

**HOLYOKE COMMUNITY COLLEGE
BOARD OF TRUSTEES**

Minutes of October 27, 2020

The 391st meeting of the Holyoke Community College Board of Trustees was held on Tuesday, October 27, 2020, remotely with Chair Robert W. Gilbert, Jr. presiding.

MEMBERS PRESENT	Robert W. Gilbert, Jr., Chair Suzanne Parker, Vice Chair Jose Delgado Charles Epstein Ted Hebert Yolanda Johnson Lucy Perez Evan Plotkin Ivonne Vidal
MEMBERS ABSENT	Joyananda Gi and Julie Pokela
ALSO PRESENT	Michele Cabral, Karen Desjeans, Veena Dhanker, Mary Dixey, Amy Dopp, Kermit Dunkelberg, Clara Elliott, Curt Foster, Liz Golen, Jeffrey Hayden, Kim Hicks, Clare Lamontagne, Johanna Lebron, Arvard Lingham, Lea Occhialini, Kris Ricker Choleva, JoAnne Rome, Christopher Royster, Christina Royal, Rachel Rubinstein, Narayan Sampath, Amanda Sbriscia, Laura Schlegel, Adrienne Smith, Idelia Smith, Tom Stewart, Linda Szalankiewicz, Renee Tastad, Gertrude Tynan, Chris Yurko
CALL TO ORDER	Chair Gilbert called the meeting to order at 8:04 a.m. Roll Call Attendance: Trustee Delgado Yes Trustee Epstein Yes Trustee Hebert Yes Trustee Johnson Yes Trustee Parker Yes Trustee Perez Yes Trustee Plotkin Yes Trustee Vidal Yes Trustee Gilbert Yes
CONSIDERATION OF CONSENT AGENDA ITEMS	Chair Gilbert asked if any consent agenda items needed to be moved to the regular agenda. The Equity Committee’s Motion was moved for discussion. He then read the Consent Agenda Items and asked for a motion to approve those items <ul style="list-style-type: none"> ● Consideration of Minutes Board of Trustee Meeting of September 22, 2020 ● Report of Personnel Actions October 2020 ● Committee Reports

	<ul style="list-style-type: none"> • Advocacy • Audit & Finance • By-Laws and Governance • Nominating • Presidential Evaluation • Strategic Planning <p>Trustee Johnson provided an update on the Equity Committee’s work in providing a Board Statement for consideration. She read the statement:</p> <p><i>As the fiduciaries of this college, the Board of Trustees of Holyoke Community College are uniquely charged with fulfilling the promise of equity at HCC. At this time of national reckoning, we must acknowledge the racial injustice that is deeply embedded in the fabric of our country. It is the responsibility of each one of us to use this moment to educate ourselves and others, engage in difficult conversations, listen to our Black students, faculty, and staff, as well as students, faculty, and staff of color, and join with others to forge a truly just and equitable society.</i></p> <p><i>Toward that end, our Board is committed to:</i></p> <ul style="list-style-type: none"> • Affirming HCC as an anti-racist institution • Examining the changes needed to ensure fair and equitable access to education for Black students and students of color • Diversifying our faculty and staff to better reflect the students we serve • Providing culturally responsive, anti-racist professional development for faculty and staff • Engaging in implicit bias training • Participating in ongoing reflection, education and action • Engaging in Board training and professional development to support the work of the institution <p><i>To all members of our community: We hope you will join us in listening, learning and working together to uproot institutional racism. It will take all of us to bring about the change that is so desperately needed.</i></p> <p>A motion was made by Trustee Plotkin and seconded by Trustee Epstein to approve the Consent Agenda and approve the Equity Committee’s Board Statement.</p> <p>Roll Call Vote:</p> <table border="0"> <tr><td>Trustee Delgado</td><td>Yes</td></tr> <tr><td>Trustee Epstein</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Parker</td><td>Yes</td></tr> <tr><td>Trustee Perez</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Vidal</td><td>Yes</td></tr> <tr><td>Trustee Gilbert</td><td>Yes</td></tr> </table>	Trustee Delgado	Yes	Trustee Epstein	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Parker	Yes	Trustee Perez	Yes	Trustee Plotkin	Yes	Trustee Vidal	Yes	Trustee Gilbert	Yes
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<p>NECHE ON-SITE EVALUATION DEBRIEF</p>	<p>President Royal provided the Board an overall update of the process after the evaluation was completed in early October. The next step is to finalize the Error in Fact Report that is being reviewed for factual accuracy. The Evaluation Team highlighted strengths and some areas of concern.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Outstanding faculty credentials, 																		

	<ul style="list-style-type: none"> • Size of financial reserves, • Program prioritization process, • Strategic Plan, • Information Technology Department, and • Integrative Learning Communities and services. <p>Concerns:</p> <ul style="list-style-type: none"> • Need to create a more systematic focus on assessment, including the need for Board assessment • Enrollment decline which creates an existential threat to the College, • Diversity of faculty, • Achievement gaps between various student groups, particularly with minorities with graduation and completion rates, and • Governance. <p>President Royal expressed her thanks to the team leads and participants who made this a successful site visit.</p> <p>Trustee Vidal updated the Board on the Bylaws and Governance Committee most recent meeting focused on updating the bylaws. The first step will be a self-assessment focusing our work through the equity lens, and this exit report is pertinent to this time of change.</p>
REPORT OF THE CHAIR	<ul style="list-style-type: none"> • President Royal has been named one of Business West’s 2020 Woman of Impact. What an extraordinary honor. This award recognizes women who are making a major difference in our community. They are inspirational women doing remarking things. Congratulations. • On October 1, 2020, Chair Gilbert was interviewed by the Republican about higher education, and how we communicate as a Board. • On October 19, 2020, Chair Gilbert participated in an excellent legislative advocacy meeting with 13 legislators attending to discuss the importance of what is happening in higher education. • Trustee Delgado has accepted the appointment of Chair of the Advocacy Committee. Trustee Delgado is Vice President of Governmental Relations at MGM and has a background and sensitivity to working with legislators. •
PRESIDENT’S REPORT	<p><u>Strategic Plan In-Depth Topic: Program Prioritization</u> – presented by Dean Kim Hicks</p>

Program Prioritization

Summary and Recommendations

Board of Trustees, October 27th, 2020

HOLYOKE
COMMUNITY
COLLEGE

What is a Program Prioritization Process?

- **Academic program prioritization** is the activity or process in which an academic institution assesses and prioritizes its programs for the purpose of more strategically allocating its funding and resources. A school engaged in the process of prioritizing its programs may decide to expand, reduce, sustain unchanged, or suspend particular programs, as well as allocate funding to new programs.
- **Data points** may include labor market and transfer opportunity data, competition, demand, impact on campus community, and cost; as well as enrollment, retention, completion and degrees awarded.
- **Most successful** when there is broad faculty involvement and buy-in

Why Now?

- **Program Prioritization is a key action item in our strategic plan:**
 - **Strategy #3:** Align programs with workforce demands, student needs for transfer and employment opportunities.
 - **Objective #3.1:** Take a college-wide, systemic approach to developing and implementing training, certificate and degree programs to address existing and emerging industries and expand enrollment by non-traditional students
 - **Strategy #3 Action Item:** Align academic and training curricula with employment opportunities and needs.
 - **Objective #4.2:** Develop and launch new revenue streams that address strategic priorities and provide new net revenue.

HCC's Program Prioritization Process

- August, 2019: Gray Associates, Inc.,** created Program Scorecards for existing and potential new programs; deans and IR director received training on how to navigate Gray's data analytics platform
- August, 2019:** Gray's consultants facilitated two days of workshops attended by deans, department chairs and other administrators, to examine and discuss Program Scorecards for existing and potential new programs. Gray's Report summarized results from workshop sessions
- September-December, 2019:** Open information sessions in which faculty and staff examined the Gray's data and provided feedback
- September-December, 2019:** Using the Gray's Program Scorecards, as well as IR enrollment, retention, and completion data, departments and divisions refined the list of programs to stop, start, fix, sustain, or grow, and submitted first round of curricular modifications.
- January-March, 2020:** Completion of Year One of curricular changes, reorganizations, and recommendations for new/discontinued programs. All received DHE approval.

Neuroscience
Market: 20-Mile Radius, MA only
Rubric: Local Transfer

GRAYASSOCIATES
Program Scorecard: 26.1501 - Neuroscience

Percentile	Overall Score	Category	Criterion	Value	Score	Total	
98th	24+	Student Demand	Total (12 months)	0	0	14	
95th	21+		Inquiries (Included in Total)	0	0		
90th	13+		Year-over-Year Change (Units)	0	0		
70th	7+		Year-over-Year Change (%)	0	0		
40th	-4+	Competitive Intensity	Total (12 months)	180	3	7	
Below 40th	<-4		Google Search*	Year-over-Year Change (Units)	6		0
			Year-over-Year Change (%)	3.7%	1		
			Total (12 months)	172	10		
		Degree Fit	Completions	Year-over-Year Change (Units)	1	0	
			Year-over-Year Change (%)	4%	0		
			Campuses with Graduates**	Year-over-Year Change (Units)**	0	1	
			Average Cost per Inquiry**	0.47	0		
		Employment	Market Saturation	Completions per 1,000 Pop**	0.12	3	
			Cost per Click**	50	0		
			Competition Index**	0.02	0		
			Average Completions/Institution	18	0		
		National Distance Education	Program Size	Median Completions/Institution	18	0	
			Year-over-Year Change (Units)	-1	0		
			Year-over-Year Change (%)	-3%	0		
			Instit. with Program Online**	0	0		
		Workforce	% of Institutions	0%	0	0	
			% of Completions	0%	0		
			NHEE Nat'l 2 in Cost Index**	NA	0		
			Student Faculty Index	NA	0		
		Award Level Breakdown by Source	Completions	National Completions by Level	NA	0	
			Workforce	National Workforce Ed Attainment	0		
			Inquiries and Completions	Inquiries (Market)	0%		0%
			Completions (National)	0%	0%		
		Job Postings (Market)	High School/Certificate	6%	0%		
		Edu Requested	Associates	5%	0%		
		Minimum Education Requested	Bachelors	38%	0%		
		BLS Workforce Educ. Attainment (Nat'l)	Masters	7%	27%		
		Educational Attainment	Doctoral	0%	13%		
			Associates	5%	1%		
			Some College	0%	0%		
			No College	0%	0%		
			Unspecified	53%	51%		

Job Postings*

Category	Criterion	Value	Score	Total
Employment	Total (12 months)	0	0	-2
	Year-over-Year Change (Units)	0	0	
	Year-over-Year Change (%)	8.2%	0	
	Job Postings per Graduate**	2.0	-2	
	Current Employment	5	-2	
	Year-over-Year Change (%)	83.3%	1	
	3-Year Historic Growth (CAGR)	-38.5%	0	
	5-Year Historic Growth (CAGR)	13.8%	0	
	10-Year Forecast CAGR	0.6%	0	
	Annual Job Openings	0	-3	
Job Openings per Graduate**	0.0	-2		
Share of Generalist Employees	15	0		
10th-Percentile Wages	\$43,140	0		
Wages (Age 30-50)	\$43,100	1		
Wages (Age 30-60)	\$35,467	4		
% with Any Graduate Degree	0%	0		
% with Masters	0%	0		
% with Doc/Prof Degree	0%	0		
% Unemployed (Age > 30)**	1%	1		
% Unemployed (Age 30-60)**	2%	1		
% in Direct Prep Job	0%	0		
UE Wages - Assoc. & Cert	NA	0		
Placement Rate - Assoc. & Cert	NA	0		

CP Description
A program that focuses on the interdisciplinary scientific study of the molecular, structural, physiologic, cognitive, and behavioral aspects of the brain and nervous system. Includes instruction in molecular and cellular neuroscience, brain science, anatomy and physiology of the central nervous system, molecular and biochemical bases of information processing, behavioral neuroscience, biology of neuropsychiatric disorders, and applications to the clinical sciences and biomedical engineering.

Physical Therapy/Therapist
Market: 20-Mile Radius, MA only
Rubric: Local Transfer

GRAYASSOCIATES
Program Scorecard: 51.2308 - Physical Therapy/Therapist

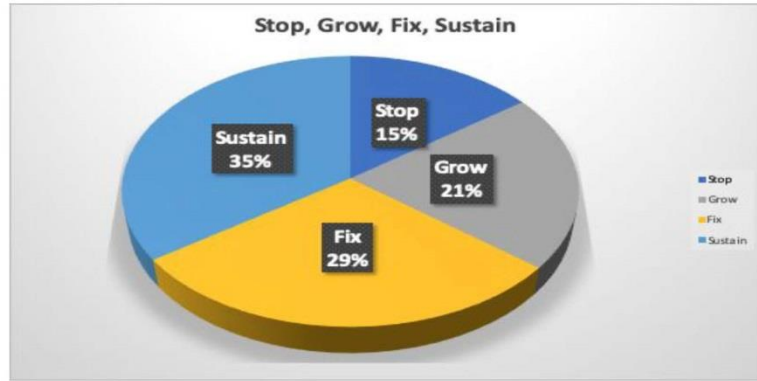
Percentile	Overall Score	Category	Criterion	Value	Score	Total	
98th	24+	Student Demand	Total (12 months)	0	0	20	
95th	17+		Inquiries (Included in Total)	0	0		
90th	13+		Year-over-Year Change (Units)	0	0		
70th	7+		Year-over-Year Change (%)	0	0		
40th	-4+	Competitive Intensity	Total (12 months)	744	7	16	
Below 40th	<-4		Google Search*	Year-over-Year Change (Units)	15		1
			Year-over-Year Change (%)	7.3%	1		
			Total (12 months)	729	10		
		Degree Fit	Completions	Year-over-Year Change (Units)	10	1	
			Year-over-Year Change (%)	29%	0		
			Campuses with Graduates**	Year-over-Year Change (Units)**	3	8	
			Average Cost per Inquiry**	0.29	0		
		Employment	Market Saturation	Completions per 1,000 Pop**	0.23	0	
			Cost per Click**	30	0		
			Competition Index**	0.72	0		
			Average Completions/Institution	45	3		
		National Distance Education	Program Size	Median Completions/Institution	45	3	
			Year-over-Year Change (Units)	19	2		
			Year-over-Year Change (%)	29%	2		
			Instit. with Program Online**	0	0		
		Workforce	% of Institutions	0%	0	-20	
			% of Completions	0%	0		
			NHEE Nat'l 2 in Cost Index**	NA	0		
			Student Faculty Index	NA	0		
		Award Level Breakdown by Source	Completions	National Completions by Level	NA	0	
			Workforce	National Workforce Ed Attainment	0		
			Inquiries and Completions	Inquiries (Market)	0%		0%
			Completions (National)	0%	0%		
		Job Postings (Market)	High School/Certificate	1%	0%		
		Edu Requested	Associates	1%	0%		
		Minimum Education Requested	Bachelors	1%	0%		
		BLS Workforce Educ. Attainment (Nat'l)	Masters	0%	1%		
		Educational Attainment	Doctoral	0%	0%		
			Associates	1%	1%		
			Some College	1%	1%		
			No College	1%	1%		
			Unspecified	96%	98%		

Job Postings*

Category	Criterion	Value	Score	Total
Employment	Total (12 months)	713	8	9
	Year-over-Year Change (Units)	267	0	
	Year-over-Year Change (%)	39.6%	0	
	Job Postings per Graduate**	8.7	1	
	Current Employment	645	2	
	Year-over-Year Change (%)	19.9%	-1	
	3-Year Historic Growth (CAGR)	8.0%	0	
	5-Year Historic Growth (CAGR)	2.2%	-2	
	10-Year Forecast CAGR	3.2%	0	
	Annual Job Openings	46	0	
Job Openings per Graduate**	0.4	0		
Share of Generalist Employees	13	0		
10th-Percentile Wages	\$45,300	0		
Wages (Age > 30)	\$45,212	1		
Wages (Age 30-60)	\$37,600	0		
% with Any Graduate Degree	40%	0		
% with Masters	17%	0		
% with Doc/Prof Degree	13%	0		
% Unemployed (Age > 30)**	4%	1		
% Unemployed (Age 30-60)**	1%	1		
% in Direct Prep Job	46%	0		
UE Wages - Assoc. & Cert	NA	0		
Placement Rate - Assoc. & Cert	NA	0		

CP Description
A program that prepares individuals to alleviate physical and functional impairments and limitations caused by injury or disease through the design and implementation of therapeutic interventions to promote fitness and health. Includes instruction in functional anatomy and physiology, kinesiology, neuroscience, pathological physiology, analysis of dysfunction, movement dynamics, physical growth process, management of musculoskeletal disorders, clinical evaluation and measurement, client assessment and supervision, care plan development and documentation, physical therapy modalities, rehabilitation psychology, physical therapy administration, and professional standards and ethics.

Summary of AY19-20 Program Prioritization Actions



Summary of AY19-20 Program Prioritization Actions

Discontinued Certificates and Degrees:

Photography
Electronic Media
Business Administration General Transfer
Business Career
Administrative Professional Studies
Banking
Entrepreneurship
Legal Studies
Health and Fitness Management
Strength Conditioning Specialist
Healthy Lifestyle Coaching
Web Development
Children's Behavioral Health

Summary of AY19-20 Program Prioritization Actions

New Certificates and Transfer Options Approved for AY20-21 Implementation:

Beer and Cider Brewing Certificate
Cannabis Cultivation Certificate
Wine Making Certificate
Mental Health Studies Certificate
Child Development Certificate
Vet Assistant Certificate
Behavioral Neuroscience Option (in AA in Liberal Arts and Science)
Critical Social Thought Option (in AA in Liberal Arts and Science)
Geoscience Transfer Option (in AS in Environmental Science)
Business Administration Option (in AS in Business Administration)

Summary of AY19-20 Program Prioritization Actions

Mergers and Reorganizations (“Fix”):

Addiction Studies Certificate

Medical Assisting

Creation of Business Meta-Major

Visual Art and Communication (absorbed Photography and Electronic Media)

Sociology/Anthropology (merged with Critical Cultural Thought)

Next Steps for AY 20-21

- **Communication**
 - Written communication with each department detailing actions taken and actions to be implemented 20-21
 - Ongoing dialogue and data-sharing with faculty to inform curricular decisions
- **Investments**
 - Recommendations for hiring/additional resources, informed by Gray’s as well as HCC internal data, prioritized by divisional deans
- **Actions Include**
 - Monitoring enrollments in new certificate and degree options, assessing success
 - Ongoing modifications to programs identified as “fix,” including mergers that might enhance success

Black Student Lives Matter Fall 2020 Series

Student guest speaker – Christopher Royster:

- Mr. Royster shared his personal journey to Holyoke Community College with the Board.

Trustee Johnson thanked Mr. Royster for sharing his story. President Royal also thanked Mr. Royster for joining this morning and sharing his voice.

Other Updates –

- Letters have been delivered to the MCCC and AFSCME unions on October 14, 2020 that addresses aspects for change to address enrollment decline.
- Dr. Rubinstein’s is leaving at the end of the week to take a position with the Department of Higher Education, and we thank her for her service to the College.

TRUSTEES EXCUSED	Trustee Vidal was excused at 9:00 am Trustee Johnson was excused at 9:15 am														
ADJOURNMENT	<p>On a motion by Trustee Plotkin and seconded by Trustee Parker it was VOTED to adjourn today’s meeting.</p> <p>Roll Call Vote:</p> <table data-bbox="574 331 912 569"> <tr><td>Trustee Delgado</td><td>Yes</td></tr> <tr><td>Trustee Epstein</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Parker</td><td>Yes</td></tr> <tr><td>Trustee Perez</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Gilbert</td><td>Yes</td></tr> </table> <p>The meeting was adjourned at 9:30 am.</p>	Trustee Delgado	Yes	Trustee Epstein	Yes	Trustee Hebert	Yes	Trustee Parker	Yes	Trustee Perez	Yes	Trustee Plotkin	Yes	Trustee Gilbert	Yes
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Trustee Epstein	Yes														
Trustee Hebert	Yes														
Trustee Parker	Yes														
Trustee Perez	Yes														
Trustee Plotkin	Yes														
Trustee Gilbert	Yes														

Respectfully submitted,

Karen Desjeans, Recording Secretary
Board of Trustees

Approved: Robert W. Gilbert, Jr., Chair, October 27, 2020