

HACC, CENTRAL PENNSYLVANIA'S COMMUNITY COLLEGE
Board of Trustees Meeting
March 5, 2013

Trustees Present

Frank A. Conte (phone)
Daniel P. Delaney
Randy E. Eckels (phone)
Loren H. Kroh
William M. Murray (phone)
Hector R. Ortiz
Charles R. Peguese
Robert J. Phillips
Nailah I. Rogers (phone)
Timothy L. Sandoe
Vicki R. Shannon (phone)
Peter C. Wambach
Mark A. Whitmoyer

Cabinet

Dr. John J. "Ski" Sygielski
Dr. Linnie Carter
Dr. Cynthia Doherty
Dr. Kathleen Kramer
Dr. Rob Steinmetz
Dr. L. Marshall Washington
Dr. Richard Yankosky
James Baxter
John Eberly
Shannon Harvey
Dennis Heinle
Lois Schaffer
Jean Treuthart

Absent

Randy E. Eckels
Deep C. Gupta
Sally S. Klein
Thomas B. Richey
Jeffrey A. Shaffer
Ty D. Strohl

Guests

David R. Keller, Solicitor
Michael Bowden, APO
James Carideo
Deborah Kell
Kate Margolis, Faculty (phone)
Linda Mussoline, CEO
Pam Watkins, Faculty (phone)

Roll Call and Recognition of Visitors: Mr. Sandoe called the meeting to order at 12:02 p.m. and noted that a quorum was present.

Executive Session: At 12:03 p.m., the Board entered Executive Session to discuss a personnel matter.

Moved: Toni H. Sharp
Seconded: Mark A. Whitmoyer
Motion carried

At 12:35 p.m., the Board returned from Executive Session and took the following action:

Res. 50.81, President's Goals

BE IT RESOLVED THAT THE BOARD OF TRUSTEES

Adopt the President's goals.

Moved: Daniel P. Delaney
Seconded: Peter C. Wambach
Motion carried

HACC President's Goals
July 1, 2012 to June 30, 2013

- I. **Teaching and Learning Excellence (40 percent)**
 - a. Finalize College "warning" report to Middle State Commission
 - b. Finalize requirements to offer first online degree to be offered in fall 2013

- c. Receive board approval to engage an external organization to work with us to develop a comprehensive recruitment and integrated marketing communications plan to effectively drive and manage enrollment
- d. Ensure enrollment declines do not exceed five percent in the fall and spring semesters
- e. Ensure enrollment increases in the Virtual Campus exceed five percent in the fall and spring semesters
- f. Implement plans to improve student retention:
 - i. Implement first –year experience courses
 - ii. Hire recruiters at Harrisburg, Lancaster, York and Virtual campuses
 - iii. Pilot a comprehensive and mandated new student-orientation program at the Lancaster campus

II. Organizational Excellence (25 percent)

- a. Seek board approval for revised College Strategic Plan (including mission, vision and values) in accordance with Middle States Commission recommendations
- b. Continue to refine the organization structure
- c. Interview and hire three cabinet level positions
 - i. Vice president of academics/provost
 - ii. Vice president of finance and administrative affairs
 - iii. Chief of Staff
- d. Assess and implement the appropriate organizational structure for the:
 - iv. Office of Academic Affairs
 - v. Office of College Advancement
 - vi. Office of Information Technology

III. Operational Excellence (35 percent)

- a. Identify additional revenue sources for the College
- b. Report on draft revisions to College/campus budgeting model
- c. Report on college operations utilizing financial ratios –quarterly- beginning in April 2013
- d. Report cost containment activities at the May 2013 board meeting
- e. Conduct program costing analysis and present recommendations at May board meeting
- f. Present business and fund-raising plan for enhancing the Cooper Student Center at or before the June board meeting
- g. Work with the HACC Foundation Board to develop and begin implementing its strategic plan
- h. Review and enhance, where necessary, public safety regulations and procedures

Revised Feb. 20, 2013

Recognition of Visitors: Dr. Ski introduced three members of the College community: Michael Bowden, president of the Administrative and Professional Organization, Kate Margolis, Faculty Senate president; and Lois Schaffer, newly appointed interim Lancaster Campus vice president. Ms. Schaffer would succeed campus Vice President Dr. L. Marshall Washington, who would soon leave HACC to become president of New River Community and Technical College.

Staff Presentation: “HACC Financial Aid Facts,” Dr. Robert R. Steinmetz, vice president, Student Affairs and Enrollment Management, and James J. Carideo, director, Financial Aid. Dr. Ski introduced Mr. Carideo, commending his 12 years of service at HACC and his outstanding work in Financial Aid. Dr. Steinmetz also praised Mr. Carideo’s successful efforts to improve processes within the Financial Aid Department and service to students. Mr. Carideo provided background information on the various

types of aid available to students, including loans and grants, noting that grants, unlike loans, do not have to be repaid. Some 70 percent of HACC students received federal, state or local aid, reflecting an increase from 50 percent in 2007-2008. During the past academic year, aid to HACC students had included more than \$89.5 million in federal Stafford Loans, some \$32.3 million in federal Pell Grants, \$4.4 million in state grants through the Pennsylvania Higher Education Assistance Agency (PHEAA), and more than \$845,000 in scholarships from the HACC Foundation. Other aid comprised some \$782,000 in private loans from alternative sources, \$628,000 in federal work study funds, more than \$413,000 in federal supplemental opportunity grants, \$409,000 in private scholarships and \$147,000 in federal Direct PLUS Loans. During the five-year period, the greatest increase had been in Pell Grants, up 167 percent; direct loans, up 98 percent and PHEAA grants, up 56 percent. Changes in the way the federal government calculated student loan default rates had led to a common misconception in the public's mind that student defaults at community colleges had risen dramatically. Under the new formula, HACC's default rate would increase to 12.6 percent from 10.7 percent. However, Mr. Carideo explained, HACC's default rate was actually lower than the national average of 13.4 percent for public two- and three-year colleges. In addition to streamlining many processes handled by Financial Aid staff, the department had done much to integrate Financial Aid operations with Welcome Centers at all campuses and had also adopted a comprehensive communication plan for students that made it easier for students to apply for, receive and manage their aid.

Discussion and Action on Any Committee Report Items Removed From Consent Agenda: None.

Approval of Consent Agenda:

Moved: Charles R. Peguese
Seconded: Daniel P. Delaney
Motion carried

Recommendations/Reports From The Board of Trustees: Mr. Peguese reported on the annual Association of Community College Trustees National Legislative Conference in Washington, DC, which he had attended with Dr. Ortiz and Dr. Ski. Meetings with Representatives Dent, Gerlach, Pitts, and a member of Representative Perry's staff focused on students' need for continued support for Pell grant funding. They also met with Senator Robert Casey's education aide and with Senator Pat Toomey. Representative Pitts had explained how entitlement programs including Medicare and Medicaid, as well as the nation's costly military defense budget, constrained the federal government's ability to fund higher education. Dr. Ortiz reported that he spoke with representatives about the importance of the Dream Act to students who, though they were in the United States as undocumented aliens, had come to the US as young children and typically knew no other country as home. He shared with the representatives the story of a young woman in Harrisburg who was unable to work or go to college because of her status, and said young people in similar circumstances would benefit from passage of the Act. Dr. Ortiz noted that Representative Lou Barletta, although strongly opposed to any legislative reform in favor of immigrants, was nevertheless receptive to hearing HACC's explanation of the Dream Act and its benefits for young people who wish to attend college. He indicated he would be willing to give the Dream Act serious consideration. Mr. Sandoe thanked Mr. Peguese and Dr. Ortiz for volunteering their time to represent the College at the conference.

Recommendations/Reports From The President: Dr. Ski thanked Dr. Washington for his three years of service as vice president of HACC's Lancaster Campus and wished him the best of success as president of New River Community and Technical College. Dr. Washington thanked the College community for a positive experience at HACC and an opportunity to serve the students and community. On behalf of the Board, Mr. Sandoe expressed the Trustees' congratulations. All in attendance responded with applause.

Dr. Ski noted several developments, including:

- Interim Provost and Vice President of Academic Affairs Jeb Baxter's expected completion of organizational enhancements to the Academic Affairs Division;
- New efficiencies in the Information Technology Department instituted by Interim Chief Information Officer Dr. Richard Yankosky;
- Dr. Doherty's and Mr. Eberly's valuable assistance in working with representatives of the sponsoring school districts to develop a proposed new plan for sponsorship support of the Harrisburg Campus;
- Lebanon philanthropist Frank Dixon's offer to fully fund tuition for students in the Certified Nursing Assistant program.

Dr. Ski thanked Dr. Ortiz for attending the Martin Luther King celebration where HACC was presented a "Pillar of the Community" Award. He also thanked Mr. Wambach for participating in the planning meeting for the College's upcoming 50th anniversary celebration. He thanked Ms. Sharp for introducing him to colleagues at Apple, which led to Dr. Ski's trip with Virtual Campus administrators to meet with Apple representatives in California to discuss the future of e-learning. He also thanked Mr. Sandoe for his continuing support.

Board Education Topic: "Leadership to Meet the Accreditation Challenge," Deborah Kell. Dr. Ski introduced Ms. Kell, a consultant who had become an authority on the standards of the Middle States Association of Colleges and Schools (MSA) following her retirement from an administrative role at Mercer County Community College in New Jersey. To prepare the Trustees for their work in contributing to the College's upcoming report to Middle States, a requirement for removing the warning that had been imposed on HACC's accreditation status, Ms. Kell summarized the four MSA standards that HACC would need to meet. In addition to three standards for institutional effectiveness, general education assessment and assessment of student outcomes that Mr. Baxter had previously addressed in detail for the Board, Ms. Kell explained HACC must also show evidence that its institutional integrity was supported by an active, autonomous, and responsible Board of Trustees that provided effective guidance at the policy level. She presented an overview of a four-step assessment cycle that would enable the Board to document its function and would also provide a model for ongoing assessment and improvement. Actions would include studying how the Trustees' goals aligned with the College strategic plan, mission and vision; gathering supporting evidence; reporting the assessment findings; and, finally, using the findings for continuing improvement. She and the Trustees reviewed the Board's functions and bylaws as outlined in College Policies 021 and 031, and she described the desirable characteristics of a "sustained culture of self-assessment." Several Trustees noted that the Board historically had evaluated its operations in annual retreats and other planning sessions. It would be necessary to document how those processes take place, Ms. Kell said, adding that, ideally, the Board would complete its assessment and would begin putting actionable steps into place by the end of May. Mr. Sandoe asked for four or five volunteers from the Board who would assist, after the April meeting, in producing a "general framework" of items to measure, for review at the May Board of Trustees meeting. He asked Trustees to be prepared to stay following the May meeting for an in-depth working session until about 3:30 p.m.

Recommendations/Reports From The Chair: None.

Adjournment: At 2:00 p.m., having no further business, the Board adjourned.

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	Consent Agenda	
	Review and Approval of Previous Minutes	Chair
75B	Personnel Recommendations	Mr. Delaney
I-6	Personnel Information Items	Mr. Delaney
76	Report of College Operating Revenues and Expenditures – Jan. 31, 2013	Mr. Conte
77	Single Prime Contract for Window Repairs at the Lebanon Campus	Mr. Conte
78	Gifts - Scholarships	Mr. Conte
79	Criminal Justice (PASSHE) AA Transfer Degree	Ms. Sharp
80	Structural Engineering Technology AS Degree and Certificate	Ms. Sharp
L-3	Pre Health Professions	Ms. Sharp