Information from Meeting on March 4, 2021

MEMBERS PRESENT	Evan Plotkin, Chair
MEMBERS ABSENT	Ivonne Vidal
ALSO PRESENT	Karen Desjeans, and Kris Ricker Choleva
CALLED TO ORDER	The meeting was conducted remotely via Zoom and started at 1 pm Ms. Ricker Choleva updated Trustee Plotkin on the Strategic Plan Metrics and provided information on the College's Title III Grant.

Four Strategies and Frameworks

| TEACHING & LEARNING | **Strategy #1:** Enhance and expand innovative teaching and learning practices that support quality education for all. |

| EQUITY, INCLUSION & STUDENT SUCCESS | **Strategy #2:** Work with the communities we serve to increase equity. |

| WORKFORCE DEVELOPMENT & TRANSFER | **Strategy #3:** Align programs with workforce demands, student needs for transfer and employment opportunities. |

| SUSTAINABILITY | **Strategy #4:** Create a sustainable model for long-term growth. |

9 Objectives

21 Measurable Outcomes

Key Outcomes/Metrics:

- Close achievement gap
- Increase retention rates
- Increase graduation/transfer rates
- Increase number of credentials awarded
- Increase employment rate of students of color
- Re-engineer mobile applications to enhance student engagement and support
- Use technology for process improvement and automation
- Develop/launch new revenue streams

3

On Track	🟢
In Progress	🟡
At Risk	🔴

1. TEACHING & LEARNING – 3 Objectives & 4 Measurable Outcomes

Strategy #1: Enhance and expand innovative teaching and learning practices that support quality education for all.		Baseline Data	Year Zero -Actual	Year 1 AY 2019-20	Year 2 AY 2020-21	Target Metric (by 2022)	Ambitious Metric (by 2022)	Timeline for Updates	Latest data Available	Source	Scale
1.1 Develop culturally responsive pedagogies with special emphasis on the College's status as a Hispanic Serving Institution.	1.1.1 Decrease the graduation rate gap (achievement gap) between first-time degree seeking White students and students of color.	11	10	11	10	7	4	Dec. 15th	Fall 2017	IR	🟢
1.2 Increase the rate of college completion by providing targeted placement and support measures, flexible pathways and multiple scheduling options, and through the creative use of technology.	1.2.1 Increase the overall graduation rate for first-time degree seeking students.	15%	16%	16%	17%	19%	22%	Dec. 15th	Fall 2017	IR	🟢
	1.2.2 Increase the overall Fall course completion rate.	76%	77%	77%	74%	80%	83%	Jan. 30th	Fall 2020	IR	🔴
1.3 Promote faculty and staff professional development by providing meaningful opportunities for training and exposure to innovative practices.	1.3.1 Create learning spaces for innovative ideas to be researched, tested, and incubated.	Not available	In progress	operational	operational	operational	optimal		as of May 2020	AA	🟢

2. EQUITY, INCLUSION & STUDENT SUCCESS – 2 Objectives & 5 Measurable Outcomes

Strategy #2: Work with the communities we serve to increase equity.		Baseline Data	Year Zero - Actual	Year 1 AY 2019-20	Year 2 AY 2020-21	Target Metric (by 2022)	Ambitious Metric (by 2022)	Timeline for Updates	Latest data Available	Source	Scale
2.1 Increase student success through a holistic approach addressing underrepresented student's academic and life challenges.	2.1.1 Increase the Fall-to-Fall retention rate for all first-time degree seeking students.	51%	53%	53%	50%	55%	58%	Nov. 30th	Fall 2019	IR	🔴
	2.1.2 Increase the Fall-to-Fall retention rate for first-time degree seeking ……										
	adult students	43%	46%	49%	36%	47%	50%	Nov. 30th	Fall 2019	IR	🔴
	students of color	44%	46%	45%	41%	48%	51%	Nov. 30th	Fall 2019	IR	🔴
	first generation students	50%	49%	52%	45%	54%	57%	Nov. 30th	Fall 2019	IR	🔴
	2.1.3 Decrease the retention rate gap (achievement gap) between first-time degree seeking White students and students of color.	12	13	15	16	8	5	Nov. 30th	Fall 2019	IR	🔴
2.2 Improve college readiness by collaborating with new and existing community-based organizations, local school districts and adult education programs.	2.2.1 Decrease the percentage of first-time degree seeking students requiring developmental math.	78%	75%	47%*	NA	74%	71%	Nov. 30th	Fall 2019	IR	🟢
	2.2.2 Decrease the percentage of first-time degree seeking students requiring developmental English.	43%	42%	29%*	NA	39%	36%	Nov. 30th	Fall 2019	IR	🟢

* For Fall 2019, students were placed into college level English or Math without testing if the student achieved certain criteria. For English, these criteria include minimum scores on AP English, SAT, or ACT tests and other options. For Math, minimum high school GPAs or minimum SAT, ACT, and GED scores are among the options. Students without these criteria take placement tests developed by HCC English and Math faculty which replace Accuplacer. Due to these changes, there are noticeable decreases in DE placement rates.

3. WORKFORCE DEVELOPMENT & TRANSFER – 2 Objectives & 6 Measurable Outcomes

Strategy #3: Align programs with workforce demands, student needs for transfer and employment opportunities.		Baseline Data	Year Zero - Actual	Year 1 AY 2019-20	Year 2 AY 2020-21	Target Metric (by 2022)	Ambitious Metric (by 2022)	Timeline for Updates	Latest data Available	Source	Scale
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.	3.1.1 Increase the number of credentials awarded in high-need/priority fields (STEM and Health).	260	287	273	240	335	378	Sept. 15th	FY 2020	IR	🔴
	3.1.2 Increase the number of workplace credentials awarded in high-need/priority fields (Health, Manufacturing, IT, Education and Hospitality) to 3,000.	1,892	2,062	3,306	2,828	2,081	3,000		as of Feb. 2021	BCS	🟢
3.2 Increase the number of underrepresented students who achieve job placement and academic transfer by building and strengthening programs and partnerships.	3.2.1 Increase the transfer rate of all first-time degree seeking students within 150% of normal time.	26%	27%	26%	28%	30%	33%	Feb. 28th	Fall 2017	IR	🟢
	3.2.2 Increase the transfer rate of first-time degree seeking students of color within 150% of normal time.	23%	24%	21%	23%	27%	30%	Feb. 28th	Fall 2017	IR	🟡
	3.2.3 Increase the employment rate for students of color who graduated from career focused programs.	59%	50%	52%	41%*	63%	66%	March 30th	Class of 2020	IR	🔴
	3.2.4 Increase the number of job placements from workforce programs.	379	462	430	277	436	500		as of Feb. 2021	BCS	🔴

* Starting with the class of 2020, graduates are surveyed 3-6 months after graduation; prior to 2020, graduates were surveyed 9-12 months after graduation. This change is required for Perkins grant reporting.

4. SUSTAINABILITY – 2 Objectives & 6 Measurable Outcomes

Strategy #4: Create a sustainable model for long-term growth.	Metrics	Baseline Data	Year Zero - Actual	Year 1 AY 2019-20	Year 2 AY 2020-21	Target Metric (by 2022)	Ambitious Metric (by 2022)	Timeline for Updates	Latest data Available	Source	Scale
4.1 Utilize technology and data to advance operational effectiveness and business process improvement.	4.1.1 Decrease the number of paper transactions completed by the Business Office each year through process improvement and automation.	24,000	In progress	17,000	13,000	18,000	12,000		as of Jan. 2021	A & F	🟢
	4.1.2 Re-engineer mobile applications to enhance student engagement and support.	Not available	In progress	Launched	operational	operational	optimal		as of Jan. 2021	A & F	🟢
4.2 Develop and launch new revenue streams that address strategic priorities and provide new net revenue.	4.2.1 Increase financial support for the College through new campaigns and strategic, diversified revenue streams.	$1.7 million	$1.7 million	$2 million	$2.58 million	$6 million	$10 million		as of Feb. 2021	IA	🟢
	4.2.2 Increase the percentage of the operating budget that is not dependent on student fee revenue.	51%	In progress	60%	66%	60%	63%		as of Jan. 2021	A & F	🟢
	4.2.3 Increase the percentage of overall cost that is devoted to instruction, academic support and student support.	63%	In progress	66%	67%	75%	78%		as of Jan. 2021	A & F	🟢
	4.2.4 Increase Contract Training through the Training and Workforce Options (TWO) program.	$103,000	$227,567	$298,500	$224,150	$295,000	$445,000		as of Feb. 2021	BCS	🟡

Holyoke Community College
303 Homestead Ave.
Holyoke, MA 01040

Title III, Part A Strengthening Institutions Grant

On September 28, HCC received word that our proposal to the U.S. Department of Education's Title III, Part A Strengthening Institutions program was awarded through a "fund down" process of highly ranked applications that were submitted in July 2019. HCC **will receive close to $2 million over five years** to support the following goal:

HCC will become a Culturally Responsive Institution (a "Hispanic Thriving Institution") by delivering a holistic approach to student success and professional development.

Activities will be focused on: the purchase and use of a comprehensive student success management platform (software) and increasing the capacity of the Center for Excellence to support professional development. In addition, we applied under two "Competitive Preference Priorities" which will add resources to the development of work-based experiences and financial literacy components for students. As a five-year project, we will be supported by a comprehensive evaluation plan that will track our progress towards achievement of our objectives; project outcomes align with our Strategic Plan objectives of decreasing the retention rate and graduation rate gaps between our White students and students of color and increasing fall-to-fall retention rates. Evaluation will be data-informed, occur throughout the project to inform successes and needed changes, as well as provide the U.S. Department of Education with annual reports.

	Holyoke Community College 303 Homestead Ave. Holyoke, MA 01040 **Overall, our project will:** - support the work of the new Strategic Plan project teams - support the development of culturally responsive pedagogies - establish a welcoming culture that embraces equity, inclusion and increases a "sense of belonging" for our students - establish an intervention protocol for our high-risk students - implement a team based case management approach to onboarding new students that also supports them throughout their lifecycle at HCC - support financial aid and financial literacy workshops to students and families - support professional development in work-based and experiential learning experiences The Title III project could not have been funded if not for the work of many individuals and teams across HCC, supported by our values, on the development of the Strategic Plan, as well as the proposal. Together, we can meet our goal of increasing equity and help our students thrive. **Budget** Total Amount: $1,998,703 over 5 years (October 1, 2019 to September 3, 2024). $448,996 year 1; $419,382 year 2; $343,862 year 3; $411,198 year 4; $375,265 year 5.
ADJOURNMENT	The meeting adjourned at 2 pm.

Respectfully submitted,

Karen Desjeans,
Board Liaison to Chair Plotkin