

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

Minutes of June 23, 2020

The 388th meeting of the Holyoke Community College Board of Trustees was held on Tuesday,
June 23, 2020, remotely with Chair Robert W. Gilbert, Jr. presiding.

MEMBERS PRESENT	Robert W. Gilbert, Jr., Chair Suzanne Parker, Vice Chair Jose Delgado Marley Friedrich Ted Hebert Yolanda Johnson Lucy Perez Evan Plotkin Julie Pokela Ivonne Vidal																				
MEMBERS ABSENT	Charles Epstein																				
ALSO PRESENT	Michele Cabral, Karen Desjeans, Veena Dhankher, Mary Dixey, Amy Dopp, Curt Foster, Jeff Hayden, Jasmine Klingenbeck, Olivia Kynard, Clare Lamontagne, Ed Murch, Lea Occhialini, Michelle Robak, JoAnne Rome, Christina Royal, Rachel Rubinstein, Amanda Sbriscia, Narayan Sampath, Tony Sbalbi, Adrienne Smith, Idelia Smith, Michele Snizek, Madeline Torres, Chris Yurko																				
CALL TO ORDER OF THE ANNUAL MEETING	Chair Gilbert called the meeting to order at 8:07 a.m.																				
ANNUAL BUDGET REPORT	<p><u>Presented by Narayan Sampath, Vice President for Administration & Finance</u> We entered FY 20 with an operational budget of about \$54.5 mil which was presented and approved by the Board at the June 2019 Board meeting. About 60% of this budget has gone towards instruction and student support which is in accordance with our Strategic Plan. Like other community colleges in the state, we had a decline in enrollment for the year, which resulted in a \$1.3 mil in loss of revenue. This was all prior to COVID-19 and we are currently facing additional expenses of \$1.4 mil to date.</p> <p>On a motion by Trustee Pokela and seconded by Trustee Hebert, it was VOTED to approve the Annual Budget Report as presented at today's meeting.</p> <p>Roll Call Vote:</p> <table style="margin-left: 20px;"> <tr><td>Trustee Delgado</td><td>Yes</td></tr> <tr><td>Trustee Friedrich</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Parker</td><td>Yes</td></tr> <tr><td>Trustee Perez</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Pokela</td><td>Yes</td></tr> <tr><td>Trustee Vidal</td><td>Yes</td></tr> <tr><td>Trustee Gilbert</td><td>Yes</td></tr> </table>	Trustee Delgado	Yes	Trustee Friedrich	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Parker	Yes	Trustee Perez	Yes	Trustee Plotkin	Yes	Trustee Pokela	Yes	Trustee Vidal	Yes	Trustee Gilbert	Yes
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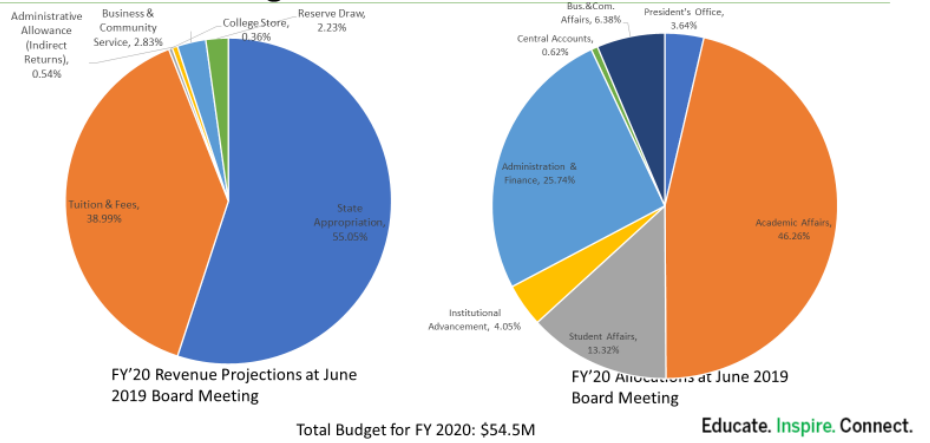
<p>REPORT OF THE NOMINATING COMMITTEE</p>	<p>The Nominating Committee nominates:</p> <ul style="list-style-type: none"> Jasmine Kligenbeck as the Board Secretary, term to be 7/1/2020 – 6/30/2021 <p>On a motion by Trustee Plotkin and seconded by Trustee Pokela, it was VOTED to approve the nomination of the Nominating Committee as presented at today’s meeting.</p> <p>Roll Call Vote:</p> <table> <tr><td>Trustee Delgado</td><td>Yes</td></tr> <tr><td>Trustee Friedrich</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Parker</td><td>Yes</td></tr> <tr><td>Trustee Perez</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Pokela</td><td>Yes</td></tr> <tr><td>Trustee Vidal</td><td>Yes</td></tr> <tr><td>Trustee Gilbert</td><td>Yes</td></tr> </table>	Trustee Delgado	Yes	Trustee Friedrich	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Parker	Yes	Trustee Perez	Yes	Trustee Plotkin	Yes	Trustee Pokela	Yes	Trustee Vidal	Yes	Trustee Gilbert	Yes
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<p>REPORT OF THE BYLAWS COMMITTEE</p>	<p>The Bylaws Committee recommends amending the Bylaws by changing the annual meeting from the month of March to the month of June.</p> <p>On a motion by Trustee Delgado and seconded by Trustee Parker it was VOTED to amend the bylaws by changing the annual meeting from the month of March to the month of June.</p> <p>Roll Call Vote:</p> <table> <tr><td>Trustee Delgado</td><td>Yes</td></tr> <tr><td>Trustee Friedrich</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Parker</td><td>Yes</td></tr> <tr><td>Trustee Perez</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Pokela</td><td>Yes</td></tr> <tr><td>Trustee Vidal</td><td>Yes</td></tr> <tr><td>Trustee Gilbert</td><td>Yes</td></tr> </table>	Trustee Delgado	Yes	Trustee Friedrich	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Parker	Yes	Trustee Perez	Yes	Trustee Plotkin	Yes	Trustee Pokela	Yes	Trustee Vidal	Yes	Trustee Gilbert	Yes
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<p>PRESIDENT’S ANNUAL REPORT</p>	<p><u>Presented by Christina Royal, President</u></p> <p>President Royal provided an overview on the Strategic Plan and the work completed during Years Zero and 1 of the plan. This current fiscal year we entered Year 1 of the Strategic Plan.</p> <p>There are 23 metrics of which 15 are on track, five are in progress, and three are at risk. The three metrics that are at risk include:</p> <ul style="list-style-type: none"> Retention Increasing transfer rate of students of color Increasing employment rate of students of color. <p>President Royal informed the Board that the data to report on the three metrics at risk will not be available until August. She will provide an update to the Board at a future meeting.</p> <p>President Royal provided an update on all the Strategic Plan Teams work during Year 1 of the plan.</p> <p>President Royal expressed her gratitude to the faculty, staff, and administration for</p>																				

	<p>their adaptability and commitment to putting students first during this crisis, and to the students for their resiliency and perseverance during such extreme and difficult times.</p> <p>The five Strategic Plan Teams are:</p> <ul style="list-style-type: none"> ● Team A: Professional Development & Inclusion ● Team B: Course Offering & Placement ● Team C: Student Support ● Team D: External Alignment ● Team E: Resources <p>The global pandemic became the focus this year. Within a two-week period, the entire college was moved off campus, except for a few critical personnel. We transitioned our entire faculty body to teaching remotely and transitioned approximately 3500 credit students and 2000 noncredit students to remote learning. In addition, commencement was postponed until 2021, and 33 part time non benefitted employees were laid off.</p> <p>President Royal thanked faculty, staff and administration for their adaptability and commitment to putting students first during this crisis and to the students for their resiliency and perseverance.</p>																				
<p>ADJOURN ANNUAL MEETING</p>	<p>On a motion by Trustee Johnson and seconded by Trustee Perez it was VOTED to adjourn today’s meeting.</p> <p>Roll Call Vote:</p> <table data-bbox="560 961 901 1297"> <tr><td>Trustee Delgado</td><td>Yes</td></tr> <tr><td>Trustee Friedrich</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Parker</td><td>Yes</td></tr> <tr><td>Trustee Perez</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Pokela</td><td>Yes</td></tr> <tr><td>Trustee Vidal</td><td>Yes</td></tr> <tr><td>Trustee Gilbert</td><td>Yes</td></tr> </table>	Trustee Delgado	Yes	Trustee Friedrich	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Parker	Yes	Trustee Perez	Yes	Trustee Plotkin	Yes	Trustee Pokela	Yes	Trustee Vidal	Yes	Trustee Gilbert	Yes
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<p>CALL TO ORDER OF THE JUNE MEETING</p>	<p>Chair Gilbert called the meeting to order at 8:44 am.</p>																				
<p>APPROVAL OF THE MINUTES</p>	<p>On a motion by Trustee Parker and seconded by Trustee Vidal, it was VOTED to approve the minutes of the May 28, 2020 meeting as presented.</p> <p>Roll Call Vote:</p> <table data-bbox="560 1480 901 1816"> <tr><td>Trustee Delgado</td><td>Yes</td></tr> <tr><td>Trustee Friedrich</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Parker</td><td>Yes</td></tr> <tr><td>Trustee Perez</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Pokela</td><td>Yes</td></tr> <tr><td>Trustee Vidal</td><td>Yes</td></tr> <tr><td>Trustee Gilbert</td><td>Yes</td></tr> </table>	Trustee Delgado	Yes	Trustee Friedrich	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Parker	Yes	Trustee Perez	Yes	Trustee Plotkin	Yes	Trustee Pokela	Yes	Trustee Vidal	Yes	Trustee Gilbert	Yes
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<p>APPROVAL OF PERSONNEL ACTIONS</p>	<p>On a motion by Trustee Vidal and seconded by Trustee Pokela it was VOTED to approve the June 23, 2020 personnel actions reports for Appointments and Reappointments for Non-Unit Professional, Unit Professional Staff, and</p>																				

	<p>Faculty.</p> <p>Roll Call Vote:</p> <table border="0"> <tr><td>Trustee Delgado</td><td>Yes</td></tr> <tr><td>Trustee Friedrich</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Parker</td><td>Yes</td></tr> <tr><td>Trustee Perez</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Pokela</td><td>Yes</td></tr> <tr><td>Trustee Vidal</td><td>Yes</td></tr> <tr><td>Trustee Gilbert</td><td>Yes</td></tr> </table> <p>On a motion by Trustee Delgado and seconded by Trustee Hebert it was VOTED to approve the Reappointments and Appointments of Department Chairs, Curriculum Coordinators, and Program Coordinators for the 2020-2021 Academic Year.</p> <p>Roll Call Vote:</p> <table border="0"> <tr><td>Trustee Delgado</td><td>Yes</td></tr> <tr><td>Trustee Friedrich</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Parker</td><td>Yes</td></tr> <tr><td>Trustee Perez</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Pokela</td><td>Yes</td></tr> <tr><td>Trustee Vidal</td><td>Yes</td></tr> <tr><td>Trustee Gilbert</td><td>Yes</td></tr> </table> <p>On a motion by Trustee Parker and seconded by Trustee Plotkin it was VOTED to empower the President of the College to approve all personnel actions prior to the next meeting.</p> <p>Roll Call Vote:</p> <table border="0"> <tr><td>Trustee Delgado</td><td>Yes</td></tr> <tr><td>Trustee Friedrich</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Parker</td><td>Yes</td></tr> <tr><td>Trustee Perez</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Pokela</td><td>Yes</td></tr> <tr><td>Trustee Vidal</td><td>Yes</td></tr> <tr><td>Trustee Gilbert</td><td>Yes</td></tr> </table>	Trustee Delgado	Yes	Trustee Friedrich	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Parker	Yes	Trustee Perez	Yes	Trustee Plotkin	Yes	Trustee Pokela	Yes	Trustee Vidal	Yes	Trustee Gilbert	Yes	Trustee Delgado	Yes	Trustee Friedrich	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Parker	Yes	Trustee Perez	Yes	Trustee Plotkin	Yes	Trustee Pokela	Yes	Trustee Vidal	Yes	Trustee Gilbert	Yes	Trustee Delgado	Yes	Trustee Friedrich	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Parker	Yes	Trustee Perez	Yes	Trustee Plotkin	Yes	Trustee Pokela	Yes	Trustee Vidal	Yes	Trustee Gilbert	Yes
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<p>CANCELLATION OF JULY BOARD MEETING</p>	<p>On a motion by Trustee Vidal and seconded by Trustee Delgado it was VOTED to cancel the July 28, 2020 Board of Trustees meeting.</p> <p>Roll Call Vote:</p> <table border="0"> <tr><td>Trustee Delgado</td><td>Yes</td></tr> <tr><td>Trustee Friedrich</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Parker</td><td>Yes</td></tr> </table>	Trustee Delgado	Yes	Trustee Friedrich	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Parker	Yes																																																		
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<p>FINANCE COMMITTEE REPORT</p>	<p><u>FY 21 Budget report provided by Narayan Sampath, Vice President of Administration and Finance.</u></p> <p>Vice President Sampath used the slides below to provide the Board with an overview of the FY 20 and FY 21 Budgets. This overview covers pre and post COVID-19. Vice President Sampath also provided enrollment scenarios nationally, as well as locally.</p> <div data-bbox="781 638 1269 806" data-label="Image"> </div> <p style="text-align: center;">HCC Administration & Finance June 2020 Board of Trustees</p> <div data-bbox="570 1045 623 1079" data-label="Image"> </div> <div data-bbox="1268 1058 1481 1079" data-label="Text"> <p>Educate. Inspire. Connect.</p> </div> <div data-bbox="561 1094 1502 1129" data-label="Text" style="background-color: #92d050; text-align: center; padding: 2px;"> <p>Narayan Sampath : nsampath@hcc.edu</p> </div> <p style="text-align: center;">HCC June 2020 Board of Trustees Meeting _____</p> <ul style="list-style-type: none"> • FY 2020 Overview <ul style="list-style-type: none"> • Pre and Post COVID-19 • FY 2021 Outlook • Enrollment Projections • Request to Board <div data-bbox="1279 1619 1495 1640" data-label="Text" style="text-align: right;"> <p>Educate. Inspire. Connect.</p> </div> <div data-bbox="561 1654 1502 1690" data-label="Text" style="background-color: #92d050; height: 17px;"></div>

HCC FY 2020 Budget Overview

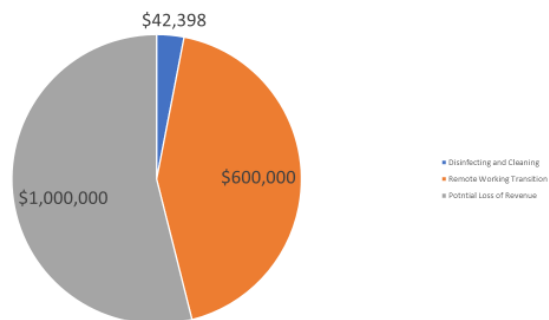


FY 2020 Status

- Prior to COVID-19
 - Net revenue shortfall \$1.3 Million
 - Lower enrollment and canceled classes (credit and non-credit)
 - Estimated savings
 - \$600,000 in reduction of payroll due to not filling vacant positions or delaying filling of positions
 - \$485,000 in reduction in supplies and discretionary spending
 - Mid year budget review with all departments resulted in significant savings. Some departments did not require the allocated funds for FY20. Does not mean they will not need it in FY21

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COVID-19 Related Expenses

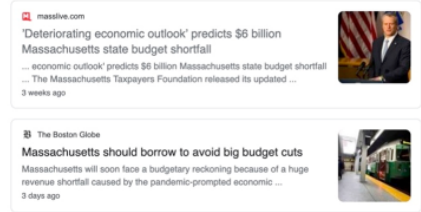


About \$1.65M in COVID-19 related expenses to date and expected to increase significantly through the Fall

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FY 2021 Forecast

- Fiscal uncertainty at State
 - House Ways and Means – July 1
- Potential 9C cuts
 - State appropriations not part of 9C
 - Potential Cuts
 - DCAMM projects like Marieb renovation
 - Grants/Additional allocations during the course of the year
- Modeling various scenarios
 - State Appropriations and Enrollment – remaining flat, 5%, 10%, 15% and 20% decline

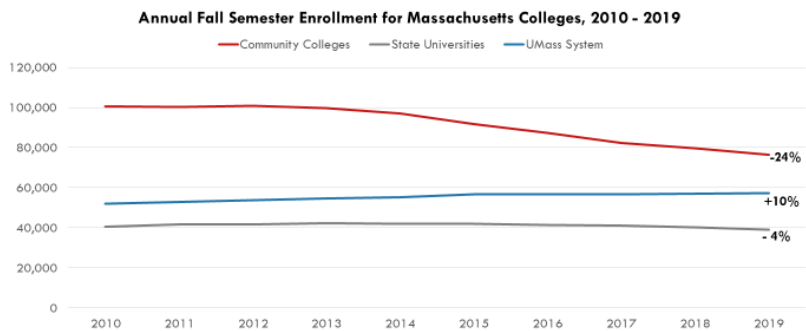


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College Enrollment Projected to Decline Nationally

- The typical college-aged cohort is declining, and expected to continue declining in the coming years.
- College-going population will decrease by 15% nationally between 2025 and 2029.
- National projections show the number of high school graduates remaining flat until 2023, then seeing a slight increase until 2025.

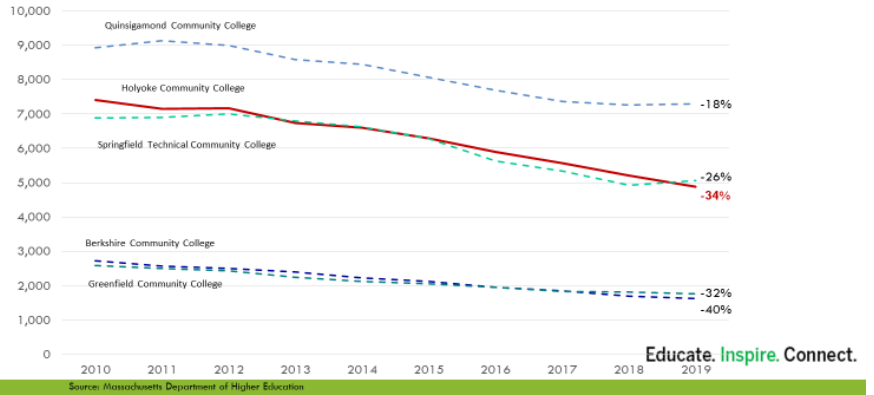
Enrollment Trends in Massachusetts



Source: Massachusetts Department of Higher Education

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Selected Community Colleges



Areas of Growth

- **Hispanic students**
 - First-time community college students who identified as Hispanic doubled from 13% to 26% of all students from 2001 to 2016, nationally
- **Dual-enrollment and Early College**
 - 137 Early College students from Holyoke High School for Spring 2020
 - Early College students have a 91% pass rate of all credits attempted (vs. 77% for our HCC general population)

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Holyoke Community College Annual Fall Semester Enrollment, 2000-2019

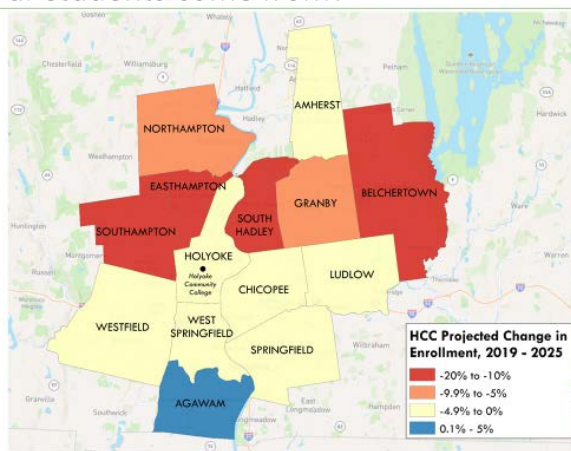
Year	Total Headcount	Male	Female	White	Black	Asian/Pacific Islander	Hispanic/Latino
2000	5,754	2,147	3,601	3,981	233	71	536
2001	5,998	2,224	3,774	4,464	301	96	616
2002	6,117	2,114	4,003	4,603	303	107	704
2003	6,335	2,180	4,155	4,736	334	125	827
2004	6,298	2,228	4,066	4,645	378	140	822
2005	6,265	2,175	4,084	4,661	378	144	848
2006	6,297	2,250	4,046	4,731	372	133	870
2007	6,461	2,450	4,011	4,792	368	130	959
2008	6,592	2,503	4,089	4,781	408	140	1,049
2009	7,473	2,922	4,547	5,314	439	178	1,322
2010	7,404	2,832	4,567	5,075	481	184	1,423
2011	7,144	2,718	4,410	4,839	499	163	1,369
2012	7,164	2,711	4,409	4,698	505	157	1,470
2013	6,740	2,655	4,048	4,283	470	146	1,452
2014	6,604	2,517	4,054	4,073	430	137	1,517
2015	6,285	2,418	3,831	3,795	396	154	1,513
2016	5,890	2,211	3,571	3,451	368	152	1,510
2017	5,565	2,074	3,273	3,231	350	141	1,489
2018	5,204	1,861	3,198	3,006	327	141	1,381
2019	4,884	1,719	3,007	2,758	301	136	1,337
% Change	-15%	-20%	-16%	-31%	29%	92%	149%

Source: Massachusetts Department of Higher Education, Holyoke Community College

Dual Enrollment

Term	Dual Enrollment All Schools (includes EC beginning Spring 2019)			
	Students	Credits	# of Schools	Course Pass Rate
Fall 2015	126	1048	28	84%
Spring 2016	124	928	29	82%
Summer 2016	25	98	18	
Fall 2016	242	1323	26	92%
Spring 2017	266	1391	31	89%
Summer 2017	23	89	16	
Fall 2017	188	1024	28	94%
Spring 2018	222	1163	27	93%
Summer 2018	26	105	12	
Fall 2018	261	1251	33	91%
Spring 2019	347	1527	37	87%
Summer 2019	42	161	16	
Fall 2019	316	1382	29	90%
Spring 2020	460	2043	34	71%

Where do our students come from?



Source: Massachusetts DHE, Holyoke Community College, U.S. Census Bureau, UMDI Population Estimates, UMDI Analysis
 Note: Key Towns are defined as municipalities with the highest aggregated enrollment over the past 5 years (2015-2019)

The Pandemic's Impact on Community College Enrollment Levels

- Predictions for college enrollment challenging.
- Remote learning is not ideal for some students.
- Students who planned to attend a 4-year college may consider starting off at a community college.
- Community colleges sometimes see increased enrollment in times of economic distress. Summer enrollment is an example.
- Those who have lost jobs may be looking to re-train and gain new skills.

Projected Enrollment

Holyoke Community College Key Towns	ANNUAL FALL SEMESTER ENROLLMENT				Current Year	PROJECTED		
	2000	2005	2010	2015	2019	2020	2025	2030
Agawam	262	273	345	245	186	174	191	180
Amherst	143	128	135	149	112	104	109	109
Belchertown	160	161	190	168	163	162	134	124
Chicopee	632	687	871	755	597	563	574	589
Easthampton	304	319	313	245	221	215	184	181
Granby	98	100	108	112	76	69	70	72
Holyoke	687	694	932	794	656	625	637	647
Ludlow	152	188	193	223	157	144	158	147
Northampton	340	288	314	224	185	176	169	166
South Hadley	244	234	253	204	160	151	138	135
Southampton	104	92	96	99	76	71	67	68
Springfield	683	908	1170	1050	819	770	804	838
West Springfield	282	399	385	322	228	209	227	230
Westfield	496	574	641	564	408	376	396	387
Subtotal (key towns)	4,587	5,045	5,946	5,154	4,044	3,809	3,857	3,874
Other	1,167	1,220	1,458	1,131	841	777	934	943
Total Enrollment	5,754	6,265	7,404	6,285	4,885	4,587	4,791	4,817

Unduplicated Headcount. Projections from Donahue Institute

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Enrollment Strategies to Attract and Retain Students

- Opportunities:
 - Strengthening academic reputation
 - Market initiatives and recruitment (notably outreach to groups and geographies with low college participation rates)
 - Increasing awareness of financial aid options
 - Responsive communications and enrollment management to attract, monitor, and retain students

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Steps to reduce cost of operations

- Reduction in Part Time Non Benefitted Employees
- Renegotiations for locations like Picknelly Center
- Travel and Conferences
- Reduction in payroll with retirements that may not be filled
- Close watch on discretionary expenses like supplies
- Reduced fuel expenses with a less populated campus
 - Silver lining:
 - If Summer is any indication, then Fall numbers may help the bottom line

Educate. Inspire. Connect.

Request to the Board

- For fiscal year 2021, starting July 1, request a motion to the Board of Trustees to fund adopt a first quarter budget that will not exceed 25% (\$13.5M) of expenses incurred by trust funds in the full year of FY 2020.
- A complete fiscal 2021 full year balanced budget for approval will be presented for approval in September 2020.

Educate. Inspire. Connect.

On a motion by Trustee Plotkin and seconded by Trustee Hebert it was **VOTED** to approve for FY 2021, starting July 1, 2020 adopt a first quarter budget that will not exceed 25% of expenses incurred by trust funds in the full year of FY 2020. A fiscal 2021 full year balanced budget will be presented for approval at the September Board of Trustees meeting.

Roll Call Vote:

Trustee Delgado	Yes
Trustee Friedrich	Yes
Trustee Hebert	Yes
Trustee Johnson	Yes
Trustee Parker	Yes
Trustee Perez	Yes
Trustee Plotkin	Yes
Trustee Pokela	Yes
Trustee Vidal	Yes
Trustee Gilbert	Yes

COMMITTEE REPORTS

Advocacy Committee

No report to provide

Audit & Finance Committee

No report to provide.

Bylaws and Governance Committee – Report provided by Trustee Vidal

The Bylaws and Governance Committee will reconvene a meeting to discuss next steps regarding amending the Bylaws.

Equity Committee – Report provided by Trustee Johnson

Trustee Johnson will be scheduling a meeting with President Royal to discuss next steps for the Equity Committee.

Nominating Committee – Report provided by Trustee Johnson

Trustee Johnson welcomed our new Student Trustee Jasmin Klingenbeck.

Presidential Evaluation Committee – Report provided by Trustee Pokela

We are hoping to have the Presidential Evaluation completed and brought to the full Board at the August meeting.

	<p><u>Strategic Plan Committee – Report provided by President Christina Royal</u> We are in the process of hiring a Director of Planning of Curriculum and Assessment. This person will have oversight of the Strategic Plan and will be the liaison to the Board regarding the Strategic Plan work.</p>
REPORT OF THE CHAIR	<ul style="list-style-type: none"> • Had several phone calls and zoom meetings with President Royal. • Met with President Royal to set the agenda for today’s meeting. • Create a congratulatory video for the Class of 2020 Virtual Celebration. • Worked on a report for NECHE for our upcoming Accreditation Visit in October. • Attended the May 26th Audit and Finance Committee Meeting.
PRESIDENT’S REPORT	<p>President Royal began her report by talking about the national conversation regarding policing and racial injustice. She spoke about how we are approaching policing at Holyoke Community College. President Royal also spoke about equity beyond policing and how Holyoke Community College has been engaging with our employees and supporting our students.</p> <p>President Royal communicated that she reduced the Campus Police budget by 10% to not only help balance the FY21 budget, but also to re-direct funding to our equity work, and placed Equity on the top of our fundraising agenda.</p>
TRUSTEES EXCUSED	<p>Trustee Perez was excused at 9:09 am Trustee Friedrich was excused at 9:14 am Trustee Parker was excused at 9:22 am</p>
ADJOURNMENT	<p>On a motion by Trustee Pokela and seconded by Trustee Hebert it was VOTED to adjourn today’s meeting.</p> <p>Roll Call Vote: Trustee Delgado Yes Trustee Hebert Yes Trustee Johnson Yes Trustee Plotkin Yes Trustee Pokela Yes Trustee Vidal Yes Trustee Gilbert Yes</p> <p>The meeting was adjourned at 9:43 am.</p>

Respectfully submitted,

Marley Friedrich, Secretary
Board of Trustees

Approved: Robert W. Gilbert, Jr., Chair, August 24, 2020

**HOLYOKE COMMUNITY COLLEGE
OFFICE OF THE PRESIDENT**

MEMORANDUM

TO: Board of Trustees

FROM: Dr. Christina Royal, President

DATE: August 25, 2020

SUBJECT: Personnel Updates

Non-Unit Professional Appointment – Trust Funded

Name	Title/Area	Date of Hire
Patricia Billings	Director of Financial Aid	August 23, 2020

Non-Unit Professional Extension of Appointments (07/01/20 – 06/30/21) – Trust Funded/ Non-State Appropriated Funds

Name	Title/Area
Michele Cabral	Interim Executive Director of TWO and the Professional Education and Corporate Learning Center, Business and Community Services
Adrienne Smith	Interim Dean of Science, Technology, Engineering, and Mathematics

MCCC Unit Professional Appointment – Trust Funded

Name	Title/Area	Date of Hire
Jessica Egan	Coordinator of Instructional Design, Business and Digital Learning Division	July 26, 2020

MCCC Unit Professional Reappointments - 07/01/2020 – 06/30/2021- Grant/Trust Funded

Name	Title/Area
Julissa Colon	Special Programs Coordinator, Gateway to College
Milissa Daniels	Career Development Counselor, Workforce Development
Shannon Glenn	Learning Specialist, Gateway to College

SUGGESTED MOTION: To approve the appointments, extension of appointments, and reappointments for the above Non-Unit Professional and MCCC Unit Professional Staff.

HOLYOKE
COMMUNITY
COLLEGE



2020 EVALUATION OF DR. CHRISTINA ROYAL

**Prepared by
Presidential Evaluation Committee of the
Holyoke Community College Board of Trustees
August 2020**

INTRODUCTION

In 2020, Holyoke Community College's Board of Trustees embarked on its annual evaluation of President Royal. This evaluation included an assessment of her performance in Fiscal Year 2020 relating to HCC's internal goals and the Massachusetts Department of Higher Education's system-wide priorities. The evaluation had four components:

- A survey of key stakeholders including Trustees, Faculty, Staff, and Community Leaders. In total, 259 key stakeholders participated in the evaluation.
- A review of benchmark data from the Massachusetts Department of Higher Education
- A review of relevant HCC internal data
- Dr. Royal's self-evaluation

OVERALL SUMMARY

Dr. Royal has performed extremely well in as Holyoke Community College's President in the past year. She has had an ongoing presence on campus and in the community, forming strong relationships with key stakeholder groups. Under her watch the college has made significant progress in implementing its strategic plan and meeting priority objectives of the Massachusetts Board of Higher Education. The college has met or exceeded its top internal goals for the past year. The college has also faced unprecedented challenges due to COVID-19 this year, and Dr. Royal has led the college community through the past five months of the pandemic with grace, effective communication, and positive leadership.

FINDINGS RELATING TO KEY STAKEHOLDERS

Key stakeholder groups rate Dr. Royal's performance very positively. Most see Dr. Royal as a positive, passionate, approachable leader who has the college's best interests at heart, who listens and communicates effectively with many diverse groups, and who has a clear vision for the college's future. They rate Dr. Royal very positively on:

- Her overall performance as HCC's President
- Her positive relationships with Trustees, Community Leaders, and students
- The progress the college has made with respect to strategic planning
- Her managing of the challenges posed by COVID-19

Stakeholders perceive Dr. Royal's strengths to be her strategic vision; openness, honesty, and compassion; communication and listening skills; and her hardworking commitment to the college's mission. Stakeholder

"She realizes that all staff, faculty and students are important, not just upper management. She has worked on changing the culture at the college to valuing all staff, faculty and students input regardless of position status at the college. She is keeping everyone up to date on what is happening during this crisis and seems to be empathetic about it."

concerns come primarily from a small number of faculty and staff and focus on her management style, which some characterize as “top down.” These stakeholders are concerned about the speed of change at the college, and some suggested improvements to her communication skills.

FINDINGS RELATING TO MEETING HCC’S INTERNAL GOALS

Dr. Royal has been successful in achieving the college’s internal goals for the past year, including Advancing Year 1 of the HCC Strategic Plan, preparing for the New England Commission of Higher Education (NECHE) site visit, final completion of the Campus Center and Grand Opening, implementing a change in organizational culture and onboarding, and managing COVID-19 disruptions, challenges, and decisions. Her performance in managing COVID-19 challenges is particularly noteworthy.

Advancing Year 1 of the HCC Strategic Plan

Of the 23 metrics HCC has identified for the college’s strategic plan, 15 are on track, 5 are in-progress, and 3 are at-risk. Key stakeholders rate Dr. Royal’s leadership regarding the strategic plan very positively. There are small numbers of detractors, mainly faculty who are concerned the college isn’t going in the right direction or that stakeholders aren’t buying into the strategic plan as strongly as they had hoped. Most stakeholders praise Dr. Royal’s leadership on the strategic plan, however, and feel her handling of the interruptions in the implementation process due to COVID-19 has been effective.

“Dr. Royal has been hands on from the beginning of this process. She has been engaging, open and created an energy around campus about the strategic plan garnering input from all College stakeholders, faculty, staff, students, alums, community members, employers, etc.”

Preparing for NECHE Site Visit

The New England Commission of Higher Education (NECHE) is the regional accreditation body for colleges and universities in Massachusetts and five other New England states. NECHE requires institutions to undergo a comprehensive evaluation every ten years. Dr. Royal has led the college through the steps involved in preparing documentation for the NECHE site visit, which is scheduled for October 2020.

HCC Campus Center

The HCC Campus Center is open and operational, and the grand opening was held in February 2020. Governor Baker assisted with the grand opening, as well as other local and state-wide dignitaries. The new Campus Center encompasses 67,400 square feet of newly configured space that will serve both the college community and the public on a variety of dimensions.

Managing COVID-19

The emergence of COVID-19 as a worldwide pandemic has put enormous pressures on colleges across the United States and HCC is no exception. Dr. Royal’s first communication about the novel coronavirus was shared with the HCC Community on March 3, 2020. Recognizing the need for enhanced communications during a crisis, Dr. Royal made it a priority to increase the frequency of written communications, almost daily during the height of the crisis, to faculty, staff, students, and the community.

“I don’t think you could ask for a better leader during the Covid-19 pandemic. I have nothing but positive things to say and the utmost respect for how well she has led the college since March.”

The college is still responding to disruptions and challenges and the path forward is still uncertain. Key stakeholders rate Dr. Royal’s leadership in planning for and managing the impact of the pandemic on HCC very positively.

FINDINGS RELATING TO BHE STATEWIDE PRIORITY OBJECTIVES

In terms of BHE statewide priority objectives, HCC is currently in Year 1 of implementing its strategic plan. There are 23 measurable outcomes for the strategic plan, all of which are tied to the BHE statewide priority objectives. Of those metrics, 15 are on track, 5 are in-progress, and 3 are at-risk. This is similar to the success the college had in meeting its objectives for Year 0 of the strategic plan.¹

Examples of HCC Programs Promoting System-Level Priorities

Gateway to College: the HCC program has received national recognition for the last three years due to the success of its students. Gateway serves students aged 16-20 who are at risk of or who have dropped out of high school to enroll in college classes for credit. The primary district partners are Holyoke and Springfield, who enroll most learners of color and who are also high risk (i.e., low-income, ELL, etc.).

Multicultural Academic Services (MAS) Program: MAS provides support for local high school students, international students, and ESL students from the moment they apply to HCC. MAS offers free academic, career, and transfer advice. Through a one-on-one approach, students are encouraged to develop skills that promote self-authorship, self-advocacy, and leadership.”

Center for Academic Program Support (CAPS): Approximately 20 percent of HCC’s student body access CAPS, which provides free assistance through tutoring, writing, ESL, and math centers; study groups and ongoing study skills workshops; and programs such as a free Math Mini Prep. Additionally, CAPS provides specialized academic programs such as supplemental instruction, learning coaches, and tutors.

BHE Priority Objectives: Access and Affordability

HCC enrollment declined 6.1% in Fall 2019 compared to Fall 2018. MA community college segment total enrollment declined only 4.5% from the prior year. HCC Latinx population increased from 14% in Fall 2006 to 27% in Fall 2019. The proportion of African American students at HCC had remained flat (6%-7%). The percentage of students receiving Pell grants at

¹ For more information relating to these objectives, see attachment “1_Tracking_SP_Metrics_Final_05.19.2020.xlsx”.

HCC has increased from 46% in FY 2017 to 49% in FY 2018 and has remained higher than the percentage in FY 2009, 32%.

BHE Priority Objectives: Student Success and Achievement

The college has consistently made progress in decreasing the percentage of the overall proportion of HCC students enrolled in at least one developmental class, from 29% of overall headcount in Fall 2015 to 18% of overall headcount in Fall 2019. The college has made positive progress in increasing the percentage of students completing the appropriate amount of credits for their load: HCC's rate of on-time credit accumulation is 31%, 2 percentage points higher than the rate of MA community colleges overall. HCC has the 4th highest on-time credit accumulation rate in 2019 of all MA community colleges, improving from 8th place in last year.

BHE Priority Objectives: Gaps in Opportunity and Achievement

Selected data from the Performance Measurement Reporting System (PMRS) of the MA DHE shows that HCC students who are white, full-time, and/or are non-Pell eligible have greater success rates than students who are not. This is true across all the measures: timely completion of gateway courses, onetime credit accumulation rate, and fall-to-fall retention. Many of the special programs and initiatives created at HCC or enhanced for learners of color, low-income students, and other high-risk populations have shown positive results. Work on these initiatives is ongoing and while short-term gains in limiting persistent achievement gaps have been minimal, the college is committed to deeper work into investigating and correcting the reasons for HCC's persistent gaps in hiring and retaining employees of color, as well as the cultural biases and institutional practices that are interfering or inhibiting learner of color success.

BHE Priority Objectives: Student Workforce Alignment

Work on this objective is ongoing. The degree production in FY 2019 in Management/Sales and related fields is the lowest of the last ten years (53%), while the FY 2019 degree production in the health care field is the highest it has been in the past ten years (15%). The percentage of degrees awarded in Computer and Mathematical fields are the lowest among the other high-demand occupations; only 3% of associate degrees were awarded in Computer and Mathematical fields in FY2019.

CONCLUSION

In conclusion, the Board of Trustees of Holyoke Community College considers Dr. Royal's performance in the past year to be exemplary. Of particular note are:

- Her leadership in implementing the strategic plan such that most key metrics have been on track in both Year 0 and Year 1
- Her ability to mobilize faculty and staff to respond quickly and effectively to the challenges of COVID-19

We are confident in Dr. Royal's continued success in the future.