

**BOARD OF TRUSTEES  
NOVEMBER MEETING**

Minutes of November 26, 2019

The 382<sup>nd</sup> meeting of the Holyoke Community College Board of Trustees was held on Tuesday, November 26, 2019, in the John T. Hickey Conference Room, Chair Robert Gilbert presiding.

<b>MEMBERS PRESENT</b>	Robert Gilbert, Chair Jose Delgado Charles Epstein Marley Friedrich Ted Hebert Lucy Perez Evan Plotkin Suzanne Parker, Vice Chair
<b>MEMBERS ABSENT</b>	Yolanda Johnson Julie Pokela Ivonne Vidal
<b>ALSO PRESENT</b>	Michele Cabral, Dan Campbell, Karen Desjeans, Mary Dixey, Kermit Dunkelberg, Clara Elliott, Bill Fogarty, Curt Foster, Elizabeth Golen, Jeff Hayden, Kim Hicks, Thomas Kettle, Olivia Kynard, Laura Lefebvre, Moira Maguire, Marcia Mitchell, Ed Murch, Lea Occhialini, Joanne Rome, Christina Royal, Rachel Rubinstein, Narayan Sampath, Tony Sbalbi, Amanda Sbriscia, Sarah Schmidt, K.C. Senie, Adrienne Smith, Michele Snizek, Linda Szalankiewicz, Renee Tastad, Madeline Torres, Chris Yurko
<b>CALL TO ORDER</b>	Chair Gilbert called the meeting to order at 8:06 a.m.
<b>APPROVAL OF THE MINUTES</b>	On a motion by Trustee Epstein and seconded by Trustee Hebert, it was <b>VOTED</b> to approve the minutes of the October 22, 2019 meeting.
<b>APPROVAL OF PERSONNEL ACTIONS</b>	On a motion by Trustee Hebert and seconded by Trustee Perez it was <b>VOTED</b> to approve the November 26, 2019 personnel actions reports for Appointments for Non-Unit Professional Staff.  On a motion by Trustee Parker and seconded by Trustee Epstein, it was <b>VOTED</b> to empower the President of the College to approve all personnel actions prior to the next meeting.
<b>DECEMBER MEETING CANCELLATION</b>	On a motion by Trustee Parker and seconded by Trustee Delgado it was <b>VOTED</b> to approve the cancellation of the December 24, 2019 Board of Trustees meeting.
<b>REPORT OF THE FINANCE COMMITTEE</b>	<b><u>FY 2020 First Quarter Statement of Revenues and Expenses (Covering the periods of July 1, 2019 through September 30, 2019.) Report presented by Marcia Mitchell, Comptroller</u></b>  Financial Highlights - Overall, total revenues are 6.65% unfavorable (down \$1,106,314) and total expenses are 6.65% favorable (down \$688,679) compared to the same period in the prior year.  <b>Tuition and Fee (T&amp;F) revenue</b> is 6.76% or \$709,773 unfavorable compared to the prior year. This is due to an 8.5% decline in FTE from prior year partially offset by a per credit fee increase of 4% or a \$8 per credit hour  <b>State Appropriation</b> reflects a decrease of 3.7% or \$218,673 and is due to faculty and professional staff retirements. Our unrestricted state appropriation is budgeted at \$22,151,893.

	<p><b>Private gifts and grants revenue</b> is unbudgeted and not reflected in the Statement of Revenues and Expenses. Revenue and Expenses for the first quarter is \$519,706 or \$506,704 lower than prior year and is principally due to timing. We expect FY 2020 operating grant revenue to exceed last year's actual receipts of \$3.5 million.</p> <p><b>Investment</b> results are not fully available and will be presented in next quarter's report. We anticipate flat results for the first quarter.</p> <p><b>Business and Community Services revenue</b> is unfavorable to the prior year by \$90,426 or 46.5% principally due to timing of rental income payments, and a reduction in non-credit fee income. Revenue is currently at 6.7% of budget.</p> <p><b>Administrative Allowance revenue</b> which is derived from indirect cost recovery from grant activity is unfavorable to prior year by \$42,596 or 100%. This variance is due to timing. The full year is projected to be on budget.</p> <p><b>Auxiliary enterprises revenue (bookstore)</b> is unfavorable to the prior year, decreasing \$44,846 or 71.3%. This is due to the college store model changing. The current revenue reflects vending commissions, supplies and sundry sales. Fall textbook commissions will be reported in the second quarter.</p> <p><b>Compensation and Benefit expense</b> is 3.8% or \$306,382 favorable to the prior year due primarily to the retrenchment or elimination of certain positions and others left vacant for FY 2020 pending further review.</p> <p><b>Supplies and Services</b> is 16% or \$330,436 favorable to prior year and is tracking at 14.3% of budget.</p> <p><b>Scholarship and Fellowship expenditure</b> is unfavorable by 54.4% or \$9,217. We are projecting this expense to be on budget.</p> <p><b>Auxiliary enterprises expenditure (bookstore)</b> is favorable by 39.9% or \$61,078 due to decreased product offerings and merchandise inventory compared to last year.</p> <p>On a motion by Trustee Hebert and seconded by Trustee Epstein, it was <b>VOTED</b> to approve FY 20 First Quarter Statement of Revenue and Expenses as presented at today's meeting.</p>
<p><b>CENTER FOR LIFE SCIENCES PROPOSAL</b></p>	<p><b><u>Center for Life Sciences Proposal report provided by William Fogarty, Vice President of Administration and Finance.</u></b></p> <p>Total Project Cost: \$40,716,680*  Requested from DCAMM: \$30,716,680*</p> <p>*The Board was advised by VP Fogarty that the proposal is currently under review and the cost amounts would change.</p> <p>HCC seeks to expand its capacity to provide education and training in support of the growing life and health sciences industries in its service region by creating a new Center for Life Sciences through the renovation of the College's Marieb Building. The Marieb Building currently houses many of these programs.</p>

Through a grant from the Massachusetts Life Sciences Center and the College's own capital fundraising campaign, DCAMM completed Phase 1 of the Center for Life Sciences in 2018 by constructing a microbiology laboratory, biotechnology laboratory and the region's first clean room training facility on the first floor. The College is seeking approximately \$10 million from the Elaine Marieb Foundation to support building expansion. Given the scope of the project and the need to maintain life sciences instruction during construction, the project has been planned in five phases, so Commonwealth support could be spread out over a number of years. While completion of all five phases is necessary to achieve the College's vision for creation of a Center for Life Sciences, each phase is fully functional once completed and not dependent on completion of subsequent phases.

Project phasing is summarized below:

- **Phase 1, first floor partial:** Biotechnology, Microbiology, Clean Room Training, (completed in 2018 and not included in Total Project Cost estimate).
- **Phase 2, first floor partial:** Sustainability Studies, Veterinary Technology, Forensic Science.
- **Phase 3, second floor total:** Environmental Science, Veterinary Technology, Anatomy & Physiology, Foundations of Health.
- **Phase 4, third floor total plus expansion:** General Biology, Zoology, Botany, Greenhouse.
- **Phase 5,** new entranceway, vestibule, common spaces, all three floors.

**The project supports Commonwealth priorities by:**

- Renovating outdated facilities, providing better space utilization, energy efficiency and accessibility;
- Expanding programmatic collaborations with transfer institutions and industry partners.
- Addressing the goals of the Workforce Skill Cabinet by creating facilities to help students develop and continuously improve skills and knowledge to meet documented hiring needs.
- Supporting flexible and innovative program delivery models, with emphasis on support for at-risk students, career guidance and industry partnerships.
- Advancing the Equity Strategic Framework through creative approaches to advising, career planning and industry partnerships to reduce the achievement gap, promote the STEM partnership with Holyoke Public Schools and other local districts, and improve college completion rates.
- Utilizing data from a comprehensive academic program review (Gray Associates) to expand program offerings in response to student and employer demand.
- Supporting the College's business strategy by creating a building with greater energy efficiency and space utilization and expanding curricular programs with enrollment growth potential.

**The project further advances the HCC Strategic Plan for FY 2019 - 2022 by:**

- Providing platforms supporting innovative teaching and learning practices and the expansion of support programs with proven track records of success.

	<ul style="list-style-type: none"> <li>● Supporting inclusion and student success through collaboration with community-based organizations, local school districts and adult education programs, and by expanding building accessibility.</li> <li>● Better aligning programs to support workforce development and academic transfer.</li> <li>● Supporting institutional sustainability through enrollment growth, better space utilization, and energy efficiency.</li> </ul> <p>On a motion by Trustee Parker and seconded by Trustee Perez, it was <b>VOTED</b> to approve a Major Projects to the Commonwealth to support continuation of the Center for Life Sciences Project as presented at today’s meeting.</p>
<b>REPORT OF THE CHAIR</b>	<p>Aside from several phone calls with President Royal, Chair Gilbert also participated:</p> <ul style="list-style-type: none"> <li>● October 31<sup>st</sup> – Attended and served on the panel at the Department of Higher Education Trustees Conference. Chair Gilbert emailed the members of the Board a summary of the conference.</li> <li>● October 31<sup>st</sup> – Set the agenda for today’s meeting with President Royal.</li> </ul>
<b>PRESIDENT’S REPORT</b>	<p><b>General Updates</b></p> <p>President Royal thanked Trustee Delgado for participating in a panel with the Lumina Foundation. The Lumina Foundation is seeking funding to support the work around Equity.</p> <p>President Royal acknowledged the departures of Marcia Mitchell, Comptroller and William Fogarty, Vice President of Administration and Finance. President Royal read career highlights for both and thanked them for their contributions to HCC and our students.</p> <p>President Royal welcomed Narayan Sampath who has been hired as the new Vice President of Administration and Finance. Mr. Sampath first day is January 2, 2020.</p>
<b><u>STRATEGIC PLAN IN DEPTH TOPICS:</u></b>	<p><b><u>Understanding Accreditation:</u></b></p> <p><b>Presentation provided by Dr. Rachel Rubinstein, Vice President for Academic and Student Affairs and Dr. Moira Maguire, Dean of Social Sciences.</b></p> <p>Dr. Rubinstein and Dr. Maguire provided the Board with an overview regarding the upcoming accreditation visit by the New England Commission of Higher Education (NECHE) scheduled on October 4-7, 2020.</p> <p>The New England Commission of Higher Education (NECHE) is a separate and independent accrediting agency sanctioned by the US Department of Education. The accreditation process is very important because it allows our institution to offer federal financial aid and transfers.</p> <p>There are nine Standards for Accreditation:</p> <ol style="list-style-type: none"> <li>1. Mission and Purposes</li> <li>2. Planning and Evaluation</li> <li>3. Organization and Governance</li> <li>4. The Academic Program</li> <li>5. Students</li> <li>6. Teaching, Learning, and Scholarship</li> <li>7. Institutional Resources</li> <li>8. Educational Effectiveness</li> <li>9. Integrity, Transparency, and Public Disclosures</li> </ol>

The Standards for Accreditation define quality and provide a framework for evaluation in terms of institutional mission.

The NECHE Steering Committee consists of 18 members, two members per each standard. The Steering Committee has begun the work on gathering and analyzing the data, and Professor Trobaugh has been working since the summer writing the self-study. The draft self-study will be provided to NECHE in March for feedback, and the final report will be submitted prior to their onsite visit in October 2020.

## NECHE 2020 SELF STUDY

{ HCC Board of Trustees Meeting, November 26, 2019  
Rachel Rubinstein, Kelly O'Connor, Moira Maguire

### Welcome to NECHE

- ⌘ New England Commission of Higher Education
- ⌘ Accrediting agency sanctioned by the US Department of Education to be "Separate and Independent"
- ⌘ Serves institutions of Higher Education throughout New England (but NOT New York!)

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## Standards for Accreditation

1. Mission and Purposes
2. Planning and Evaluation
3. Organization and Governance
4. The Academic Program
5. Students
6. Teaching, Learning, and Scholarship
7. Institutional Resources
8. Educational Effectiveness
9. Integrity, Transparency, and Public Disclosure

## What is Accreditation?

A **voluntary system of self-regulation** carried out by **peer review** in which an institution or program is found to **meet** or exceed a set of **standards**.

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## Three Major Changes in 2016

1. **Less emphasis on inputs/resources:**
  - ↳ Standards 7 (Library and Other Information Resources) 8 (Physical and Technological Resources) and 9 (Financial Resources) combined into a single new standard, **Institutional Resources**

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## Three Major Changes in 2016

### 2. New Standard: Educational Effectiveness\*:

Combines parts of Standards 2 (Planning and Evaluation), 4 (The Academic Program), 6 (Students)

More attention to **mission-appropriate measures of student success**, including quantitative measures of success (e.g., rates of progression, retention, transfer, graduation; licensure passage rates; employment)

\* aka: the "no place to hide" standard

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## Three major changes in 2016 Standards

### 3. Combine Standards 10 (Public Disclosure) and 11 (Integrity) to form a new standard: Integrity, Transparency, and Public Disclosure

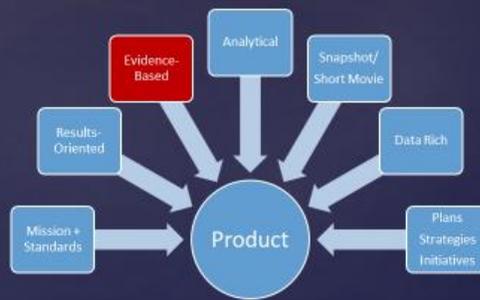
More emphasis on what is owed to the public

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## Self-Study Process



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## The Commission expects that data

- ↳ have been analyzed, reviewed, and discussed
- ↳ support evidence of student success and institutional effectiveness
- ↳ are used to inform planning, decision-making, and resource allocation

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What does the difference between “description” and “appraisal” actually look like???

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## Self-Study is an integrated “story” of the institution

- ✓ Evidence-based -- Not a mystery novel
- ✓ Candid -- Not a work of fiction
- ✓ Prospective -- Not an historical biography
- ✓ Comprehensive -- Not an account of 9 different authors
- ✓ Complete and Compelling Story – Not a Cliffhanger!

**BEST SELLER!!**



Award  
Winning  
Self-Study

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Fall 2019

September				October				November				December									
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	
1																					
8																					
15																					
22																					
29																					

Spring 2020

Steering Committee Research Continues Draft Submitted to NECHE NECHE Team Chair Preliminary Visit																					
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Fall 2020

September				October				November				December									
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	
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## How you can help as a Board of Trustees Member



Familiarize yourselves with the Standards.



Understand and support the process.



Participate during the site visit in October 2020.

In preparation for the Chair's preliminary visit on April 6-7, 2020 and the Team's visit on October 4-7, 2020, Dr. Rubinstein went over the role of the Board. The final report will be provided to the Board for their review prior to the October visit.

President Royal thanked Dr. Rubinstein and Dr. Maguire for their presentation.

### **Emergency Management Preparedness:**

**Presentation provided by Thomas Kettle, Director, Emergency Preparedness and Chief Laura Lefebvre, Chief, Public Safety**

Mr. Kettle stated he has provided trainings and individual meetings with divisions and departments, to empower individuals to respond to emergencies and gain an understanding of emergency response within the framework of the HCC Emergency Action Plan.

## Emergency Preparedness Status

Past, Present and Future

## Past

February 26, 2013



## Present

- First phase creation of plans
  - Emergency Action Plan
  - Emergency Operations Plan
- Great Collaboration between Emergency Preparedness and Police
  - Have collaborated on training the campus on Emergency Preparedness 101
    - Filling Individuals and Departmental "Toolboxes"

## Present

- Have provided large group trainings and individual departmental trainings
  - Library
  - Culinary
  - PAFAC
  - FPA
  - Assessment

	<div data-bbox="597 94 1515 611"> <h3 style="text-align: center;">Present</h3> <ul style="list-style-type: none"> <li>○ Collaborations <ul style="list-style-type: none"> <li>○ Super Bowl February 2019 <ul style="list-style-type: none"> <li>○ Chief Lefebvre was part of the Incident Command Post at Westfield State</li> </ul> </li> <li>○ Mirroring of Emergency Plans HCC and WSU <ul style="list-style-type: none"> <li>○ Allowing for easy communications during incidents</li> </ul> </li> </ul> </li> </ul> </div> <div data-bbox="597 642 1515 1159"> <h3 style="text-align: center;">Future</h3> <ul style="list-style-type: none"> <li>○ Continue to enhance training within individual departments</li> <li>○ Creation of departmental coordinators</li> <li>○ Business continuity training and planning</li> <li>○ Unified training involving ERT teams from HCC and WSU</li> <li>○ Combined full scale active shooter training to exercise both police and emergency response team members</li> </ul> </div> <p>Conversation ensued regarding HCC Rave Alert System. Chief Lefebvre spoke about the current system and provided the Board with new system updates which will be implemented in the next few months.</p> <p>Chair Gilbert thanked Mr. Kettle and Chief Lefebvre for their presentation.</p> <p>President Royal provided an update on several Town Hall meetings held with faculty and staff as a way to engage and report out on highlights and areas of opportunities. The next Town Hall meeting is scheduled on December 18<sup>th</sup>, 9:00-10:00 am and will focus on Equity.</p>
<b>ADJOURNMENT</b>	The meeting was adjourned at 9:54 am

Respectfully submitted,

Marley Friedrich  
Board Secretary  
HCC Board of Trustees