumers of information. This will be accomplished by matching patrons with information to meet their immediate needs as well as by teaching critical problem solving and information seeking skills to meet their future needs." The department seeks to create lifelong learners while supporting the classroom. The adoption of information literacy as a core requirement has expanded the Library's activities. A budget of \$235,107 is recommended, a \$39,165 or 14% decrease under FY 2018 resulting from fiscal constraints facing the College.

Online Programs

Online Programs & Academic Initiatives (T07-2801): This cost center provides support for online programs course development, on-line support, software and professional development. A budget of \$230,993 is recommended, a \$61,247 or 21% reduction below FY 2018 due to lower consulting costs and fiscal constraints facing the College.

Institutional Advancement

Institutional Advancement (T07-7001): The Institutional Advancement office oversees the fundraising and community outreach for the college and this budget provides general administrative support for all grant and fundraising projects as well as marketing. Funding is recommended at \$37,800, an \$11,500 or 23% decrease under FY 2018 reflecting recent spending trends and fiscal constraints facing the College.

Alumni Relations (T07-7002): The purpose of the Holyoke Community College Alumni Office is to involve Holyoke Community College alumni in the HCC community as donors and volunteers. To this end, the Alumni Office conducts fundraising efforts via personal visits, phonathon calls, and appeal mailings; nominates alumni for awards and honors; hosts alumni speakers and visitors; sponsors alumni events; provides content for the Alumni Connection magazine, and responds to alumni correspondence, questions and concerns. A budget of \$84,343 is recommended, an increase of \$533 or 1% over FY 2018 reflecting higher software costs.

Marketing & Communications (T07-7004): The Marketing and Communications Department is responsible for disseminating accurate, timely, and relevant information via a variety of channels to the media, prospective students, the college community, partners, organizations and agencies, and the general public. The office manages marketing and communications including college publications (print and electronic); advertising; and publicity for internal and external audiences, including news and media releases, and responds to public and media information requests. The department is also responsible for the development maintenance and monitoring of the college website and social media channels. Funding is recommended at \$553,989, a \$96,011 or 15% decrease from FY 2018 due to fiscal constraints.

Information Technology

Information Technology Department (T07-3001): This cost center provides funding for part-time staff, software and operating costs for Information Technology Department. A budget of \$1,868,210 is recommended, a \$324,410 or 21% increase over FY 2018 due to higher software costs.

IT Special Projects (designated funding): A special fund is established in FY 2018 from the Technology Fee to fund information technology projects. Appropriations in this fund can be carried over to future fiscal years. In FY 2019 \$275,000 is allocated to the fund, a \$2,000 or 1% increase over FY 2018.

Student Affairs

Commencement (T07-5022): This cost center supports operating costs related to spring Commencement exercises. Funding is recommended at \$102,352, a \$4,745 or 4% decrease under FY 2018 due to lower venue costs.

Vice President for Student Affairs (T07-6001): This cost center supports the Office of the Vice President of Student Affairs in coordinating, supervising and facilitating all programs, staff, services and facilities related to the Student Affairs Division. Funding is recommended at \$93,731, a \$14,569 or 13% decrease under FY 2018 due to reduced costs for contracted student support services as a result of enrollment declines and fiscal constraints facing the College.

Admissions (T07-6003): The Office of Admissions recruits prospective students and administers the admissions process. High school and agency visits, on- and off-campus open houses, college fairs, panel presentations, and phone and email requests from prospective students contribute to this office's workload along with processing inquiries, applications and

acceptances. The office is also responsible for special population programming, including Avanza to College in Chicopee and Holyoke, Early Admission, Transition to Business, Early College High School, and selective admissions for programs such as nursing, radiation technology and veterinary technology. A budget of \$153,461 is proposed for FY 2019, a \$417 increase over FY 2018.

Athletic Events (T07-6004): This cost center provides operating support for athletic events. Funding is recommended at \$76,095, a \$24,412 or 24% decrease under FY 2018 due to fiscal constraints facing the College.

Athletics (T07-6005): This cost center supports operating costs related to the athletics programs. A budget of \$104,759 is recommended, a \$1,193 or 1% increase over FY 2018 due to equipment replacement costs.

Co-op & Career Services (T07-6006): This cost center provides career and MCAS preparation services on the main campus and at the Picknelly Adult and Family Education Center, along with cooperative education and internship opportunities for students. Funding is recommended at \$18,785, a \$1,923 or 9% decrease under FY 2018 due to fiscal constraints facing the College.

Office for Students with Disabilities and Deaf Services (T07-6007): The Office for Students with Disabilities and Deaf Services (OSDDS) serves as the college's review team for disability documentation, offering accommodation agreements and advising for almost 1,000 individual students enrolled in the program. The department also provides the expertise to review compliance with federal and state guidelines for college programs and services, transit and communication, architectural renovation and staff/faculty awareness related to full inclusion of individuals with a broad range of disabilities and complex multiple diagnosis. Departmental staff members serve as liaisons to community support agencies such as the Massachusetts Commission of the Blind, Massachusetts Rehabilitation Commission, Massachusetts Department of Deaf and Hard of Hearing services, Massachusetts Department of Mental Health, Massachusetts Department of Developmental Disabilities and a broad range of private and public nonprofit community based programs that support students with disabilities. Funding for FY 2019 is recommended at \$302,854, a \$6,746 or 2% decrease under FY 2018 due to fiscal constraints facing the College.

Financial Aid (T07-6009): The Financial Aid Office is responsible for managing all federal, state and institutional financial aid funds and for assisting students with their applications. The office receives almost 9,200 applications each year and processes almost \$23,000,000 in awards to more than 60% of the HCC student body. Operational funding is recommended at \$95,500, a \$15,329 or 14% decrease under FY 2018 due to fiscal constraints facing the College.

Health Services (T07-6010): Staffed by a registered nurse, the Student Health Services Office provides first aid treatment, immunizations, medical referrals, physical examinations for students participating in HCC sports programs, and information on healthy lifestyles. Students can also obtain information about the Student Injury and Sickness Insurance Plan and the state immunization law. Hospitalization, surgery or psychiatric treatments are referred to appropriate

agencies and nearby hospitals. Funding is recommended at \$41,190, a \$7,048 or 15% decrease under FY 2018 due to fiscal constraints facing the College.

Advising Center (T07-6011): The Advising Center is dedicated to new student enrollment and open academic advising for all students. A budget of \$65,957 is recommended, a \$23,957 or 27% decrease under FY 2018 due to the reorganization of advising services and fiscal constraints facing the College.

Registrar (T07-6012): The Office of the Registrar maintains accurate data on student records, evaluates transcripts for transfer credit from other institutions, certifies students for completion of degree requirements, administers veteran services and provides academic guidance and other assistance to students. A budget of \$53,700 is recommended; a \$9,087 or 14% decrease under FY 2018 reflecting fiscal constraints facing the College.

Student Work (T07-6014): Funds from this cost center match federal work-study dollars. A budget of \$130,000 is recommended, a \$31,200 or 19% reduction under FY 2018 due to fiscal constraints facing the College.

Student Retention & Success (T07-6015): A new cost center was created in FY 2017 to support student success efforts. Funding is proposed at \$24,300 in FY 2019, a \$1,700 or 8% increase over FY 2018 due to increased staff professional development.

Student Support (T07-6016): This office oversees various student policies, procedures and services intended to promote student success, including the Veterans Center (the Bunker). Funding is recommended at \$20,344, a \$2,188 or 10% decrease under FY 2018 reflecting fiscal constraints facing the College.

Transitions (T07-6019): The Transitions cost center was separated from the Advising Center in FY 2011. Funding for FY 2019 is recommended at \$29,637, a \$4,865 or 14% decrease under FY 2018 due to fiscal constraints facing the College.

Assessment Center (T09-6021): This cost center moved from the Business & Community Services Division in 2015 and provides placement testing services for students. It is budgeted at \$67,079 in FY 2019, an \$11,743 or 15% decrease under FY 2018 due to fiscal constraints facing the College.

Thrive Center (T07-6022): The Thrive Center was established in FY 2015 to provide the institutional match to grant funding supporting student financial success centers. A budget of \$19,092 is provided in FY 2019, an \$8,002 or 72% increase over FY 2018 due to higher part-time salary costs.

HCC Grant (T07-6050): This account provides funding for institutional grants to students based on financial need, to clear bills for students with outstanding tuition and fee balances after withdrawal adjustments and beginning in FY 2014 to provide an institutional match to state dual enrollment funding. Funding is recommended at \$369,450 is recommended, an \$8,950 or 2% increase over FY 2018 to support dual enrollment and early college pathways.

Student Activities (T07-6101): The Student Activities Department seeks to provide dynamic programming and diverse opportunities that encourage active participation by all members of the campus community, and promotes student involvement in all facets of campus life. The department encourages student empowerment through leadership opportunities, enriches the academic experience with social and cultural activities, builds an inclusive campus community through awareness, cultural, and diversity related programming, and establishes partnerships with academic and support programs through collaborative initiatives. A budget of \$104,730 is recommended, a \$12,510 or 11% decrease under FY 2018 due to fiscal constraints facing the College.

Administration & Finance Division

The Administration and Finance Division provides support to the academic mission of the college through financial administration and accounting, human resources management, business services support, operation and maintenance of the campus physical plant, campus security, bookstore services and food services operations. Departments within the division are responsible for preparing the college's annual budget and related capital and financial planning, monitoring college investments, overseeing procurement practices, maintaining the campus physical plant, managing construction projects and overseeing security and emergency preparedness.

Vice President for Administration & Finance (T07-5001): This cost center supports operating costs for the general administration of the Administration & Finance Division. Funding of \$24,750 is recommended for FY 2019, a \$2,750 or 10% decrease under FY 2018 due to fiscal constraints facing the College.

Educational Assistance (T07-5002): This cost center provides resources for student assistance and as a reserve against student debt that cannot be collected. Funding of \$177,500 is recommended, a \$222,500 or 56% reduction under FY 2018 based on the most recent projections of need and fiscal constraints facing the College.

Art Collection (T07-5003): This cost center supports maintenance of the college art collection. Funding of \$2,490 is recommended for FY 2019, a \$49 or 2% increase over FY 2018.

Business Office (T07-5004): In FY 2014 the Comptroller's and Bursar's cost centers were combined into one Business Office budget. This department oversees the college's accounting system and ensures compliance with federal and state financial laws and regulations, as well as conformance with generally acceptable accounting procedures. It also handles all student account billing and collection. A budget of \$163,137 is recommended, a \$17,612 or 12% increase over FY 2018 due to increased part-time staffing and audit costs.

Business Services (T07-5005): The Business Services Office provides central postal services, reception desk coverage, and paper and printing services. Funding for FY 2019 is recommended at \$225,350, a \$14,306 or 6% decrease under FY 2018 reflecting reduced part-time staffing costs for reception desk coverage.

Facilities Use (T07-5008): This cost center provides funding in connection with renting The Leslie Phillips Theatre to outside groups for special events. A budget of \$350 is recommended, the same as FY 2018.

Human Resources (T07-5009): The Human Resources Department provides a leadership role in developing and administering effective programs to recruit, employ, develop, support and retain a diverse faculty and staff. A budget of \$87,210 is recommended, a \$5,190 or 6% decrease under FY 2018 due to fiscal constraints facing the College.

AFSCME Professional Development (T07-5009A): Required by the AFSCME Collective Bargaining Agreement, this cost center provides an annual professional development day to the incumbent employees under the Agreement. A budget of \$4,515 is recommended for FY19, the same as FY18 based upon the number of employees under the agreement.

Building Maintenance (T07-5102): This cost center provides operating support for the Director of Facilities and general building repairs. Funding is recommended at \$248,940 for FY 2019, an \$8,170 or 3% decrease under FY 2018 due to fiscal constraints facing the College.

Custodial (T07-5104): This cost center seeks to provide a clean, safe and sanitary environment for the campus community. The budget supports for part-time staffing and operating costs. Funding is recommended at \$121,484, a \$7,782 or 6% decrease under FY 2018 reflecting fiscal constraints facing the College.

Grounds (T07-5106): This cost center provides funding in support of campus grounds maintenance, including snowplowing and sanding. Funding is recommended at \$142,070, a \$1,480 or 1% decrease over FY 2018 due to fiscal constraints facing the College.

Motor Pool (T07-5108): This account supports fuel and repair costs for campus vehicles. A budget of \$73,350 is recommended, a \$5,150 or 7% decrease under FY 2018 reflecting fiscal constraints facing the College.

Power Plant (T07-5110): This cost center's mission is to provide a comfortable environment for classrooms, offices and meeting spaces throughout the college. Support systems include but are not limited to steam, gas, heating, ventilation, air conditioning, plumbing, lighting, elevators, fire protection, and sprinklers. Individual systems are comprised of electrical switches, valves, pumps, air handlers, and a multitude of ancillary components. Maintenance activities include periodic testing and calibration to ensure continued service and reliability. Funding for FY 2018 is projected at \$867,330, a \$196,370 or 18% decrease under FY 2018 as a result of recent renovations to improve energy efficiency.

Security (T07-5111): The Security cost center provides operating support for the Campus Police Department. Funding for FY 2019 is recommended at \$249,716, an \$84,825 or 51% increase over FY 2018 to support training, professional development and part-time staffing costs.

Special Projects (T071-5112, designated funding): This cost center supports construction, renovation and major maintenance projects for the campus physical plant. Receipts from the \$5 per credit Facilities Fee approved in FY 2019 provide \$383,684 to this account.

Environmental Compliance (T07-5113): This cost center's mission is to maintain the College's compliance with mandatory environmental reporting and associated inspections. Inspections vary from quarterly, semi-annual, and annual. Compliance reporting is required to various state and federal agencies. Objectives also include the periodic removal of a variety of waste streams from the college, including hazardous waste, biological waste, animal specimen cremation, and universal wastes. A budget of \$52,830 is recommended, a \$19,130 or 37% increase over FY 2018 to cover the cost of medical sharps and medical waste.

College Store (B3100-8001, Auxiliary Service): In the middle of FY2017, the former Bookstore moved to temporary quarters for the renovation of the Campus Center, and became the College Store providing all book sales online. The store provides a central source for all student textbooks and related materials as well as commencement supplies and general merchandise. The store provides service in person, over the telephone and through its website. In order to provide materials in the most affordable manner possible, the store makes every effort to ensure that used textbooks are available for sale and promotes textbook buy-backs periodically throughout the year. A budget of \$574,458 is recommended, a \$112,444 or 16% decrease under FY 2018 reflecting lower salary and inventory costs.

Central Accounts

Most full-time staff and faculty salaries not covered by the State Appropriation, overtime, and several categories of campus-wide operating expenses are budgeted centrally in the accounts listed and described below.

Trust Fund Salaries (T07-5501): This account supports full-time salaries across the college that cannot be accommodated under the state appropriation, as well as centrally budgeted overtime. Funding of \$2,500,549 is proposed for FY 2019, a \$1,159,044 or 86% increase from FY 2018. The FY 2018 funding level was not sufficient to cover trust fund salaries, and the state appropriation for FY 2019 does not fully cover the costs of collective bargaining increases. Due to fiscal constraints the College is reducing overtime funding in FY 2019 by 10%.

Central Administrative Expenses (T07-5502): This cost center supports several centralized accounts for college wide functions. These include payments for support from the statewide community college system, subsidy payments for campus food service, academic and operational equipment funding, bank fees, debt service, student assistance and event management software funding. Funding in FY 2019 totals \$2,235,224, a \$225,865 or 11% increase over FY 2018, reflecting supplemental rental payments for the new Culinary Arts Center.

Central Payroll Expenses (T07-5503): This cost center supports college-wide costs for trust-funded employee benefits, Medicare contributions, workers' compensation, and employee payouts. Funding in FY 2019 totals \$1,717,573, a \$472,935 or 36% increase from FY 2018.

State Appropriation Salaries (S01-5098): The state appropriation is projected at \$21,347,289, a \$552,242 or 3% increase over FY 2018 based on the budget approved by the House of Representatives.

The appropriation is devoted entirely to supporting full-time faculty and staff positions. It is important to note that the Commonwealth pays most fringe benefit costs for employees covered under the state appropriation, and those costs are not reflected in this budget. However, the college payroll exceeds the state appropriation. Salaries and all fringe benefits for those positions that cannot be covered under the appropriation are included in centralized line item titled "Trust Fund Salaries." As a result, most cost center budgets do not include full-time salary costs, with the exception of the Business and Community Service Division and the Bookstore.

Grant Administration (L1100-5004): This cost center support some salaries and fringe benefits for the grants administration staff and information technology costs. It is funded by the administrative allowance charged to most grants administered by the College. Funding is recommended at \$295,000, the same as FY 2019.

Business & Community Services

Most cost centers of the Business & Community Services Division generate revenue to support direct operating costs. However, three do not, and these are Adult Basic Education, Vice President for Business & Community Affairs and the Picknelly Family and Adult Education Center.

Center for Business & Professional Development (T09-4101): The CBPD assists businesses and individuals to improve job-related skills. The Center provides labor responsive, proactive workforce development services. It enables Western Massachusetts residents to obtain, retain and advance careers. It provides a voice for community college workforce development in Massachusetts and nationally. A budget of \$290,553 is recommended; a \$137,823 or 32% decrease under FY 2018 due to fiscal constraints facing the College.

Testing and Workforce Certification (T09-4109): The Testing & Workforce Certification Center is a state-of-the-art facility that works with prominent testing and computer-based training providers nationwide. It offers highly accredited testing and certification services that validate skill levels and proficiency in many professions. The testing providers offer dozens of exams; some of the vendors are ACT Certifications, Pearson VUE, Microsoft Office Specialist, Kryterion, LSAT, TOEFL, NCTA, and Castle. Prior to FY 2015 the center was included in the Center for Business and Professional Development cost center. It is funded at \$118,930, a \$397 decrease under FY 2018.

Community Services (T09-4301): The Community Services Department provides adult education opportunities on a non-credit basis for personal enrichment, professional development, youth and senior programs and other initiatives. Funding is recommended at \$458,497 an \$89,300 or 16% decrease under FY 2018 reflecting anticipated program costs and fiscal constraints facing the College.

Adult Basic Education, English for Speakers of Other Languages (T09-4302): This cost center supports adult basic and English language education at the Ludlow Center, Picknelly Adult and Family Education Center (PAFEC) in downtown Holyoke, and through English as a Second Language courses in Indian Orchard. A budget of \$420,748 is recommended, a \$91,613 or 18% decrease under FY 2018 due to lower program costs and fiscal constraints facing the College.

Community Services, HiSet Testing (T09-4303): This cost center supports preparation and testing for the general equivalency degree for Hampden, Hampshire and Franklin Counties. Funding is recommended at \$98,476, a \$2,660 or 3% decrease under FY 2018 due to anticipated lower part-time salary costs.

Community Services Transportation (T09-4304): This cost center supports operating costs associated with HCC's evening shuttle service to downtown Holyoke. No funding is recommended in FY 2019 since shuttle support will be budgeted in the Motor Pool cost center.

Vice President for Business & Community Affairs (T09-4401): This cost center supports personal services and operating costs for the Office of the Vice President for Business and Community Services. Funding is recommended at \$318,942, an \$18,054 or 5% decrease under FY 2018 due to a reallocation of salary costs.

Picknelly Adult & Family Education Center (T09-4460): This cost center supports operating costs not covered by grants for the Picknelly Adult & Family Education Center in downtown Holyoke. The center, which began operations in August 2010, provides outreach and adult education services to the City of Holyoke. A budget of \$479,058 is recommended, a \$35,559 or 8% increase over FY 2018 reflecting higher staffing and rental costs.

Massachusetts Casino Careers Training Institute, a division of Training and Workforce Options (T27-4470): This cost center represents HCC's contribution to the collaboration with Springfield Technical Community College (STCC) on the venture to provide Casino Careers training in support of the opening of the MGM Casino in downtown Springfield. Funding of \$78,594 is recommended for FY19 and represents a zero subsidy for this undertaking in this fiscal year.

Training & Workforce Options (T27-4501): This cost center represents HCC's contribution to the collaboration with STCC to provide custom contract training for area businesses and institutions and their employees. Funding of \$207,917 is recommended for FY 2019 and represents a zero subsidy for this undertaking in this fiscal year.

**HOLYOKE COMMUNITY COLLEGE
OFFICE OF THE COMPTROLLER
MEMORANDUM**

TO: Trustee Finance Committee
FROM: Marcia L. Mitchell, Comptroller
DATE: April 18, 2018
SUBJECT: Third Quarter Statement of Revenues and Expenses (FY 2018)

Attached is the third quarter statement of revenues and expenses for both our state maintenance appropriation and college trust funds covering the period July 1, 2017 through March 31, 2018. I hereby certify that to the best of knowledge and belief all funds expended were in compliance with the rules and regulations for trust funds and state finance law.

Financial Highlights - Overall, total revenues are 1.9% unfavorable (down \$728,829) and total expenditures are 6% unfavorable (up \$1,925,875) compared to the same period in the prior year.

Tuition and Fee revenue is \$210,278 or 1.0% unfavorable compared to the prior year. This is due to fee increases of \$5 per credit hour along with increases in per student semester charges being more than offset by lower enrollment. Total Spring and Summer credit hours are 5.3% lower than prior year. Credit hours for the fall were down 5.7%. Total credit hours for the year are projected to be 2.3% lower than prior year or a 0.3% point improvement over budget.

State Appropriation reflects an increase of 5.1% or \$742,711. Our unrestricted state appropriation is budgeted at \$20,795,047, which is a \$370,119 or 1.8% increase over fiscal 2017. The increase over the prior year is due to bargaining unit salary increases and the timing of our appropriated allotments.

Private gifts and grants revenue is unbudgeted and not reflected in the Statement of Revenues and Expenses. Current year to date, this category is 2.4% unfavorable to the prior year principally due to the largest portion of the Capital Skills Culinary equipment grant being received in this period last year mostly offset by higher Pell receipts in this same period.

Investment revenue is unbudgeted and not reflected in the Statement of Revenues and Expenses. Third Quarter Year to Date Income and Investment gains were \$856,760.

Business and Community Services revenue is flat compared to prior year. Revenue is currently at 46.8% of budget. Unless the fourth quarter experiences better results than in prior years, there will likely be a \$200,000 shortfall to budget.

Administrative Allowance revenue that is derived from indirect cost recovery from grant activity is unfavorable to prior year by \$20,185 or 11.8%. The full year is projected to be on budget.

Auxiliary enterprises revenue (college store) is significantly unfavorable to the prior year, decreasing \$1,271,132 or 82.4%. This is due to the conversion of the model from an on-campus bookstore to online textbook sales through a third-party vendor. Since the college is no longer selling textbooks, the current revenue only reflects textbook commissions, supplies, and sundry sales. Spring commissions will be reflected in May. We project a sales shortfall of \$30,000 or 6.3% to budget.

Compensation and Benefit expense is 5.9% or \$1,436,136 unfavorable to the prior year due primarily due to the state's fringe rate increasing by 1.0 to 36.5%, filling open positions, and unfunded state contractual pay increases.

Supplies and Services expenditures are \$1,418,054 or 24.31% unfavorable to the prior year, and primarily due to the budgeted increases for the Culinary Arts Institute's (CAI) lease and supplemental rent payments totaling \$636,075, the budgeted campus construction projects \$397,763 higher than in the prior year, and technology infrastructure for the CAI accounting for the balance. We are projecting the expenditures to be favorable to budget and to mostly offset unfavorable compensation and benefit expense.

Scholarship and Fellowship expenditure is favorable by 11.3% or \$51,224. We are projecting this expense to be lower by \$400,000 compared to budget.

Auxiliary enterprises expenditure (bookstore) is favorable by 64.2% or \$877,091 due to the conversion of the model from an on-campus bookstore to online textbook sales through a third party vendor and the college is no longer purchasing textbooks to sell. We are currently projecting savings in non-labor expenditures to offset sale shortfalls to budget.

Recommended Motion: *Move that the Finance Committee recommend to the Board of Trustees to approve the Third Quarter FY18 Statement of Revenue and Expenses as presented.*

c: President Christina Royal, Vice President William Fogarty

HOLYOKE COMMUNITY COLLEGE

QUARTERLY STATEMENT OF TRUST FUND AND STATE MAINTENANCE APPROPRIATION REVENUE AND EXPENSES

Third Quarter FY 2018 (July 1, 2017 - March 31, 2018)

	Current Year - 2018			Prior Year - 2017			Percentage Inc./Dec.
	Annual Budget	Trust Funds	State Approp. Total	Percent of Budget	Trust Funds	State Approp. Total	
Revenues:							
State Appropriation	21,795,047	15,214,373	15,214,373	73.2%	14,471,662	14,471,662	5.1%
Tuition and Fees	2,896,738	21,156,340	21,156,340	96.6%	21,366,618	21,366,618	(1.0%)
Business and Community Service	775,000	362,520	362,520	46.8%	362,445	362,445	0.0%
Administrative Allowance	295,000	151,032	151,032	51.2%	171,217	171,217	(11.8%)
Reserve Draw & Revolving Fund	712,500	0	0	0.0%	0	0	N/A
Total educational and general revenues	4,474,285	21,669,892	15,214,373	82.9%	21,900,280	14,471,662	1.4%
Auxiliary enterprises (Bookstore)	478,750	265,891	265,891	55.5%	1,507,043	1,507,043	(82.4%)
Total Revenues	4,953,035	21,935,783	15,214,373	82.6%	23,407,323	14,471,662	(1.9%)
Expenditures:							
Compensation and Benefits	32,372,605	10,698,863	25,913,236	80.0%	10,005,438	14,471,662	5.9%
Supplies and Services	10,935,761	7,250,806	7,250,806	66.3%	5,832,752	5,832,752	24.3%
Scholarship and Fellowships	957,750	402,689	402,689	42.0%	453,913	453,913	(11.3%)
Total educational and general expenditures	44,266,116	18,352,358	33,566,731	75.8%	16,292,103	14,471,662	9.1%
Auxiliary Enterprises (College Store)							
Compensation and Benefits	359,929	268,878	268,878	74.7%	280,092	280,092	(4.0%)
Supplies and Services	326,973	220,181	220,181	67.3%	1,086,058	1,086,058	(79.7%)
Scholarship and Fellowships	0	0	0	N/A	0	0	N/A
Total Auxiliary enterprise (College Store)	686,902	489,059	489,059	71.2%	1,366,150	1,366,150	(64.2%)
Total Expenditures	49,953,018	18,841,417	34,055,790	75.8%	17,658,253	14,471,662	6.0%
Net Revenue/(Expense)	17	3,094,366	0	N/A	5,749,070	0	-46.2%

**HOLYOKE COMMUNITY COLLEGE
OFFICE OF THE COMPTROLLER**

MEMORANDUM

TO: Trustee Finance Committee
FROM: Marcia L. Mitchell
DATE: May 1, 2018
SUBJECT: Procurement Guidelines Recommendation

Background: Currently, goods or services that are on a pre-existing contract (already vetted by the Commonwealth or a purchasing consortium) or provided by a documentable sole source are not required to be vetted. Our existing bid threshold for those situations where a suitable, pre-contracted vendor is not available are low in comparison with other Massachusetts Community Colleges and MGL, Part I, Title III, Chapter 30B – Uniform Procurement Act. Though we are not subject to Chapter 30B, the thresholds therein make sound financial sense for HCC. The recommended practices will allow the College to save time, costs, and refocus staff resources to be more in line with the mission of the college. The grid below documents the current thresholds and the recommended thresholds for consideration.

Procurement Procedure:	<i>Current</i> monetary thresholds as set forth per vendor in a given year per the Holyoke Community College Administrative Policies & Procedures Manual	<i>Recommended</i> monetary per purchase thresholds as set forth in MGL, Part I, Title III, Chapter 30B – Uniform Procurement Act
Application of sound business practice in the procurement of goods/services costing.	< \$10,000	< \$10,000
Seek and document three written or oral quotes from persons/organizations qualified to provide the goods/services costing. Attach quote documentation to requisition request choosing lowest cost qualified provider.	≥ \$10,000 ≤ \$25,000	≥ \$10,000 ≤ \$50,000
Follow competitive sealed bid procedures.	> \$25,000	> \$50,000

RECOMMENDED MOTION: Move that the Finance Committee recommend to the Board of Trustees to approve the change of threshold amounts for the purchase of goods and services as presented. Three quotes will be required for purchases greater than \$10,000, and formal bids will be required for purchases greater than \$50,000, effective immediately.

**HOLYOKE COMMUNITY COLLEGE
OFFICE OF THE COMPTROLLER**

TO: Trustee Finance Committee

FROM: Marcia L. Mitchell, Comptroller

DATE: May 1, 2018

SUBJECT: Recommended revision to the College's Reserve Policy

We are recommending the following changes to the college's reserve policy, last updated in January of 2005.

Replace:

"Revenues generated by the college that are not expended by the end of each fiscal year make up the reserve fund."

With:

Revenues generated by the college that are not expended by the end of the fiscal year are designated as additions to the reserve fund.

Replace:

"The reserve fund is represented on the college's financial statements as unrestricted net assets (less any capital appropriation for new construction and board designated funds)."

With:

The reserve fund is defined as unrestricted, unencumbered liquid assets from the college's financial statements (exclusive of reductions for Commonwealth of Massachusetts obligations for Pension and other Post-Employment Benefits, less Board authorized withdrawals).

Background:

In the last two years, we have seen the implementation of GASB 68-Accounting and Financial Reporting for Pensions reduced substantially, on paper, the bulk of the college's unrestricted net position. For FY18, the implementation of GASB 75-Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions will consume, on paper, more than the balance remaining, making our net position negative.

I continue to emphasize the term "on paper," because the Commonwealth is statutorily responsible for paying pensions and other postemployment benefits (OPEB); the impact on our net position is due to an accounting pronouncement. Our liquid assets are still available to the college for appropriate use as determined by the Board. The implementation of these pronouncements is GASB's approach for improving the consistency of financial reporting by governments and government entities/agencies. It appears that the Commonwealth intends to recover these amounts through increases to the fringe benefit rate charged on Trust Funded salaries over time. We believe it is prudent to redefine the definition of our reserves to exclude the effect of the GASB pronouncements.

The college's current reserve policy (attached, with the items recommended for change highlighted) defines our reserves as follows:

**HOLYOKE COMMUNITY COLLEGE
OFFICE OF THE COMPTROLLER**

“The reserve fund at Holyoke Community College is an aggregation of assets invested by the college to support its educational mission both now and in the future. Revenues generated by the college that are not expended by the end of each fiscal year make up the reserve fund.”

“The reserve fund is represented on the college’s financial statements as unrestricted net assets (less any capital appropriation for new construction and board designated funds).”

Future use of the colleges reserves would be prohibited under this definition, as we fully expect, on paper, for our net position to be negative at the end of Fiscal Year 2018.

Recommended Motion: Move that the Finance Committee recommend to the Board of Trustees to approve the changes to the college’s reserve policy as presented.

HOLYOKE COMMUNITY COLLEGE

RESERVE FUND POLICY

STATEMENT OF PURPOSE

The reserve fund at Holyoke Community College is an aggregation of assets invested by the college to support its educational mission both now and in the future. Revenues generated by the college that are not expended by the end of each fiscal year make up the reserve fund. These revenues are generated by various college operations including the bookstore, food services, credit and non-credit courses, contract training, and other special programs. The reserve fund is represented on the college's financial statements as unrestricted net assets (less any capital appropriation for new construction and board designated funds). In 1991, the college's Board of Trustees created an investment committee comprised of three board members. In 1992, the Investment Committee adopted a formal investment policy and selected the Commonfund of Wilton, Connecticut to manage the college's reserve fund.

The reserve fund serves the college by providing stability during financially difficult years, allows the college to leverage other sources of revenue and encourages innovation and flexibility. College revenues fluctuate over time with changes in enrollment and state support. The stability provided by the reserve fund is especially important for initiatives, programs or activities that cannot easily be started and stopped. Reserve funds are established to protect against unexpected expenses such as future economic downturns, or declines in enrollment, or state support and to pay unanticipated costs, such as repairs or renovations to comply with new safety standards or to recover from natural disasters. Funds functioning as reserve funds permit an institution to cover such extraordinary costs without having to take hasty actions that might seriously damage its quality or its financial capacity. When institutions do have to spend principal, they reduce the size of their reserve and the future income that their investments will be able to generate. This, in turn, reduces the stream of steady reliable income that will be available to make future commitments and enhance the quality of their programs. The challenge is to find an appropriate balance – not being so cautious that important current needs are not met, but being cautious enough so that the institution is prepared to weather serious reversals in the economy or other such unanticipated budgetary matters.

OPTIMAL RESERVE FUND TARGET

Holyoke Community College has established a goal of maintaining the reserve fund equal to fifteen (15) percent of total operating expenses as presented on the college's financial statements – Statements of Revenues, Expenses and Changes in Net Assets.

SPENDING POLICY

1. At the discretion of the Board of Trustees, the reserve fund may be used for extraordinary expenses.
2. The Board may allocate five (5) percent of the three-year rolling average of the reserve fund. Any planned spending should not cause the reserve fund to fall below the optimal

Reserve Fund Policy

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reserve fund target without the approval of the Board. Such funds may be expended for the purpose of developing new academic programs, providing state-of-the-art equipment and technology, and for renovation and construction of college facilities.

3. If, after allocating the five percent, the reserve fund amount is in excess of the fifteen (15) percent target, the Board may vote to allocate those excess funds.

This policy shall be reviewed annually by the Board's finance sub-committee.

Excerpts of this policy were taken by permission from the following publication: "Understanding College and University Endowments" American Council on Education © 2000

Revised 1/05