

**HOLYOKE COMMUNITY COLLEGE  
BOARD OF TRUSTEES**

Minutes of March 23, 2021

The 395<sup>th</sup> meeting of the Holyoke Community College Board of Trustees was held on Tuesday, March 23, 2021, remotely with Chair Robert W. Gilbert, Jr. presiding.

<b>MEMBERS PRESENT</b>	Robert W. Gilbert, Jr., Chair Charles Epstein Trustee Gi Ted Hebert Yolanda Johnson Suzanne Parker Lucy Perez Evan Plotkin Ivonne Vidal Eleanor Williams
<b>MEMBERS ABSENT</b>	
<b>ALSO PRESENT</b>	Amy Brandt, Beth Breton, Dale Brown, Michele Cabral, Maureen Conroy, Karen Desjeans, Veena Dhankher, Mary Dixey, Amy Dopp, Clara Elliott, Rosemary Fiedler, Curt Foster, Jeff Hayden, Anne Herron, Tricia Kiefer, Johanna Lebron, Lauren LeClair, Hollis Martin, Lea Occhialini, Kris Ricker Choleva, JoAnne Rome, Christina Royal, Narayan Sampath, Shannon Sarkisian, Amanda Sbriscia, Adrienne Smith, Idelia Smith, Linda Szalankiewicz, Renee Tastad, Gertrude Tynan, Lori Wayson, and Chris Yurko
<b>CALL TO ORDER</b>	At 8:03 am, the meeting was officially called to order by Chair Gilbert.  <b>Roll Call Attendance:</b> Charles Epstein            Yes Trustee Gi                    Yes Suzanne Parker            Yes Lucy Perez                    Yes Evan Plotkin                Yes Ivonne Vidal                Yes Chair Gilbert                Yes
<b>CONSIDERATION OF CONSENT AGENDA ITEMS</b>	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. <ul style="list-style-type: none"> <li>● Consideration of Minutes for Board of Trustee Meeting of February 23, 2021</li> <li>● Report of Personnel Actions dated March 23, 2021 <ul style="list-style-type: none"> <li>○ To approve the personnel actions listed for the Faculty and MCCC Unit Professional State</li> <li>○ To approve the recommendations for change in rank</li> <li>○ To approve the recommendation for tenure</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• To empower the President of the College to approve all personnel actions prior to the next meeting.</li> <li>• Committee Reports <ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Audit and Finance</li> <li>• By-Laws and Governance</li> <li>• Equity</li> <li>• Nominating</li> <li>• Presidential Evaluation</li> <li>• Strategic Planning</li> </ul> </li> </ul> <p>A motion was made by Trustee Perez and seconded by Trustee Plotkin to approve the Consent Agenda.</p> <p><b>Roll Call Vote:</b></p> <table border="0"> <tr><td>Charles Epstein</td><td>Yes</td></tr> <tr><td>Trustee Gi</td><td>Yes</td></tr> <tr><td>Yolanda Johnson</td><td>Yes</td></tr> <tr><td>Suzanne Parker</td><td>Yes</td></tr> <tr><td>Lucy Perez</td><td>Yes</td></tr> <tr><td>Evan Plotkin</td><td>Yes</td></tr> <tr><td>Ivonne Vidal</td><td>Yes</td></tr> <tr><td>Chair Gilbert</td><td>Yes</td></tr> </table>	Charles Epstein	Yes	Trustee Gi	Yes	Yolanda Johnson	Yes	Suzanne Parker	Yes	Lucy Perez	Yes	Evan Plotkin	Yes	Ivonne Vidal	Yes	Chair Gilbert	Yes
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Chair Gilbert	Yes																
<b>CHAIR'S REMARKS</b>	<ul style="list-style-type: none"> <li>• Attended a joint meeting of the Board's Equity Committee and the College's Equity, Diversity and Inclusion Committee. There is a lot of work going on at the College and we are making progress on Equity.</li> <li>• Attended a meeting of the Board Chairs of the community colleges to elect a representative to the Board of Higher Education. He encouraged Trustees to attend the Board of Higher Education's Board meetings. Chair Gilbert also attended the meeting on Fiscal Affairs, and it was voted to freeze the tuition at \$24 a credit for the coming year. In the fall, they are going to discuss a whether the College can retain the tuition and use in their budget, or should it be kept in the State's general fund. More information on meetings can be found on the website at: <a href="https://www.mass.edu/bhe/meetings.asp">https://www.mass.edu/bhe/meetings.asp</a></li> <li>• Attended an Audit and Finance Committee meeting on March 9<sup>th</sup> to discuss fees for the upcoming fiscal year.</li> <li>• Attended the Equity Committee meeting on March 12<sup>th</sup>.</li> <li>• Attended the Bylaws and Governance Committee meeting on March 16<sup>th</sup>. The Bylaws document is ready for a final draft review with President Royal. Also, the Committee will be working on a Trustee Guidebook so there will be a roadmap and guidance for future Trustees.</li> <li>• If anyone is interested in serving as the Vice Chair or Secretary to contact Trustee Johnson, who is the Chair of the Nominating Committee. Election of these positions will happen at the Annual Meeting in June.</li> </ul>																
<b>PRESIDENT'S REPORT</b>	<p><u>Equity-Mindedness: Mental Health</u> – presented by Renee Tastad, Assistant Vice President of Student Affairs and Dean of Enrollment Management</p>																

# Equity-Mindedness: Mental Health

Board of Trustees  
March 23, 2021

HOLYOKE  
COMMUNITY  
COLLEGE



**Many students are not ok right now...**

15% reported suicidal ideation (past year)

47% reported depression

44% reported anxiety

67% isolated, left out, lonely

difficulty with maintaining focus  
trouble persevering  
trouble recalling information  
slowed problem solving  
difficulty with completing tasks  
frequent absences...

86%

**Responsive**

WellConnect

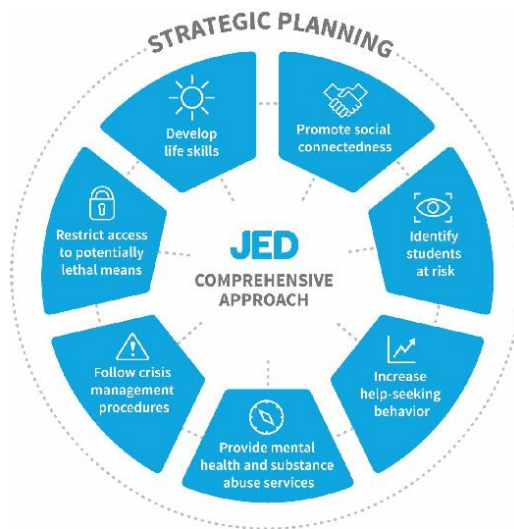
Behavioral Intervention Team (BIT)

Behavioral Intervention Team (BIT)

WellConnect



**Success looks like:** HCC students are connected to a network of service providers that assist with removing barriers to success, leading to increased retention among all student populations.





Equity-Mindedness: LGBTQ+ – presented by Renee Tastad, Assistant Vice President of Student Affairs and Dean of Enrollment Management

# LGBTQ+ Task Force

Board of Trustees Presentation

03.23.21

## Objective:

The purpose of the LGBTQ+ task force is to make **recommendations for institutional change** to President Royal so that the college can take appropriate steps to become a **trans-affirming institution**.

## Engaged Inclusivity

*“Engaged inclusivity transforms the dialogue on inclusion from general acceptance and tolerance of difference to active institutional transformation, based on the belief that the richness of our culture is because of our diversity and a recognition of our common humanity” (AAC&U 2019)*

## Guiding Principles:

- **Assume** there will always be trans people in every role at the institution
- **Reimagine** curriculum and course content incorporating experiences of all marginalized groups
- **Consider** trans-inclusion and gender justice

### Recommendation #1: Restrooms

- Designate at least one fully accessible restroom in each building on each floor.
- Statement: “All persons have a right to use the restroom facilities that align with their sincerely held gender identity.”
- Map the existing all-gender restrooms and post broadly (mobile apps)
- Include renovation of existing restrooms in DCAMM projects going forward
- Change all current men and women’s restrooms to “restrooms with urinals” and “restrooms with stalls”

### Recommendation #2: Workshops & Resources

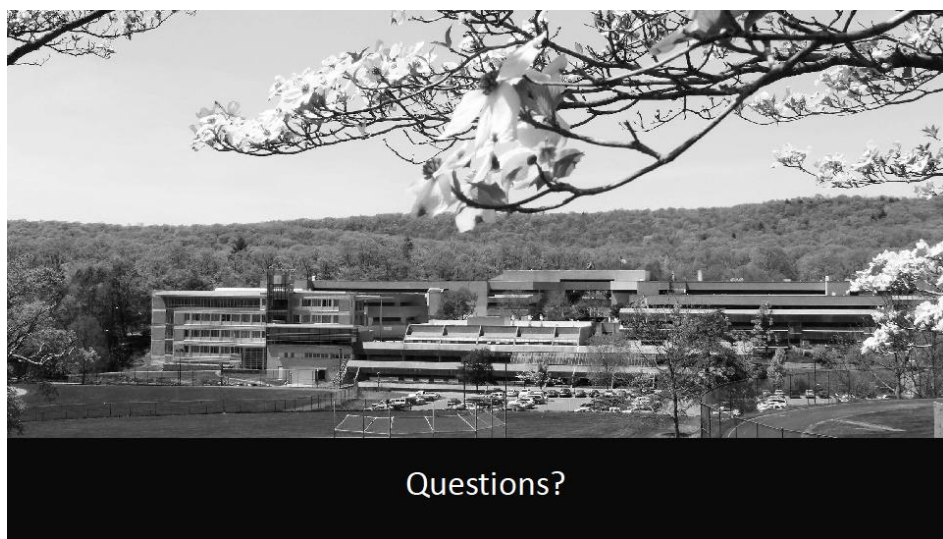
- Partner with The Stonewall Center of UMass to offer workshops for HCC faculty, staff, and students through the CFE
- Implement Safe Zone training through the CFE
- Partner with Marketing to publicize resources available to LGBTQ+ individuals

### Recommendation #3: Identification

- Chosen name
- Pronoun field



## LGBTQ+ Task Force Representatives



Strategic Plan FY 19-22 Metrics Update – presented by Veena Dhankher, Director of Institutional Research; and Kris Ricker Choleva, Director of Planning, Curriculum and Assessment

# Board of Trustees Meeting

## Strategic Plan FY19-22 Metrics Update

March 23, 2021

Veena Dhankher, Director of Institutional Research  
Kris Ricker Choleva, Director of Planning, Curriculum and Assessment

### 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.

<b>9 Objectives</b>	
<b>21 Measurable Outcomes</b>	<p><b>Key Outcomes/Metrics:</b></p> <ul style="list-style-type: none"> <li>• Close achievement gap</li> <li>• Increase retention rates</li> <li>• Increase graduation/transfer rates</li> <li>• Increase number of credentials awarded</li> <li>• Increase employment rate of students of color</li> <li>• Re-engineer mobile applications to enhance student engagement and support</li> <li>• Use technology for process improvement and automation</li> <li>• Develop/launch new revenue streams</li> </ul>

On Track	●
In Progress	●
At Risk	●

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

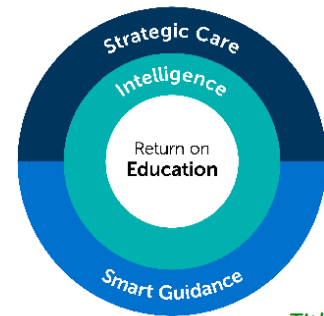
Strategy #1: Enhance and expand innovative teaching and learning practices that support quality education for all.		Baseline Data	Year Zero -Actual	Year 1 AY 2019-20	Year 2 AY 2020-21	Target Metric (by 2022)	Ambitious Metric (by 2022)	Timeline for Updates	Latest data Available	Source	Scale
1.1 Develop 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	●

**1. TEACHING & LEARNING**

**EAB Navigate - Student Success Management System**

Enterprise-level technology that links administrators, advisors, deans, faculty, other staff, and students in a *Coordinated Care Network*, enabling the proactive management of student retention and success.

- 30+ team members
- Two campus-wide demos Spring '21
- Tech Team is on schedule for integration with Banner
- Product design sessions:
  - Appointment Scheduling design session - March 24
  - Content and Promotion design session - March 30
  - Alerts and Case management design session - March 31
  - Academic Planning design session - April 1
- Phase 1 launch in June



*Title III*

**1. TEACHING & LEARNING**

**Working Group for Culturally Responsive Pedagogy (CRP)**

Faculty Working group of 20+ members and ad hoc groups creating ongoing opportunities for faculty to share best practices in culturally responsive pedagogy. Examples:

- *Best Practices in Diversifying your course content: Culturally Responsive Pedagogy Is a Lifelong Reflective Process*
- *Instructional Design and Library Partnerships: Working as a Culturally Responsive Team to Diversify Course Offerings.*
- *Equity Minded Assessment workshops for the 3/24 Assessment Day*
- *AHSIE Panel on 3/25*
- CRP baseline Survey of faculty CRP knowledge and follow up measurable goals and outcomes.
- An online "toolbox" of resources and strategies being built.
- Year-long cohort model CRP fellowship for Fall 21-Spring 22.

*Title III, CFE*

**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%*	17%*	74%	71%	Nov. 30th	Fall 2020	IR	●
	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	●

\* 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 GPA 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.

**2. EQUITY, INCLUSION & STUDENT SUCCESS**  
**Equity Working Group and ALANA Men in Motion**

**Equity, Diversity and Inclusion Council**

- Coordinating and weaving together the equity initiatives taking place across campus to build and sustain an equity-minded college community including EDI, REJI, LGBTQ+, CUE, STEM Equity group, etc.
  - proposal for position/department
  - presentation to town hall
  - numerous workshops through the CFE
  - Google site / repository

**ALANA Men in Motion Reinvigoration**

- Program to increase enrollment and retention among male students of color
- Soft launch and scaling up of access and support in Spring '21
  - 22 students/mentees, two mentors
- Measurable goals for Fall 2021
  - 50 mentees

**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	●
	3.1.2 Increase the number of workforce 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.

**3. WORKFORCE DEVELOPMENT & TRANSFER**  
**Adult Learners and CPL, Handshake Software**

**Credit for Prior Learning**

- MA Seal of Biliteracy
- credentials for credit: computer science, culinary arts, education, and health GTC/TCC to academic credit internal articulations: ENG 095, LAX 110, PSY 110
- internal PR campaign including PD Day workshops and faculty champions

**Adult Learners Think Tank**

- Embedding the Achieving the Dream (ATD) Holistic Student Supports Opportunity Assessment into all projects
- Series through CFE April-May

**Handshake Software**

- Funded through MA DHE HEIF in consortia of Community Colleges
- Implementation phase and system training Spring '21
- Enroll students/train HCC staff and employers for Fall '21 NSO rollout



**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	●

**4. SUSTAINABILITY**

**Process Improvements, Institutional Advancement, Website Reorganization**

**Process Improvements**

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

**Institutional Advancement**

Foundation BoD and Alumni Council assessment and development, increased stewardship, campaign readiness, 75th anniversary publicity

- Create a powerful shared experience rooted in our institution’s values
- Engage our community and strengthen connections
- Capture the culture and spirit of HCC; generate enthusiasm and inspire action
- Position the college for campaign success
- Internal audience engagement, broad community building, virtual events
- Standalone 75<sup>th</sup> Anniversary website launch Summer '21

**Website Review & Reorganization**

- Review and prioritize recommendations from Achieving The Dream
- Conduct a web-use survey of students, faculty and staff
- Build a student landing page, assess language with an equity lens, focus on adult learners


President Royal thanked the speakers today for these substantial updates.

Updates:

- Commencement will be virtual and viewable on the College’s YouTube Channel, HCC website and social media on June 5, 2021 at 10 am. The Committee has selected a vendor to partner with and the final details are

	<p>being worked out. There will be one ceremony for both classes, and we will be starting to communicate those details out to our HCC community.</p> <ul style="list-style-type: none"><li>• President Royal thanked the faculty, staff, administrators, and, of course, our students for the perseverance through a worldwide pandemic. It has impacted our community in a large way, and due to the collective efforts and willingness to come together as a community, we have put our students first.</li></ul>																
<b>ADJOURNMENT</b>	<p>On a motion by Trustee Johnson and seconded by Trustee Epstein it was <b>VOTED</b> to adjourn today's meeting.</p> <p><b>Roll Call Vote:</b></p> <table><tr><td>Charles Epstein</td><td>Yes</td></tr><tr><td>Trustee Gi</td><td>Yes</td></tr><tr><td>Yolanda Johnson</td><td>Yes</td></tr><tr><td>Lucy Perez</td><td>Yes</td></tr><tr><td>Evan Plotkin</td><td>Yes</td></tr><tr><td>Ivonne Vidal</td><td>Yes</td></tr><tr><td>Eleanor Williams</td><td>Yes</td></tr><tr><td>Chair Gilbert</td><td>Yes</td></tr></table> <p>The meeting was adjourned at 9:39 am.</p>	Charles Epstein	Yes	Trustee Gi	Yes	Yolanda Johnson	Yes	Lucy Perez	Yes	Evan Plotkin	Yes	Ivonne Vidal	Yes	Eleanor Williams	Yes	Chair Gilbert	Yes
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Respectfully submitted,

DocuSigned by:  


Ivonne Vidal, Secretary  
Board of Trustees

4/27/2021

Approved: Robert W. Gilbert, Jr., Chair, April 27, 2021

DocuSigned by:  
  
AC0B84574E6043F...

4/27/2021