

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

Minutes of March 26, 2019

The 375th meeting of the Holyoke Community College Board of Trustees was held on Tuesday, March 26, 2019, in the John T. Hickey Conference Room, Acting Chair Julie Pokela presiding.

MEMBERS PRESENT	Robert Gilbert, Chair (via remote participation) Julie Pokela, Vice Chair Jose Delgado Charles Epstein Suzanne Parker Lucy Perez Evan Plotkin Ivonne Vidal Haley Wood
MEMBERS ABSENT	Ted Hebert Yolanda Johnson
ALSO PRESENT	Olugbemiga Adekunle, Pasha Black, Dan Campbell, David Cedrone, Karen Desjeans, Veena Dhankher, Mary Dixey, Amy Dopp, Steven Duffany, Kermit Dunkelberg, Clara Elliott, Bill Fogarty, Curt Foster, Jeff Hayden, Kim Hicks, Olivia Kynard, Clare Lamontagne, Joanna Lebron, Daophone Ly, Moira Maguire, Marcia Mitchell, Ed Murch, Monica Perez, Kristine Ricker Choleva, JoAnne Rome, Christina Royal, Tony Sbalbi, Linda Scott, K.C. Senie, Idelia Smith, Michele Snizek, Linda Szalankiewicz, Renee Tastad, Madeline Torres, Chris Yurko
CALL TO ORDER OF THE ANNUAL MEETING	Acting Chair Pokela called the meeting to order at 8:07 a.m.
REMOTE PARTICIPATION	MOTION: The Board of Trustees strongly encourages its members to physically attend all Board meetings whenever possible. However, the Board recognizes that in some cases a Board member may not be able to physically attend a meeting. Therefore, pursuant to 940 Code of Massachusetts Regulations 29.10, the Board moves to permit Robert Gilbert to participate remotely. Roll Call Vote: Mr. Delgado Yes Ms. Perez Yes Ms. Parker Yes Ms. Pokela Yes Ms. Woods Yes Mr. Epstein Yes Mr. Plotkin Yes Ms. Vidal Yes

<p>ANNUAL BUDGET REPORT</p>	<p><u>Presented by Bill Fogarty, Vice President for Administration & Finance</u></p> <p>Mr. Fogarty highlighted the changes currently underway at HCC. He spoke about the declining enrollment and strategies on how we are dealing with the major disinvestments in higher education. Also discussed were the changes made to the national accounting practices, and how the state liabilities regarding post-retirement benefits have now shifted to our financial statements. The new way of creating the budget was discussed and how this new process will assist with aligning the budget to the Strategic Plan. HCC will look at a number of small investments in order to support the changes underway. We will be working with a firm who will be evaluating our current academic programs, and assist with opportunities to increase enrollment numbers. The Administration & Finance Division will seek the financial support for this project at a future Board meeting.</p>
<p>PRESIDENT'S ANNUAL REPORT</p>	<p><u>Presented by Christina Royal, President</u></p> <p><u>Strategic Plan</u> President Royal talked about the transformation and implementation of the Strategic Plan which has laid a solid framework for HCC. HCC received approval from the Board of Higher Education in December 2018 for the new Strategic Plan, and also the mission change, Educate. Inspire. Connect. Our FY19-22 Strategic plan encompasses:</p> <ul style="list-style-type: none"> ● 4 Strategies ● 9 Objectives ● 21 Measurable Outcomes <p>HCC hired two critical positions to assist with moving the college forward, a chief of staff to lead the Strategic Plan implementation, and an ombudsperson and chief culture officer, to help with the transition and lead our culture change efforts.</p> <p>More than 100 faculty and student senators volunteered to serve on the Strategic Plan implementation teams. Five teams were launched during the January 24, Professional Day meeting, and have been meeting regularly to complete the task for Year Zero actions items.</p> <p>The five 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><u>Enrollment</u> HCC has also experienced a steady decline of enrollment, which reflects 9 consecutive years of decline. President Royal and her executive team have been working to address the \$2MM budgetary shortfall, while also seeking ways to reallocate funds to support the Strategic Plan.</p>

	<p><u>Approaches to Addressing Budget Reduction</u></p> <ol style="list-style-type: none"> 1. Substantial increase in vacancy rate. The majority of vacancies will be left vacant until enrollment and budget situation improve. Every vacant position is being review and considered. 2. Intentional review of areas. 3. Temporary filling rather than permanent filling of positions. 4. Review academic programs. 5. Shared services positions. 6. Seek new funding sources through private and public entities. <p>President Royal acknowledged that this has been a difficult time for HCC but also recognized all of the great things happening at the college.</p>
<p>REPORT OF THE NOMINATING COMMITTEE</p>	<p><u>Presented by Trustee Perez</u></p> <p>The Nominating Committee recommends the following:</p> <ul style="list-style-type: none"> ● Suzanne Parker be nominated for the position of Vice Chair ● Defer the nomination of the Board Secretary to a future meeting ● Defer the reappointment of Trustee Hebert to the Governor’s Office <p>MOTION: To approve the recommendations of the Nominating Committee as presented at today’s meeting.</p> <p>On a motion by Trustee Epstein and seconded by Trustee Delgado, it was VOTED to accept the report of the Nominating Committee as presented.</p> <p>Roll Call Vote:</p> <p>Mr. Delgado Yes Ms. Perez Yes Ms. Parker Yes Ms. Pokela Yes Ms. Woods Yes Mr. Epstein Yes Mr. Plotkin Yes Ms. Vidal Yes</p>
<p>ANNUAL PRESIDENTIAL SIGNATORY AUTHORIZATION</p>	<p>MOTION: To authorize the individuals appointed, whether permanent or interim, to the positions of President, Vice President for Administration & Finance and Comptroller, to sign legal documents on behalf of the College.</p> <p>On a motion by Trustee Vidal and seconded by Trustee Parker, it was VOTED to authorize the individuals appointed, whether permanent or interim, to the positions of President, Vice President for Administration & Finance and Comptroller, to sign legal documents on behalf of the College.</p> <p>Roll Call Vote:</p> <p>Mr. Delgado Yes Ms. Perez Yes Ms. Parker Yes Ms. Pokela Yes Ms. Woods Yes Mr. Epstein Yes Mr. Plotkin Yes Ms. Vidal Yes</p>

ADJOURN ANNUAL MEETING	8:44 am
CALL TO ORDER OF THE MARCH MEETING	Acting Chair Pokela called the meeting to order at 8:44 a.m.
REMOTE PARTICIPATION	<p>MOTION: The Board of Trustees strongly encourages its members to physically attend all Board meetings whenever possible. However, the Board recognizes that in some cases a Board member may not be able to physically attend a meeting. Therefore, pursuant to 940 Code of Massachusetts Regulations 29.10, the Board moves to permit Robert Gilbert to participate remotely.</p> <p>Roll Call Vote: Mr. Delgado Yes Ms. Perez Yes Ms. Parker Yes Ms. Pokela Yes Ms. Woods Yes Mr. Epstein Yes Mr. Plotkin Yes Ms. Vidal Yes</p>
APPROVAL OF THE MINUTES	<p>On a motion by Trustee Plotkin and seconded by Trustee Vidal, it was VOTED to approve the minutes of the January 22, 2019 and February 26, 2019 meetings as presented.</p> <p>Roll Call Vote: Mr. Delgado Yes Ms. Perez Yes Ms. Parker Yes Ms. Pokela Yes Ms. Woods Yes Mr. Epstein Yes Mr. Plotkin Yes Ms. Vidal Yes</p>
APPROVAL OF PERSONNEL ACTIONS	<p>On a motion by Trustee Vidal and seconded by Trustee Perez it was VOTED to approve the February 26, 2019 and March 26, 2019 personnel actions reports for Appointments, Reappointments, and Non Reappointments for Non-Unit Professional, Unit Professional Staff, and Faculty.</p> <p>MOTION: To approve the February 26, 2019 & March 26, 2019 personnel actions report for Appointments, Reappointments, and Non Reappointments for Non-Unit Professional, Unit Professional Staff, and Faculty.</p> <p>Roll Call Vote: Mr. Delgado Yes Ms. Perez Yes Ms. Parker Yes Ms. Pokela Yes Ms. Woods Yes Mr. Epstein Yes Mr. Plotkin Yes Ms. Vidal Yes</p>

	<p>On a motion by Trustee Delgado and seconded by Trustee Perez it was VOTED to approve the recommendations for Change in Rank as presented at today's meeting.</p> <p>MOTION: To approve the recommendations for Change in Rank as presented at today's meeting.</p> <p>Roll Call Vote: Mr. Delgado Yes Ms. Perez Yes Ms. Parker Yes Ms. Pokela Yes Ms. Woods Yes Mr. Epstein Yes Mr. Plotkin Yes Ms. Vidal Yes</p> <p>On a motion by Trustee Parker and seconded by Trustee Epstein it was VOTED to empower the President of the College to approve all personnel actions prior to the next meeting.</p> <p>MOTION: To empower the President of the College to approve all personnel actions prior to the next meeting.</p> <p>Roll Call Vote: Mr. Delgado Yes Ms. Perez Yes Ms. Parker Yes Ms. Pokela Yes Ms. Woods Yes Mr. Epstein Yes Mr. Plotkin Yes Ms. Vidal Yes</p>
<p>FINANCE COMMITTEE REPORT</p>	<p>The Finance Committee report was <u>presented at the February 26, 2019 Board meeting</u></p> <p>On a motion by Trustee Epstein and seconded by Trustee Plotkin it was VOTED to approve the Second Quarterly Statement of Revenue and Expenses for FY 2019 as presented at the February 26, 2019 meeting.</p> <p>MOTION: To approve the Second Quarterly Statement of Revenue and Expenses for FY 2019 as presented.</p> <p>Roll Call Vote: Mr. Delgado Yes Ms. Perez Yes Ms. Parker Yes Ms. Pokela Yes Ms. Woods Yes Mr. Epstein Yes Mr. Plotkin Yes Ms. Vidal Yes</p>

<p>REVISED FY 18 AUDITED FINANCIAL STATEMENTS</p>	<p><u>The Revised FY 18 Audited Financial Statement was presented at the February 26, 2019 Board meeting</u></p> <p>On a motion by Trustee Parker and seconded by Trustee Plotkin it was VOTED to approve the Revised FY18 Audited Financial Statements as presented at the February 26, 2019 Board meeting.</p> <p>MOTION: To approve the Revised FY18 Audited Financial Statements as presented at the February 26, 2019 Board meeting.</p> <p>Roll Call Vote: Mr. Delgado Yes Ms. Perez Yes Ms. Parker Yes Ms. Pokela Yes Ms. Woods Yes Mr. Epstein Yes Mr. Plotkin Yes Ms. Vidal Yes</p>
<p>SPRING 2019 HIGHER EDUCATION RESOLUTION</p>	<p><u>The Spring 2019 Higher Education Resolution was presented at the February 26, 2019 Board meeting.</u></p> <p>On a motion by Trustee Perez and seconded by Trustee Vidal it was VOTED to approve the Spring 2019 Resolution in Support of Increased Funding for Public Higher Education as presented at the February 26, 2019 Board meeting.</p> <p>MOTION: To approve the Spring 2019 Resolution in Support of Increased Funding for Public Higher Education as presented at the February 26, 2019 Board meeting.</p> <p>Roll Call Vote: Mr. Delgado Yes Ms. Perez Yes Ms. Parker Yes Ms. Pokela Yes Ms. Woods Yes Mr. Epstein Yes Mr. Plotkin Yes Ms. Vidal Yes</p>
<p>REPORT OF THE CHAIR</p>	<p>Chair Gilbert thanked Trustee Pokela for acting as Chair during his absence.</p>
<p>PRESIDENT’S REPORT</p>	<p><u>General Updates</u> President Royal thanked everyone who donated food to the HCC Food Pantry. All donations received will benefit HCC students.</p> <p>Amanda Sbriscia introduced Patrick Carpenter, the new director of institutional advancement. Following a restructure of the Institutional Advancement Division, this position aligns with the college’s Strategic Plan through its focus on enhancing financial support for students, programs and initiatives.</p> <p><u>Strategic Plan In-Depth: English for Speakers of Other Languages (ESOL)</u> Presented by Jeff Hayden, Kermit Dunkelberg, & Pasha Black</p>

David Cedrone, Associate Commissioner for Workforce Development was introduced and spoke about initiatives occurring at the state level.

English for Speakers of Other Languages Programs



HOLYOKE
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COLLEGE

Our Mission:

Educate. Inspire. Connect.
Educar. Inspirar. Conectar.

OBJECTIVE

To provide English Language instruction and support services to non-native speakers, in a supportive environment, in order to help them reach their educational and career goals.



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REGIONAL COVERAGE



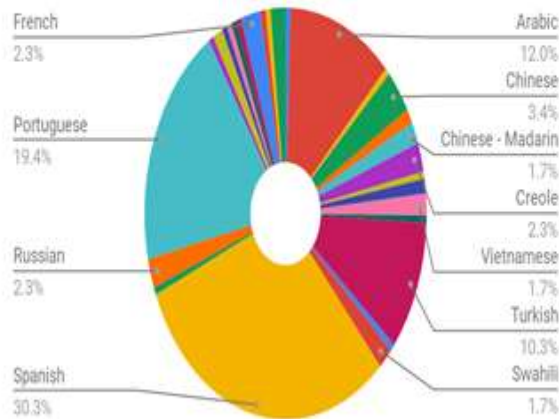
- **Holyoke:**
 - Holyoke Community College ESL 1 (MC)
 - Juntos Collaborative – Community Education Project - (PAFEC)
 - ESOL for Culinary (CAI)
 - ESOL for Nursing Assistant (PAFEC)
 - ESOL / Nurses (Hurricane Evacuees) (MC)
 - ESOL - National Emergency (PAFEC)
- **Ludlow Area Adult Learning Center**
- **Springfield Adult Learning Center** (subcontract with STCC)
 - ESOL for Culinary (Putnam)

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STUDENT PROFILE

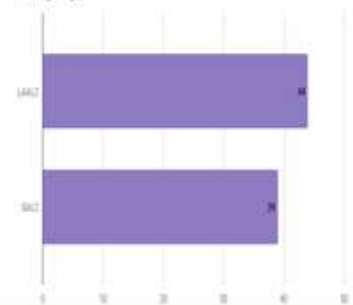
Student Languages (Ludlow & Springfield)



Gender



Average Age



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HCC PROGRAMS

- **Juntos Collaborative:**
 - ESOL for Culinary
 - ESOL for Nursing Assistant
- **National Emergency Grant for Hurricane Maria Evacuees**
- **ESOL for Nurses**
- **Springfield Area Adult Learning Center**
- **Ludlow Area Adult Learning Center**
- **Non-credit ESL 1**
- **ESOL Manufacturing / Gaming**

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ESOL for Nurses (IELTS Prep)

"To best meet the needs of all residents of the Commonwealth—including many who are currently underserved—healthcare providers should more closely reflect the diversity of those they will serve."
(David Cedrone, MA DHE)

More than 1 in 5 foreign-trained healthcare professionals in Massachusetts are unemployed or working in a low wage, low-skilled job.

[\(Rx for Strengthening MA's Economy & Healthcare System\)](#), Governor's Advisory Council for Immigrants & Refugees 2014)



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BY THE NUMBERS

- Enrollment - 400+
- Educational Functional Level Gain
 - (Core ESOL, 171/265, 65%)
- Enrolled in College or Transition to College (38)
- Employment
 - National Emergency Grant (48%)
 - Integrated Programs (60%)



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ENROLLMENT

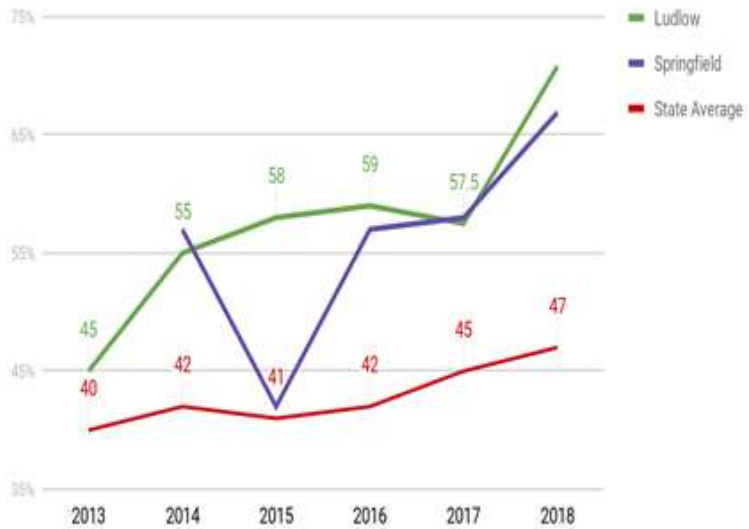
- **Juntos Collaborative**
 - **Community Education Project** (67)
 - **ESOL / Culinary** (15, starts July-Aug)
 - **ESOL / Nursing Assistant** (20)
- **ESOL National Emergency Grant** (28)
- **ESOL for Nurses** (29)
- **Springfield Adult Learning Center** (128 YTD)
 - **ESOL / Culinary** (Putnam) (9)
- **Ludlow Area Adult Learning Center** (183)
- **Non-Credit ESL 1** (37)
- **ESOL / Manufacturing** (20)



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Educational Functioning Level Completions – HCC ESOL vs. State Average



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FUTURE EXPANSION

- Increases to DESE ESOL funding
- Performance-based funding
- 5,500 more Limited English Proficiency Households in Hampden County from 2015-2017 (US Census)
- **Additional Integrated ESOL**
 - ESOL-Manufacturing (TWO Contract for Incumbent Workers)
 - ESOL Gaming (Mass Gaming Commission)
 - Opportunities to expand contract and grant-funded training
 - Meet needs of employers
 - Create opportunity for growing Latinx/immigrant populations
 - Meet HCC's Mission as Hispanic Serving Institution



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Acting Chair Pokela thanked Mr. Hayden and his team for their report.

Daophone Ly, student speaker spoke about her experiences and academic success with her involvement with the ESOL program.

Upcoming Event

President Royal announced that Attorney General Maura Healey will be visiting HCC on Wednesday, May 1st, 1-3 pm.

ADJOURNMENT

The meeting was adjourned at 9:22 am.

Respectfully submitted,

Haley Woods, Secretary
Board of Trustees

Approved: Julie Pokela, Acting Chair, April 23, 2019

**HOLYOKE COMMUNITY COLLEGE
OFFICE OF THE PRESIDENT**

MEMORANDUM

TO: Board of Trustees
FROM: Dr. Christina Royal, President
DATE: April 23, 2019
SUBJECT: Personnel Updates

Non Unit Professional - Appointments

Name	Title/Area	Funding	Start Date
Michaela Goodenough	Research Assistant, Institutional Research	Trust	04/21/19
Johanna Lebron	Interim Bursar, Student Accounts	Trust	03/03/19

MCCC Unit Professional – Appointment

Name	Title/Area	Funding	Start Date
Stephanie Marcotte	Nursing Resource Coordinator, Health Sciences (10-month)	State	08/25/19

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

**HOLYOKE COMMUNITY COLLEGE
OFFICE OF THE PRESIDENT**

MEMORANDUM

TO: Board of Trustees
FROM: Dr. Christina Royal
DATE: April 23, 2019
SUBJECT: Recommendations for Tenure

In accordance with Article XI of the MCCC/MTA Collective Bargaining Agreement, unit members who serve six full years, 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 2019 - 2020 academic year:

Thomas Barrup – Assistant Professor of Engineering
Sage Franetovich – Assistant Professor of Biology
April Graziano – Associate Professor of Education
Raul Gutierrez – Assistant Professor of Spanish
Elizabeth Hayward – Assistant Professor of Foundations of Health
Tara Kavanaugh – Associate Professor of Nursing
Rebecca Lewis – Associate Professor of Foundations of Health/Coordinator

In concurrence with the Unit Personnel Practices Committee and Mónica Pérez, Interim Vice President for Academic and Student Affairs, I am pleased to recommend the candidates listed above for tenure.

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

BOT February 2019 - Attachment III

**Office of the
Vice President for
Administration & Finance**

MEMORANDUM

TO: Audit and Finance Committee
FROM: President Christina Royal
DATE: March 26, 2019
SUBJECT: FY 2020 Student Fee Proposal

Community College Benchmarks

In preparation for the FY 2020 budget process, we need to begin discussion of revisions in student fees. We typically begin this review with a comparative analysis of HCC's cost position relative to other Massachusetts community colleges. The listing below, ranging from the most to the least expensive community college, is based on the Department of Higher Education's report on annual cost of mandatory tuition and fees for students taking 15 credits per semester.

To the right of annual tuition and fees, the FY 2017 FTE enrollment is shown. It has been common wisdom that fees are lower in institutions with higher enrollment due to the ability to spread basic overhead costs among a larger student body.

1. Middlesex Community College:	\$7,400	5,338.4
2. Mt. Wachusett Community College:	\$6,950	2,656.8
3. Greenfield Community College:	\$6,932	1,141.2
4. Quinsigamond Community College:	\$6,780	5,005.4
5. Berkshire Community College:	\$6,750	1,105.3
6. Northern Essex Community College:	\$6,560	3,528.5
7. North Shore Community College:	\$6,550	3,894.0
8. Roxbury Community College:	\$6,490	1,238.6
9. MassBay Community College:	\$6,360	3,122.0
10. Cape Cod Community College:	\$6,330	1,993.1
11. Springfield Tech. Community College:	\$6,306	3,731.7
12. Holyoke Community College:	\$6,060	3,812.4
13. Bristol Community College:	\$6,044	5,330.8
14. Massasoit Community College:	\$6,030	4,801.0
15. Bunker Hill Community College:*	\$5,620	8,374.3

**While most colleges implement fee increases for Fall Semester, Bunker Hill Community College normally implements fee increases in Spring Semester. While Spring Semester 2019 falls within FY 2019, any increase will not be reflected in the figure listed above.*

Holyoke Community College traditionally has listed in the 14th position above Bunker Hill. While for FY 2019 the College is listed 12th, it is important to note that the annual cost difference between HCC and #14 Massasoit Community College is \$30. Holyoke Community College continues to be the least expensive institution in Western Massachusetts.

Also, while there is some rough correlation between enrollment and cost, there are notable exceptions. For example, HCC has significantly lower enrollment than the other colleges in the lowest cost tier.

Current Fee Structure

Our current fee structure is summarized below:

Mandatory Tuition & Fees (apply to all courses or students)

- Tuition: \$24 per credit (set by State Legislature)
- Educational Service Fee: \$164 per credit
- Facility Fee: \$5 per credit
- Transportation Fee: \$25 per semester
- Information Technology Fee: \$85 per semester
- Student Service Fee: \$25 per semester

Special Fees (do not apply to all courses or students)

- Health Insurance: \$1,879 per semester
- Online Courses: \$20 per credit
- Course Equipment & Materials Fee: \$50 per high-cost course, capped at \$100 per semester
- Nursing & Radiology Program Fee: \$200 per semester
- Fees to cover direct costs based on specialized needs (kits, uniforms, insurance, etc.)

Recommended Change in Fee Structure

Before exploring changes to fee amount, we recommend that we simplify the structure for mandatory fees. Admissions and other staff working directly with students report confusion regarding the number of fee types, and note that each individual category gives rise to students questioning why that fee applies to them. We recommend that the student-facing structure be simplified as follows:

- Tuition: \$24 per credit

- Educational Services Fee: \$169 per credit
- Student Services Fee: \$135 per semester.

The College can make a determination that revenue equivalent to \$5 per credit of the Educational Services Fee will be allocated to facility improvements, and that a certain portion of the Educational Services fee will be allocated to technology. Those internal allocations do not need to be reflected in the fee schedules presented to students.

Karen Derouin and Olivia Kynard have both expressed support for the proposed simplification of the fee structure.

Proposed Fee Increase

In looking at fee scenarios, it should be noted that every \$1 increase in the Educational Services Fee is projected to generate \$124,400 in annual revenue, while every \$1 increase in the Student Service Fee is projected to generate \$11,000 in annual revenue.

To begin the analysis, it would seem reasonable to consider a fee increase that would cover inflation. According to the U.S. Department of Labor, the Consumer Price Index (CPI) for the year ending September 2018 rose 2.3%. A fee revision reflecting the CPI rise could be accomplished by implementing a \$5 per credit increase in the Educational Services Fee which would generate an estimated \$622,000 in annual revenue.

In addition to covering inflation, the College should consider fee adjustments to help defray campus deferred maintenance needs and support initiatives of the Strategic Plan.

I recommend an additional \$3 per credit be added to the Educational Services Fee with the resulting revenue dedicated to campus deferred maintenance. This will generate an estimated \$373,200 in addition to the \$622,000 already allocated to facilities.

Finally, I recommend that the Student Services Fee be increased by \$10 per semester, generating \$110,000 in annual revenue to partially offset the \$500,000 planned for FY 2020 for strategic initiatives in support of student success.

Taken together, these changes would increase the annual costs of our mandatory tuition and fees for students taking 15 credits per semester by \$260 or 4.3%.

Actual student impact would vary, of course, depending on credit load. Based on most recent enrollment reports, it appears that the average student takes about eight credits per semester. Therefore, on average the fee increase would cost students \$148 per year.

Impact on Budget

The total package proposed above will generate a little over \$1.1 million in revenue and will bring FY 2020 tuition and fee receipts roughly in line with FY 2019 in spite of the projected

enrollment decline. It will not relieve the College from taking substantial action to reduce spending and reallocate resources in support of the Strategic Plan.