

HOLYOKE COMMUNITY COLLEGE
BOARD OF TRUSTEES
MAY MEETING

Minutes of May 24, 2022

The 407th meeting of the Holyoke Community College Board of Trustees was held on Tuesday, May 24, 2022, remotely with Chair Robert W. Gilbert, Jr. presiding.

MEMBERS PRESENT	Robert W. Gilbert, Jr., Chair Charles Epstein Yolanda Johnson Evan Plotkin Vanessa Smith Eleanor Williams Trustee Cruz
MEMBERS ABSENT	Ivonne Vidal Lucy Perez Suzanne Parker Ted Hebert
ALSO PRESENT	Amanda Sbriscia, Amy Dopp, Andrew Fletcher, Beth Breton, Brooke Adams, Chris Yurko. Curt Foster, Estell Lopez,, Evelyn Rivera-Riffenburg, Idelia Smith, Jane Lerner, Jeanette Smith, Jeff Hayden, Johanna Lebron, Julissa Colon, Karen Desjeans, Kevin David, Kim Hicks, Kim Straceski, Kris Ricker Choleva, Lauren LeClair, Lori Wayson, Magdalena Mackowiak, Maria Brunelle, Mark Hudgik, Mary Dixey, Mary Orisich, Mi Jin Park, Michelle Robak, Narayan Sampath, Nicole Hendricks, Olivia Kynard, Renee Tastad, Shannon Sarkisian, Sharale Mathis, Teresa Beaudry, Tim Jacobson, Todd Wonders, and Veena Dhankher
MEETING CALL TO ORDER	At 8:02 am, the meeting was officially called to order by Chair Gilbert. Roll Call Attendance: Charles Epstein Yes Yolanda Johnson Yes: Evan Plotkin Arrived at 8:03 am Vanessa Smith Yes Eleanor Williams Yes Cruz, Student 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. None were requested. <ul style="list-style-type: none"> • Consideration of Minutes for Board of Trustees Meeting of April 26, 2022 • Report of Personnel Action dated May 24, 2022 <ul style="list-style-type: none"> • To approve personnel actions • To empower the President of the College to approve all personal actions prior to the next meeting • Committee Reports <ul style="list-style-type: none"> ○ Advocacy ○ Audit and Finance ○ By-Laws and Government

- Equity
- Nominating
- Presidential Evaluation Committee
-

A motion was made by Trustee Johnson and seconded by Trustee Epstein to approve the Consent Agenda.

Roll Call Attendance

Charles Epstein	Yes
Yolanda Johnson	Yes
Evan Plotkin	Yes
Vanessa Smith	Yes
Eleanor Williams	Yes
Cruz, Student	Yes
Chair Gilbert	Yes

STRATEGIC PLANNING COMMITTEE

Kris Ricker Choleva and Veena Dhankher presented on the Strategic Plan Refresh to the Board.

- **MOTION:** To recommend to the Board approval of the refresh of the College Strategic Plan FY23-FY26 as presented.

PLAN REFRESH

STRATEGIC PLAN REFRESH

HOLYOKE COMMUNITY COLLEGE

A "holistic refresh" that draws people, stories and knowledge together to address students' fundamental needs and their unique needs and to ensure that the college remains relevant to the community it serves. The refresh will be a process of listening, learning, and planning that will result in a new strategic plan that is more inclusive, more forward-looking, and more focused on the needs of the community it serves.

Holyoke Community College commits to listening to a broad range of voices and experiences in the process of refreshing the strategic plan. The refresh will be a process of listening, learning, and planning that will result in a new strategic plan that is more inclusive, more forward-looking, and more focused on the needs of the community it serves.

Holyoke Community College commits to listening to a broad range of voices and experiences in the process of refreshing the strategic plan. The refresh will be a process of listening, learning, and planning that will result in a new strategic plan that is more inclusive, more forward-looking, and more focused on the needs of the community it serves.

STRATEGIC PLAN REFRESH 2022

Yearlong Process to Refresh (not revise) the Strategic Plan

Oct 2021: Reflection Sessions and Student Experience Workshop

Nov 2021: Student Experience Statement Review & Refresh Summit

Dec 2021: Strategy Review Workshop & Student Experience Survey

Jan-Feb 2022: Review Strategies/Student Exp. Statement & Values Survey

Feb-Apr 2022: Implementation, Objective, & Action Planning Workshops

May 2022: Refreshed Strategic Plan Submitted to Board

August 2022: Strategic Plan Implementation

STRATEGIC PLAN REFRESH 2022

HOLYOKE COMMUNITY COLLEGE // STRATEGIC PLAN REFRESH // 2022

REFRESH IMPACTS

Mission and Vision - *unchanged*

Values - *unchanged, definitions added*

Student Experience Statement

Strategic Frameworks

Objectives

- ALL Refreshed -

Action Items (operational) - *in development*

MISSION

Educate. Inspire. Connect.

VISION

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

VALUES - *Values Statements Added*

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.

HOLYOKE COMMUNITY COLLEGE // STRATEGIC PLAN REFRESH // 2022

VALUE STATEMENTS

- **Innovation:** We empower each other to explore, share, and actualize our ideas to continuously improve the HCC experience for all. We do this with creativity and agility by keeping an open mind, taking risks, evaluating outcomes, and learning from mistakes.
- **Collaboration:** We work as a community to develop and achieve common goals through an open exchange of ideas. We do this by encouraging wide-ranging participation, intentional communication, and the pursuit of diverse perspectives and expertise.
- **Kindness:** We approach all interactions with empathy and in consideration of one another's needs. We act with the highest levels of professionalism, respect, and civility as we seek common ground and strive for mutual understanding.
- **Inclusion:** We provide a fair and welcoming environment where all voices are heard and meaningfully included to contribute to the growth and success of HCC. We take intentional action, challenge our assumptions, foster belonging, and respect the uniqueness of individuals and diverse groups.
- **Trust:** We assume the best in others, prioritize transparency, and communicate with honesty, clarity, and consistency. We do this thoughtfully by including all stakeholders in the decision-making process and following through with our commitments.

- Basis for culture work on campus

HOLYOKE COMMUNITY COLLEGE // STRATEGIC PLAN REFRESH // 2022

STUDENT EXPERIENCE STATEMENT

Holyoke Community College commits to delivering a transformational student experience characterized by:

- A student-ready environment with connections that draw people, services, and resources together to address students' needs and ensure their success
- An affordable, relevant education designed to produce equitable student outcomes, resulting in career and transfer opportunities that enable all students to thrive
- An approach to educating the whole person that consistently meets students where they are and engages them in real-world learning experiences
- A vibrant, diverse, and inclusive college community that enriches the learning experience, delivers unwavering encouragement, and builds lifelong connections.

Faculty and staff of Holyoke Community College commit to support this transformative experience through:

- Accessible, guided, and intuitive services that support and inspire students and their families
- Culturally responsive practices that promote equity within and beyond the classroom
- Technology, data, and predictive analytics that enable HCC to deliver personalized, proactive, and responsive programs and services
- An agile and supportive culture that recognizes the importance of professional development to build knowledge, skills, and a deep understanding of our students.

- Edited for clarity and focus on becoming a student-ready environment

1: Teaching & Learning

- Enhance and expand innovative teaching and learning practices that result in a quality education for all.

2: Equity & Student Success

- Collaborate with the communities we serve to increase equity.

3: Workforce Development & Transfer

- Align program outcomes with workforce demands and student needs for employment and transfer.

4: Financial Sustainability

- Create a sustainable model for long-term financial stability and growth.

- slight changes to statements to be outcomes focused, and a move to a more explicit financial strategy

Strategic Plan Refresh: FY23-FY26

Objectives and Metrics

Strategic Plan Refresh

- Continue tracking on our student success metrics from prior cycle
 - Course completion, retention, graduation, and transfer rate
- Continue our focus on equity and equitable outcomes
- Revised metrics
- Developed new metrics –
 - Equity in course completion
 - Tracking students from non-credit to credit program
 - Annual credit hours
 - Unique donors

TEACHING & LEARNING

Strategy #1: Enhance and expand innovative teaching and learning practices that result in a quality education for all.

	Baseline	By 2026	
		Target	Ambitious
1.1. Increase Fall course completion rate	77%	81%	84%
1.2. Increase Fall-to-Fall retention rate	53%	57%	60%
1.3. Increase 150% graduation rate	17%	21%	24%
1.4. Assess the impact of equity-focused professional development program offered to 100% of faculty and staff	Not Available	80%	100%

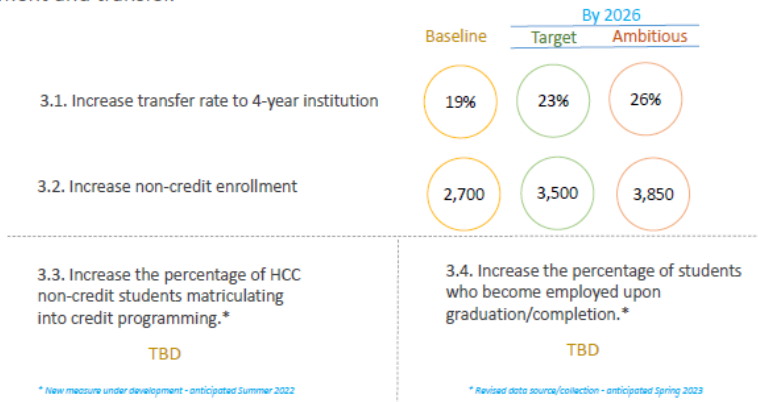
EQUITY & STUDENT SUCCESS

Strategy #2: Collaborate with the communities we serve to increase equity.

	Baseline	By 2026	
		Target	Ambitious
2.1. Course completion rate gap	10 points	6 points	3 points
2.2. Fall-to-Fall retention rate gap	13 points	9 points	6 points
2.3. 150% graduation rate gap	11 points	7 points	4 points
2.4. Transfer rate gap	11 points	7 points	4 points
2.5. Increase Hispanic Fall FTE	660	772	795

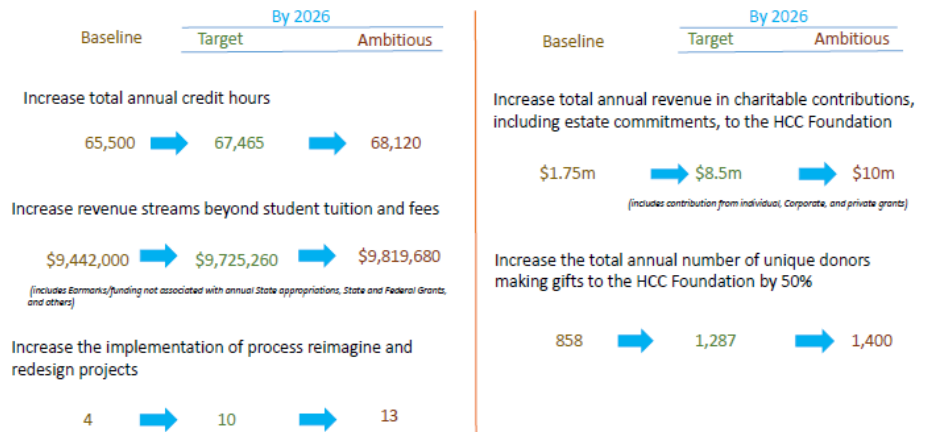
WORKFORCE DEVELOPMENT & TRANSFER

Strategy #3: Align program outcomes with workforce demands and student needs for employment and transfer.



FINANCIAL SUSTAINABILITY

Strategy #4: Create a sustainable model for long-term financial stability and growth.



NEXT STEPS

Summer 2022

- Identify FY 2023 Objective Leads
- Finalize FY 2023 Actions Items
- Create SP materials and add to website


Fall 2022

- Kickoff of FY 2023-2026 plan
- Reconvene Refresh Team
- Convene new Planning and Innovation Committee of shared governance
- Align new committees with strategies

Spring 2023

- Assess FY 2023 Action Items / Update on Progress
- Identify FY 2024 Objective Leads and Action Items

End of Presentation!

	<p>MOTION: a motion was made by Trustee Epstein and seconded by Trustee Plotkin to approve the refresh of the College Strategic Plan FY23-FY26 as presented.</p> <p>Roll Call</p> <table border="0"> <tr> <td>Charles Epstein</td> <td>Yes</td> </tr> <tr> <td>Yolanda Johnson</td> <td>Yes</td> </tr> <tr> <td>Evan Plotkin</td> <td>Yes</td> </tr> <tr> <td>Vanessa Smith</td> <td>Yes</td> </tr> <tr> <td>Eleanor Williams</td> <td>Yes</td> </tr> <tr> <td>Cruz, Student</td> <td>Yes</td> </tr> <tr> <td>Chair Gilbert</td> <td>Yes</td> </tr> </table>	Charles Epstein	Yes	Yolanda Johnson	Yes	Evan Plotkin	Yes	Vanessa Smith	Yes	Eleanor Williams	Yes	Cruz, Student	Yes	Chair Gilbert	Yes
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Chair Gilbert	Yes														
<p>CHAIR’S REMARKS</p>	<p>Report of the Chair</p> <p>Chair Gilbert shared the following highlights.</p> <ul style="list-style-type: none"> • The board assessment results are being renewed and a plan to address the report will be accomplished in the next fiscal year. The reports will be ready by the June meeting. • The President’s evaluation will include a survey of Trustees and the President’s direct reports. This should be completed as soon as possible to meet the deadline of the August meeting for approval. 														
<p>PRESIDENT’S REPORT</p>	<p>President’s Report</p>														
<p>Academic and Student Affairs Enrollment & Retention Initiatives</p>	<p>Dr. Sharale Mathis presented on the Academic and Student Affairs Enrollment & Retention Initiatives</p>  <p>The graphic features the text 'AND STUDENT AFFAIRS' at the top in a light green font. Below it, 'ACADEMIC AND STUDENT AFFAIRS' is written in large, bold, black letters. At the bottom, 'ACADEMIC AND STUDENT' is written in a light green font. To the right of the main text is the Holyoke Community College logo, which consists of the words 'HOLYOKE', 'COMMUNITY', and 'COLLEGE' stacked vertically in a black box, with 'COMMUNITY' in green.</p>														

ACADEMIC AND STUDENT AFFAIRS

ACADEMIC AND STUDENT AFFAIRS

Enrollment and Retention Initiatives 2022

ACADEMIC AND STUDENT AFFAIRS



ACADEMIC AND STUDENT AFFAIRS

Introduction

- Guided by data the college has embarked on a phased approach to enrollment and retention aligned with our Strategic Plan.
 - NECHE Report
 - Pandemic
 - Declining enrollment & retention
- Funding Sources
 - Success Grant
 - HEERF
 - Reallocation of Institutional funds
- 1st Phase
 - ALANA
 - SAMP
 - Western Mass Core
 - EI Centro
 - Student Affairs
 - Admissions & Onboarding
 - Financial Packaging



ACADEMIC AND STUDENT AFFAIRS

African American, Latino, Asian, & Native American (ALANA) Men in Motion

Mission: Provide inclusive academic support, advising, mentoring, and community engagement to cultivate the academic success of men of color at HCC. To work with other stakeholders in creating a Success Team that will serve ALANA students.



Goals/Objectives:

- To provide personalized attention to support men of color at HCC
- To provide support for academics, the financial aid application process, the transfer process, and career planning
- To provide a holistic high-impact advising approach in order to improve the success rates for ALANA students with the ultimate goal of eliminating achievement gaps (Strategic Plan: Strategy #2; Objective 2.1)
- To provide coordinated care and a two-tiered advising system that includes a Success Team (a primary advisor, mentor, tutor and learning coach) through EAB Navigate

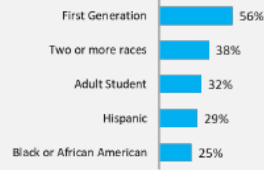




African American, Latino, Asian, & Native American (ALANA) Men in Motion



Demographics At A Glance:



Measurable Outcomes:

- Increase average GPA from **2.62** to **2.77** by 2024
- Increase the Fall-to-Spring retention rate for all ALANA Male students from **63%** to **66%** by 2024.
- Increase the Spring-to-Fall retention rate for all ALANA Male students from **58%** to **61%** by 2024.

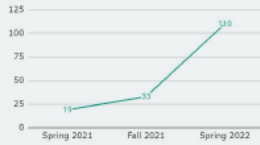


African American, Latino, Asian, & Native American (ALANA) Men in Motion

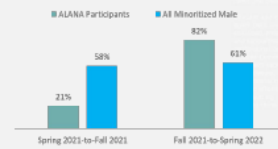


PARTICIPATION & RETENTION

ALANA Men in Motion Participants

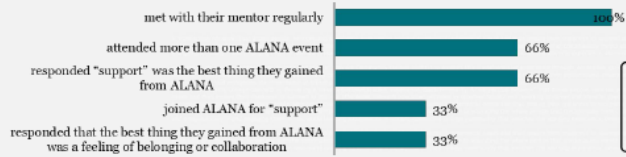


SEMESTER TO SEMESTER RETENTION



STUDENT FEEDBACK

52 participants were surveyed (or 47.2% of total ALANA students)



Student Ambassador Mentorship Program (SAMP)

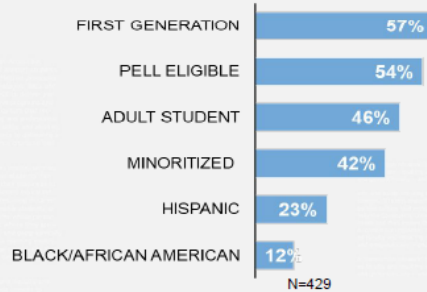
- Peer Mentoring, equity-driven initiative that serves HCC women, nonbinary, and transgender students.
- SAMP's core values are **Leadership, Professional Development, and Community**.
- Success Ambassadors: Mentors who also take on an ambassadorship
- Success Scholars: Mentees supported by Success Ambassadors and Success Coaches
- Core Values in Action: Outcomes





SAMP Student Population

Demographics At A Glance:



Cohort 444 students

- *15 Success Ambassadors
- *429 Success Scholars

Success Ambassadors

- *GPA ≥ 3.0
- *Completed and registered ≥ 6 credits

Success Scholars

- *GPA ≥ 1.75 ≤ 2.99
- *Enrolled ≥ 6 credits



SAMP Measurable Outcomes

	Baseline	2024 Target
Increase average Cumulative GPA	3.16	3.26
Increase Fall-to-Spring retention rate for all SAMP participants	78%	80%
Increase Spring-to-Fall retention rate for all SAMP participants	68%	70%
Decrease retention gap between BIPOC and SAMP students	3 points	2 points



Western Mass CORE



Western Mass CORE works in jails, in the community, and at HCC to develop and maintain academic pathways for people impacted by the criminal legal system, and facilitate linkages to local colleges and universities.

CORE provides:

- Access to **academic opportunities** for students **on the inside**
- Support through the **enrollment** and **financial aid** process
- An on-campus community of **mentors and peers**
- Individualized academic and career **advising**
- **Referrals** to other services, like housing, food assistance & counseling
- A **collaborative partner for institutions** in the western Massachusetts region

CORE Objectives:

- Conduct a **needs assessment**
- Run **1 course** Fall 21 & **3 courses** Spring 22
- Engage with **community partners**



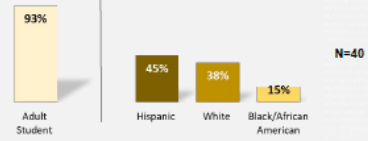
CORE: Educational Needs Assessment Pilot Data



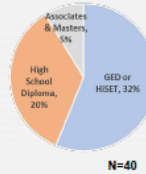
ACADEMIC AND STUDENT AFFAIRS

- Administered at 2 HCSD jails (April 2022)
 - 32 men
 - 8 women
- Respondents with previous college experience
 - 6 attended HCC
 - 11 attended other local CC (STCC, BCC, GCC)
- What courses are respondents most interested in?
 - Business, Human Services, Music, Culinary, Accounting
 - *Certificates:* Accounting, Human Services, and Mental Health Studies

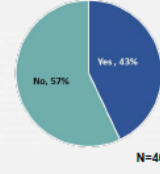
Respondents' Demographics



College Eligible



Have you ever attended college or enrolled in classes?



CORE: Course Offerings & Connections



ACADEMIC AND STUDENT AFFAIRS

Term	Course (Gender)	# Students	Completion Rate
Fall 2021	HIS 150 (Men)	12	83%
Spring 2022	POL 140 (Women)	6	83%
	ENG 101 (Men)	10	100%
	MTH 142 (Men)	9	100%

State & Local Connections:

Student Needs, Education & Career

- HCC THRIVE
- MA Department of Corrections
- Mass Fair Housing
- HCC Nursing Program
- Mass Hire
- HCC Foundations of Health/Community Health Worker
- AISS/HCSD
- HCC Cannabis Education Center
- Follow My Steps
- HCC Human Services Program
- Petey Greene
- Amherst College
- Holyoke Safe Neighborhood Assn (HCSD)
- Westfield State University
- Women's Fund
- Mass Prison Ed Consortium (MPEC)

Recruitment, Enrollment & Retention Support:

- Monthly sessions: HCC Introduction, Testing, Application, Fin Aid, Advising
- Book Groups



ACADEMIC AND STUDENT AFFAIRS

El Centro

El Centro aspires to provide a Hispanic-Thriving learning community to meet the needs of Latinx students, where they can receive culturally responsive guidance and support essential to achieve academic success, advancement, and a sense of belonging.

Goals/Objectives

- Student Recruitment
- Academic & Transfer Advising
- Mental Health & Wrap-around Support
- Career Readiness & Exploration
- Financial Aid Advising
- Cultural Belonging & Community Engagement

Identified Population

- Part time
- Developmental Ed
- Stop out
- Post High School



**ACADEMIC
AND STUDENT
AFFAIRS**

El Centro: Measurable Outcomes

Admission:

- Increase the overall admit to enrolled yield for Hispanic students from **43%** to **47%** by 2024.
- Increase the number of Full-Time Hispanic student from **33.2%** to **35%** by 2024.

Enrollment:

- Increase the average Fall credits registered by Hispanic student from **8.7** to **9.1** by 2024.

Retention:

- Increase Fall-to-Fall retention rate for all Hispanic students from **43%** to **46%** by 2024.

Graduation:

- Increase the overall graduation rate for first-time degree seeking Hispanic students from **9%** to **11%** by 2024.

Transfer:

- Increase the transfer rate of first-time degree seeking Hispanic students within 150% of normal time from **19%** to **21%** by 2024.



**ACADEMIC
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AFFAIRS**

El Centro: Current Initiatives

Team Retreat

- In 2 months hired core team
- Building a culture of assessment
- Collaborate with Estela Lopez, HSI expert for programmatic support
 - Develop action steps

Internal Collaboration

- Admissions: Campaign to target Stop Out Students
- Adult Ed./Workforce: Collaboration with PAFEC/Ludlow Adult to establish pathway for adult students
- Gateway to College: Continued support for transitioning students

External Collaboration

Community Recruitment:

- Participate in various local community functions including Nueva Esperanza's Noche de San Juan
- CHD Homelessness Services
- Valley Opportunity Council



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Student Affairs: Admissions and Onboarding

- Utilizing feedback from **Achieving the Dream**, **EAB Enrollment Audit**, and **Campus Works**, the Admissions department is undertaking process improvements:
 - Automate and streamline the student enrollment experience
 - Optimize technology, improve communication, and increase capacity for person-to-person support resulting in:
 - **Increase**
 - percentage of complete applications from **85%** to **90%** by Fall 2023
 - admit-to-enroll yield from **50%** to **60%** by Fall 2023, an increase of 500 students
 - in NEW Latinx student enrollment by **13%** by Fall 2023 (53 students)



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Student Affairs: Admissions and Onboarding



HOLYOKE PUBLIC SCHOOLS
A PATHWAY FOR EVERY STUDENT



**WEST SPRINGFIELD
PUBLIC SCHOOLS**



**ACADEMIC
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Student Affairs: Current Enrollment Initiatives

Initiative	# of students	Success looks like... What is the measurable, quantifiable goal?
No-Show Outreach - outreach to students who were registered for classes in Spring 2022 but did not attend any classes.	61	20% or 12 students enrolled in either summer or fall 2022.
Stop-out Outreach - outreach to students who were enrolled in fall 2021, eligible for spring 2022 but not enrolled.	1,402	7.5% or 105 students
Enrollment Campaign through Navigate	1,655	60% yield or 993 students
Admissions Funnel Work - admitted but not yet enrolled	1,450	60% yield or 870 students
Accepted Students Days	1400	75% yield for those who attend
Reg Express	100	75% yield for those who attend
Former Dual Enrollment - outreach + \$100 scholarship	300	25% yield or 75 students
Summer Accelerator	30	30 students enrolled in free developmental courses



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Student Affairs: Financial Aid Packaging

- Automated Financial Aid file review and packaging
 - **Reduces** the number of files needing manual processing from **100% to 25%**
 - **Reduce** award letters received by students from **14-21 days** to within **3 days** of complete FAFSA submission to bring in line with admission decisions
- Revised SAP letter and process
 - SAP letter **revised** with **student-friendly language** and calls to **action**
 - **Enhanced** process of **notification** through EAB Navigate
 - **Proactive** advisor **interaction** to assist with appeal process



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Student Affairs: Financial Aid Packaging

- Updated Packaging Policy to include **additional funds for cost of living expenses**
 - Funds in the form of additional grant aid and loans
 - Supports students in staying on track to degree completion
- Packaging policy changes are designed to **directly impact** the following Strategic Plan metrics
 - **Increase:**
 - 150% graduation rate
 - fall-to-fall retention rates
 - total annual credit hours



**ACADEMIC
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Summary: Impacts to Enrollment & Retention

- These are the leading indicators to meet the Strategic Plan Refresh objectives
 - *impacting all strategy frameworks (1-4)*
- Increase BIPOC student enrollment & retention
 - *improve sense of belonging for students to HCC*
- Summer engagement with mentorship and equity-driven initiatives
- Increase and expand engagement with community partnerships
- Use of a EAB platform to enhance communication with students in the admissions & onboarding experience
- Implementation of process improvement plans to better support students providing financial incentive as a full time status (cost of living)
- Opportunities for future funding



AND STUDENT
AFFAIRS

**ACADEMIC
AND STUDENT
AFFAIRS**



ACADEMIC
AND STUDENT

	<p>President Royal thanked everyone who came out to the celebrate the College's 75th Anniversary on May 5, 2022. Our Student Trustee, Yannelis, spoke at the event in the evening.</p> <p>President Royal updated the Board that the Shared Governance proposal passed at the Professional Association meeting on May 1, 2022.</p> <p>President Royal acknowledged that the Springfield Regional Chamber just named Evan Plotkin, President and Owner of NAI Plotkin it's 2022 Richard Moriarty Citizen of the Year award.</p>														
ADJOURNMENT	<p>On a motion by Trustee Hebert and seconded by Trustee Johnson, it was VOTED to adjourn today's meeting.</p> <p>Roll Call Attendance:</p> <table><tr><td>Charles Epstein</td><td>Yes</td></tr><tr><td>Yolanda Johnson</td><td>Yes:</td></tr><tr><td>Evan Plotkin</td><td>Yes</td></tr><tr><td>Vanessa Smith</td><td>Yes</td></tr><tr><td>Eleanor Williams</td><td>Yes</td></tr><tr><td>Cruz, Student</td><td>Yes</td></tr><tr><td>Chair Gilbert</td><td>Yes</td></tr></table> <p>The meeting was adjourned at 9:38 am.</p>	Charles Epstein	Yes	Yolanda Johnson	Yes:	Evan Plotkin	Yes	Vanessa Smith	Yes	Eleanor Williams	Yes	Cruz, Student	Yes	Chair Gilbert	Yes
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Respectfully submitted,

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Eleanor Williams 7/5/2022
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Eleanor Williams, Secretary
Board of Trustees

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Robert Gilbert 7/6/2022
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Approved: Robert W. Gilbert, Jr., Chair