

**HENRY FORD COLLEGE
REGULAR BOARD OF TRUSTEES MEETING
DEARBORN, MICHIGAN
OCTOBER 21, 2019**

I. CALL TO ORDER

The regular meeting of the Henry Ford College Board of Trustees was called to order on Monday, October 21, 2019, at the Henry Ford College Administrative Services and Conference Center in the Rosenau Board Room at 7:02 p.m. by Chair Petlichkoff.

ROLL CALL

On roll call, the following were present: Trustees Berry, Lane, Meade, Mozip, Thorpe and Chair Petlichkoff. There being a quorum, the meeting was declared in session. Trustee McDonald arrived at 7:04 p.m.

II. APPROVAL OF MINUTES

Resolution offered by Trustee Berry and supported by Trustee McDonald passed unanimously that the following Minutes be approved with the following language added: Trustee Thorpe stated for record that he voiced his concern on what will happen when the Ralph C. Wilson grant funding runs out, will the College be able to sustain the programs funded by the grant?

Policy Committee Special Meeting, September 16, 2019
Regular Meeting, September 16, 2019

III. RECOGNITION AND ACKNOWLEDGEMENTS

HFC student, Matt Kosiba, read recognition and acknowledgment items. Matt is a sophomore majoring in Business Administration. Matt was a golfer at Huron High School in New Boston and was recruited to HFC to compete on the golf team. Last year, he was named to the MCCA Eastern Conference All-Freshman Team and received Academic All-MCCA and Hawk Academic Team honors. His goal this year is to continue to excel academically and to qualify for the NJCAA Golf Championship in Joplin, Missouri this spring.

- Congratulations to our golf team for finishing as the MCCA Eastern Conference Runners-Up this season. The team finished second in the eight-team field; last year the Hawks finished in fifth place. Individually, Matt Kosiba finished 5 strokes behind the leader to finish second in the conference while Alana Jones finished tied for eighth. Both earned MCCA All-Conference honors. Alana became the first female in the 93-year history of the MCCA to earn All-Conference Golf honors. Freshmen Joseph Quiton and Donnie Andrysiak earned All-Freshman Team honors. The season will resume in the spring with qualifying state and regional tournaments to determine berths to the NJCAA national golf championships.

- Congratulations to HFC student, Najwa Aboudaye, who placed as the top female student in the Student Math League contest during the 2018-2019 academic year.
- On October 1, the Office of Student Activities held a goal setting presentation to encourage students to set goals and develop an action plan to accomplish their goals. The event was a huge success with 71 students in attendance.
- Discover Day is our largest on-campus recruiting event each year where high school students from throughout the area are invited on campus to discover HFC academic programs and university transfer opportunities available to them at HFC. This year was our biggest recruiting event ever, with 850 students (about 200 more than 2018) from 27 area high schools, including all three Dearborn public high schools. Current HFC students were also invited to the event so they too could speak with faculty and learn about programs of interest. We are currently soliciting feedback from both our high school guests and faculty and staff who worked the event. Early indications are that 2019 was our best-received Discover Day yet. Congratulations to the admissions and recruiting team and all the volunteers who helped make this day a success.
- On Thursday, October 17, the Career Services Office held their 8th annual Career Expo on HFC's main campus. With 100 organizations/employers represented and over 350 job seekers passing through, this year's Expo was the largest on record. The Career Services team would like to thank KLA Labs for serving as our principal sponsor. KLA Labs and HFC have enjoyed a successful partnership over the years and this Expo team effort was just another great example of that partnership. Additionally, we would like to thank Buffalo Wild Wings for sponsoring our faculty/employer mixer prior to the start of the Expo. Over 30 faculty took the opportunity to meet with employers in their field to exchange ideas and set up future collaborations. The Career Expo is a yearly event meant to bring employers from SE Michigan to our campus to meet with students and graduates and to learn all about the wonderful programs HFC has to offer. A big thank you to the entire Career Services team for all their hard work in making this Expo happen.

IV. PRESIDENT'S ITEMS

- Reviewed the Cash Forecast as of October 16, 2019.
- Reviewed the General Fund Report Summary worksheet as of September 30, 2019.
- When the president first arrived at HFC, he asked that the designated president's parking spot be assigned to an employee who exemplifies teamwork. Since then, other spots (designated as Hawk Hero) on campus for employee recognition have also been identified. The Hawk Hero spot at the ASCC has since been renamed as "Hawk Hero Parking in memory of our teammate, Randall Eiermann."
- A second round of Listening Tours to garner feedback from faculty and staff is underway. Trustees are invited to participate in the meetings any time. A Listening Tour is scheduled at 10:00 p.m. this evening with facilities staff.

V. SPECIAL REPORTS

A. HFC Audit Presentation for Fiscal Year Ended June 30, 2019 – Dr. David Cunningham

Dr. Cunningham introduced Dana Coomes and Courtney Heller, auditors from Plante Moran. Ms. Coomes gave kudos to the College as the audit resulted in a clean

unmodified opinion with no audit adjustments required. This finding also applies to the federal awards audit. Ms. Heller gave a presentation on the general fund, unrestricted funds, and historical net positions of the College as well as expenditure and revenue comparisons for fiscal year ended June 30, 2019.

B. Enrollment – Board Report #4529 – Vice President Herbst

Headcount Fall 2018 and Fall 2019

The figures cited in this report are unduplicated headcount for credit classes only. The term “general college” refers to students who are not enrolled in any dual enrollment program. The general college and dual enrollment numbers from Fall 2018 and Fall 2019 are as follows:

		Fall 2018	Fall 2019	Change
Unduplicated Credit Headcount	General College	10,641	10,701	+0.56%
	Dual Enrollment	2,060	1,971	-4.32%
	TOTAL	12,701	12,672	-0.23%

In general, new student numbers are trending upward with applications up by 4.20% and new registered students up by 6.72%. HFC is down 29 total students in total headcount with 89 of those students being dual enrollment, but as you will see in the next chart, the number of credit hours generated in dual enrollment is up overall.

		Fall 2018	Fall 2019	Change
Credit Hours	General College	96,723	98,146	+1.47%
	Dual Enrollment	13,534	13,720	+1.37%
	TOTAL	110,257	111,869*	+1.46%

Credit Hours Fall 2018 and Fall 2019

The credit-hour numbers from Fall 2018 and Fall 2019 are as follows:

**includes 3 credit hours posted in WFPD*

The larger increase in credit hours over the slight decline in headcount may be explained in several ways:

- students are taking courses which require more than three credit hours to complete, such as a science or math course which increases their credit hours without increasing the number of courses they are taking; and,
- students are taking more credits per semester in order to complete their certificate or degree at HFC in fewer semesters

HFC has not actively worked with students to increase the number of credit hours to take each semester, but this discussion has begun in several areas, including with the SEM Chairs. A study funded by the Lumina Foundation determined that advisors who think they are helping students by recommending students ease into college and take fewer credits determined that most students who start slow do not pick up the pace. The study found students who take 15 credit hours, instead of 12, their first semester are more likely to graduate than those who only take 12. Obviously, not all students

are equipped to successfully complete 15 hours, but the students who are should be encouraged to do so.

Activities That Contributed to Fall 2019 Enrollment Increase.

Enrollment increased because of the hard work of everyone who worked with a student. There is no “silver bullet” or one idea which caused the change, rather it is a cumulative effort of many smaller changes. Each one of these activities is either a new or improved activity over what previously was provided on campus.

Listed below are activities and projects from all areas of the College which contributed to the increase in enrollment for Fall 2019;

1. Fourth, earlier de-registration thereby allowing students and HFC team members to work through the financial aid and enrollment processes;
2. Fast Track Fridays (Fast Track Orientation, Advising and Enrollment Process);
3. Phone Call Campaigns to Students at various stages of the enrollment process;
4. Academic Advising and Enrollment Services collaborated to pre-plan students' courses;
5. Off-Site Placement Testing offered to high schools;
6. E-mail and postcard campaign to Stop Out students;
7. Email and postcard campaign to students at various stages of the enrollment process;
8. Career Focus magazine “personalized enrollment” advertisement;
9. Super Saturday-excellent turnout and results;
10. Parent and Family Orientation;
11. Increased collaboration and communication between Academic Affairs and Student Affairs;
12. New majors in Liberal Arts allow students to see the value of remaining at the institution much longer before transferring;
13. Writing Center provides additional academic support, which appears to retain students;
14. Lead instructors in several programs were provided with lists of students to call;
15. Increased sections in high-demand classes such as ENG 131 and MATH courses;
16. The efforts of the Marketing and Communications office; Some of these include personalized, aspirational Fall advertising campaign in support of enrollment, which included all major media channels

Activities Directed at Student Retention

HFC recognizes the need for continued development of activities designed to support student retention and lead to credential completion. In addition to on-going to customer service training provided in Student Services, described later in this report, the following are student-retention activities:

1. Utilization of the new Early Alert System being piloted in the Fall 2019 in the School of Liberal Arts (SOLA) and to be rolled out to the entire campus in Winter 2020;
2. Encouraging seamless transfer of students from one area to another;
3. Continue the use of a fourth de-registration that allows students and team members to work on financial aid and enrollment issues;

4. Contact students who miss on-campus appointments;
5. Continuously monitor waitlists in order to keep students engaged in their academic progress;
6. Work on developing year-round academic scheduling; and
7. Have all students utilize Student Planning and plan their programs out for their entire degree

III. Strategic Enrollment Management (SEM)

Many of the efforts in this report are due to the unique collaboration between academics and student affairs at HFC in our Strategic Enrollment Management Team. In the Fall of 2018, the planning for the Strategic Enrollment Management Team was developed and a presentation was given to the Trustees during the Board Retreat last winter.

SEM is co-chaired by Dr. Jennifer Ernst, Dean of the School of Liberal Arts and Holly Diamond, Executive Director of Enrollment Services and Registrar. While most institutions that create a Strategic Enrollment Management Team tend to create the plan first and then begin working on specific issues, Dr. Ernst and Ms. Diamond felt that HFC's SEM Team needed to begin addressing issues that impact the volatility of enrollment and simultaneously introduced sub-teams to focus on these issues.

SEM at HFC has found collaboration through their innovative Core Team design. Four faculty members and five administrators from across campus serve on the Core SEM Team.

This Core Team has reached out to include 28 additional faculty, staff and community members to serve on the SEM sub-teams. In addition, the Core Team has responded to 10 recommendations received from faculty and staff through the interactive SEM web page.

Each SEM Sub-Team includes at least one Core Team member and is given a specific mission, time frame and deliverable. Listed below are the various Sub-Teams and their responsibilities:

Sub-Teams Expected Deliverables Fall 2019

1. Revision of the 7 Steps to Enrollment:
 - reviewing how the 7 Steps to Enrollment (Appendix A) can better serve different student populations;
 - will have final recommendations and tactics for implementation early in the Fall 2019 semester; and,
 - changes will improve service and provide more efficiency for individual students, removing barriers to enrollment at HFC
2. Focus on 45 Team:
 - providing careful analysis of students who have earned more than 45 credits to assist these students in completing their credentials;

- coordinates two initiatives: Degrees When Due and Detroit Drives Degrees to ensure coherent communication and efficient use of campus resources to address completion;
- a sample size of 800 student transcripts has been evaluated and under the new catalog, 228 students will be eligible for a degree; and,
- the Team will continue to evaluate the students and move forward with notification that they have met the degree requirements, with the goal of awarding degrees throughout the Fall 2019 semester

Sub-Teams Ongoing Projects

1. Adult Student Population Team:

- this team is examining considerable data to help SEM better determine how to best serve the adult student population at HFC because this population is currently underserved by many areas of the college;
- this team is providing some of the thinking behind the revision of the 7 Steps and changes in how the college communicates with adult students; by better
- understanding what programs these students are entering and how they manage their education processes, the college can provide better scheduling, preferred learning methods, and better connect adult students with programs that specifically serve their interests; and,
- the sub-team will continue to make recommendations based on their research in this area

2. Latinx Student Population Team

- this team is focused on examining ways to better serve the Hispanic community in populations ranging from adult students to dual enrolled students;
- the goal is to bring the Hispanic population at HFC more in line with the demographics of the surrounding community; currently, it is quite a bit lower than that community;
- the team is reviewing its service to area high schools with large Hispanic populations and has nearly full participation in Discover Day where previously only one high school participated, easily quadrupling the Hispanic population that will learn about HFC;
- another part of the sub-team is working with SER Metro-Detroit and other community service organizations to better serve adult students with programs and schedules that meet their needs; and,
- the team is currently evaluating the potential before determining a new enrollment goal

3. Displaced Students from Other Institutions/Transfer Team:

- this team originated to assist the students displaced from the Baker College closures; it has grown in scope to recognize that there is a need for transfer services programs for prospective students; and,

- the team will be hosting several programs, inviting students to the College to learn about our offerings, as well as having the service of on-site credit evaluation complete

Sub-Teams New for 2019-2020

1. Scholarship Team: This is a new team that is being developed to enhance the communications with students regarding the scholarship process.
2. Optimal Enrollment Team: This team is designed to evaluate and develop the Optimal Enrollment Point for the College that will allow the institution to not only be sustainable, but to grow in the future.

This target was established in the 2016 College Scorecard as 14,500 students. However, those targets were set in a different context and under different funding conditions for the college, primarily higher levels of state funding.

The SEM Team has taken on the task of re-evaluating the optimal enrollment target and using several data points to help it determine what is optimal. For its first year, the Team has decided to make financial sustainability its primary guiding force in setting the optimal enrollment point. As the Team is analyzing this target, it is considering a number of data elements:

Assumptions used to develop the Optimal Enrollment Point:

- student mix of part-time and full-time will remain constant;
- student mix of in-district and out-of-district students will remain constant;
- Fall to Fall retention increases by 20% to meet HFC stretch goal; and,
- student financial aid needs will remain constant

As the team becomes more sophisticated in its understanding of enrollment and data, it will add the following elements to its calculation of the optimal enrollment point:

- areas where students may be better served with an eye toward building in that additional expense;
- capacity of programs and course sections to determine when most college programs reach saturation in enrollment; and
- determining at what point additional students must result in added personnel expense; for example, how many new students should trigger an additional employee in the Testing Center?

Once the Team has had the opportunity to fully analyze these data points, they will recommend the optimal enrollment point to the Cabinet for Fall 2020.

Additional Deliverables for 2019-2020

Strategic Enrollment Plan - The team expects to complete this and reveal before the end of Fall 2019.

Faculty and staff forums to discuss and revise plan - These will be convened once the Strategic Enrollment Plan is in completed draft form.

IV. Student Services Training Committee

The Student Services Training Committee began its work in Fall 2018 in response to the many concerns about the services students received at the front door of the campus, i.e., the Welcome Center. The training committee consists of managers and frontline staff who work to fulfill the professional needs of the staff. The training provided has contributed to a greater sense of collaboration and has increased staff morale. One of the trainings dealt with the simple concept of treating students and their parents as you want to be treated when you go somewhere for service.

Following the Fall 2019 registration period, the Training Committee conducted a debriefing of the Student Services Staff and determined what worked and where improvements are possible for Fall enrollment. The staff provided 57 ideas to each of the questions of “what went well” and “what we should work on”.

The last question was a request for staff to suggest how to improve the Winter 2020 enrollment period. The Student Services Training Committee has chosen two suggestions, to add an additional Super Saturday in November and to conduct a telephone outreach to students who had registered for Fall but who did not enroll.

V. Conclusion

The enrollment increase for Fall 2019 was the outcome of hard work and dedication from the entire campus. The College feels we have just scratched the surface in increasing enrollment. The hard work is ahead of us.

Remarks from trustees included: a consensus that the current culture of teamwork is very important; students first experience (positive/negative) will influence their decision on whether they will enroll; being mindful that our demographics are not in our favor and we need to continue to work on increasing enrollment; ensuring that students feel they are part of the HFC team; enrollment experience should be pleasant, seamless; creating nurture nooks, out-of-the box areas (welcome spaces for students to sit outside of the classroom); incentives to students (bus passes); and a way to make students aware of their financial status as early and often as possible in order to make alternate payment arrangements.

VI. DISCUSSION ITEMS

A. Capital Outlay Funding – President Kavalhuna

President Kavalhuna initiated discussion on three options available for funding two major projects at the College; renovation of the tech building and the Integrated Energy Master Plan (IEMP). The funding required for both projects is \$15.2M during FY2021, FY2022 and FY2023. The three options are:

1. Use unrestricted reserves. However, this option would reduce reserves from \$22 million to \$6.8 million which would place the College below an eight percent

budget reserve level and would place a dangerous strain on operations should economic conditions deteriorate.

2. Issue private bonds for \$15.2 million paid back over 13 years. The bonds could be paid back as savings from the IEMP are realized. The rates at present are at the two-percent range. This option should be considered because it would preserve our reserves while retiring the debt with the energy savings from the project. This option would be the issuance of a bond issue which would not involve a tax levy or a new issue for debt paid by the citizens of Dearborn. The savings from the IEMP implementation would be for the loan and interest over 15 years.
3. Issue a public bond for 0.3 mills that would generate \$15.2 million which would be paid back through the voters over 13 years. This option would include a public vote on a proposal to increase property taxes. Also, this option would not only preserve the College's reserves but would allow the savings in utility cost guarantees from the IEMP project to be used for the College mission including tuition restraint.

President Kavalhuna feels that the second option is the best choice. Trustees comments included: using a combination of both reserves and private bonds funding; reserves are necessary in case of a funding emergency; why such a short time frame for a decision on this type of funding request; ensuring that all other avenues of funding have been looked at prior to taking on such a big loan; and what guarantee does the College have on the ROI with the IEMP project. Discussion ensued.

VII. ACTION ITEMS

A. Citizen Participation

None

B. Special Consideration of an Action Item

Item 1 pulled.

C. Action to Approve Action Items

Action Item 2, Alex Seizew, Desktop Associate, Network and Infrastructure, Step 2, effective 10/22/19, 12 Months was pulled from the agenda. Mr. Seizew rescinded his acceptance of the job offer.

Motion offered by Trustee McDonald supported by Trustee Berry to approve action items 2 through 4 passed unanimously.

D. At this time, the Secretary will return to any agenda items which Board members asked to discuss and vote on separately.

Trustee Mozip questioned the one vendor response to the bid invitation for Board Report #4530. Fred Steiner explained that DTE grant funds are being used to purchase the truck. The grant specifies that the truck must be purchased and physically on campus by November 30, 2019 or the funding will be lost. Refurbishment

work on these vehicles is done within a very limited market. A 25-day delivery window is required to ensure the vehicle is in working order and to provide training for use of the vehicle. Trustees Thorpe and Mozip asked that Mr. Steiner include language in board reports to explain why only one bid response is submitted in order to limit discussion during board meetings.

BIDS AND CONTRACTS

1. Bucket Utility Truck, BEPD – Workforce Development, DTE Grant – Board Report #4530 – Vice President Satkowski

Motion offered by Trustee Meade, supported by Trustee Lane, was unanimously approved to award a contract to Altec NUECO, LLC for \$47,900.00 for the purchase of one (1) 2009 International 4400 Bucket Utility Truck with an articulating two-person lift as requested by the Workforce and Professional Development Department, in accordance with the specifications of Sealed Bid #20485.

HUMAN RESOURCES

2. Staff Recommendations – President Kavalhuna

Moved to approve the following staff appointments:

Christian-Jacob Johnson, e-Instructional Designer, e-Learning, Step 4, effective TBD, 12 Months.

Nancy Knick, Enrollment Associate I, Concierge, Enrollment Services, Step 4, effective TBD, 12 Months.

Lara Laney, Records Associate II, Registration and Records, Step 2, effective 10/22/19, 12 Months.

3. Director, Institutional Research and Reporting – President Kavalhuna

Moved to approve the appointment of Richard Michalski to the position of Director, Institutional Research and Reporting, at Grade 2, Step 3, of the 2016-2021 Henry Ford Community College Administrators' Association Salary Schedule, Local 71, 48 weeks, effective October 22, 2019.

BOARD ADMINISTRATIVE SERVICES

4. Board of Trustees Policy Updates – Trustee McDonald

Background information: On September 16, 2019, the HFC Board of Trustees Policy Committee discussed and reviewed changes to the Record Management and Retention policy.

Moved to approve the Record Management and Retention policy.

VIII. BOARD OF TRUSTEES BUSINESS**A. Acknowledgements of Correspondence**

Trustee Mozip thanked the Adjunct Faculty Organization for an invite to their next meeting. He added that he will attend if he can get time off from work.

B. Board Committee Reports

Trustee Lane reported that the Finance Committee met at 5:30 p.m. prior to the board meeting to discuss funding options as discussed in section VI. A. on the agenda.

Trustee McDonald reported that Trustee Lane attended the Policy Committee meeting held at 6:00 p.m. prior to the board meeting in place of Trustee Meade. Trustee Lane attended the Policy Committee meeting to clarify her concerns raised at the September board meeting on policy language regarding TPS students. The committee will continue to work on options for Trustee Lane's request that TPS students be treated the same as DACA students. The committee continues to work on updating policies and bylaws.

Trustee Berry reported that the Audit Committee met with the Plante Moran auditors at 6:00 p.m. prior to the board meeting. He added that it is very difficult to get the type of audit results that the College received and thanked the team for their work on the audit.

C. Requests for Information and/or Future Agenda Items

Chair Petlichkoff asked the trustees to check their schedules to see if they are available on November 12, 13 and 14 for a two-hour study session for discussion on their self-evaluations.

D. Board Member Commentary

Trustee McDonald stated that the HFC culinary students did an amazing job at the Eastern Market event she attended last week. The food and presentation were over the top.

Trustee Mozip thanked the Arab Student Union for inviting him to speak to them on Thursday. He added that October is National Bullying Prevention month. He is bringing forth a resolution at the next Dearborn Public Schools board meeting on this issue as it is very important to him.

IX. FUTURE MEETING DATES

A. Monday, November 11, 2019, P-12 Board of Education Meeting, 7:00 p.m., at the Administrative Service Center, in the Frank Franchi Board Room.

B. Monday, November 18, 2019, HFC Board of Trustees Policy Committee Meeting, 6:00 p.m., at the Administrative Services and Conference Center in the Cabinet Conference Room.

- C. Monday, November 18, 2019, HFC Regular Board of Trustees Meeting, 7:00 p.m., at the Administrative Services and Conference Center in the Rosenau Board Room.

X. ADJOURNMENT

Motion offered by Chair Petlichkoff and unanimously approved by those members present that the meeting be adjourned at 9:22 p.m.

James Thorpe, Secretary