HOLYOKE COMMUNITY COLLEGE
BOARD OF TRUSTEES
ANNUAL & JUNE MEETING

Minutes of June 22, 3021

The 398th meeting of the Holyoke Community College Board of Trustees was held on Tuesday, June 22, 2021, remotely with Chair Robert W. Gilbert, Jr. presiding.

MEMBERS PRESENT	Robert W. Gilbert, Jr., Chair Charles Epstein Trustee Gi Yolanda Johnson Lucy Perez Ivonne Vidal Eleanor Williams
MEMBERS ABSENT	Ted Hebert Suzanne Parker Evan Plotkin
ALSO PRESENT	Teresa Beaudry, Amy Brandt, Beth Breton, Maria Brunelle, Michele Cabral, Harmony Cross, Karen Desjeans, Veena Dhankher, Mary Dixey, Curt Foster, Raul Gutierrez, Jeffrey Hayden, Anne Herron, Kim Hicks, Mi Jin Park, Michael Kane, Tricia Kiefer, Olivia Kynard, Johanna Lebron, Lauren LeClair, Jane Lerner, Nelson Lopez, Lea Occhialini, Megan Pereira, Kris Ricker Choleva, Michelle Robak, JoAnne Rome, Christina Royal, Narayan Sampath, Shannon Sarkisian, Amanda Sbriscia, Adrienne Smith, Idelia Smith, Renee Tastad, Chris Yurko
ANNUAL MEETING CALL TO ORDER	At 8:02 am, the meeting was officially called to order by Chair Gilbert. **Roll Call Attendance**: Trustee Gi Yes Yolanda Johnson Yes Lucy Perez Yes Ivonne Vidal Yes Eleanor Williams Yes Chair Gilbert Yes
ANNUAL BUDGET REPORT	Interim Comptroller Foster provided an overview of fiscal year 21. The College started the fiscal year with a quarterly budget as we were waiting for the State to finalize the budget. The College generated about a million-dollar shortfall in revenue, however, it will be offset by an increase in state appropriation. Vice President Sampath will present the FY 2022 Budget during the Regular Meeting. A motion was made by Trustee Williams and seconded by Trustee Perez to approve the Annual Budget Report as presented. **Roll Call Attendance**:

	Charles Epstein	Yes
	Trustee Gi	Yes
	Yolanda Johnson	Yes
	Lucy Perez	Yes
	Ivonne Vidal	Yes
	Eleanor Williams	Yes
	Chair Gilbert	Yes

REPORT OF THE NOMINATING COMMITTEE	Trustee Johnson, as chair of the Nominating Committee, respectfully requested that the Report be delayed until the August Meeting
BOARD CHAIR'S ANNUAL REPORT	Chair Gilbert reflected on the past year's accomplishments: • Celebrating the 75th Anniversary of the College; • COVID Pandemic gave us new experiences and coping strategies, which affected both our personal and professional lives; • NECHE Accreditation of the College • Introduction of EAB Navigate • Virtual Commencements for the Classes of 2020 and 2021 • Said farewell to Trustee Julie Pokela and Trustee Jose Delgado • Thanked President Royal for her valiant efforts to affect change, her guidance during the Pandemic, and her continued leadership to the College.
STUDENT TRUSTEE'S REPORT	Trustee Gi shared reflections of her time as a Student Trustee. • In spite of remote learning, students have been extraordinarily involved; • New clubs were formed, such as the Adult Learner's Club, and the Neurodiversity Club; • Students participated in a variety of Committees, such as, the Child Watch Committee, Equity, Diversity and Inclusion committees, and the Outreach Committee, which focused on Campus News; • Thanked President Royal for her involvement with the Student Senate;
PRESIDENT'S ANNUAL REPORT	President Royal shared her reflections over the past year. • Challenges of a budget that was out of sync with declining enrollment; • Racial inequities that our BIPOC students are not succeeding at the same rate as our white students; • Appreciated the amazing ways are faculty and staff stepped up to innovate in the classroom, and apply creativity to keeping students engaged at a distance; • Thanked the faculty, staff, administration, cabinet and the Board for the individual and collective ways that prioritized students • Thanked Trustee Gi for her service as the Student Trustee; • Thanked Dr. Anne Herron for her work as the Interim Vice President for Academic and Student Affairs as she heads into her second attempt at retirement; • Thanked Clara Elliott for her support in the Human Resources Department
ADJOURNMENT OF ANNUAL MEETING	On a motion by Trustee Williams and seconded by Trustee Epstein it was **VOTED** to adjourn the annual meeting. **Roll Call Vote:** Charles Epstein Yes Trustee Gi Yes

	Yolanda Johnson Yes Lucy Perez Yes Ivonne Vidal Yes Eleanor Williams Yes Chair Gilbert Yes The annual meeting was adjourned at 8:32 am.
REGULAR MEETING	
MEMBERS PRESENT	Robert W. Gilbert, Jr., Chair Charles Epstein Trustee Gi Yolanda Johnson Lucy Perez Ivonne Vidal Eleanor Williams
MEMBERS ABSENT	Ted Hebert Suzanne Parker Evan Plotkin
ALSO PRESENT	Teresa Beaudry, Amy Brandt, Beth Breton, Maria Brunelle, Michele Cabral, Harmony Cross, Karen Desjeans, Veena Dhankher, Mary Dixey, Curt Foster, Raul Gutierrez, Jeffrey Hayden, Anne Herron, Kim Hicks, Mi Jin Park, Michael Kane, Tricia Kiefer, Olivia Kynard, Johanna Lebron, Lauren LeClair, Jane Lerner, Nelson Lopez, Lea Occhialini, Megan Pereira, Kris Ricker Choleva, Michelle Robak, JoAnne Rome, Christina Royal, Narayan Sampath, Shannon Sarkisian, Amanda Sbriscia, Adrienne Smith, Idelia Smith, Renee Tastad, Chris Yurko
ANNUAL MEETING CALL TO ORDER	At 8:33 am, the meeting was officially called to order by Chair Gilbert. **Roll Call Attendance**: Charles Epstein Yes Trustee Gi Yes Yolanda Johnson Yes Lucy Perez Yes Ivonne Vidal Yes Eleanor Williams Yes Chair Gilbert Yes
CONSIDERATION OF CONSENT AGENDA ITEMS	Chair Gilbert asked if any consent agenda items needed to be moved to the regular agenda. Chair Gilbert called for a vote of the Consent Agenda. • Consideration of Minutes for Board of Trustee Meeting of May 25, 2021

	- Report of Personnel Actions dated June 22, 2021 - To approve the personnel - To empower the President of the College to approve all personnel actions prior to the next meeting. - Report of Department Chairs/Curriculum Coordinator/Program Coordinator dated June 22, 2021 - To approve the recommendations for reappointments and appointments of program/work area department chairs - Consideration of the July 27, 2021 Board Meeting cancellation - Committee Reports - Advocacy - Equity - Nominating - Presidential Evaluation - Strategic Planning A motion was made by Trustee Epstein and seconded by Trustee Vidal to approve the Consent Agenda. **Roll Call Vote**: Charles Epstein Yes Trustee Gi Yes Yolanda Johnson Yes Lucy Perez Yes Ivonne Vidal Yes Eleanor Williams Yes Chair Gilbert Yes
BY-LAWS AND GOVERNANCE COMMITTEE REPORT	Trustee Vidal provided the Trustees with the updated By-Laws for consideration. It was a collaborative effort with Chair Gilbert and Trustee Parker. She noted a meaningful change that now, the student trustee does not need to be a full-time student. This effort was led by Trustee Gi at the state level. A motion was made by Trustee Perez and seconded by Trustee Epstein to approve the motion to adopt the By-Laws Revision dated May 2021. **Roll Call Vote**: Charles Epstein Yes Trustee Gi Yes Yolanda Johnson Yes Lucy Perez Yes Ivonne Vidal Yes Eleanor Williams Yes Chair Gilbert Yes
AUDIT AND FINANCE COMMITTEE REPORT	Vice President Sampath provided an overview of the FY 2022 Budget. The proposed budget of $50.5 million is about $3.0 million less that we had in FY 2021. The budget is based o9n 75,000 credits with no fee increases. Vice President Sampath also provided a summary of stimulus funding that the College has received

	A motion was made by Trustee Vidal and seconded by Trustee Epstein to approve the the balanced FY 2022 budget for the General Operating Trust Fund, the Restricted and Sponsored Activity Trust Funds, the Auxiliary Enterprises Trust Fund and the Reserve Draw as presented with the express approval of all purchases in any amount, to authorize the President or her designee to transfer among subsidiaries as needed during the fiscal year **Roll Call Vote**: Charles Epstein Yes Trustee Gi Yes Yolanda Johnson Yes Lucy Perez Yes Ivonne Vidal Yes Eleanor Williams Yes Chair Gilbert Yes Vice President Sampath updated the Board that there are two major audits that happen at the College every year. One is the Annual Audit done by out auditors, O'Connor & Drew, and the other is the Single Audit, which audits the federal funding the College receives. Interim Foster provided his appreciation of the efforts of the team, which conducted this audit totally remotely. The fact that there were no findings is a testament to the detail and attention that the staff pays to compliance requirements. A motion was made by Trustee Vidal and seconded by Trustee Epstein to accept the single audit report for the period ending June 30, 2020 as presented. **Roll Call Vote**: Charles Epstein Yes Trustee Gi Yes Yolanda Johnson Yes Lucy Perez Yes Ivonne Vidal Yes Eleanor Williams Yes Chair Gilbert Yes
CHAIR'S REMARKS	Chair Gilbert shared highlights since the last Board meeting. • Met with Narayan and the Maintenance Department to review cleanup of the campus before students return in September • Viewed the Virtual Commencement • Continue to meet with statewide Board Chairs so we can provide input to the Board of Higher Education • Concerning the six standing committees, if Trustees have a particular committee of interest, they should let him as soon as possible • Reminder that the Board will hold a Retreat on June 23, 2021 focused on Assessment
PRESIDENT'S REPORT	President Royal thanked the By-Laws and Governance Committee for their work on updating the By-Laws.

Dr. Herron introduced the new Dean of Student Development, Engagement and Inclusion, Harmony Cross.

President Royal updated the Board that Dr. Sharale Mathis, our new Vice president for Academic and Student Affairs, will join the College on July 1, 2021.

Janice Mazzella will also start July 1, 2021 as the Interim Executive Director of Human Resources. We will re-start this search for this position in the Fall of 2021.

<u>Comprehensive Strategic Plan Update: Reflections on Year 2</u> – presented by Kris Ricker Choleva

Strategic Planning - Reflections on Year Two
HCC Board of Trustees, June 22, 2021

HOLYOKE COMMUNITY COLLEGE

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WE ARE HCC & WE HAVE A PLAN

During our Strategic Planning year of 2017-2018, students, faculty, staff, and members of the community came together to articulate a vision for HCC and lay the foundation for its future. We formed subcommittees, examined research documents, analyzed surveys, developed presentations, held workshops, and spent long hours in conversation. The result? New Mission, Vision, Values, and Student Experience statements that are the foundation for the FY2019-22 Strategic Plan.

MISSION

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VISION

Holyoke Community College aspires to be a college of academic excellence known for helping students overcome barriers to success.

VALUES

Kindness, **inclusion** and **trust** are the foundation of the work that we do together. **Innovation** and **collaboration** enable us to explore and implement the ideas that will shape our future.

STUDENT EXPERIENCE

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STRATEGIC FRAMEWORKS

Building a sustainable future for HCC and the communities we serve through four frameworks with corresponding strategies and objectives:

| 1. TEACHING & LEARNING | 2. EQUITY & STUDENT SUCCESS |

| 3. WORKFORCE & TRANSFER | 4. SUSTAINABILITY |

9 OBJECTIVES, 21 MEASURABLE OUTCOMES

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AY 2019	AY 2020		AY 2021	AY2022	AY 2023
Year Zero	Year One		Year Two	Year Three	New Plan
Cross-strategy implementation teams. Success looks like: Faculty, staff, students, alumni, trustees and community remain involved. Student success interventions are evaluated. Decisions are data-informed. College budget aligned with Strategies, Objectives, Action Items. Measurable Outcomes are achieved.		March 2020 - remote work begins Suspend team meetings & work to redesign implementation	Continuation of key initiatives via focused virtual project teams with outcomes tied to strategies and metrics	Wrap up or continuation of focused Year Two projects Identify Year Three Projects Planning for the next plan	Year One of the Next Plan

		On Track	● (green)
		In Progress	● (yellow)
		At Risk	● (red)

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	● (yellow)
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	● (green)
	1.2.2 Increase the overall Fall course completion rate.	76%	77%	77%	74%	80%	83%	Jan. 30th	Fall 2020	IR	● (red)
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	● (green)

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	● (red)
	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	● (red)
	students of color	44%	46%	45%	41%	48%	51%	Nov. 30th	Fall 2019	IR	● (red)
	first generation students	50%	49%	52%	45%	54%	57%	Nov. 30th	Fall 2019	IR	● (red)
	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	● (red)
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%*	17%*	74%	71%	Nov. 30th	Fall 2020	IR	● (green)
	2.2.2 Decrease the percentage of first-time degree seeking students requiring **developmental English**.	43%	42%	29%*	27%*	39%	36%	Nov. 30th	Fall 2020	IR	● (green)

* 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	247	335	378	Sept. 15th	FY 2020	IR	● (red)
	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	● (green)
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	● (green)
	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	● (yellow)
	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	● (red)
	3.2.4 Increase the number of job placements from workforce programs.	379	462	430	277	436	500		as of Feb. 2021	BCS	● (red)

* 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	$3 million	$3.58 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	🟡

KEY METRICS

On Track	🟢
In Progress	🟡
At Risk	🔴

- Close equity 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 🟡

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YEAR TWO PROJECTS

EAB Navigate - Student Success Management System (1, 2)
- 30+ team members
- Campus-wide demos Spring '21
- Stakeholder team to consider analytics plug-in
- **Phase One launched June 16th**

Working Group for Culturally Responsive Pedagogy (CRP) (1,2, 3)
- 20+ members led by CFE Faculty in Residence
- **50 sessions offered AY 2021**
- CRP Fellowship planned for AY 2022

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YEAR TWO PROJECTS

Equity, Diversity and Inclusion Council (2)

- Ongoing collaboration between EDI, REJI, LGBTQ+, CUE, STEM Equity group, etc.
- **Proposal, listening sessions and approval for Office of Equity, Diversity, and Inclusion including Vice President's position**
- Google site / repository

ALANA Men in Motion Reinvigoration (2)

- Program to increase enrollment and retention among male students of color
- **Soft launch, hiring of mentors and staff and scaling up of access and support in Spring '21**
- Measurable goals for Fall 2021

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YEAR TWO PROJECTS

Credit for Prior Learning (2, 3)

- MA Seal of Biliteracy
- Credentials for credit: computer science, culinary arts, education, and health
- GTC/TCC to academic credit internal articulations: ENG, LAX, MTH, PSY

Adult Learners Think Tank (2, 3)

- Embedding the Achieving the Dream (ATD) Holistic Student Supports Opportunity Assessment into all projects
- Working with Marieb Foundation

Handshake Software (3)

- Implementation phase and system training Spring '21
- **Launched June 2021**
- Fall '21 NSO rollout

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YEAR TWO PROJECTS

Process Improvements 4)

- Paperless Routing - DocuSign, Student Records Forms
- Process Reimagine and Redesign focused on "Desired Student Experience"

Institutional Advancement (4)

- Foundation BoD and Alumni Council assessment and development
- From feasibility to planning for the next campaign
- 75th anniversary lead-in
- Commitment to hiring of two key staff to increase revenue generation

Website Review & Reorganization (2, 3, 4)

- Prioritization of recommendations from Achieving The Dream including a student landing page and equity assessment
- Focus on adult learners

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OTHER PROJECTS...so many...

- Outreach to 45+ credit students
- Text Campaign to non-returners
- Tag a friend referrals
- Bienvenidos NSO
- Hispanic Scholarship initiative
- OER Fellowship
- Champions Mentor Program
- Debt Forgiveness
- Refreshing Campus

Alumni Connection

HOLYOKE COMMUNITY COLLEGE
SPRING 2021

HCC's Network of Champions
New mentorship program connects alumni and students of color

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YEAR TWO TAKEAWAYS

- Our plan is a GREAT PLAN
- We are RESILIENT and can adapt
- Virtual planning is a thing
- Focused project teams work
- NECHE liked it, they really liked it
- COVID impacted us in many ways - some great, some good, some bad, and some yet to be determined...

Adaptability
Resilience
Flexibility   *Learning*

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What NEXT?

- Keep Year Two Projects moving forward into Year Three
- Use key takeaways from visioning sessions (Cabinet+, NUPs, Town Halls, Listening Sessions) to inform any new projects
- Engage in **The REFRESH**
  - A series of targeted open sessions aimed at gathering input into the next plan with attention paid to the effects of the pandemic and to the outcomes of our recent NECHE accreditation.
    - *What does it mean for us to "refresh" at this point in our reality/history?*
    - *How can we capitalize on this moment?*
    - *What are we capable of absorbing in terms of change?*
  - Tight timeline - approval by early summer 2022

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EMERGING THEMES

- Childcare for student parents
- Creating an engaged work community
- Digital equity
- Equitable Assessment
- Food and Housing insecurity
- Hispanic Serving Institution to Hispanic Thriving Institution
- Mental health
- Post-COVID academic and workforce programming
- Sustainability/Visioning the future of the Center for Excellence
- ??????????

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QUESTIONS & DISCUSSION

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	Vice President Sbriscia provided an update on specific initiatives around what the College is doing to address enrollment for the fall. • There has been a focus on helping students finish what they have started, so we created a finish line scholarship for student who have completed 45 or more credits to help them get to the finish line. These students have either stopped or stepped away from their degree for whatever reason; • Hosting family oriented informational sessions in Spanish and English; • Loosely Termed "75 Reasons Why" campaign on why HCC is amazing • Launched Bienvenidos Scholarship for Latinx students along with the Hispanic Leadership Committee. • And finally, messaging to students on all the ways the College can financially support them once enrolled.
ADJOURNMENT	On a motion by Trustee Perez and seconded by Trustee Epstein it was **VOTED** to adjourn today's meeting. **Roll Call Vote**: Charles Epstein Yes Trustee Gi Yes Yolanda Johnson Yes Lucy Perez Yes Ivonne Vidal Yes

	Eleanor Williams Yes Chair Gilbert Yes The meeting was adjourned at 9:41 am.

Respectfully submitted,

DocuSigned by:

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Ivonne Vidal, Secretary   9/2/2021
Board of Trustees

DocuSigned by:

Robert Gilbert

AC0B84574E6043F...

Approved: Robert W. Gilbert, Jr., Chair   9/4/2021