

**HOLYOKE COMMUNITY COLLEGE  
BOARD OF TRUSTEES**

Minutes of November 28, 2017

The 363<sup>rd</sup> meeting of the Holyoke Community College Board of Trustees was held on Tuesday, November 28, 2017, in the John T. Hickey Conference Room, Chair Robert W. Gilbert, Jr. presiding.

<b>MEMBERS PRESENT</b>	Robert Gilbert Ted Hebert Jonathan Jasmin Yolanda Johnson (arrived at 8:16 a.m.) Suzanne Parker Lucy Perez Evan Plotkin Julie Pokela (arrived at 8:20 a.m.) Katie Stebbins Ivonne Vidal (arrived at 8:25 a.m.)
<b>ALSO PRESENT</b>	Olugbemiga Adekunle, Michele Cabral, Karen Desjeans, Amy Dopp, Mary Dixey, Clara Elliott, Bill Fogarty, Curt Foster, Jeff Hayden, Kim Hicks, Karen Hines, Olivia Kynard, Nelson Lopez, Holly Martin-Peele, Keith McKittrick, Marcia Mitchell, Ed Murch, Lindsey Pare, Kristine Ricker Choleva, JoAnne Rome, Lindsey Rothschild, Christina Royal, Tony Sbalbi, Amanda Sbriscia, Idelia Smith, Linda Szalankiewicz, Renee Tastad, Chris Yurko,
<b>CALL TO ORDER</b>	Chair Gilbert called the meeting to order at 8:09 a.m.  <i>(Trustees Pokela and Vidal informed Recording Secretary Nelson Lopez that they would be arriving late.)</i>
<b>TABLED ITEMS</b>	On a motion by Trustee Plotkin and seconded by Trustee Parker, it was <b>VOTED</b> to approve the minutes of the September 2017 meeting as presented.
<b>APPROVAL OF THE MINUTES</b>	With Trustees Pokela and Vidal arriving late, Chair Gilbert decided to table the Approval of Minutes of the October 24, 2017 meeting until the two Trustees arrived.
<b>PERSONNEL ACTIONS</b>	On a motion by Trustee Plotkin and seconded by Trustee Jasmin, it was <b>VOTED</b> to empower the President of the College to approve all personnel actions prior to the next meeting.
<b>MEETING CANCELLATION</b>	On a motion by Trustee Parker and seconded by Trustee Perez, it was <b>VOTED</b> to cancel the Board of Trustees December 2017 meeting.
<b>REPORT OF THE FINANCE COMMITTEE</b>	Report of the Finance Committee presented by Vice President for Administration & Finance William Fogarty:  In early November the Finance Committee met with the College's financial advisors from CommonFund and Eaton Vance. The College's investments are primarily held within CommonFund. The committee had a good review with the financial advisors in regards to how the College's finances were doing, and

	<p>what is expected in relation to the market in the future. Since both investment managers have different investment structures and investment philosophies, the college is looking in to reallocating resources between CommonFund and Eaton Vance so as to balance out its investments between the two. The college is going to look in to its Reserve Policy after the strategic planning process has finished. The policy was last reviewed in 2006.</p> <p>Chair Gilbert stated that the rate of return for the college is better than other schools/colleges that have been a bit more conservative. Some colleges, not all, invest up to 70% in equities. They then use the funds to operate different parts of the college (ex. special programs, etc.). HCC currently invests at 60%. The fees paid to both investment managers are very reasonable.</p> <p>Trustee Hebert asked what the fees are. Eaton Vance is at 33 basis points; and CommonFund at 82 basis points.</p>
<p><b>REPORT OF THE CHAIR</b></p>	<ul style="list-style-type: none"> <li>• On 10/25, Chair Gilbert and Vice-Chair Pokela met with President Royal to discuss her goals for the next year. Aside from metrics and other goals, one of the key deliverables includes the Strategic Plan.</li> <li>• On 11/3, Chair Gilbert attended President Royal’s Inauguration. The event was well attended. Around 18-20 college presidents attended. It was a nice event. Commissioner Santiago thought it was a very nice gesture to have two students present to Dr. Royal the presidential medallion.</li> <li>• On 11/13, Chair Gilbert had a phone call with Comptroller Marcia Mitchell to discuss Enterprise Risk Management (ERM). ERM is a program used to establish policies for the college (safety, proper operations, etc.). A detailed report update will follow, perhaps in February 2018. Chair Gilbert and the Finance Committee met with the College’s to investment managers.</li> <li>• On 11/20, Chair Gilbert met with President Royal to set the agenda for the November 2017 meeting.</li> </ul>
<p><b>PRESIDENT’S REPORT</b></p>	<p>President Royal thanked all of those that participated in her Inauguration. She also mentioned that HCC is the only college in the nation to be birthed from a Graduate School. She was also surprised of how impactful the Mayor (William Taupier) was on keeping the college in Holyoke after the fire in 1968.</p> <p><u>AACC/AASA Dialogue on College Readiness:</u></p> <p>Earlier this year, President Royal was appointed to serve on the AACC’s national Commission on College Readiness. At this year’s commission meeting in Washington, DC, President Royal was invited to speak, along with the Holyoke Public Schools Receiver, Dr. Stephen Zrike at a joint meeting between the AACC &amp; AASA. The two spoke on best practices and innovation for best preparing students for higher education. President Royal and Dr. Zrike also gave a presentation on HCC’s nationally recognized Gateway to College program. While in DC, President Royal had an opportunity to meet with Congressman Richard Neal to talk to him about his support for community colleges, as well as sharing information about HCC. The two talked a lot about the college positioning itself for the future, and changes that we need to make industry changes. Focus on workforce and apprenticeships, stackable programs</p>

and credentials; not just the degrees.

Monte's March:

WSRI The River's Monte Belmonte walks 43 miles from Springfield to Greenfield, in two days, to raise awareness for hunger and food insecurity in Western Mass. This year the college participated in the Holyoke portion of the march. President Royal met with Monte at Kate's Kitchen. She then marched with him to Enlace de Familias and Gateway City Arts.

From November 2016 to November 2017 the HCC food pantry collected and distributed over 5,400 lbs. of food to HCC students.

Strategic Planning:

The 45 member Strategic Planning Steering Committee (SPSC) has been actively engaged this semester in various engagement activities. Following the Future Summit, the committee has been preparing for a January event that will focus specifically on the College's role as a Hispanic Serving Institution (HSI). Commissioner of Higher Education Carlos Santiago will be speaking at the event. Members of the community that have roles serving the Latino community will also be invited to contribute. The College's designation as an HSI institution is fairly new. Efforts to help everyone in our campus community understand how the HSI designation benefits all students, not just Latino students, are underway.

The SPSC will be reviewing the College's Environmental Scan. The environmental scan involves all things related to HCC. Others, not part of the SPSC, will be invited to review the scan for their feedback. In December, the SPSC will be gathering feedback for a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the college. Board of Trustees participation in the SWOT analysis will be requested.

FY19 Budget Process: presented by Comptroller Marcia Mitchell

- Cost Center Managers prepare budget & New Program/Position Requests; due to Vice President's end of October
- Vice-President review of Division; due to Comptroller end of November
- Comptroller reviews requests with individual VP's and Cost Center Managers; thru December
- Comptroller: Consolidate level-funded expense budgets; develop enrollment projection and fee proposal; negotiate spending reductions with cost centers if necessary based on fee proposal – December/January; VP for A&F: Prepare Five-year Financial Outlook; Consolidate New Program/Position Requests – December/January; Develop Capital Improvements, Technology, and Equipment Renewal plans – March/April
- President & Cabinet evaluate and adjust first drafts: five-year financial outlook, level-funded expense budget & fee proposal, and prioritize new program/position requests in conjunction with available funding.
- Trustee Finance Committee meets in late February to evaluate five-

year financial plan, draft of budget, and fee proposal; approves fee proposal for presentation to full Board of Trustees at March meeting.

- Trustee Finance Committee meets in early May to review second draft of budget, Capital Improvement Plan, Technology Plan, and Equipment Renewal Plan; approves budget and spending plans for referral to full Board of Trustees May meeting.
- Board of Trustees March meeting: vote on proposed fee schedule.
- Board of Trustees May meeting: vote on budget & trust fund spending plans.

OER Update: presented by Faculty members, Karen Hines & Kristine Ricker-Choleva

Open Education Resources (OER) are educational materials that are openly licensed and distributed at no cost with legal permission for students to freely use, share, and build upon the content. They can be any kind of teaching materials (e.g., textbooks, syllabi, lesson plans, images, videos, readings, assignments, etc.).

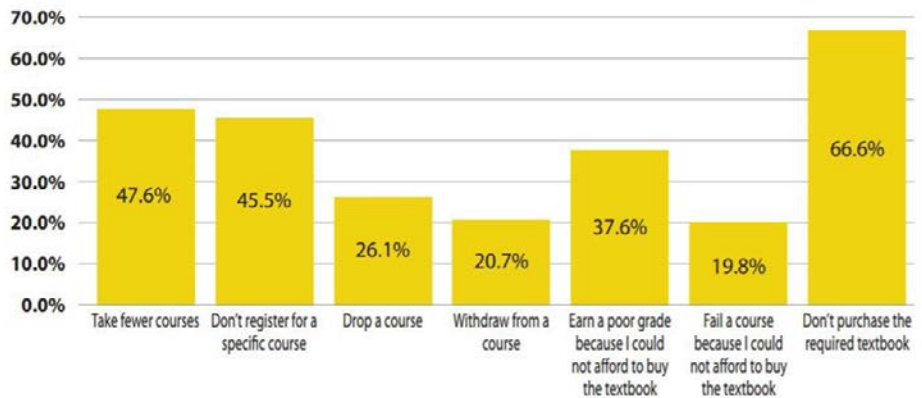
1. Free and unfettered access to anyone, and
2. Free permission to engage in the “5R activities”: Retain, Reuse, Revise, Remix, Redistribute.

Materials are sourced online but can be digital or printed. Engagement can happen anywhere – especially in the classroom.

From 1980 to 2012, educational books (textbooks) costs have increased by 812%

Textbook costs impacts student success (source: 2016 student survey by Florida Virtual Campus):

Chart 1: Impact of Textbook Costs on Students



HCC Student Survey Results:

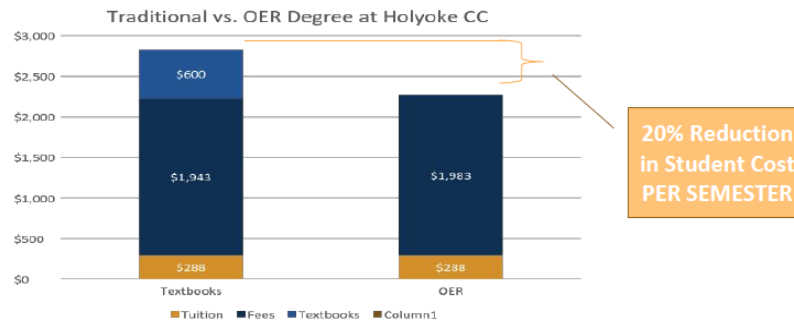
- 24% (154 of 637 of respondents) have chosen not to enroll in a class because of the cost of the required textbooks/course materials
- 18% (115 of 635 of respondents) have dropped a course because of the

## cost of the required textbooks/course materials

Without access to the required textbooks/course materials student say:

	% responded	# of respondents
I cannot study	21.4%	133
I cannot follow/ understand lectures in class	21.3%	132
I cannot prepare for discussions	21.1%	131

## Possible Cost Savings to Students



## Student Perspective



1. **No Cost (Free)**
  2. **Accessible**
    - o more equitable access to education
    - o material available on day one
  3. **Engaging**
  4. **Retainable:** OER materials available after class ends
- = All roads lead to higher levels of satisfaction

## Faculty Perspective



The use of OER leads to critical reflection by educators, with evidence of improvement in their practice.

- Allows for access to resources from around the world not just those available from one publisher
- Enables personalization of teaching and learning materials
- Encourages new pedagogical approaches
- Facilitates interaction with subject matter through the creation of renewable, engaging assignments.

## Institutional perspective



Textbook/Materials Affordability is a social justice issue key to the mission of the CC

The use of OER courses have allowed schools to see:

- higher passing rates
- higher retention rates / lower withdrawal rates
- higher completion and graduation rates
- higher students satisfaction

## OER's Alignment with Our Mission



Faculty-driven global movement = faculty and student-driven movement at HCC

So much more than "FREE"

- Social Justice
- Pedagogical freedom
- Student engagement with materials

Culture Change is Hard!

OER Champions are key



## Creating an OER Community



- Increase student awareness
- Encourage/support faculty to create engaging content, and move along the OER trajectory from adoption to adaption to creation.
- Create a faculty OER professional development plan to support further interest and development
- Incorporate OER goals campus-wide including in the strategic plan
- Measure Success

## HCC Progress



Taskforce in third semester

Fellowships and Open Common Courses - 18 faculty

Professional Development - on campus, regional/national conferences

Increase Zero and Low Cost Courses: (SPRING 2017)

- 48 courses at no cost
- 48 courses at low cost (<\$40)

Banner Designation and Scheduling

Focus on student needs: OER vs. "Text Free"

"Textbook Free" Degree Rollout

## HCC's First "Textbook Free" Degree



Business Administration Mass Transfer

88% developed (2 core classes remaining)

Third largest degree in the college

- 450 students enrolled
- 108 graduates per year
- 80 transfers to four-year institutions last year
- 40 transfers to UMass Isenberg last year

Approximately \$2,200 savings per student from pre-OER costs = 237,600 saved by one year's graduating class

## How Will We Measure Success?



Track enrollment, retention and course completion rates for OER courses and degrees

Measure cost savings for students

Identify return on investment for the institution

Collect anecdotal feedback regarding efficacy

Sustain and Institutionalize OER / Textbook Free practices

(the President's Report was paused for a moment to approve the Minutes of the October 24, 2017 meeting)

<b>APPROVAL OF THE MINUTES</b>	On a motion by Trustee Jasmin and seconded by Vice-Chair Pokela, it was <b>VOTED</b> to approve the minutes of the October 2017 meeting as presented.
<b>PRESIDENT'S REPORT (cont.)</b>	<p><u>Phi Theta Kappa (PTK) Honor Student Speaker:</u></p> <p>Lindsey Pare is the Vice President of the HCC Student Senate, is an HCC New Student Orientation leader, an Admissions ambassador and tour guide, a peer adviser, and a member of both the Phi Theta Kappa national honor society and HCC's Green Key Honor Society. Lindsey is also a founding member of the HCC COMMitted Club, which is devoted to community service, and a former secretary for the HCC Military Club; twice she has received scholarships through the HCC Foundation, as well as multiple awards from HCC for academic achievement, college service, and commitment. On Oct. 20, at the annual Community College Student Leadership Association conference in Hyannis, Mass., Pare received the 2017 Dean Sullivan Award, which each year is presented to one student from all 15 community colleges in the state in recognition of their enthusiasm and dedication to student leadership.</p> <p><u>Construction Projects Update:</u> presented by Vice President for Administration &amp; Finance Bill Fogarty</p> <p>The HCC MGM Culinary Arts Institute is almost finished. The institute will receive its occupancy permit within the next week. The Center for Life Sciences will open in February 2018. The Campus Center is on track to open in 2019. Evaluations of campus pathways are underway.</p>
<b>ADJOURNMENT</b>	The meeting was adjourned at 9:37 a.m.

Respectfully submitted,

Nelson Lopez  
Recording Secretary

**HOLYOKE COMMUNITY COLLEGE  
OFFICE OF THE PRESIDENT**

**MEMORANDUM**

**TO:** Board of Trustees  
**FROM:** Dr. Christina Royal, President  
**DATE:** January 23, 2018  
**SUBJECT:** Appointments for Non-Unit Professional Staff and Faculty

**NON-UNIT PROFESSIONAL APPOINTMENTS (trust funded)**

Nicholas D'Agostino – Affirmative Action Officer/Title IX Coordinator – 01/28/18  
Stacy Graves – HCC MGM Culinary Arts Institute Facility Coordinator – 12/10/17

**NON-UNIT PROFESSIONAL EXTENSION OF APPOINTMENT (trust funded)**

April Graziano – Interim Dean of Social Sciences – 01/01/18 – 01/20/18

**FACULTY – EXTENSION OF APPOINTMENT (Spring 2018)**

Tracey Burton – Instructor of Education

**SUGGESTED MOTION:** To approve the appointments for the above Non-Unit Professional Staff and Faculty.