

**HOLYOKE COMMUNITY COLLEGE
BOARD OF TRUSTEES**

Minutes of January 23, 2018

The 364th 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.

MEMBERS PRESENT	Robert Gilbert Ted Hebert Jonathan Jasmin Yolanda Johnson Suzanne Parker Evan Plotkin Julie Pokela Ivonne Vidal
NOT PRESENT	Lucy Perez, Katie Stebbins
ALSO PRESENT	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
CALL TO ORDER	Chair Gilbert called the meeting to order at 8:07 a.m.
APPROVAL OF THE MINUTES	On a motion by Trustee Johnson and seconded by Trustee Vidal, it was VOTED to approve the minutes of the November 2017 meeting as presented.
PERSONNEL ACTIONS	On a motion by Trustee Parker and seconded by Trustee Jasmin, it was VOTED 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 VOTED to empower the President of the College to approve all personnel actions prior to the next meeting.
MEETING CANCELLATION	On a motion by Trustee Vidal and seconded by Trustee Jasmin, it was VOTED to cancel the Board of Trustees March 2018 meeting.
REPORT OF THE CHAIR	<ul style="list-style-type: none"> • 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 & 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> • Chair Gilbert appointed Vice-Chair Pokela as Chair of the Nominating Committee • Chair Gilbert encourages all Trustees to attend the March 1st Statewide

	<p>Trustees Meeting in Westborough, MA.</p> <ul style="list-style-type: none"> • 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.
<p>PRESIDENT'S REPORT</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 7th. Commissioner Santiago will likely speak at 2:45pm.</p> <p>Judy Turcotte, Director of Planning & 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"> <input type="checkbox"/> As an employer <input type="checkbox"/> As a buyer of goods and services <input type="checkbox"/> As a supplier of trained workers <input type="checkbox"/> As a source of education for residents <input type="checkbox"/> As an institution whose students spend money on goods and services <input type="checkbox"/> Total economic impact: \$214.6 million (for FY16); equal to .7% of local economy

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 for upcoming info sessions.
- The college, with MGM, is applying for mitigation funds from the Mass. Gaming Commission to assist Springfield area residents; also

applied to the Boston Foundation for the Deval Patrick Award, with MGM as our primary business contact.

Gateway to College Graduate Speakers: presented by Vivian Ostrowski, Director of Gateway to College Program

- Over 90 students enrolled in Spring 2017; 273 high school graduates since 2008.

Jacara Youmans 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.

Deborah Manus' 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.

Culinary Arts Institute Update:

Strategic Enrollment Management Hospitality & Culinary Arts Programs:

Link to Commercial:

<https://www.youtube.com/watch?v=HtNBHTotj2M&feature=youtu.be>

Program goal: *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.*

1. Current Status: Building Enrollment

- Geofence high schools with culinary programs.
- Digital, print, search and display advertising integrating credit and NC skills classes.
- Search/display campaign targeting Johnson & Wales, Lincoln, Snapchef, other competitors and transfer partners.

Enrollment Update - Annual Credits

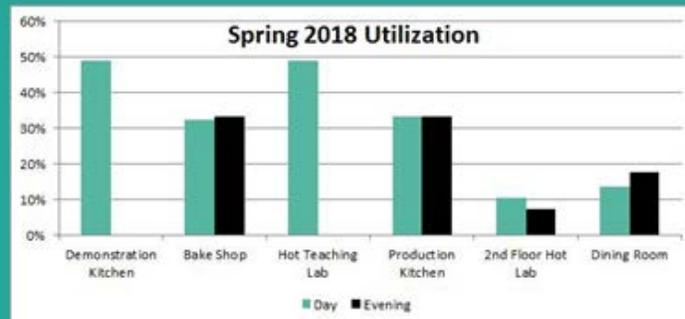
Enrollment	Culinary Arts Certificate (B111)	Foodservice Management AS (B052)	Hospitality Management Career AS (B056)	Hospitality Management Certificate (B053)	Hospitality Management Transfer AS (B051)	Totals
Fall 16 + Spring 17	722	1,332	319	93	635	3,101
Fall 15 + Spring 16	939	1,183	383	79	920	3,504
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="496 155 922 636"> <h2 style="text-align: center;">Expanded Event Series</h2> </div> <div data-bbox="922 155 1347 636"> <ul style="list-style-type: none"> • Ethnic Foods Series • Celebrity Chefs <ul style="list-style-type: none"> ◦ MGM partnership ◦ Highlight the locals ◦ Alumni spotlight • Community “fun” events <ul style="list-style-type: none"> ◦ Dinner on the Canal Bridge ◦ Coordinate with Holyoke TDI • Summer camps...and more***. </div> <div data-bbox="496 636 922 1182"> <ul style="list-style-type: none"> • Catering <div data-bbox="496 705 922 1182"> <h2 style="text-align: center;">Catering Business / Coffee Shop</h2> </div> <div data-bbox="922 705 1347 1182"> <ul style="list-style-type: none"> • Support Expanded Event series • Enhance student experience <ul style="list-style-type: none"> ◦ Interns ◦ Work Study ◦ Culinary Clubs </div> </div> <div data-bbox="496 1213 1435 1314"> <p>President Royal thanked Bill Fogarty, Vice President for Administration & Finance, and Dan Campbell, Director of Facilities & Engineering, for their with the Cubit Building</p> </div>
<p>ADJOURNMENT</p>	<p>The meeting was adjourned at 9:37 a.m.</p>

Respectfully submitted,

Nelson Lopez
Recording Secretary