

**HOLYOKE COMMUNITY COLLEGE  
BOARD OF TRUSTEES**

Minutes of January 23, 2018

The 364<sup>th</sup> meeting of the Holyoke Community College Board of Trustees was held on Tuesday, January 23, 2018, 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 Suzanne Parker Evan Plotkin Julie Pokela Ivonne Vidal
<b>NOT PRESENT</b>	Lucy Perez, Katie Stebbins
<b>ALSO PRESENT</b>	Olugbemiga Adekunle, Michele Cabral, Dan Campbell, Karen Desjeans, Veena Dhankher, Mary Dixey, Clara Elliott, Bill Fogarty, Curt Foster, Carlos Garcia, Jeff Hayden, Nelson Lopez, Holly Martin-Peele, Marcia Mitchell, Vivian Ostrowski, Joe Rivera, Michelle Robak, JoAnne Rome, Christina Royal, Tony Sbalbi, Amanda Sbriscia, Michele Snizek, Linda Szalankiewicz, Chris Yurko, Bonnie Zima Dowd
<b>CALL TO ORDER</b>	Chair Gilbert called the meeting to order at 8:07 a.m.
<b>APPROVAL OF THE MINUTES</b>	On a motion by Trustee Johnson and seconded by Trustee Vidal, it was <b>VOTED</b> to approve the minutes of the November 2017 meeting as presented.
<b>PERSONNEL ACTIONS</b>	On a motion by Trustee Parker and seconded by Trustee Jasmin, it was <b>VOTED</b> to approve the appointments for the Non-Unit Professional Staff, and Faculty as presented.  On a motion by Trustee Parker 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 Vidal and seconded by Trustee Jasmin, it was <b>VOTED</b> to cancel the Board of Trustees March 2018 meeting.
<b>REPORT OF THE CHAIR</b>	<ul style="list-style-type: none"> <li>• In preparation of an upcoming Mission/Vision Workshop for the Board of Trustees, Chair Gilbert encouraged the Trustees present to review the results of the College's recent Strengths, Weaknesses, Opportunity's &amp; Threats (SWOT) Analysis. Key items to be discussed from the SWOT report are: <i>Transfer of Students, Affordability, Community Engagement, Comments regarding Staff, and Competition in Recruitment.</i></li> <li>• Chair Gilbert appointed Vice-Chair Pokela as Chair of the Nominating Committee</li> <li>• Chair Gilbert encourages all Trustees to attend the March 1<sup>st</sup> Statewide</li> </ul>

	<p>Trustees Meeting in Westborough, MA.</p> <ul style="list-style-type: none"> <li>• Chair Gilbert acknowledges that recent Board agendas are substantial, and that they will continue to be quite substantial, given the strategic planning process. Trustees should plan that subsequent meetings will run the entire allotted time of an hour and a half.</li> </ul>
<p><b>PRESIDENT'S REPORT</b></p>	<p>President Royal congratulated Chris Yurko, Media Relations Manager, for receiving an award from the National Council for Marketing and Public Relations for his article “<i>Saving Ms. Mary: A story of a Cook, her Colleagues, and a College Community</i>”.</p> <p>A strategic planning event featuring Commissioner of Higher Education, Carlos Santiago that was cancelled due to a recent snowstorm has been rescheduled for Wednesday, March 7<sup>th</sup>. Commissioner Santiago will likely speak at 2:45pm.</p> <p>Judy Turcotte, Director of Planning &amp; Assessment, has created a sign-up sheet for employees to volunteer to analyze and summarize key documents related to the College’s general environmental scan including, SWOT Analysis Report, Community College Survey for Student Engagement (CCSSE) Report, and Economic Impact Study Report.</p> <p>The College’s Strategic Plan will need approval from the Board of Higher Education (BHE). An initial conversation with the state has taken place. Judy Turcotte spoke with her counterpart at the state-level to discuss what the process is, and to better understand recent changes made to their process and how they want to engage with local institutions in the approval and vetting of the strategic plan. A follow-up meeting with a subcommittee from the BHE will take place between April/June. The final BHE approval meeting will occur in October. A celebratory kick-off of the strategic plan will take place before the start of the fall semester, knowing that some aspects of the plan may need to be tweaked post BHE approval meeting.</p> <p><u>Economic Impact Study:</u></p> <p>The results from a recent Economic Impact Study demonstrate that HCC creates value from multiple perspectives. The college benefits local businesses by increasing consumer spending and supplying a steady flow of qualified workers into the workforce. It enriches the lives of students by raising their lifetime earnings and helping them achieve their potential. It benefits state and local taxpayers through increased tax receipts and reduced demand for government-sponsored social services. Finally, it benefits Massachusetts by creating a more prosperous economy and generating savings through the improved lifestyles of students.</p> <p>HCC promotes economic growth:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> As an employer</li> <li><input type="checkbox"/> As a buyer of goods and services</li> <li><input type="checkbox"/> As a supplier of trained workers</li> <li><input type="checkbox"/> As a source of education for residents</li> <li><input type="checkbox"/> As an institution whose students spend money on goods and services</li> <li><input type="checkbox"/> Total economic impact: \$214.6 million (for FY16); equal to .7% of local economy</li> </ul>

### Student Perspective

Cost: \$47.1 million

- Out-of-pocket expenses
- Foregone Income
- Benefit: \$149.2 million in future earnings

### Taxpayer Perspective

Cost: \$31.6 million (HCC funding from state and local governments)

*Benefit: \$56.4 million*

- Added taxes from increased earnings
- Reduced government expenditures from improved lifestyles

### Societal Perspective

Cost: \$98.7 million

*Benefit: \$621.1 million*

- Increased economic base
- Improved lifestyles (healthier population, reduced crime, reduced unemployment)

High Level Fiscal Discussions: presented by Bill Fogarty, VP for Administration & Finance, and Marcia Mitchell, Comptroller

- FY19 budget process began in Fall 2018. Line item review of the level-services budget; proposals for new positions, programs, and capital equipment have been completed.
- Marcia is currently working with Veena Dhankher, Director of Institutional Research, on enrollment projections looking at what the revenue forecast is for the next year. First efforts are to see what the budget would look like with no fee increase.
- Working on 5-year capital improvement plan, and 5-year financial outlook.
- General expense roll-up for FY19 is only less than 1% higher than FY18. Based on this year's actual and projected enrollment, there will be a 5% decline to project next year's revenue. Payroll projection will begin once the revenue projection is completed. AFSCME contract is still unknown.
- FY19 Budget delivery to Finance committee on track for late January/early February

MGM Gaming School Update: presented by Jeff Hayden, VP for Business & Community Services

- 12/6/17 – MGM Gaming School launched.
- Currently – 40 students registered and enrolled in 70 classes.
- About 40 people attended an info session on Saturday, 1/20; 35 people scheduled to attend info session on Wednesday, 1/24.
- Anyone interested in career opportunities in the gaming industry can visit [www.mccti.org](http://www.mccti.org) for upcoming info sessions.
- The college, with MGM, is applying for mitigation funds from the Mass. Gaming Commission to assist Springfield area residents; also

	<p>applied to the Boston Foundation for the Deval Patrick Award, with MGM as our primary business contact.</p> <p><u>Gateway to College Graduate Speakers:</u> presented by Vivian Ostrowski, Director of Gateway to College Program</p> <ul style="list-style-type: none"><li>• Over 90 students enrolled in Spring 2017; 273 high school graduates since 2008.</li></ul> <p><b>Jacara Youmans</b> came to Gateway from Putnam Vocational School in Springfield. She worked with Generation Teach last summer, where college and high school students provided a summer education experience for Holyoke middle school children. While incredibly challenging, Jacara discovered a passion for teaching and now plans to be a middle school teacher. She is currently a fulltime HCC student.</p> <p><b>Deborah Manus'</b> family came to the Valley after being displaced from their NY home by Hurricane Sandy; she started at Gateway while a Springfield student, and now lives in Holyoke. Deb is a fulltime HCC student with plans to work with people with disabilities, and currently works at Gateway as a work-study student.</p> <p><u>Culinary Arts Institute Update:</u></p> <p>Strategic Enrollment Management Hospitality &amp; Culinary Arts Programs:</p> <p>Link to Commercial: <a href="https://www.youtube.com/watch?v=HtNBHTotj2M&amp;feature=youtu.be">https://www.youtube.com/watch?v=HtNBHTotj2M&amp;feature=youtu.be</a></p> <p><b>Program goal:</b> <i>To be the premier educational and career solutions provider for Hospitality and Culinary Arts in Western Massachusetts and Northern Connecticut, while maintaining an active focus on our responsibility to the local community.</i></p> <ol style="list-style-type: none"><li>1. Current Status: Building Enrollment<ul style="list-style-type: none"><li>• Geofence high schools with culinary programs.</li><li>• Digital, print, search and display advertising integrating credit and NC skills classes.</li><li>• Search/display campaign targeting Johnson &amp; Wales, Lincoln, Snapchef, other competitors and transfer partners.</li></ul></li></ol>
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## Enrollment Update - Annual Credits

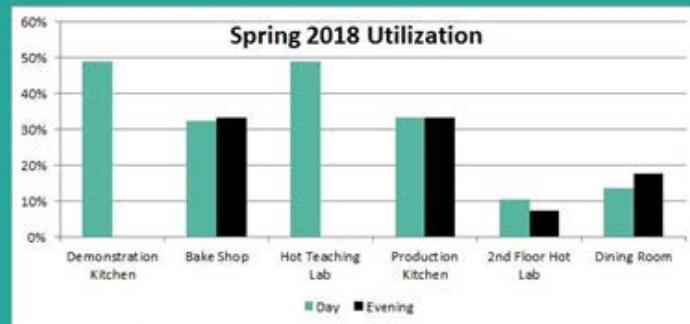
Enrollment	CulinaryArts Certificate (B111)	Foodservice Management AS (B052)	Hospitality Management Career AS (B056)	Hospitality Management Certificate (B053)	Hospitality Management Transfer AS (B051)	Totals
Fall 16 + Spring 17	722	1,332	319	93	635	3,101
Fall 15 + Spring 16	939	1,183	383	79	920	3,504
Fall 14 + Spring 15	1,098	1,302	363	175	899	3,837
3-Year Average	920	1,272	355	116	818	*3,481

\*Profoma Breakeven Goal - 5,625 for 2019, growing to 7,950 by 2027. These numbers do not consider:

- o WFD / ABA / event revenue sources
- o State supplemental income

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## Building Utilization Kitchens & Dining Rooms



- Assumes Monday - Saturday, 8AM - 9PM over 16 weeks.
- Additional classroom and conference room space is available.

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### 2. Revenue Generating Ideas:

## Pathway Partner Expansion

- Build a Relationship Management Model for business development:
  - o Align w / industry needs
  - o Build Professional Dev Series
  - o Faculty Chefs + TWO
  - o Stackable options
- Increase high school contacts:
  - o Faculty Chefs + Admissions
  - o Target Advisory Boards
- Build completion program with premier 4-year programs:
  - o AAS aligns w / J&W
  - o Opportunities w / UMASS...

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- Expanded Event Series:

	<div data-bbox="495 157 922 636"> <h2 style="text-align: center;">Expanded Event Series</h2> </div> <div data-bbox="922 157 1344 636"> <ul style="list-style-type: none"> <li>• Ethnic Foods Series</li> <li>• Celebrity Chefs             <ul style="list-style-type: none"> <li>◦ MGM partnership</li> <li>◦ Highlight the locals</li> <li>◦ Alumni spotlight</li> </ul> </li> <li>• Community “fun” events             <ul style="list-style-type: none"> <li>◦ Dinner on the Canal Bridge</li> <li>◦ Coordinate with Holyoke TDI</li> </ul> </li> <li>• Summer camps...and more***</li> </ul> </div> <div data-bbox="495 636 922 1182"> <ul style="list-style-type: none"> <li>• Catering</li> </ul> <div data-bbox="495 703 922 1182"> <h2 style="text-align: center;">Catering Business / Coffee Shop</h2> </div> <div data-bbox="922 703 1344 1182"> <ul style="list-style-type: none"> <li>• Support Expanded Event series</li> <li>• Enhance student experience             <ul style="list-style-type: none"> <li>◦ Interns</li> <li>◦ Work Study</li> <li>◦ Culinary Clubs</li> </ul> </li> </ul> </div> </div> <div data-bbox="495 1213 1438 1312"> <p>President Royal thanked Bill Fogarty, Vice President for Administration &amp; Finance, and Dan Campbell, Director of Facilities &amp; Engineering, for their with the Cubit Building</p> </div>
<p><b>ADJOURNMENT</b></p>	<p>The meeting was adjourned at 9:37 a.m.</p>

Respectfully submitted,

Nelson Lopez  
Recording Secretary

**HOLYOKE COMMUNITY COLLEGE  
OFFICE OF THE PRESIDENT**

**MEMORANDUM**

**TO:** Board of Trustees  
**FROM:** Dr. Christina Royal, President  
**DATE:** February 27, 2018  
**SUBJECT:** Appointments for Non-Unit Professional Staff

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

Michele Cabral – Interim Director of the Massachusetts Casino Career Training Institute – 02/11/18

Moira Maguire – Dean of Social Sciences – 04/17/18

Kristine Ricker Choleva – Interim Dean of Business and Technology – 02/11/18

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

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

**TO:** Trustee Finance Committee

**FROM:** Marcia L. Mitchell, Comptroller

**DATE:** January 19, 2018

**SUBJECT:** Second Quarter Statement of Revenues and Expenses (FY 2018)

Attached is the second quarter statement of revenues and expenses for both our state maintenance appropriation and college trust funds covering the period July 1, 2017 through December 30, 2017. I hereby certify that to the best of my 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 1.62% unfavorable (down \$499,935) and total expenses are 1.65% favorable (down \$364,742) compared to the same period in the prior year.**

**State Appropriation** reflects an increase of 2.84% or \$279,662 compared to the prior year. Our unrestricted state appropriation is budgeted at \$20,795,047 which is a \$370,119 or 1.8% increase over fiscal 2017.

**Tuition and Fee revenue** is 1.64% or \$316,990 favorable compared to the prior year. This is due to fee increases of \$5 per credit hour along with increases in the Transportation and Student services fees of \$5 dollars each per semester and a \$10 dollar per semester increase in the Information Technology Fee. Total Spring credit hours are currently 1.4% below last year and represent an improvement of more than 4% compared to budget. Total credit hours for the year are projected to be 3% lower than prior year, or 3% favorable to budget.

**Business and Community Services revenue** is favorable to the prior year by \$93,312 or 54.62% due to increased non-credit contracted sales of educational services. Revenue is currently at 34.1% of budget.

**Administrative Allowance revenue** which is derived from indirect cost recovery from grant activity is unfavorable to prior year by \$26,722 or 26.6%. This variance is due to timing. The full year is projected to be on budget.

**Auxiliary enterprises revenue (college store)** is significantly unfavorable to the prior year, decreasing \$1,163,177 or 81.4%. 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 reflects only summer and fall textbook commissions, supplies and sundry sales. Revenue is currently at 55.5% of budget.

**Private gifts and grants revenue** is unbudgeted and not reflected in the Statement of Revenues and Expenses. Current year to date, this category is favorable to the prior year principally due to a \$100,000 gift from MGM for the Culinary Arts Institute. Grant revenue is consistent with prior year.

**Investment** results are only available through November. Investment revenue is unbudgeted and not reflected in the Statement of Revenues and Expenses. Current year income and investment



gains are \$1,145,338 compared to the prior year of \$546,530, an increase of \$598,808 or more than 100%.

**Compensation and Benefit expense** is 2.95% or \$491,602 unfavorable to the prior year due primarily to collective bargaining increases. Current year expense is projected to be on budget for the year.

**Supplies and Services expense** is 3.7% or \$148,440 favorable to the prior year, and reflects disciplined encumbrance and spending in the face of uncertain enrollment declines. This expense is currently at 37.9% of budget.

**Scholarship and Fellowship expenditure** is favorable by 45.6% or \$128,543 compared to prior year and 16.0% of budget. We expect lower expenditures compared to budget based on current trends that will be quantifiable once the spring state aid deficiency is determined.

**Auxiliary enterprises expenditure (college store)** is favorable by 73.5% or \$876,241 due to the conversion of the model from an on-campus bookstore to online textbook sales through a third-party vendor. Expenses are currently at 46.1% of budget.

**Recommended Motion:** *Move that the Finance Committee recommend to the Board of Trustees to approve the Second Quarter 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**

**Second Quarter FY 2018 (July 1, 2017 - December 31, 2017)**

	Annual Budget	Current Year - 2018			Percent of Budget	Prior Year - 2017			Percentage Inc./(Dec.)
		Trust Funds	State Approp.	Total		Trust Funds	State Approp.	Total	
<b>Revenues:</b>									
State Appropriation	20,795,047		10,138,452	10,138,452	48.75%		9,858,790	9,858,790	2.84%
Tuition and Fees	21,896,738	19,666,903		19,666,903	89.82%	19,349,913		19,349,913	1.64%
Business and Community Service	775,000	264,142		264,142	34.08%	170,830		170,830	54.62%
Administrative Allowance	295,000	73,652		73,652	24.97%	100,374		100,374	(26.62%)
Reserve Draw & Revolving Fund	712,500	0		0	0.00%	0		0	N/A
<b>Total educational and general revenues</b>	<b>44,474,285</b>	<b>20,004,697</b>	<b>10,138,452</b>	<b>30,143,149</b>	<b>67.78%</b>	<b>19,621,117</b>	<b>9,858,790</b>	<b>29,479,907</b>	<b>2.25%</b>
Auxiliary enterprises (College Store)	478,750	265,891		265,891	55.54%	1,429,068		1,429,068	(81.39%)
<b>Total Revenues</b>	<b>44,953,035</b>	<b>20,270,588</b>	<b>10,138,452</b>	<b>30,409,040</b>	<b>67.65%</b>	<b>21,050,185</b>	<b>9,858,790</b>	<b>30,908,975</b>	<b>(1.62%)</b>
<b>Expenditures:</b>									
Compensation and Benefits	32,372,605	7,008,268	10,138,452	17,146,720	52.97%	6,796,328	9,858,790	16,655,118	2.95%
Supplies and Services	10,935,761	4,147,973		4,147,973	37.93%	3,999,533		3,999,533	3.71%
Scholarship and Fellowship	957,750	153,465		153,465	16.02%	282,008		282,008	(45.58%)
<b>Total educational and general expenditures</b>	<b>44,266,116</b>	<b>11,309,706</b>	<b>10,138,452</b>	<b>21,448,158</b>	<b>48.45%</b>	<b>11,077,869</b>	<b>9,858,790</b>	<b>20,936,659</b>	<b>2.44%</b>
Auxiliary Enterprises (College Store)									
Compensation and Benefits	359,929	178,178		178,178	49.50%	197,160		197,160	(9.63%)
Supplies and Services	326,973	138,395		138,395	42.33%	995,654		995,654	(86.10%)
Scholarship and Fellowship	0	0		0	N/A			0	N/A
Total Auxiliary enterprises (College Store)	686,902	316,573		316,573	46.09%	1,192,814	0	1,192,814	(73.46%)
<b>Total Expenditures</b>	<b>44,953,018</b>	<b>11,626,279</b>	<b>10,138,452</b>	<b>21,764,731</b>	<b>48.42%</b>	<b>12,270,683</b>	<b>9,858,790</b>	<b>22,129,473</b>	<b>(1.65%)</b>
<b>Net Revenue/(Expense)</b>	<b>17</b>	<b>8,644,309</b>	<b>0</b>	<b>8,644,309</b>	<b>N/A</b>	<b>8,779,502</b>	<b>0</b>	<b>8,779,502</b>	<b>-1.54%</b>