Minutes of October 7, 2020
A meeting held in Executive Session of the Holyoke Community College Board of Trustees was held on Wednesday, October 7, 2020, remotely with Chair Robert W. Gilbert, Jr. presiding.

| MEMBERS PRESENT | Robert W. Gilbert, Jr., Chair  
|                 | Suzanne Parker, Vice Chair  (arrival at 4:06 pm)  
|                 | Jose Delgado  
|                 | Joyananda Gi  
|                 | Yolanda Johnson  
|                 | Lucy Perez  
|                 | Evan Plotkin  
|                 | Julie Pokela  
|                 | Ivonne Vidal  (arrival at 4:04 pm)  
| MEMBERS ABSENT | Charles Epstein  
|                 | Ted Hebert  
| ALSO PRESENT | Karen Desjeans, Christina Royal, Narayan Sampath  
| CALL TO ORDER | Chair Gilbert called the meeting to order at 4:02 pm  
| EXECUTIVE SESSION | Chair Gilbert announced the purpose for the executive session was to discuss the strategy with respect to collective bargaining and non-unit personnel because conducting a discussion in an open meeting could have a detrimental effect on the Board’s bargaining position. It was also stated that this meeting will not reconvene into open session after the executive session.  
|                 | A motion was made by Trustee Delgado to move into executive session and: seconded by Trustee Johnson. Ms. Desjeans conducted a roll call vote:  
| Trustee Delgado | Yes  
| Trustee Epstein | Absent  
| Trustee Hebert | Absent  
| Trustee Parker | Absent  
| Trustee Perez | Yes  
| Trustee Plotkin | Yes  
| Trustee Pokela | Yes  
| Trustee Vidal | Yes  
| Trustee Gilbert | Yes  
| Chair Gilbert described the purpose of the meeting was discuss the College’s budget situation and enrollment declines.  

President Royal and Vice President Sampath presented a PowerPoint Presentation and grounded the discussion in the Strategic Plan’s #4 Objective of creating a Sustainable Model for Long-Term Growth.

There was further discussion on the Proposed Next Steps and the timing of the discussions for the College. The President clarified that because of union contracts, the College needs to respect the impact bargaining process, and the timeline is a variable that we cannot predict.

Chair Gilbert provided an update on the NECHE Exit Report. One area of concern for the College is the decline in enrollment not being addressed and the Board needs to take these fiscal concerns seriously.

If Trustees receive any questions, they should be directed to either Chair Gilbert or President Royal.
A Decade of Decline

- A decade of declining enrollment. From 2010:
  - Headcount down from 7,404 to 4,200, a 43% decline
  - Credits down from 145,376 to 93,000, a 36% decline
  - FTE down from 9,692 to 5,805, a 40% decline
- However, staffing not aligned with critical metrics
  - About 400 full-time benefitted staff since 2010
- Challenges exacerbated by COVID-19

Staffing levels compared to revenue metrics are not aligned
FY 2021 Budget Assumptions

- Annual budget of about $58.8M compared to $54.8M in FY20, a reduction of about 7%
- 5% decline in State Appropriations
- 15% decline in enrollment in terms of absolute dollars and 17% with respect to number of credits
- FY21 shortfall of $2M (balanced with Federal + State funding)
- Systemic fiscal challenge: Approximately $2.5M to $4M

Full Year's Budget Approved by the Board on 9/22

Personnel Expenses

- Salary + fringe of full-time employees is about 60% of the total budget
- With part-time employees, including CTE faculty is 67%

Recent Actions

- Steps taken
  - Every position including part-time positions are reviewed at Cabinet
  - Program Prioritization started in FY20
  - Budget Committee formed in Spring of 2020
  - Contracted with Donahue Institute for Enrollment Projections (Jan 2020)
  - Reduced expenses by 7% for FY21
  - Reduced FTEs by 33 positions in March 2020
  - Offered Early Retirement Incentive Program (Sept 2020)
  - Offer Voluntary Unpaid Leave Options (Sept 2020)
  - Build Future Budgets Based on Realistic Enrollment (FY21 & 22)

Proposed Next Steps

| Early Retirement Incentive Program (ERIP) | 980,722 | 546,732 | 1,527,454 | 13 |
| Veterinary Incentive Program | 20,000 | 20,000 | 20,000 | 2 |
| Anticipated FTEs (COTE): that will not be rehired | 420,892 | 494,112 | 915,004 | 3 |
| Elimination of Yearly Positions | 1,136,509 | 1,136,509 | 1,136,509 | 21 |
| Non-Teachers | 872,159 | 872,159 | 872,159 | 15 |
| Financial Assistance | 400,000 | 400,000 | 400,000 | 7 |
| Open Vacancies | 450,000 | 450,000 | 450,000 | 15 |

Above totals are subject to adjustments and could change. Process is consistent with respective collective bargaining agreements.
On a motion by Trustee Perez and seconded by Trustee Delgado it was VOTED to adjourn executive session. Ms. Desjeans conducted a roll call vote:

<table>
<thead>
<tr>
<th>Trustee Name</th>
<th>Vote</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delgado</td>
<td>Yes</td>
</tr>
<tr>
<td>Epstein</td>
<td>Absent</td>
</tr>
<tr>
<td>Hebert</td>
<td>Absent</td>
</tr>
<tr>
<td>Parker</td>
<td>Yes</td>
</tr>
<tr>
<td>Perez</td>
<td>Yes</td>
</tr>
<tr>
<td>Plotkin</td>
<td>Yes</td>
</tr>
<tr>
<td>Pokela</td>
<td>Yes</td>
</tr>
<tr>
<td>Vidal</td>
<td>Yes</td>
</tr>
<tr>
<td>Gilbert</td>
<td>Yes</td>
</tr>
</tbody>
</table>

The meeting was adjourned at 4:59 pm.

Respectfully submitted,

Karen Desjeans, Recording Secretary
Board of Trustees

Approved: Robert W. Gilbert, Jr., Chair, November 24, 2020