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**HOLYOKE COMMUNITY COLLEGE
BOARD OF TRUSTEES
ANNUAL & MARCH MEETING**

Minutes of March 22, 2016

The 347th meeting of the Holyoke Community College Board of Trustees was held on Tuesday, March 22, 2016, in the John T. Hickey Conference Room, Chair Robert W. Gilbert, Jr. presiding.

<p>MEMBERS PRESENT</p>	<p>Lucien Dalton John Ferriter Robert Gilbert Yolanda Johnson Steven Mitus Suzanne Parker Lucy Perez Evan Plotkin Julie Pokela John Vaccaro</p>
<p>NOT PRESENT</p>	<p>Ted Hebert</p>
<p>ALSO PRESENT</p>	<p>Pam Baran, Louis Barry, Erica Broman, Dan Campbell, Karen Desjeans, Veena Dhancker, Mary Dixey, Amanda Drane, Kermit Dunkelberg, William Fogarty, Curt Foster, April Graziano, Kathy Hankel, Jeff Hayden, Kim Hicks, Eric Holt, Olivia Kynard, Johanna Lebron, Nelson Lopez, Keith McKittrick, William Messner, Marcia Mitchell, Michael Mizzoni, Karin Moyano Camihort, Ed Murch, Jose Rivera, Michelle Robak, Anthony Sbalbi, Idelia Smith, Linda Szalankiewicz, Renee Tastad, Yanina Vargas, Chris Yurko, Bonnie Zima Dowd</p>
<p>ANNUAL MEETING CALL TO ORDER</p>	<p>Chair Gilbert called the meeting to order at 8:03 a.m.</p>
<p>REPORT OF THE NOMINATING COMMITTEE</p>	<p>Report of the nominating committee was presented by Trustee John Vaccaro. Trustees Julie Pokela and John “Jack Ferriter were nominated for the positions of Vice-Chair and Secretary, respectively.</p> <p>On a motion by Trustee Vaccaro and seconded by Trustee Mitus, it was VOTED to approve the nominations of Julie Pokela as Vice-Chair, and Jack Ferriter as Secretary.</p> <p>Trustee Vaccaro stated that there needs to be a change in the Board of Trustees’ bylaws to reflect current processes. In the past, the Board nominated its Board Chair. That is no longer the case. The Board Chair is now appointed by the Governor of the Commonwealth of Massachusetts. Secretary Ferriter said he will look into updating the bylaws to reflect the current selection process.</p>
<p>ANNUAL BUDGET REPORT</p>	<p>Annual Budget Report presented by VP of Administration & Finance Bill Fogarty, and Secretary Ferriter.</p> <p>We continue to hold the status as the second least expensive institution in the state. However, given the various things that we need to be accomplishing in regards to student success, retention, and graduation, we are reaching the point in which we may not be able to maintain that distinction. Many of the programs</p>

	<p>that we would like to put in place to help our students succeed is very people intensive and technology intensive, thus increasing the college's expense. Another challenge facing the college, as are all of the other state institutions, is state funding. When we look at our FY16 budget the state appropriation is covering only 41%, as recently as FY2007 it was 48%. This adds a challenge to the college in keeping costs down while providing a quality education. The college is also facing challenges in enrollment. The college had a surge of enrollment in 2009 and 2010. With improvements to our economy, and a drop-off in the high school age population, we have lost 15% of enrollment between 2010 & 2015. Each percentage (1%) lost equates to \$225,000 in lost revenue for the college.</p>
ANNUAL MEETING ADJOURNMENT	The annual meeting was adjourned at 8:11 a.m.
CALL TO ORDER OF THE MARCH MEETING	<p>Board Chair Robert Gilbert welcomed from the Department of Higher Education, Director of the Office of Trustee Relations & Deputy General Counsel Michael Mizzoni. Chair Gilbert also acknowledged that Commissioner of Higher Education Carlos Santiago will be joining the meeting shortly.</p> <p>Chair Gilbert called the meeting to order at 8:12 a.m.</p>
APPROVAL OF THE MINUTES	On a motion by Secretary Ferriter and seconded by Trustee Vaccaro, it was VOTED to approve the minutes of the February 2016 meeting as presented.
APPROVAL OF PERSONNEL ACTIONS	<p>VP for Business & Community Services Jeff Hayden introduced Kermit Dunkelberg as the new Assistant VP for Adult Basic Education & Workforce Development.</p> <p>VP for Administration & Finance Bill Fogarty introduced the newly appointed Director of Campus Safety Jose Rivera.</p> <p>On a motion by Trustee Parker and seconded by Vice-Chair Pokela, it was VOTED to approve the appointments and reappointments for the Non-Unit Professional Staff.</p> <p>On a motion by Secretary Ferriter and seconded by Trustee Vaccaro, it was VOTED to empower the President of the College to approve all personnel actions prior to the next meeting.</p>
REPORT OF THE FINANCE COMMITTEE	<p>First & Second Quarterly Statement of Revenue and Expenses for FY 2016 was presented by Secretary Ferriter.</p> <p>First quarter total revenue is favorable, up 3% totaling \$525,000. Total expenses are unfavorable, up 4% just under \$400,000. Second quarter total revenue is favorable, up 2% totaling \$626,000. Total expenses are unfavorable at just under 4%, totaling \$858,000. A reduction in tuition and fee revenues is a result of a decline in enrollment. The Finance Committee found that the college was running over budget for FY 2016. To balance out the FY 2016 budget, all campus budgets were reduced by 5%.</p> <p>On a motion by Trustee Mitus and seconded by Trustee Perez, it was VOTED to approve the First & Second Quarterly Statement of Revenue and Expenses for FY 2016 as presented.</p>

<p>REPORT OF THE STUDENT SUCCESS & ACCOUNTABILITY COMMITTEE</p>	<p>Report of SSAC was presented by Trustee Yolanda Johnson.</p> <p>Holyoke Community College is a consistently well regarded institution. That being said, there needs to be work done around issues regarding equity and outcome for students, particularly students of color. With the college on the verge of becoming a Hispanic Serving Institution (25% of its student body – Latino) we need to take a look at financial implications that may arise due to this distinction.</p>
<p>REPORT OF THE CHAIR</p>	<p>Chair Gilbert met with Vice-Chair Julie Pokela in regards to the Presidential Search Committee. There's quite a bit of work involved, which will be discussed at future Board meetings.</p>
<p>COMMISSIONER OF HIGHER EDUCATION</p>	<p>As part of his day long visit to the campus, Massachusetts Commissioner of Higher Education Carlos Santiago took part in a discussion with the Board of Trustees.</p> <p>Massachusetts is the most educated state in the country with at least 55% of its population holding at least a Bachelor's degree. We are also the most knowledge driven economy in the country. Today, jobs that require a post high school education, 80% percent now require at least a bachelor's degree. We are in an economy that is calling for more and more educated members of its citizenry to fuel the economy moving forward. Currently, Mass Public Higher Education (MPHE) serves 66% of our states population. Unfortunately, the state ranks 49th out of 50th in student need-based funding. We need more students to succeed. We need to align ourselves with learning and education practices & outcomes from as early as K-12. Feedback that the Commissioner hears from students throughout the state is that most are grateful for the community college system. Yet, they face challenges related to homelessness, food shortage, transportation, book expenses etc. As of today, there are 2,600 different articulation agreements for transfer between the state's community colleges and four-year institutions. We are looking to create a more unified agreement(s) that will make it easier for students to transfer between 2yr and 4yr institutions. Part of this work will be the creation of the "Commonwealth Commitment", in which transfer from a 2yr to a 4yr institution will be clear and defined, and at a reasonable cost.</p>
<p>PRESIDENT'S REPORT</p>	<ul style="list-style-type: none"> • Legislative Luncheon – Over 100 people attended the event, including 18 Legislators representing Berkshire, Franklin, Hampshire, and Hampden Counties. Two new presidents were introduced. Dr. James Birgé of Massachusetts College of Liberal Arts, and Dr. Ramon Torrecilha of Westfield State University. There were four student presentations, highlighting their journey and transfer experience from community college to four year institution, as well as to employment. • Update on Capital Projects – The College is waiting on funding from the state's office of Administration & Finance for the Campus Center renovations. Construction of the new Center for Life Sciences (Marieb Building) and the Center for Hospitality and Culinary Excellence are moving forward as planned. • Holyoke Public Schools Department Interaction – HPS and HCC are moving forward on a Dual Enrollment (DE) Program that will begin this summer. Going forward, there will be a particular focus in

	<p>Healthcare & Manufacturing. HCC will work with STCC so that its manufacturing program can be incorporated at Dean Tech. Receiver Zrike's goal is to eventually have 50% of all Holyoke students involved in DE. The Governor is recommending that this year's statewide DE funding be increased from \$1mil. to \$2mil. Last year HCC received \$50,000 in DE funding, with Holyoke students receiving the funds primarily. This year HCC is seeking at least \$100,000 in DE funding. Moving forward with DE will require hiring one staff member to serve as a liaison between the college, HPS and its students. Funding for this position may be procured from the Davis Foundation, Amelia Peabody Foundation, Balfour Foundation of Bank of America, and the Beveridge Foundation.</p>
<p>OTHER BUSINESS</p>	<ul style="list-style-type: none"> • <i>Recent Success</i> – The HCC Foundation has received 100% participation from the Board of Trustees. The HCC Foundation is the largest foundation among all community colleges in the state. • Presidential Search Committee (PSC) is working on criteria for committee demographics. PSC intends to send out a Request For Qualifications (RFQ) for a search firm's assistance. <p>On a motion by Vice-Chair Pokela and seconded by Secretary Ferriter it was VOTED to approve an RFQ for a search firm's assistance.</p> <ul style="list-style-type: none"> • The college will be requesting \$150,000 from its reserve funds account to cover expenses related to search firms and for assistance reallocating Campus Center services throughout the HCC campus during renovations.
<p>ADJOURNMENT</p>	<p>The meeting was adjourned at 9:17 a.m.</p>

Respectfully submitted,



John Ferriter, Secretary
Board of Trustees

Approved: Robert W. Gilbert, Jr., Chair, April 26, 2016

April 2016 – A

**HOLYOKE COMMUNITY COLLEGE
OFFICE OF THE PRESIDENT**

MEMORANDUM

TO: Board of Trustees
FROM: William F. Messner, President
DATE: April 26, 2016
SUBJECT: Recommendations for Tenure

In accordance with Article XI of the MCCC/MTA Collective Bargaining Agreement, unit members who serve six full years as a unit member, at least three years of which have been in that unit member's current job function and have received satisfactory on their most recent summary evaluation may be considered for tenure. Unit members are eligible for the grant of tenure at the beginning of their seventh year of service.

The following unit members are eligible for consideration for the grant of tenure commencing with the 2016 - 2017 academic year:

Jane Burkhardt – Assistant Professor of English
Cathy Clemmitt – Nursing Lab, Staff Assistant
Debra Geoffroy – Learning Specialist Disability Services
Elizabeth Golen – Coordinator of Student Activities
Ellen Majka – Assistant Professor of Business Administration
Michelle Sherlin – Simulation Learning Lab Coordinator, Nursing
Kimberlee Straceski – Senior Financial Aid Counselor
Steven Winters – Assistant Professor of Earth Science

The Unit Personnel Practices Committee, Yanina Vargas, Vice President for Student Services, and Mónica Pérez, Interim Vice President for Academic Affairs, completed their reviews and have recommended the candidates listed above for tenure.

SUGGESTED MOTION: To approve the recommendations for tenure as presented.

April 2016 A

MEMORANDUM

TO: John J. Ferriter, Chair, Finance Committee, Board of Trustees
FROM: William J. Fogarty, Vice President for Administration & Finance
SUBJECT: Reserve Transfer Request
DATE: April 14, 2016

Please consider this a staff request to the Finance Committee to consider recommending full board approval of a transfer of up to \$250,000 from college reserves to support:

- 1) Recruitment efforts for the next President of HCC;
- 2) Consulting services related to the Campus Center and Center for Life Sciences renovation projects; and
- 3) Equipment Storage related to the Center for Hospitality & Culinary Arts.

We anticipate the presidential search effort and consulting services related to the capital projects to each cost around \$75,000, with equipment storage potentially costing up to \$100,000. However, in all three areas we will make every attempt to bring in actual costs below those amounts. All three constitute non-recurring expenditures and thus are appropriate uses of college reserves. Given the fiscal constraints facing the College in FY 2017, it is not feasible to allocate this funding from the operating budget.

We request that the College be authorized to access this funding as soon as the full Board authorizes it. For now, the draft FY 2017 budget shows the full amount in that fiscal year. However, the FY 2017 budget documents will be revised in May or June to reflect the balance of funding anticipated after July 1.

Presidential Search

The Massachusetts Department of Higher Education requires the use of a search consultant for recruiting college presidents. The College has issued a Request for Qualifications as part of its competitive recruitment for a firm, and plans to have a consultant under contract beginning the week of May 2.

The college will also incur expenses related to the search committee, marketing, candidate travel and special events.

Reserve Transfer Request

April 14, 2016

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Campus Center and Center for Life Sciences Renovation Projects

At the end of the 2016 Fall Semester, the College will vacate the Campus Center and part of the first floor of the Marieb Building for the Campus Center and Center for Life Sciences renovation project. The Campus Center is a two-year renovation project, while the Center for Life Sciences is projected to last six months.

The College must develop and execute a plan for temporary placement of the Bookstore, Dining Services and certain academic programs, as well as permanent placement of other academic programs and support services. To assist in this process, the Massachusetts Division of Capital Asset Management & Maintenance (DCAMM) has recommended to the College a project management firm, SVT/DPM. The firm has a standing contract with DCAMM and has undertaken this type of work on other college campuses. Our staff has met with firm representatives and has conducted a reference check with highly favorable results.

The firm will operate under its contractual relationship with DCAMM, with DCAMM assigning a portion of the contract to the College for a defined scope of work.

Equipment Storage

The College has aggressively sought outside funding for creation of the HCC Center for Hospitality & Culinary Arts. The different funding sources, each with its own set of requirements, have driven the schedule for this project, and in particular has required the purchase of equipment much earlier in the project schedule than would normally be the case. As a result the College may need to support storage costs and we are requesting authorization of up to \$100,000 for this purpose.

MEMORANDUM

TO: John J. Ferriter, Chair, Finance Committee, Board of Trustees
FROM: William J. Fogarty, Vice President for Administration & Finance
SUBJECT: Student Fee Proposal for FY 2017
DATE: March 28, 2016

In developing a student fee proposal for FY 2016, we took the approach of calculating the increase that would keep HCC in the lower quartile of cost for the 15 Massachusetts community colleges prior to the colleges raising fees for that fiscal year. As it turned out, taking that approach last year maintained HCC's status as the second most affordable institution in the Commonwealth.

The Massachusetts Department of Higher Education issues a report on the relative annual cost of public colleges and universities based on "mandatory" tuition and fees paid by students taking 15 credits per semester. The term "mandatory" refers to tuition and fees applied to all students and courses, and does not include special course and program fees.

The current report for FY 2016 shows the following ranking among community colleges:

1. Greenfield	\$6,482
2. Quinsigamond	\$6,400
3. Northern Essex	\$6,040
4. Mt. Wachusett	\$6,100
5. Berkshire	\$6,020
6. Massasoit	\$5,910
7. North Shore	\$5,670
8. Middlesex	\$5,630
9. Mass Bay	\$5,600
10. Roxbury	\$5,470
11. Bristol	\$5,444
12. Springfield Technical	\$5,436
13. Cape Cod	\$5,266
14. Holyoke	\$5,150
15. Bunker Hill	\$4,470

Student Fee Proposal for FY 2017

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In developing the FY 2017 budget, every effort has been made to keep expenses as low as possible. At the same time we are mindful of the need to find resources for staffing and technology needed to support student success efforts. Affordability is an important part of getting students in the door. But this needs to be balanced with providing a robust system of support so that students are able to complete programs vital to progressing in their education and careers.

Given that the approach taken last year kept HCC in the status of second least expensive institution in the state, and given the severe fiscal constraints facing the College in FY 2017, I recommend taking a slightly more aggressive approach in FY 2017. If the Educational Services Fee is increased by \$14 per credit, this would increase annual student cost by \$420 and bring us to \$5,570. This is below Mass Bay and just slightly above Roxbury. Of course, our final ranking will depend on fee increases implemented on the other campuses for FY 2017.

Assuming current enrollment projections, this increase would result in approximately \$2.1 million in annual revenue.

In addition we recommend elimination of the \$25 application fee for nursing and radiology. The College is attempting to grow enrollment in the nursing programs and seeks to eliminate the application fee in support of that effort.

HOLYOKE COMMUNITY COLLEGE OFFICE OF THE COMPTROLLER

MEMORANDUM

TO: Trustee Finance Committee
FROM: Marcia L. Mitchell, Interim Comptroller
DATE: April 5, 2016 (corrected April 13, 2016)
SUBJECT: Third Quarter Statement of Revenues and Expenses (FY 2016)

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, 2015 through March 31, 2016. 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 .2% favorable (up \$64,419) and total expenses are 2.0% unfavorable (up \$668,351) compared to the same period in the prior year.

Tuition and fee revenue is 6.7% or \$1,399,743 favorable compared to the prior year due to fee increases of \$8 per credit hour and the new Facilities Fee of \$4 per credit hour, offset by a 4% decline in fall credit hour enrollment and a projected 7% decline in spring credit hour enrollment.

State appropriation is 2.7% (\$371,880) favorable to the prior year and is consistent with both the current year's expenditures and the amount of the total allotment.

Private gifts and grants revenue is favorable to the prior year by 17.9% or \$172,033 due to the Foundation contributions for the Center for Health Education (CHE). The full year will be favorable to the prior year by the overall (CHE) contribution, with amounts from other sources remaining relatively flat.

Investment revenue is significantly unfavorable compared to last year due to market volatility.

Other sources revenue is unfavorable to the prior year by 9.6% (\$59,984) due to timing differences.

Auxiliary enterprises revenue (bookstore) is significantly unfavorable to the prior year, decreasing 15.5%. This may be a reflection of loss of market share to on-line sources and the growing use of Open Educational Resources (OER), and could also be the result of increases in textbook prices.

Instructional Expenses are 2.5% or \$311,449 unfavorable to the prior year due principally to unit contract increases.

Academic Support expenses are less than 1% or \$19,403 favorable to the prior year, which is consistent with the prior year.

Student services expense is consistent with the prior year, increasing 1% or \$57,970.

Operation and maintenance of plant expense is unfavorable to the prior year, increasing 12.5%, or \$471,292. This is a reflection of spending on capital items to operationalize the CHE, as well as the operating costs of the CHE coming online.

Institutional support expense is unfavorable by 5.5% or \$303,935 to the prior year, due principally to bargaining unit contract increases and by the timing of increased marketing expenses in an effort to improve enrollment.

Scholarship and Fellowship expense is unfavorable by 3.6% or \$13,650. This is due to increased match spending for state dual enrollment programs as well as increased spending for student work-study due to the increase in minimum wage.

Auxiliary enterprises expense (bookstore) is favorable by 15% or \$470,541 due to timing of inventory purchases, and that the Bookstore has experienced an unusually high rate of used book returns to publishers in the fall semester.

Budget Information – approved budget compared to budgetary projection at quarter's end. We identified a projected \$1,587,002 deficit at the end of November report period. At the end of December, the Deficit had shrunk to \$955,846, but was still a concern. We took corrective action in January to reduce all operating budgets by 5%, and postpone work on several capital projects. We have seen continuous improvement since that point. The deficit shrank to \$374,699 at the end of January, fell into balance at the end of February, and at the end of March is showing a surplus of \$854,126. Due to the positive trend, we have restored part of the capital projects list at the end of January, and the balance of the capital projects at the end of February. We can and will consider restoring some of the 5% operating budget reductions where necessary.

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

C: President Bill Messner
William Fogarty

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

YTD Third Quarter FY 2015 (July 1, 2015 - March 31, 2016)

Approved Budget v. Projection
based on Q-3 YTD Actuals

	Current Year - 2016			Prior Year - 2015			Percentage Inc./.(Dec.)	Approved Budget v. Projection based on Q-3 YTD Actuals		Percentage Inc./.(Dec.)
	Trust Funds	State Approp.	Total	Trust Funds	State Approp.	Total		Approved FY16 Budget Total	Projection based on Q-3 Actual Total	
Revenues:										
Educational and General:										
Tuition and Fees	22,215,004		22,215,004	20,815,261		20,815,261	6.7%	23,182,000	22,414,852	(3.3%)
State Appropriation		14,401,047	14,401,047		14,029,167	14,029,167	2.7%	19,793,711	19,807,113	0.1%
Private gifts and grants	1,132,108		1,132,108	960,075		960,075	17.9%	0	0	N/A
Investment income*	(764,514)		(764,514)	541,698		541,698	(241.1%)	0	0	N/A
Other Sources	557,551		557,551	616,535		616,535	(9.6%)	1,115,000	930,984	(16.5%)
Total educational and general revenues	23,140,149	14,401,047	37,541,196	22,933,569	14,029,167	36,962,736	1.6%	44,090,711	43,152,949	(2.1%)
Auxiliary enterprises	2,801,636		2,801,636	3,315,677		3,315,677	(15.5%)	3,683,000	3,027,213	(17.8%)
Total revenues	25,941,785	14,401,047	40,342,832	26,249,246	14,029,167	40,278,413	0.2%	47,773,711	46,180,162	(3.3%)
Expenditures and Mandatory transfers:										
Educational and General:										
Instruction	6,256,900	6,457,152	12,714,052	6,609,307	5,793,296	12,402,603	2.5%	17,642,115	17,000,130	(3.6%)
Public Service	0	0	0	0	0	0	0.0%	0	0	N/A
Academic Support	1,251,981	1,100,217	2,352,198	1,256,814	1,114,788	2,371,602	(0.8%)	3,516,507	3,388,544	(3.6%)
Student Services	3,302,396	2,663,645	5,966,041	3,059,060	2,849,012	5,908,072	1.0%	8,744,250	8,426,053	(3.6%)
Operation and maintenance of plant	2,678,743	1,550,932	4,229,675	2,472,410	1,285,974	3,758,384	12.5%	6,884,411	6,633,892	(3.6%)
Institutional Support	3,205,947	2,629,100	5,835,047	2,545,015	2,986,097	5,531,112	5.5%	6,838,891	6,590,028	(3.6%)
Scholarship and fellowship	394,453	0	394,453	380,803	0	380,803	3.6%	370,000	394,453	6.6%
Total educational and general expenditures	17,090,420	14,401,047	31,491,467	16,323,408	14,029,167	30,352,575	3.8%	43,996,174	42,433,100	(3.6%)
Auxiliary enterprises	2,676,658	0	2,676,658	3,147,199	0	3,147,199	(15.0%)	3,777,537	2,892,936	(23.4%)
Total Expenditures	19,767,078	14,401,047	34,168,125	19,470,607	14,029,167	33,499,774	2.0%	47,773,711	45,326,036	(5.1%)

PROJECTED BUDGETARY SURPLUS (SHORTFALL)
Percent of Budget

854,126
1.8%

* FY 16 amount reported includes 2 months of data (January & February) - March data not available at time of publication