**HOLYOKE COMMUNITY COLLEGE**  
**BOARD OF TRUSTEES**  

Minutes of September 26, 2017

The 361st meeting of the Holyoke Community College Board of Trustees was held on Tuesday, September 26, 2017, in the John T. Hickey Conference Room, Chair Robert W. Gilbert, Jr. presiding.

| MEMBERS PRESENT                                             | Robert Gilbert  
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<td></td>
<td>Ted Hebert</td>
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<td>Jonathan Jasmin</td>
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<td>Yolanda Johnson</td>
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<td>Suzanne Parker</td>
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<td>Lucy Perez</td>
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<td>Julie Pokela</td>
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<td>Katie Stebbins</td>
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<th>NOT PRESENT</th>
<th>Evan Plotkin, John Vaccaro</th>
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| ALSO PRESENT                                                | Olugbemiga Adekunle, Michele Cabral, Dan Campbell, Amy Dopp, Veena Dhankher, Mary Dixey, Clara Elliott, Bill Fogarty, Curt Foster, April Graziano, Jeff Hayden, Maura Henry, Kim Hicks, Olivia Kynard, Johanna Lebron, Veronique Leroy, Donna Mastroianni, Irma Medina, Keith McKittrick, Marcia Mitchell, Karin Moyano Camiho, Ed Murch, Monica Perez, JoAnne Rome, Christina Royal, Idelia Smith, Michele Snizek, Linda Szalankiewicz, Renee Tastad, Yaniya Vargas, Chris Yurko, Bonnie Zima Dowd |

| CALL TO ORDER                                               | Chair Gilbert called the meeting to order at 8:08 a.m. |

<table>
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<tr>
<th>TABLED ITEMS</th>
<th>On a motion by Trustee Stebbins and seconded by Trustee Parker, it was VOTED to approve the minutes of the May 2017 &amp; June 2017 meetings as presented.</th>
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<td>On a motion by Trustee Stebbins and seconded by Trustee Johnson, it was VOTED to approve the Personnel Actions of the June 2017 meeting as presented.</td>
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| APPROVAL OF THE AUGUST MINUTES                             | On a motion by Trustee Johnson and seconded by Trustee Hebert it was VOTED to approve the minutes of the August 2017 meeting as presented. |

| APPROVAL OF PERSONNEL ACTIONS                              | On a motion by Trustee Stebbins and seconded by Vice-Chair Pokela, it was VOTED to approve the appointments and reappointments for the Non-Unit Professional Staff and MCCC Unit Professional Staff as presented. |

|                                                            | On a motion by Trustee Parker and seconded by Trustee Stebbins, it was VOTED to empower the President of the College to approve all personnel actions prior to the next meeting. |

| SABBATICAL LEAVE REQUESTS                                   | Two sabbatical proposals were presented to the Board of Trustees by Vice President of Academic Affairs Monica Perez: |
Professor Maura Henry – the focus of this sabbatical is to:

Develop a History of STEM course to be offered both as a stand-alone course and as part of a proposed required STEM LC along with an ENG 102, that will provide a broad array of students interested in STEM with the necessary knowledge of context and expertise in writing and analysis to succeed in the classroom, laboratory, and beyond. The course would also enable a larger pool of students to meet their GEN ED requirements while at the same time pursuing their interest in STEM (pursued in the STEM Foundations course, for example, as well as in the traditional disciplines that comprise STEM).  

Professor Donna Mastroianni – the focus of this sabbatical is to:

The plan for sabbatical is best divided into three phases:

1) The first phase or the Pre-travel phase involves taking an online course, Anatomia Italiana del Sud: The Cultural History of Anatomy in Southern Italy, through the Human Anatomy & Physiology Society (HAPS).

2) The second phase or the Travel Phase involves visiting Italy, specifically Sicily, Naples, and other sites of interest in this vicinity. The course itinerary "examines ancient Greco-Roman depictions of the human form in sculpture, painting, and mosaic - including the body as a vehicle for religious expression."

3) The third phase or the Post-travel phase involves creating an interdisciplinary teaching element that connects art and anatomy. This teaching element is grounded in the professional literature and informed by the travel experience. A four-credit lab science course for non-science majors would be developed. With an online lecture that uses Open Educational Resources and an on-site lab. The focus of the course would be anatomy but, would also need to include basic concepts found in a typical one hundred level biology course. For example using the microscope is a basic skill learned in biology courses, for this course students could study how during late Renaissance the microscope was invented and shifted the study of anatomy from macroscopic to microscopic.

On a motion by Trustee Perez and seconded by Trustee Stebbins, it was VOTED to approve the sabbatical leave requests as presented.

HCC CENTER FOR LIFE SCIENCES FUND REQUEST

Fund request presented by Vice President for Administration & Finance Bill Fogarty:

The process for which the state uses to select funding for capital projects has become more extensive. Funding requests now require formal Board approval. Currently, the HCC Center for Life Sciences will be located on the first floor of the Marieb building. The funds request is to convert the entire building into a new Center for Life Sciences. Including a new main entrance to the building.

On a motion by Vice-Chair Pokela and seconded by Trustee Hebert, it was VOTED to authorize the President or her designee to submit a Major Project Capital Request under the Higher Education Capital Project program for renovations to the Marieb Building to expand the HCC Center for Life
REPORT OF THE CHAIR

- Chair Gilbert commented on the success of this year’s HCC Foundation Golf Tournament (9/11/17). The Tournament was dedicated to Francis “Doc” Baker. Chair Gilbert appreciated the efforts of everyone involved in making the day a big success.
- On 8/29/17, Chair Gilbert met with State Representative Aaron Vega to discuss issues facing community colleges; ability of timely Trustee reappointments; as well as funding.
- On 8/30/17, Chair Gilbert gave opening remarks at Professional Day.
- Chair Gilbert was only able to attend 2 of 4 scheduled Open Forums for the Vice President for Institutional Advancement Finalists.

PRESIDENT’S REPORT

President Royal acknowledged that the college has faced several challenges from the start of the semester. From the DACA announcement on the first day of classes, to the devastation of Puerto Rico and other areas that have been impacted by natural disasters. The devastation of Puerto Rico in particular, has really affected many of our students, staff, and faculty. Many have had a difficult time getting in touch with family and friends.

Golf Tournament Update – presented by Interim Vice President for Institutional Development Amy Dopp:

- The 30th annual golf tournament had 93 golfers this year - ten more than we had last year.
- 2 sponsors at $3,000 each - we have never had more than one $3,000 sponsor before.
- 15 corporate sponsors ($1,300 each)
- 6 - $500 sponsored locations – the practice green, driving range, the snack tent, and registration –same as last year.
- 50 tee/green and cart sponsors -five less than last year.
- The tournament realized an estimated/draft profit of $27,480 - an increase of $4,687 over last year and one of the highest totals in the thirty-year history of the tournament.
- The silent auction, raffle tickets, mulligans and shirt sales accounted $5,630 which is about $500 more than last year.
- Overall, the success of this year’s golf tournament was due to the additional sponsorships, and more golfers playing in the tournament.

Amy thanked the members of the Golf Committee, which include the following: William Bagshaw, Chair, David Bartley, Paul Boudreau, Terence Bresnahan, Michele Cabral, Amy Dopp, Jay Driscoll, Carl Eger, Maurice Ferriter, Kim Gifford, Bob Gilbert, Jeffrey Hayden, Fran Kane, Keith McKittrick, Corey Murphy, Thomas Stewart and Bonnie Zima Dowd.

Representation and Pay of Women and Minorities in Higher Education Administration Recognition:

In a report, titled “Institutions That Are Getting It Right,” the College and University Professional Association for Human Resources, or CUPA-HR, compared representation and pay equity for women and minority administrators.
from more than 2,000 public and private colleges and universities over 16 years. Researchers determined that only 11 institutions had maintained “consistent success” in four critical areas: women’s pay equity, minority pay equity, women’s representation and minority representation. Of the eleven, only two were community colleges, HCC was one of them. HCC was also the only college or university from Massachusetts on the list. President Royal thanked Dean of Human Resources Clara Elliott for her work.

**Vice President for Institutional Advancement - Search Update:**

Before the position was posted, the title of the position was changed. The position is now called Vice President for Institutional Advancement. This change represents the shift in that industry and field. Structural changes to the department also include the following:

- Planning & Assessment moved into Institutional Research.
- Institutional Research placed under Vice President of Academic Affairs Monica Perez.

These structural changes should allow the VP of Institutional Advancement to focus more on fundraising, scholarships, and the enhanced financial needs of our students.

President Royal thanked Comptroller Marcia Mitchell for Chairing the search committee. The college contracted with United Personnel Services to assist on the front end of the process: recruitment and initial screening of applicants. The search process netted 63 applicants. Of which, a high percentage of candidates had a high-level of experience in either Higher Education or Advancement. United Personnel pre-screened 10 top-level candidates. They then conducted in-depth screens of 6 candidates. The top 10 candidates were submitted to the search committee. Four finalists were brought to the college to meet with several constituents on campus. The search is in its final stages. The search committee was made up of staff and faculty. Chair Gilbert thanked Amy Dopp for serving as the Interim Vice President.

President Royal gave a brief update on enrollment:

- As of September 15th, total Headcount was down 6.4% and FTE was down 5.7%

**New Student Orientation** – presentation by Michele Snizek, Director of Retention and Student Success, and Veronique Leroy, Coordinator of Success Initiatives:

- *What’s Your Superpower?* Presentation by President Royal at 5 of 6 sessions.
- Faculty Liaisons produced a welcome/information video for students.
- Each student received a QUEST (Quick Useful Engaging Student Tour) Key chain. The key chains contain information that will assist students in navigating the campus, as well as directing them to the
correct office when they have questions.

- **Student Persistence Intervention**
  - Activity led by student leaders to help create a sense of belonging for our new students.
  - New students wrote themselves letters of encouragement to their future self. The letters are scheduled to be mailed back to the students in mid-October.

- **Family & Friends Sessions were held.**
  - Postcard with invitation
  - Family & Friends joined their students during QUEST.
  - Average 25 people attended the sessions
  - Campus safety → Overview with the participation of Campus Police Officers
  - Bilingual sessions were available
  - Family and Friends guide is bilingual and available online

- **Fall 2017 - Results & Impact**
  - Attendance increased 5% compared to Fall 2016
  - Perceptions shared by staff regarding students being better oriented to the college during the first week of class (i.e. Admissions, Financial Aid)
  - With the assessment information gathered from new students, orientation leaders, faculty and staff involved with Orientation, we’ll continue to look at ways to improve and expand the program.

- Retention rates for students that attend orientation are 10% higher than those that do not attend.

**Strategic Planning Update:**

- Strategic Plan consultant, CampusWorks CEO, Liz Murphy met with the college during Professional Day on 8/30/17. During breakout sessions, staff and faculty worked on exercises in which they were able to envision the future of HCC and what it would look like in 2025. There were 271 participants.

- Following Professional Day, the Strategic Plan Steering Committee was created. Currently, 45 members. The Steering Committee was paired with the “15 Ways to Get Involved in Strategic Planning” timeline.

- Information on the Strategic Planning Process can be found at: www.hcc.edu/forward

**Campus Center Update** – presented by Vice President for Administration & Finance Bill Fogarty:

Campus Center construction began in August 2017. Tannery Brook is currently being filled so that construction equipment can be brought on campus.
Renderings of the new campus center will be provided at a future meeting. Substantial construction of the building is scheduled for Summer 2019. The center will be fully operational by Fall 2019. Vice President Fogarty acknowledged Director of Facilities (& Campus Center Project Manager) Dan Campbell’s work for keeping the project on track.

**HCC MGM Culinary Arts Institute Update** – presented by Vice President for Administration & Finance Bill Fogarty:

The project has moved far along. Substantial completion and opening is scheduled for November 18th. Non-credit programming will begin shortly thereafter. Credit programming will begin in Spring 2018. VP Fogarty acknowledged Director of Facilities (& Project Manager) Dan Campbell’s work for keeping the project on track. VP Fogarty also acknowledged Interim VP for Institutional Development Amy Dopp for her work and support from the HCC Foundation.

**TWO/MCCTI Update** – presented by Vice President for Business & Community Services Jeff Hayden:

Training & Workforce Options has been off to a good start this year. Processes and systems are in place. Sales are approaching $100,000 for the first quarter, which is on target with initial estimates. TWO has until November to reach first quarter sales goals.

Through TWO, the Massachusetts Casino Careers Training Institute (MCCTI) developed an agreement with the Massachusetts Gaming Commission, as well as with casino developers, to scale up the Commonwealth’s workforce. President Royal and STCC President John Cook have been working hard on finalizing this gaming school.

Vice President for Academic Affairs Monica Perez introduced Olugbemiga Adekunle as the College’s new Dean of Science, Engineering & Mathematics. Dean Adekunle joins us from Blue Ridge Community College in Virginia. He has also spent the last three summers at the Glenn Research Center in Ohio as a Fellow.

**ADJOURNMENT**

The meeting was adjourned at 9:25 a.m.

Respectfully submitted,

Nelson Lopez
Recording Secretary
The 362nd meeting of the Holyoke Community College Board of Trustees was held on Tuesday, October 24, 2017, in the John T. Hickey Conference Room, Chair Robert W. Gilbert, Jr. presiding.

| MEMBERS PRESENT | Robert Gilbert  
Jonathan Jasmin  
Suzanne Parker  
Evan Plotkin (arrived at 8:20 a.m.)  
Julie Pokela  
Ivonne Vidal  

| NOT PRESENT | Ted Hebert, Yolanda Johnson, Lucy Perez, Katie Stebbins  

| ALSO PRESENT | Tom Barrup, Michele Cabral, Dan Campbell, Laura Christoph, Jacqueline Dailey, Karen Desjeans, Dave DiIulisi, Amy Dopp, Veena Dhankher, Mary Dixey, Steve Duffany, Bill Fogarty, Curt Foster, Joan Giovannini, April Graziano, Jeff Hayden, Karen Hines, Olivia Kynard, Keith McKittrick, Marcia Mitchell, Ed Murch, Matt Noyes, Monica Perez, Joe Rivera, JoAnne Rome, Christina Royal, Tony Shalbi, Amanda Sbriscia, Idelia Smith, Michele Snizek, Renee Tastad, Yanina Vargas, Chris Yurko,  

| CALL TO ORDER | Chair Gilbert called the meeting to order at 8:13 a.m.

Chair Gilbert acknowledged the lack of Trustees present for a quorum.

(Trustee Plotkin informed Recording Secretary Nelson Lopez that he would be arriving late.)

Chair Gilbert introduced the Board’s newest Trustee, Ivonne Vidal

Chair Gilbert introduced Director of Trustee & Governmental Relations for the Department of Higher Education, Matt Noyes.

With Trustee Plotkin arriving late, Chair Gilbert decided to begin the meeting with the Report of the Chair, followed by the President’s Report. Official business would be conducted after Trustee Plotkin’s arrival.

| REPORT OF THE CHAIR | Chair Gilbert met with Matt Noyes, Director of Trustee & Governmental Relations for the Department of Higher Education, to discuss his new relationship with the college.

- On 10/10, Chair Gilbert and President Royal spoke on the phone to discuss operational issues, and to engage in a preliminary agenda discussion for the October BOT meeting.

- On 10/17, Chair Gilbert met with President Royal to finalize the agenda for the October Board meeting.

- With the uncertainty of Board reappointments, Chair Gilbert will refrain from appointing subcommittee Chair’s until all of the Board appointments have been confirmed by the Governor’s Office.
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<th>PRESIDENT’S REPORT</th>
<th>Introduction of new Vice President for Institutional Advancement:</th>
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<td>President Royal introduced Amanda Sbriscia as the College’s new VP for Institutional Advancement. Amanda’s first day will be Monday, 10/30. President Royal thanked Marcia Mitchell, Comptroller, for leading the search committee. President Royal also thanked Amy Dopp for serving, over the past year, as Interim VP.</td>
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**Strategic Planning Update:**

On 10/20, the college held a Future Summit. The format of the Summit was TED Talk style and featured 3 speakers. Breakout sessions followed the speakers. The breakout sessions were an opportunity for attendees of the summit to discuss the following topics: Food Insecurity, Workforce and Education, and Teaching and Learning. The topics for discussion were derived from conversations that took place during the August 30th strategic plan kick-off session. Feedback and input from the summit will be used to start the process to develop impact statements for the strategic planning process. On 1/17/18, the college will host another event in which Commissioner of Higher Education, Carlos Santiago, will be the guest speaker. Commissioner Santiago has written several books on Puerto Ricans in the United States. The Commissioner will talk about his newest book and what it means to be a Hispanic Serving Institution and how that role impacts the College’s strategic plan.

Chair Gilbert asked what is the timeline for the strategic plan. President Royal said the goal is to draft statements in the spring as well as formulating what priorities should be in the plan, and which priorities should not; then have a draft concept developed before seasonal staff and faculty leave at the end of the Spring 2018 semester; fine-tune concept over the summer; launch the new strategic plan in Fall 2018.

**Campus Safety Update – presented by HCC Chief of Police, Joe Rivera:**

Chief Rivera updated the Board on the College’s Emergency Preparedness Plan (EPP). Chief Rivera went on to say that even the best written plans are only successful if there are people and resources that can be applied to any situation. For the HCC EEP to work we will need total buy in from all levels within the institution. There are 5 phases of emergency management: Mitigation, Prevention, Preparedness, Response, and Recovery. Currently, the college is is operating within the first three phases, Mitigation, Prevention and Preparedness.

The EPP was created by the Emergency Preparedness Team (EPT). The EPT consists of 7 members from the following departments: Campus Police,
Facilities, Faculty, Human Resources, Marketing, Student Affairs, and the Student Body. The EPT meets once every 3-4 weeks. During these meetings, they formulate emergency management plans; recommend training; recruit volunteers, perform drills; and organize exercises.

The college has an Emergency Operations Plan (EOP) in place. It was published in June 2016 and again in September 2017. The College’s EOP’s management principles and concepts were adopted by the Federal & Massachusetts Emergency Management Agencies (FEMA & MEMA). The EOP sets the framework for the EPP. The College’s EOP can be found using the following link:

https://www.hcc.edu/about/campus-safety/emergency-preparedness

Advising Reimagined – presented by faculty member’s Tom Barrup, Laura Christoph, Jackie Dailey, Joan Giovannini, and Karen Hines:
Part Time Division Advisors

Abby Mahoney, Health & Natural Sciences
Sheryl Civian, Social Sciences
Jose Gonzalez, Business & Technology
Julie Turgeon, Science, Engineering & Mathematics
Amy Woodard, Arts & Humanities

Our Charge:

- How do we increase retention and completion rates?
- What do faculty need to feel supported as advisors?
- How do we engage students in creating relationships with faculty advisors?
- Are there structural or institutional changes that need to be “re-learned” in order to “re-imagine” advising at HCC?
- What research-based models are working at other community colleges and should we innovate with adaptations of those models?

Faculty Told Us That....

- Love: Meeting & creating relationships with students
- Love: Goal setting re: transfer and/or career
- Don’t Love: Advising at mid-semester with competing mid-term grades, department & division meetings, etc.
- Don’t Love: Matching faculty availability with student availability
- Don’t Love: Understanding nuances of and changes to advising (i.e. developmental sequences, transfer articulations)
- Don’t Love: Lack of incentives for students to meet with advisors
- Don’t Love: Student accounts & financial aid—students not being equipped to answer those questions and frustrated that they get in the way of academic advising
Faculty Concerns from Faculty Survey

Keeping up with all the constant changes in requirements and programs.

Feeling inadequate when students have a difficult question.

Trying to find information quickly and not being able to navigate all the different pages where the information might be listed.

Summary of Findings

1. There are three groups of students at HCC (Not much guidance needed, Need guidance, not ready to be here).
2. There are many resources at HCC.
3. The current advising structure is great for some, and not so great for others.
4. Many students don’t ask for help.
5. The Advising, Career, and Transfer Center is a great support system, but not the main source of advising.
6. The process of academic advising includes a wide range of activities.
7. Some faculty are comfortable and happy with advising in its current form. Others are not.
8. We want to find new ways to reach out to students who get lost in the process. And there are a lot of ways that we’re imagining do this.

Next Steps:

Faculty Liaison Goals:

a. Meet with divisions, departments and individual faculty to support professional development and capture great ideas.
b. Engage part-time advisors within each division.
c. Put all advising information in an accessible, centralized location.
d. Continue to research models that are working at other community colleges, and adapt as appropriate.
### APPROVAL OF THE MINUTES

Since there were not enough Trustees present who attended the September meeting to be able to approve the minutes, Chair Gilbert tabled the approval of the September minutes until the November Board meeting.

### APPROVAL OF PERSONNEL ACTIONS

On a motion by Trustee Parker and seconded by Trustee Plotkin, it was **VOTED** to approve the appointment for the Non-Unit Professional Staff as presented.

On a motion by Trustee Plotkin and seconded by Trustee Jasmin, it was **VOTED** to empower the President of the College to approve all personnel actions prior to the next meeting.

### REPORT OF THE AUDIT COMMITTEE

David DiLulis, CPA from O’Connor & Drew P.C., reviewed the college’s FY2017 final audited Financial Statements with the Board of Trustees. The auditors issued an unmodified opinion on the financial statements and no material weaknesses or significant deficiencies were noted regarding internal controls. David commended the College’s staff on their efforts in assisting the auditors. David also noted the following:

- O’Connor & Drew P.C. completed the College’s audit on 10/12. The final Financial Statements were submitted to the State on 10/15.
- No weaknesses or discrepancies found.
- O’Connor & Drew P.C. consulted with the auditors of the HCC Foundation, and the auditors of the Pension Fund, because they do not audit either of the two. They found no weaknesses or discrepancies in their reports as well.
- Next FY the college may incur an additional $7.5mil. liability because of changes to GAASB 48
- The College’s investment portfolio did very well.

On a motion by Trustee Plotkin and seconded by Trustee Vidal, it was **VOTED** to accept the FY 2017 audited Financial Statements as presented.

### ADJOURNMENT

The meeting was adjourned at 9:24 a.m.

Respectfully submitted,

Nelson Lopez
Recording Secretary