

**HOLYOKE COMMUNITY COLLEGE
BOARD OF TRUSTEES**

Minutes of October 23, 2018

The 371st meeting of the Holyoke Community College Board of Trustees was held on Tuesday, October 23, 2018, in the John T. Hickey Conference Room, Chair Robert W. Gilbert, Jr. presiding.

MEMBERS PRESENT	Robert Gilbert, Chair Ted Hebert Yolanda Johnson Suzanne Parker Lucy Perez Evan Plotkin Ivonne Vidal Haley Woods
MEMBERS ABSENT	Charles Epstein Julie Pokela, Vice Chair
ALSO PRESENT	Olugbemiga Adekunle, Michele Cabral, Dan Campbell, Nick D'Agostino, Chester DeGray, Karen Desjeans, Mary Dixey, Amy Dopp, Bill Fogarty, Curt Foster, Elizabeth Golen, Jeff Hayden, Kim Hicks, Nelson Lopez, Moira Maguire, Irma Medina, Karin Moyano Camihort, Ed Murch, Kristine Ricker Choleva, JoAnne Rome, Christina Royal, Tony Sbalbi, Amanda Sbriscia, Idelia Smith, Michele Snizek, Linda Szalankiewicz, Renee Tastad
CALL TO ORDER	Chair Gilbert called the meeting to order at 8:10 a.m.
WELCOME AND INTRODUCTIONS	Chair Gilbert introduced and welcomed Matt Noyes, Director of Trustee & Governmental Relations, Department of Higher Education.
APPROVAL OF THE MINUTES	On a motion by Trustee Parker and seconded by Trustee Perez, it was VOTED to approve the minutes of the August 28, 2018 meeting as presented. On a motion by Trustee Plotkin and seconded by Trustee Hebert, it was VOTED to approve the minutes of the September 25, 2018 meeting as presented.
APPROVAL OF PERSONNEL ACTIONS	On a motion by Trustee Vidal and seconded by Trustee Plotkin it was VOTED to approve the September 25, 2018 report of appointments for Non-Unit Professional Staff, MCCC Unit Professional Staff and Faculty as presented. On a motion by Trustee Hebert and seconded by Trustee Perez, it was VOTED to approve the October 23, 2018 report of appointments for Non-Unit Professional Staff, MCCC Unit Professional Staff and Retrenchments as presented. Trustee Parker recused herself from this item due to a conflict of interest. On a motion by Trustee Johnson and seconded by Trustee Perez, it was

	<p>VOTED to empower the President of the College to approve all personnel actions prior to the next meeting.</p>
<p>UPDATE OF THE AUDIT AND FINANCE COMMITTEE</p>	<p>Audit and Finance Committee Update provided by Bill Fogarty, Vice President of Administration & Finance.</p> <ul style="list-style-type: none"> • Update on new government accounting standards was provided. • The DRAFT Audited Financials Statements were approved by the Audit and Finance Committee at their meeting of October 11th. The Auditors will provide the full Board an update at the November Board meeting. A motion will be presented at that time to approve the final Audited and Financials statements.
<p>FORMATION OF STRATEGIC PLANNING COMMITTEE</p>	<p>Chair Gilbert discussed the formation of a Strategic Planning Committee to lead the implementation work of the Strategic Plan.</p> <p>On a motion by Trustee Parker and seconded by Trustee Hebert, it was VOTED to approve the formation of a Strategic Planning Committee.</p>
<p>ADOPTION OF THE VISION, VALUES AND STUDENT EXPERIENCE STATEMENTS</p>	<p>On a motion by Trustee Vidal and seconded by Trustee Plotkin it was VOTED to approve a change to the Holyoke Community College Mission, and adoption of the Vision, Values and Student Experience Statements as presented at today's meeting.</p> <p>Mission – Educate. Inspire. Connect.</p> <p>Vision – Holyoke Community College aspires to be a college of academic excellence known for helping students overcome barriers to success.</p> <p>Values – Innovation Collaboration Kindness Inclusion Trust</p> <p>Student Experience – Holyoke Community College commits to delivering a transformational student experience characterized by:</p> <ul style="list-style-type: none"> • A “connection network” that draws people, services and knowledge together to address students’ fundamental needs and thus ensure their readiness to success at HCC. • An affordable, relevant education provided by <u>talented faculty</u> and resulting in career and transfer opportunities that enable students to thrive. • An approach to educating the whole person that continuously meets students where they are - socially, financially, educationally and geographically – and engaging them in real-world learning experiences. • A vibrant, connected college community that enriches the learning experience, delivers relentless encouragement, and builds life-long connections.
<p>STRATEGIC PLAN FY19-FY22</p>	<p>President Royal commended the Board, faculty, staff and students for their leadership role in developing the Strategic Plan. The Strategic Plan reduces</p>

	<p>Holyoke Community College priorities to four key areas:</p> <ul style="list-style-type: none"> • Teaching & Learning • Inclusion & Student Success • Workforce Development & Transfer • Sustainability <p>The collective efforts produced strategies, objectives and actions that will guide Holyoke Community College to ensure we meet the needs of our students and community. Discussion ensued regarding the communication and marketing of the Strategic Plan.</p> <p>On a motion by Trustee Perez and seconded by Trustee Parker, it was VOTED to approve the Holyoke Community College Final Strategic Plan FY19-22 as presented at today’s meeting for the Board of Higher Education approval.</p>
<p>REPORT OF THE CHAIR</p>	<p>Aside from several phone calls with President Royal, Chair Gilbert also participated:</p> <ul style="list-style-type: none"> • On 10/4/18 & 10/11/18 Chair Gilbert & President Royal met to set the agenda for the October Board of Trustees meeting. • On 10/11/18 Chair Gilbert attended the Audit & Finance Committee Meeting. • On 10/11/18 Chair Gilbert & President Royal met and provided a tour of the Culinary Arts Institute to the Speaker of the House of Representatives Robert A. DeLeo. • On 10/16/18 Chair Gilbert participated in the HCC Golf Tournament. Chair Gilbert thanked Amanda Sbriscia and her staff for a successful event. • On 10/17/18 Chair Gilbert met with the Strategic Planning Committee. • On 10/18/18 Chair Gilbert attended the Holyoke Chamber of Commerce Annual Governmental Affairs Luncheon attended by Lt. Governor Karyn Polito. <p>Chair Gilbert discussed the formation of an Advocacy Support Committee to assist with outreach and fundraising efforts, and to provide the legislative delegation with periodic updates on legislatives priorities and on the work Holyoke Community College is doing The Advocacy Support Committee will be chaired by Trustee Gilbert and comprised of Trustee Epstein, Trustee Hebert, and Trustee Plotkin along with President Royal.</p> <p>On a motion by Trustee Perez and seconded by Trustee Johnson, it was VOTED to approve the formation of an Advocacy Support Committee.</p>
<p>PRESIDENT’S REPORT</p>	<p>On 9/29/18 President Royal attended the Annual Community College Night at Fenway Park. This event highlights and raises awareness of community colleges. In addition to President Royal, Trustee Woods and Amanda Sbriscia also attended the event.</p> <p>On 10/2/18 President Royal attended a check presentation by Chicopee Savings Charitable Foundation who donated \$50k for support of the Culinary Arts Institute. The second floor Workforce Development Kitchen in the Culinary</p>

	<p>Arts Institute was named in their honor.</p> <p>On 10/16/18 President Royal attended the HCC Annual Golf Tournament which raised \$22K. This event was followed by a dinner which also celebrated the 50th Anniversary of the Holyoke Community College Foundation. The Board watched a brief video entitled “The HCC Foundation Celebrates 50 years of Changing Lives”.</p> <p>President Royal thanked Amanda Sbriscia and her team for organizing a successful event.</p>
ENROLLMENT UPDATE	<p>Enrollment Update provided by Renee Tastad, Interim Assistant Vice President of Students Affairs, Dean of Enrollment.</p> <ul style="list-style-type: none"> • HCC has been riding a downward wave for 8 years, from a headcount high of 9,937 in FY2010 to a headcount low of 7,113 in FY 2018. • HCC’s peak FTE in 2010 was 5,241 FTE, down to 3,619.7 FTE in FY 2018. This is nearly a 31% drop in FTE. Each 1% equates to approximately \$200,000 in tuition & fee revenue, or a drop of \$6 million over the past 8 years. • Over the last 5 years, the fall-to-fall retention rate for <u>all</u> students enrolled at HCC has ranged from 49% to 53%. The current rate is 50%, up slightly from 49% the previous year. That’s 50% of all students who started in fall of 2016 persisted through and enrolled in the fall of 2017. • Our strongest competitor right now is the job market. • Holyoke Community College has changed the way it offers classes, from a traditional 16 week model to 8 and 10 week option. • Expanding the current methods used to place students into college-level courses, including looking at high school GPA, SAT and ACT scores, AP, CLEP, and considering non-cognitive factors in the placement factor. • Scaling up support for adult learners, including the ability to review prior learning for college credit, with the goal of becoming a leading Adult Learner Focused Institution (ALFI). • Emphasis on our status as a Hispanic Serving Institution, expanding the use of culturally responsive pedagogies, providing ample opportunity for peer-to-peer development and support for the entire campus community to develop a common understanding of what it means to be a culturally responsive institution. • Taking a holistic approach to addressing underrepresented students’ academic and life challenges by connecting to community-based organizations to help students remove barriers such as homelessness, food insecurity, and childcare. • Turning to our K-12 partners to identify additional opportunities to align curriculum for college preparation, and to increase dual enrollment opportunities. • The strategic plan is going to take us to the next level of student success.

Enrollment Trends @ HCC: Update to Board of Trustees

October 23, 2018

Overview

Enrollment Trends

- MA Community Colleges
 - Headcount & FTE

Notes and Highlights

- Retention and Enrollment

Link to Strategic Plan

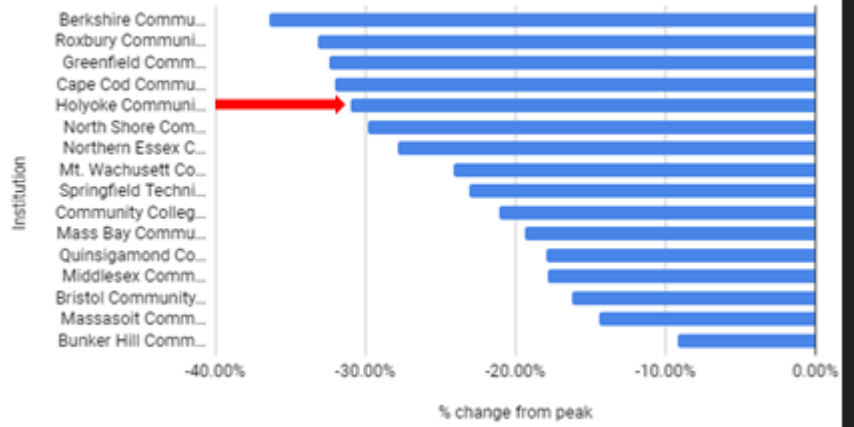
MA Community Colleges Annual Headcount

Community Colleges—Annual Unduplicated Student Headcount

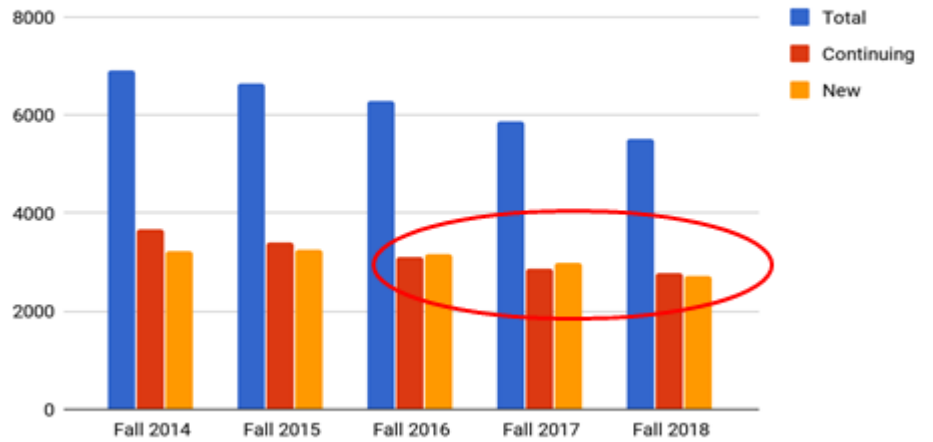
Institution	Fiscal Year 2009	Fiscal Year 2010	Fiscal Year 2011	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018
Berkshire Comm	3,103	3,372	3,497	3,318	3,147	3,045	2,770	2,636	2,518	2,290
Bristol Comm	11,437	12,156	12,123	11,949	11,987	12,514	11,994	11,324	11,069	10,507
Bunker Hill Com	14,448	16,545	17,858	18,745	19,567	19,871	19,804	19,353	18,530	17,830
Cape Cod Comm	6,562	6,668	6,549	6,302	6,105	5,791	5,353	5,201	4,934	4,756
Greenfield Comm	3,164	3,391	3,310	3,244	3,154	2,954	2,788	2,811	2,582	2,575
Holyoke Comm	9,041	9,937	9,741	9,425	9,359	8,935	8,700	8,243	7,650	7,113
Mass Bay Comm	7,924	8,151	7,612	8,079	8,283	8,196	8,261	7,953	7,695	7,227
Massasolet Comm	10,844	11,412	11,685	11,784	11,856	11,950	11,448	11,079	10,613	10,323
Middlesex Comm	12,095	12,915	13,267	13,364	13,254	12,999	12,353	12,254	12,009	11,217
Mt. Wachusett	6,282	6,790	6,923	6,613	6,421	6,245	5,813	5,553	5,315	5,194
North Shore Co	10,451	11,372	11,185	11,187	11,144	10,950	10,451	9,831	8,852	8,487
Northern Essex	9,586	9,926	9,978	9,632	9,732	9,573	9,024	8,345	7,699	7,291
Quinnigamond	10,167	11,456	11,864	12,132	12,172	11,926	11,644	11,021	10,592	10,232
Roxbury Comm	3,747	4,004	3,861	3,912	3,824	3,469	3,492	3,170	2,889	
Springfield Tech	8,993	9,410	9,235	9,286	9,478	9,313	8,787	8,550	7,713	7,431
Community Col	127,844	137,505	138,688	138,972	139,483	137,731	132,642	127,324	120,660	112,473

FTE

% change from peak



Total, Continuing and New



50%

Overall Retention Rate

All HCC Students: Fall 2016 to Fall 2017

Retention Notes & Highlights

- The proportion of non-degree seeking students has increased from 5.5% in 2013 to 9.1% in 2017
 - Retained at 28%
- The proportion of students enrolled fully online has increased from 7% in 2013 to 13% in 2017
 - Retained at 35%
- The proportion of students enrolled part-time increased from 51% in 2013 to 55% in 2017
 - Part time students are retained at 43%
- The number of students enrolled 15 or more credits increased by 13.5% 2016-2017, and now accounts for 8.6% of total enrollment
 - This group is retained at the highest rate of 61%
- The proportion of all students enrolled in at least one developmental course has decreased from 33% in 2013 to 24% in 2017
- The average number of credits per student has increased from 9.76 in 2016 to 9.83 in 2017

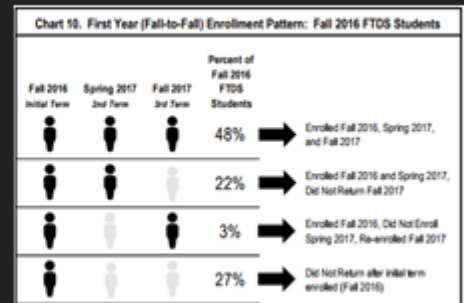
What do we know about non-returners?

Non-Returners

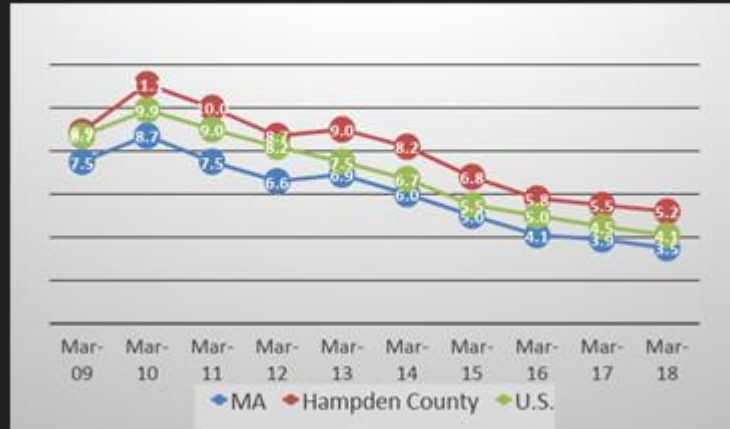
51% of FTDS students enrolled in fall 2016 returned to enroll in fall 2017

Of the 49% who do not return...

- 13% transferred
- 87% stopped out/dropped out



Unemployment Rate



Educate. Inspire. Connect.

Flexible scheduling options with full-year view

Multiple measures for placement

Credit for prior learning

Culturally responsive pedagogy

Holistic approach

K-12 partnerships

Industry partnerships

Sustainability for long-term growth

questions?

Thank You!

Chair Gilbert thanked Ms. Tastad for her presentation.

ADJOURNMENT	The meeting was adjourned at 9:39 a.m.
--------------------	--

Respectfully submitted,

Haley Woods, Secretary
Board of Trustees