

**HOLYOKE COMMUNITY COLLEGE
BOARD OF TRUSTEES
AUGUST MEETING**

Minutes of August 23, 2022

The 409th meeting of the Holyoke Community College Board of Trustees was held on Tuesday, August 23, 2022, remotely with Chair Robert W. Gilbert, Jr. presiding.

MEMBERS PRESENT	Robert W. Gilbert, Jr., Chair Charles Epstein Trustee George Ted Hebert Yolanda Johnson Evan Plotkin Nayroby Rosa Vanessa Smith Ivonne Vidal Eleanor Williams
MEMBERS ABSENT	
ALSO PRESENT	Yaritza Barta, Teresa Beaudry, Beth Breton, Maria Brunelle, Kris Richer Choleva, Karen Desjeans, Veena Dhankher, Maria Diaz, Amy Dopp, Kermit Dunkelberg, Curt Foster, Joni George, Judy Gregoire, Jeffrey Hayden, Kim Hicks, Mark Hudgik, Christine Janik, Jane Johnson Vottero, Yesenia Jusino, Olivia Kynard, Johanna Lebron, Lauren Leclair, Jane Lerner, Arvard Lingham, Nelson Lopez, Sharale Mathis, Christine Gosselin Miller, Lea Occhialini, Mi Jin Park, Evelyn Rivera-Riffenburg, Joanna Rodriguez, Christina Royal, Mir Saify, Narayan Sampath, Shannon Sarkisian, Amanda Sbriscia, Idelia Smith, Jannette Smith, Kim Straceski, Renee Tastad, Chris Yurko and Gerardo Zayas
MEETING CALL TO ORDER	At 8:01 am, the meeting was officially called to order by Chair Robert Gilbert. Roll Call Attendance: Charles Epstein Yes Trustee George Yes Ted Hebert Yes Yolanda Johnson Yes Evan Plotkin Yes Nayroby Rosa Yes Vanessa Smith Yes Ivonne Vidal Entered at 08:11 a.m. Eleanor Williams Yes Robert W. Gilbert, Jr. Yes
INTRODUCTION OF NEW TRUSTEES	Chair Gilber introduced and welcomed two new Trustees: Nayroby Rosa, who was elected by the Alumni Council to serve on the Board, and Student Trustee, Jay George, who was elected by the students.
CONSIDERATION OF CONSENT AGENDA ITEMS	Chair Gilbert asked if any consent agenda items needed to be moved to the regular agenda. There was nothing noted. <ul style="list-style-type: none"> • Consideration of Minutes for Board of Trustees Meeting of June 28, 2022 • Report of Personnel Action dated August 23, 2022 <ul style="list-style-type: none"> ○ To approve personnel actions for the Non-Unit Professional and

	<p style="text-align: center;">MCCCC Unit Professional Staff.</p> <ul style="list-style-type: none"> • Committee Reports <ul style="list-style-type: none"> ○ Advocacy ○ Audit and Finance ○ By-Laws and Government ○ Equity ○ Nominating ○ Presidential Evaluation Committee ○ Strategic Planning <p>A motion was made by Trustee William and seconded by Trustee Plotkin to approve the Consent Agenda.</p> <p>Roll Call Vote:</p> <table style="width: 100%; border: none;"> <tr><td>Charles Epstein</td><td style="text-align: right;">Yes</td></tr> <tr><td>Trustee George</td><td style="text-align: right;">Yes</td></tr> <tr><td>Ted Hebert</td><td style="text-align: right;">Yes</td></tr> <tr><td>Yolanda Johnson</td><td style="text-align: right;">Yes</td></tr> <tr><td>Evan Plotkin</td><td style="text-align: right;">Yes</td></tr> <tr><td>Nayroby Rosa</td><td style="text-align: right;">Yes</td></tr> <tr><td>Vanessa Smith</td><td style="text-align: right;">Yes</td></tr> <tr><td>Ivonne Vidal</td><td style="text-align: right;">Yes</td></tr> <tr><td>Eleanor Williams</td><td style="text-align: right;">Yes</td></tr> <tr><td>Robert W. Gilbert, Jr.</td><td style="text-align: right;">Yes</td></tr> </table>	Charles Epstein	Yes	Trustee George	Yes	Ted Hebert	Yes	Yolanda Johnson	Yes	Evan Plotkin	Yes	Nayroby Rosa	Yes	Vanessa Smith	Yes	Ivonne Vidal	Yes	Eleanor Williams	Yes	Robert W. Gilbert, Jr.	Yes
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<p>SABBATICAL LEAVE REQUEST:</p>	<p>Sabbatical Leave Request for Ileana Vasu Motion: to approve the sabbatical request as listed above.</p> <p>Vice President Mathis provided an overview of the leave request submitted by Professor Vasu.</p> <p>A motion was made by Trustee Herbert and seconded by Trustee Williams to approve the sabbatical leave.</p> <p>Roll Call Vote:</p> <table style="width: 100%; border: none;"> <tr><td>Charles Epstein</td><td style="text-align: right;">Yes</td></tr> <tr><td>Trustee George</td><td style="text-align: right;">Yes</td></tr> <tr><td>Ted Hebert</td><td style="text-align: right;">Yes</td></tr> <tr><td>Yolanda Johnson</td><td style="text-align: right;">Yes</td></tr> <tr><td>Evan Plotkin</td><td style="text-align: right;">Yes</td></tr> <tr><td>Nayroby Rosa</td><td style="text-align: right;">Yes</td></tr> <tr><td>Ivonne Vidal</td><td style="text-align: right;">Yes</td></tr> <tr><td>Eleanor Williams</td><td style="text-align: right;">Yes</td></tr> <tr><td>Robert W. Gilbert, Jr.</td><td style="text-align: right;">Yes</td></tr> </table>	Charles Epstein	Yes	Trustee George	Yes	Ted Hebert	Yes	Yolanda Johnson	Yes	Evan Plotkin	Yes	Nayroby Rosa	Yes	Ivonne Vidal	Yes	Eleanor Williams	Yes	Robert W. Gilbert, Jr.	Yes		
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<p>BOARD DISCUSSION:</p>	<p>There was a discussion about the extension of the suspension of certain open meeting law provisions thereby allowing remote participation (through March 31, 2023). Chair Gilbert asked what the Board's preference would be when we have the option to meet in person. Most trustees liked the idea of having in person meetings, with an option for Zoom, if needed. Chair Gilbert will update the Trustees at the Board Retreat on September 30, 2022.</p>																				

**PRESIDENT'S
REPORT:**

Strategic Plan Update:

The Director of Institutional Research Veena Dhankher and the Director of Planning, Curriculum and Assessment Kris Ricker Choleva presented on Strategic Plan Metrics and Strategic Plan 2023-2026

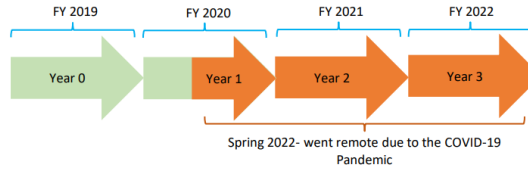
Veena Dhankher's Presentation:



Strategic Plan (SP) Measurable Outcomes

- SP FY19-22 metrics Update
 - Met the Target
 - Outstanding progress
 - Slow progress
 - No progress
- SP Refresh FY23-26 metrics
 - New metrics
 - Continuation of metrics from the FY19-22 SP cycle

FY2019-2022: SP Metrics Tracking Timeline



4 Strategies & 21 Measurable Outcomes

- Close equity gap
- Increase retention rates, graduation/transfer rates, and employment rates
- Increase number of credentials awarded (credit and non credit)
- Use technology for process improvement and automation
- Develop/launch new revenue streams

FY19-22 Metrics: Met the Target

<p>Creating learning spaces for innovative ideas (CFE) - Operational</p> <p>Re-engineer mobile applications to enhance student engagement and support - Operational</p> <p>Decrease the number of paper transactions through process improvement and automation - 24,000 → 10,000</p>	<p>Decrease the percent of students placing into developmental English - 43% → 33%</p> <p>Decrease the percent of students placing into developmental math - 78% → 21%</p> <p>Fall-to-Fall Retention rate of minoritized students - 44% → 48%</p>	<p>Increase the percentage of the operating budget that is not dependent on student fee revenue - 51% → 68%</p> <p>Increase the number of workplace credentials awarded in high-need/priority fields (non-credit) - 1,892 → 3,436</p> <p>Increase the number of job placements from workforce programs (non-credit) - 379 → 542</p>
		Baseline Year 3

Metrics Showing Some Progress

	Baseline	Year Zero	Year 1	Year 2	Year 3	Target	
Fall-to-Fall Retention	43%	46%	49%	36%	42%	47%	Fall-to-Fall Retention of Adult students Year 3: 42% of Fall 2020 cohort, returned in Fall 2021 Fall-to-Fall Retention of First Generation students Year 3: 50% of Fall 2020 cohort, returned in Fall 2021
	50%	49%	52%	45%	50%	54%	
Course Completion	76%	77%	77%	74%	74%	80%	
• Increase financial support for the College through new campaigns and strategic, diversified revenue streams.							Baseline \$1.7m Year 3 \$4.8m Target \$6m

Metrics Showing No Progress

Graduation Rate Gap (White vs. BIPOC)	Transfer Rate of Minoritized Students	Employment Rate of Minoritized Students
11 ←→ 11 7 Baseline Year 3 Target	23% ↓ 22% 27% Baseline Year 3 Target	59% ↓ 50% 63% Baseline Year 3 Target

FY19-22 Metrics: Showing Outstanding Progress

	<u>Baseline</u>	<u>Year 3</u>	<u>Target</u>
Fall-to-Fall Retention Rate	51%	54%	55%
Retention Equity Gap	12	10	8
Transfer Rate	26%	28%	30%
Graduation Rate	15%	17%	19%

<ul style="list-style-type: none"> Increase the percent of overall cost that is devoted to instruction, academic support and student support 	<ul style="list-style-type: none"> Increase Contract Training through the Training and Workforce Options (TWO) program.

Strategic Plan Refresh: FY23-26

Teaching & Learning

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

Workforce Development & Transfer

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

Strategic Plan Refresh: FY23-26

Equity & Student Success

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

Financial Sustainability

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

18 objectives & measurable outcomes:

- 7 New metrics for FY23-26
- 5 Revised metrics from FY19-22
- 6 Continued metrics from FY19-22

Revised Metrics: FY23-26

	Baseline	By 2026	
		Target	Ambitious
Assess the impact of equity-focused professional development program offered to 100% of faculty and staff (1.4)	Not Available	80%	100%
↓ Transfer rate gap (2.4)	11 points	7 points	4 points
↑ Transfer rate to 4-year institutions (3.1)	19%	23%	26%
↑ Revenue streams beyond tuition and fees (4.2)	\$9.4m	\$9.7m	\$9.8m
↑ Implementation of process reimagine and redesign projects (4.3)	4	10	13

Continued Metrics: FY23-26

	Baseline	By 2026	
		Target	Ambitious
↑ Fall course completion rate (1.1)	77%	81%	84%
↑ Fall-to-Fall retention rate (1.2)	53%	57%	60%
↑ Graduation rate (1.3)	17%	21%	24%
↓ Retention rate gap (2.2)	13 points	9 points	6 points
↓ Graduation rate gap (2.3)	11 points	7 points	4 points
↑ Employment rate (3.4)	TBD	TBD	TBD

New Metrics: FY23-26

	Baseline	By 2026	
		Target	Ambitious
↑ Hispanic Fall FTE (2.5)	660	772	795
↓ Course completion rate gap (2.1)	10	6	3
↑ Enrollment in non-credit programming (3.2)	2,700	3,500	3,850
↑ Percent of non-credit students matriculating into credit programming (3.3)	TBD	TBD	TBD
↑ Total annual credit hours (4.1)	65,500	67,465	68,120
↑ Total annual revenue in charitable contributions (4.5)	\$1.75m	\$8.5m	\$10m
↑ Total annual number of unique donors (4.6)	858	1,287	1,400

Next Steps: Strategic Plan Refresh FY23-26

- End of each Fiscal Year- update metrics
- Share with you in June (at the end of FY) or August (at the beginning of next FY)




Kris Ricker Choleva's Presentation:

PLAN
REFRESH

STRATEGIC PLAN

2023-2026



Board of Trustees
August 23, 2022

STRATEGIC
PLAN

Five Revised Measurable Outcomes

- 1.4. Assess the impact of equity-focused professional development program offered to 100% of faculty and staff
- 2.4. Decrease the transfer rate gap
- 3.1. Increase the transfer rate to 4-year institutions
- 4.4. Increase revenue streams beyond tuition and fees
- 4.5. Increase the implementation of process reimagine and redesign projects



Seven **New** Measurable Outcomes

- 2.1. Decrease the course completion rate gap
- 2.5. Increase Hispanic Fall FTE
- 3.2. Increase enrollment in non-credit programming
- 3.3. Increase % of non-credit students matriculating into credit programming
- 4.1. Increase total annual credit hours
- 4.2. Increase total annual revenue in charitable contributions
- 4.3. Increase total annual number of unique donors



Six **Continuing** Measurable Outcomes

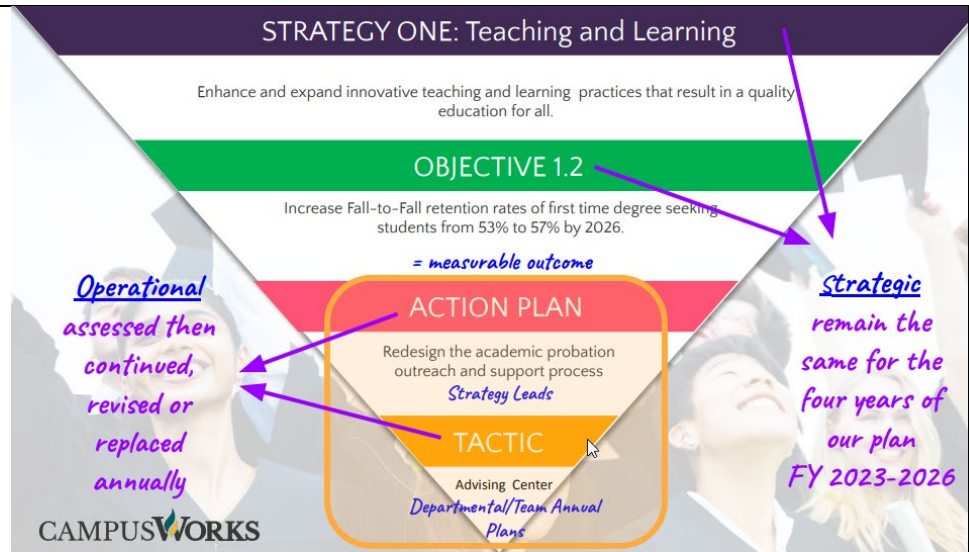
- 1.1. Increase Fall course completion rate
- 1.2. Increase Fall-to-Fall retention rate
- 1.3. Increase 150% graduation rate
- 2.2. Decrease the retention rate gap
- 2.3. Decrease the graduation rate gap
- 3.4. Increase the employment rate



Strategy #1: Teaching & Learning

- 1.1. Increase Fall course completion rate
- 1.2. Increase Fall-to-Fall retention rate
- 1.3. Increase 150% graduation rate
- 1.4. Assess the impact of equity-focused professional development program offered to 100% of faculty and staff
(Formerly "Promote faculty and staff professional development by providing meaningful opportunities for training and exposure to innovative practices.")





1.1. Increase Fall course completion rate

- Continued, student-focused improvements to the HCC website
- Expansion of supplemental instruction in gateway and high risk high enrolled courses
- Scaling up of high impact practices including service learning, learning communities, honors, and internships
- Migration to the College's new learning management system (LMS) Canvas



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1.2. Increase Fall-to-Fall retention rate

- Up front financial support options
- Open Educational Resources (OER)
- Academic probation outreach and support
- SAMP programming
- Itsy Bitsy Child Watch, THRIVE and the Homestead Market



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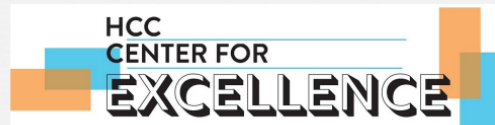
1.3. Increase 150% graduation rate

- Navigate Student Success platform
- Academic Plan for all students
- New Student Accepted, Orientation and Program days
- Program Scaffolding / Creation of new pathways
 - certificate to associate degree
 - interdisciplinary
 - workforce development



1.4 Assess the impact of equity-focused professional development programs offered to 100% of faculty and staff

- Yearlong calendar of PD events
- Comprehensive onboarding and offboarding for all HCC employees
- Equity-focused professional development for all faculty and staff
- Assessment and data-tracking system for all professional development through the CFE
- Active learning spaces and related professional development for faculty
- Micro-credentialing options



Strategy #2: Equity & Student Success

- 2.1. Decrease the course completion rate gap
- 2.2. Decrease the retention rate gap
- 2.3. Decrease the graduation rate gap
- 2.4 Decrease the transfer rate gap (Formerly "Increase the transfer rate of all FTDS students within 150% of normal time.")
- 2.5. Increase Hispanic Fall FTE



2.1. Decrease the course completion rate gap

- Basic needs identification, support and referral for BIPOC students (childcare, housing, food, learning support, etc.)
- Support services communication plan for BIPOC students
- PD for faculty on supporting BIPOC students via service integration (library, writing center, math lab, tutoring center, etc).



2.2. Decrease the retention rate gap

- Redesign and relaunch the ALANA program.
- Expand the use of progress reports and early alerts to new student populations and with a particular emphasis on BIPOC students.



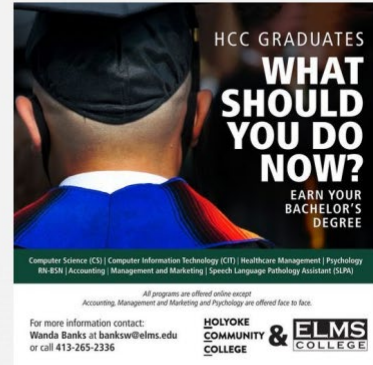
2.3. Decrease the graduation rate gap

- Latinx students, supported by El Centro, will receive wrap-around support and holistic services designed to keep them on track to timely graduation.
- Systemize the tracking of participation in Student Engagement activities.



2.4 Decrease the transfer rate gap

- Increase support for transfer and the Pathways program with a focus on removing barriers and providing targeted outreach to BIPOC students.



2.5. Increase Hispanic Fall FTE

In collaboration with community partners, further develop recruiting efforts specifically targeted at the Hispanic population.



Fiestas Patronales de Holyoke



Strategy #3: Workforce Development & Transfer

- 3.1 Increase the transfer rate to 4-year institutions (*Increase the transfer rate of all FTDS students within 150% of normal time.*)
- 3.2. Increase enrollment in non-credit programming
- 3.3. Increase % of non-credit students matriculating into credit programming
- 3.4. Increase the employment rate



3.1 Increase the transfer rate to 4-year institutions

Strategic Plan for Transfer

- comprehensive inventory of transfer programs
- analysis of data relative to all disaggregated groups
- review of transfer programs with all academic departments
- goals for the increase of direct transfer rates



3.2. Increase enrollment in non-credit programming

- New system for the collection of BCS Division data: identify baselines and track expansion in existing skills training programs
- New non credit programs aimed at increased alignment with regional industry
- New occupational training options for Spanish speakers
- Expansion of online and hybrid training options



3.3. Increase % of non-credit students matriculating into credit programming

- Data collection system for tracking non-credit completion to credit enrollment data
- Expansion of noncredit to credit CPL/PLA options
- Development of new stackable pathways from noncredit to degree/certificate programs



<https://myexperiencecounts.mass.edu/home>



3.4. Increase the employment rate

- Handshake and other career tools to expand career readiness and job placement.
- Implementation strategy for utilizing grant, Lightcast and MassHire employment data
- Collaboration between IR and alumni to track alumni employment
- Improved employment data collection including non-credit completers' employment data



Strategy #4: Financial Sustainability

- 4.1. Increase total annual credit hours
- 4.2. Increase total annual revenue in charitable contributions
- 4.3. Increase total annual number of unique donors
- 4.4. Increase revenue streams beyond tuition and fees
(Formerly: "Develop and launch new revenue streams that address strategic priorities and provide new net revenue.")
- 4.5. Increase the implementation of process reimagine and redesign projects
(Formerly: "Utilize technology and data to advance operational effectiveness and business process improvement.")



4.1. Increase total annual credit hours

- Implement and assess new enrollment & admissions initiatives
- Continue to expand opportunities for course scheduling and modality innovation (remote, hyflex, evening, weekend and summer)
- Coordinate marketing and communication activities across campus



$$60 / 2 = 30$$

CREDITS YEARS CREDITS A YEAR

It takes approximately 30 credits a year - or 15 hours each semester - to graduate on time.



4.2. Increase total annual revenue in charitable contributions

- System for the creation of major gift prospect portfolios
- Process for the alignment of corporate, foundation, and government letters of inquiry and grant submissions
- Optimization of the alumni database
- Faculty, staff and retiree campaign
- Micro-philanthropy campaign

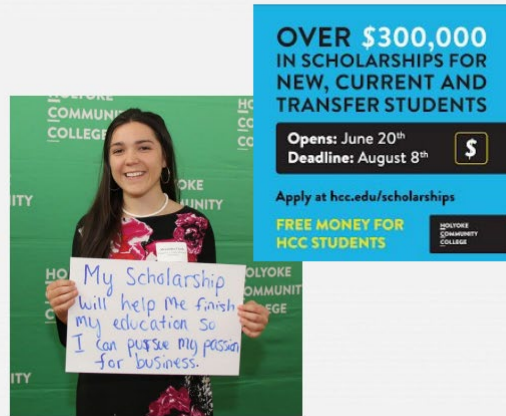


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4.3. Increase total annual number of unique donors

- Increased use of impact campaigns in order to retain current donors
- Collaboration with IR to create processes for obtaining accurate contact information from soon-to-be graduates



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4.4. Increase revenue streams beyond tuition and fees

- Potential State and Federal earmark requests
- Collaboration with the 14 Community Colleges on annual state appropriation requests
- Increased faculty and staff engagement in the process of applying for federal grants.
- Explore opportunities for new revenue sources



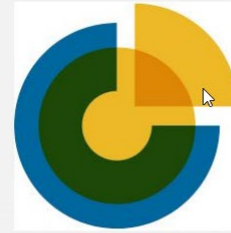
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4.5. Increase the implementation of process reimagine and redesign projects

Strategic plan and system for PRR projects

- Identify and prioritize prospective projects
- Implementation new projects
- Assess the impact of completed projects



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PLAN
REFRESH

**STRATEGIC
PLAN**

2023-2026

STRATEGIC



REPORT OF THE CHAIR

- Continue to meet weekly with President Royal to discuss issues before the College
- Attended the Audit and Finance Committee meeting. These meetings keep the Committee on track and balancing the budget. Through these meetings, we have been able to understand what the decreased enrollment means to the operations of the college.
- Reminded all Trustees of the upcoming Board Retreat on Friday, September 30, 2022 starting at 11:30 am
- Announced that this will be President Royal's last academic year, and her last day will July 14, 2023. Her dedication and leadership will be missed, and he has enjoyed working with her. He wished her well in her future endeavors. A campus-wide email will be sent later today.
- Asked the Trustees to review the upcoming events and mark their calendars.

ADJOURNMENT OF MEETING	On a motion by Trustee Herbert and seconded by Trustee Vidal, it was VOTED to adjourn the meeting.
	Roll Call Vote: Charles Epstein Yes Trustee George Left at 9:18 a.m. Ted Hebert Yes Yolanda Johnson Yes Evan Plotkin Yes Nayroby Rosa Yes Vanessa Smith Yes Ivonne Vidal Yes Eleanor Williams Yes Robert W. Gilbert, Jr. Yes
	The meeting was adjourned at 9:33 a.m.

Respectfully submitted,

DocuSigned by:
Eleanor Williams 10/4/2022
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Eleanor Williams, Secretary
Board of Trustees

DocuSigned by:
Robert Gilbert 10/4/2022
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Approved: Robert W. Gilbert, Jr., Chair