

**HOLYOKE COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
AUGUST 22, 2023 MEETING**

Minutes of August 22, 2023

The 420<sup>th</sup> meeting of the Holyoke Community College Board of Trustees was held on Tuesday, August 22, 2023, both in person and remotely with Chair Robert W. Gilbert, Jr. presiding.

<b>MEMBERS PRESENT (in person)</b>	Robert W. Gilbert, Chair Trustee Garcia Ted Hebert Yolanda Johnson Nayroby Rosa Eleanor Williams																				
<b>MEMBERS PRESENT (via Zoom)</b>	Charles Epstein Evan Plotkin Vanessa Smith Ivonne Vidal																				
<b>ALSO PRESENT (in person)</b>	Karen Desjeans, Kim Hicks, Olivia Kynard, Sharale Mathis, Kris Ricker Choleva, Evelyn Rivera-Riffenburg, Narayan Sampath, Amanda Sbriscia, George Timmons, and Rebecca Townsend																				
<b>ALSO PRESENT (via Zoom)</b>	Yaritza Barta, Peshla Black, Amy Brandt, Maria Brunelle, Saul Caban, Scott Conrad, Veena Dhankher, Mayra Diaz, Adina Giannelli, Christine Gosselin-Miller, Judy Gregoire, Andrea Hoynacki, Mark Hudgik, Jane Johnson Vottero, Lauren LeClair, and Jane Lerner																				
<b>CALL TO ORDER</b>	<p>Chair Gilbert welcomed everyone and introduced the College's Fifth President, Dr. George Timmons.</p> <p>At 8:07 am, the Board of Trustees meeting was officially called to order by Chair Robert Gilbert.</p> <p><b>Roll Call Attendance:</b></p> <table style="width: 100%; border: none;"> <tr><td>Trustee Epstein</td><td>Yes</td></tr> <tr><td>Trustee Garcia</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Rosa</td><td>Entered via Zoom at 8:10 am</td></tr> <tr><td>Trustee Smith</td><td>Yes</td></tr> <tr><td>Trustee Vidal</td><td>Yes</td></tr> <tr><td>Trustee Williams</td><td>Yes</td></tr> <tr><td>Chair Gilbert</td><td>Yes</td></tr> </table>	Trustee Epstein	Yes	Trustee Garcia	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Plotkin	Yes	Trustee Rosa	Entered via Zoom at 8:10 am	Trustee Smith	Yes	Trustee Vidal	Yes	Trustee Williams	Yes	Chair Gilbert	Yes
Trustee Epstein	Yes																				
Trustee Garcia	Yes																				
Trustee Hebert	Yes																				
Trustee Johnson	Yes																				
Trustee Plotkin	Yes																				
Trustee Rosa	Entered via Zoom at 8:10 am																				
Trustee Smith	Yes																				
Trustee Vidal	Yes																				
Trustee Williams	Yes																				
Chair Gilbert	Yes																				
<b>CONSIDERATION OF CONSENT AGENDA ITEMS</b>	<p>Chair Gilbert asked if any consent agenda items needed to be moved to the regular agenda; and there was none.</p> <ul style="list-style-type: none"> <li>• Consideration of Minutes for Board of Trustees Meeting of June 27, 2023</li> <li>• Report of Personnel Actions dated August 22, 2023</li> <li>• Report of Department Chairs/Curriculum Coordinator/Program Coordinator dated June 27, 2023</li> </ul>																				

	<ul style="list-style-type: none"> <li>• Committee Reports</li> <li>• To provide annual authorization to the President, Vice President of Administration and Finance, and Comptroller to sign legal documents on behalf of the College.</li> </ul> <p>A motion was made by Trustee Williams, and seconded by Trustee Hebert to approve the Consent Agenda as presented.</p> <p><b>Roll Call Attendance:</b></p> <table style="width: 100%; border: none;"> <tr><td>Trustee Epstein</td><td>Yes</td></tr> <tr><td>Trustee Garcia</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Rosa</td><td>Entered via Zoom at 8:10 am</td></tr> <tr><td>Trustee Smith</td><td>Yes</td></tr> <tr><td>Trustee Vidal</td><td>Yes</td></tr> <tr><td>Trustee Williams</td><td>Yes</td></tr> <tr><td>Chair Gilbert</td><td>Yes</td></tr> </table>	Trustee Epstein	Yes	Trustee Garcia	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Plotkin	Yes	Trustee Rosa	Entered via Zoom at 8:10 am	Trustee Smith	Yes	Trustee Vidal	Yes	Trustee Williams	Yes	Chair Gilbert	Yes
Trustee Epstein	Yes																				
Trustee Garcia	Yes																				
Trustee Hebert	Yes																				
Trustee Johnson	Yes																				
Trustee Plotkin	Yes																				
Trustee Rosa	Entered via Zoom at 8:10 am																				
Trustee Smith	Yes																				
Trustee Vidal	Yes																				
Trustee Williams	Yes																				
Chair Gilbert	Yes																				
<p><b>SABBATICAL LEAVE REQUEST FOR RAUL GUTIERREZ</b></p>	<p>There was no discussion on the Sabbatical Leave Request.</p> <p>A motion was made by Trustee Johnson, and seconded by Trustee Vidal to approve the the Sabbatical Leave Request for Raul Gutierrez as presented.</p> <p><b>Roll Call Attendance:</b></p> <table style="width: 100%; border: none;"> <tr><td>Trustee Epstein</td><td>Yes</td></tr> <tr><td>Trustee Garcia</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Rosa</td><td>Entered via Zoom at 8:10 am</td></tr> <tr><td>Trustee Smith</td><td>Yes</td></tr> <tr><td>Trustee Vidal</td><td>Yes</td></tr> <tr><td>Trustee Williams</td><td>Yes</td></tr> <tr><td>Chair Gilbert</td><td>Yes</td></tr> </table>	Trustee Epstein	Yes	Trustee Garcia	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Plotkin	Yes	Trustee Rosa	Entered via Zoom at 8:10 am	Trustee Smith	Yes	Trustee Vidal	Yes	Trustee Williams	Yes	Chair Gilbert	Yes
Trustee Epstein	Yes																				
Trustee Garcia	Yes																				
Trustee Hebert	Yes																				
Trustee Johnson	Yes																				
Trustee Plotkin	Yes																				
Trustee Rosa	Entered via Zoom at 8:10 am																				
Trustee Smith	Yes																				
Trustee Vidal	Yes																				
Trustee Williams	Yes																				
Chair Gilbert	Yes																				
<p><b>AUDIT AND FINANCE COMMITTEE REPORT</b></p> <p>Money Manager Request for Proposal Update</p> <p>Third Quarter Report of Revenue and Expenses</p>	<p>Trustee Epstein asked that the update to the Money Managers Request for Proposal be tabled at this time. The Committee still has some open questions.</p> <p>A motion was made by Trustee Hebert, and seconded by Trustee Williams to table this discussion on the Money Managers Request for Proposal.</p> <p><b>Roll Call Attendance:</b></p> <table style="width: 100%; border: none;"> <tr><td>Trustee Epstein</td><td>Yes</td></tr> <tr><td>Trustee Garcia</td><td>Yes</td></tr> <tr><td>Trustee Hebert</td><td>Yes</td></tr> <tr><td>Trustee Johnson</td><td>Yes</td></tr> <tr><td>Trustee Plotkin</td><td>Yes</td></tr> <tr><td>Trustee Rosa</td><td>Yes</td></tr> <tr><td>Trustee Smith</td><td>Yes</td></tr> <tr><td>Trustee Vidal</td><td>Yes</td></tr> <tr><td>Trustee Williams</td><td>Yes</td></tr> <tr><td>Chair Gilbert</td><td>Yes</td></tr> </table> <p>Vice President Sampath provided an overview of the Third Quarter Report of Revenue and Expenses (provided below). This report was approved by the Audit</p>	Trustee Epstein	Yes	Trustee Garcia	Yes	Trustee Hebert	Yes	Trustee Johnson	Yes	Trustee Plotkin	Yes	Trustee Rosa	Yes	Trustee Smith	Yes	Trustee Vidal	Yes	Trustee Williams	Yes	Chair Gilbert	Yes
Trustee Epstein	Yes																				
Trustee Garcia	Yes																				
Trustee Hebert	Yes																				
Trustee Johnson	Yes																				
Trustee Plotkin	Yes																				
Trustee Rosa	Yes																				
Trustee Smith	Yes																				
Trustee Vidal	Yes																				
Trustee Williams	Yes																				
Chair Gilbert	Yes																				

and Finance Committee in June and is provided here for information.

**HOLYOKE COMMUNITY COLLEGE  
OFFICE OF THE COMPTROLLER  
MEMORANDUM**

**TO:** Trustee Finance Committee  
**FROM:** Curt Foster, Comptroller  
**DATE:** June 12, 2023  
**SUBJECT:** Third Quarter Statement of Revenues and Expenses (FY 2023)

Attached is the third quarter statement of revenues and expenses for both our state maintenance appropriation and college trust funds covering the period January 1, 2023 through March 31, 2023. I hereby certify that to the best of knowledge and belief all funds expended were in compliance with the rules and regulations for trust funds and state finance law.

**Financial Highlights - Overall, total revenues are .5% favorable (up \$178,109) and total expenses are 4.67% unfavorable (up \$1,636,194) compared to the same period in the prior year. The revenue increase is due to an increase in State Appropriations and Administrative Allowance revenue. Compared to the prior spring 2022, current spring 2023 headcount and FTE is currently down .8% and 1.1%, respectively. Tuition and fee revenue is expected to be on budget for the full year based on third quarter results.**

**Tuition and Fee (T&F) revenue** is 5% or \$723,853 unfavorable compared to the prior year for the third quarter. This is slightly more than the second quarter's 2% decline in tuition revenue compared to prior year. The FY23 T&F budget is \$14,179,757; \$1,820,243 or 11% lower than prior year. Spring 2023 enrollment results are encouraging and fees are projected to be on budget.

**State Unrestricted Appropriation** reflects an increase of 4% or \$914,915 and is due to raises for AFSCME and Non-Unit Professional staff, staff replacements and payouts. Our state appropriation is budgeted at \$33,579,349. We are estimating the full year to come in at budget with lower payroll costs being made up with previously trust funded expenditure.

**Gifts, Grants and Contract revenue** is unbudgeted and not reflected in the Statement of Revenues and Expenses. Revenue for the third quarter year to date is \$15,238,428.53 or \$1,811,346 lower than prior year. This is principally due to HEERF emergency student aid ending in FY22. The \$3.7M HEERF aid disbursed in the first nine months of last year and no aid this year was partially offset by an increase in Pell and SEOG of \$473,905 in the first nine months of this year.

**Investment gains and losses** are not reported in the Statement of Revenues and Expenses. Investment results for the third quarter was a gain of \$635,044. Net year to date income and unrealized gain amounts to \$702,759.

**Business and Community Services revenue** is unfavorable to the prior year by \$232,611 or 23%. Revenue is currently at 48% of budget and is projected to come in at approximately \$546,735 below budget based on third quarter results.

**Administrative Allowance revenue** which is derived from indirect cost recovery from grant activity is favorable to prior year by \$270,030 or 81%. The full year is projected to exceed budget by \$150,000 coming in at \$750,000.

**Auxiliary enterprises revenue (bookstore)** is unfavorable to the prior year, decreasing \$50,372 or 59%. This is primarily due to the expiration of Barnes & Noble guaranteed commissions. Based on sales levels in the third quarter, a shortfall to budget of \$65,000 is projected for the full year.

QUARTERLY STATEMENT OF TRUST FUND AND STATE MAINTENANCE APPROPRIATION REVENUE AND EXPENSES									
Third Quarter FY 2023 (January 1, 2023- March 31, 2023)									
	Annual Budget	Current Year - 2023			Percent of Budget	Prior Year - 2022			Percentage Inc./Dec.
		Trust Funds	State Approp.	Total		Trust Funds	State Approp.	Total	
<b>Revenues:</b>									
State Appropriation	33,579,349		23,521,325	23,521,325	70.05%		22,606,410	22,606,410	4.05%
Tuition and Fees	14,176,757	13,805,435		13,805,435	97.36%	14,539,288		14,539,288	14.98%
Business and Community Service	1,006,500	770,873		770,873	47.80%	1,003,484		1,003,484	(21.18%)
Administrative Allowance	600,000	604,953		604,953	100.83%	334,923		334,923	80.62%
<b>Total educational and general revenues</b>	<b>49,965,606</b>	<b>15,181,261</b>	<b>23,521,325</b>	<b>38,702,586</b>	<b>77.46%</b>	<b>15,867,695</b>	<b>22,606,410</b>	<b>38,474,105</b>	<b>0.59%</b>
Auxiliary enterprises (Bookstore)	100,000	34,728		34,728	34.73%	85,100		85,100	(59.19%)
<b>Total Revenues</b>	<b>50,065,606</b>	<b>15,215,989</b>	<b>23,521,325</b>	<b>38,737,314</b>	<b>77.37%</b>	<b>15,952,795</b>	<b>22,606,410</b>	<b>38,559,205</b>	<b>0.48%</b>
<b>Expenditures:</b>									
Compensation and Benefits	37,815,770	4,721,135	23,014,998	27,736,133	73.31%	5,096,102	22,604,763	27,700,865	0.13%
Supplies and Services	11,436,336	7,724,247	506,327	8,230,574	71.97%	6,964,216	1,647	6,965,863	18.14%
Scholarship	813,500	697,193		697,193	85.70%	361,134		361,134	93.00%
<b>Total educational and general expenditures</b>	<b>50,065,606</b>	<b>13,142,575</b>	<b>23,521,325</b>	<b>36,663,900</b>	<b>73.23%</b>	<b>12,421,452</b>	<b>22,606,410</b>	<b>35,027,862</b>	<b>4.67%</b>
Compensation and Benefits	0	0		0	N/A	0		0	N/A
Supplies and Services	0	156		156	N/A	0		0	N/A
Scholarship	0	0		0	N/A	0		0	N/A
Total Auxiliary enterprises (Bookstore)	0	156		156	N/A	0		0	N/A
<b>Total Expenditures</b>	<b>50,065,606</b>	<b>13,142,731</b>	<b>23,521,325</b>	<b>36,664,056</b>	<b>73.23%</b>	<b>12,421,452</b>	<b>22,606,410</b>	<b>35,027,862</b>	<b>4.67%</b>
Cash from (to) Investments		0		0		0		0	
<b>Net Revenue/(Expense)</b>	<b>0</b>	<b>2,073,258</b>	<b>0</b>	<b>2,073,258</b>	<b>N/A</b>	<b>3,531,343</b>	<b>0</b>	<b>3,531,343</b>	<b>(41.29%)</b>

**NOMINATING COMMITTEE**

Trustee Hebert updated the Board for this year’s election of a Vice Chair and Secretary. The Committee is nominating Trustee Smith as the Vice Chair and Trustee Vidal as the Secretary. Chair Gilbert updated the Trustees that Trustee Williams is changing career paths and has taken a position as the General Counsel for a good size savings bank out of this area.

A motion was made by Trustee Johnson, and seconded by Trustee Rosa to approve the nominations of Trustee Smith as Vice Chair and Trustee Vidal as Secretary for the Board of Trustees.

**Roll Call Attendance:**

Trustee Epstein	Yes
Trustee Garcia	Yes
Trustee Hebert	Yes
Trustee Johnson	Yes
Trustee Plotkin	Yes
Trustee Rosa	Yes
Trustee Smith	Yes for Trustee Vidal
Trustee Vidal	Yes for Trustee Smith
Trustee Williams	Yes
Chair Gilbert	Yes

**REPORT OF THE CHAIR**

Chair Gilbert highlighted his work with the College over the last month:

- Welcomed Dr. Timmons to the campus in mid-July and look forward to working him.
- Met with Narayan Sampath, Curt Foster and Dan Campbell to review the Theater renovations – new seats, lighting and carpet; and toured the grounds and discussed maintenance and long-term capital planning projects.
- He will attend a Zoom meeting on August 24<sup>th</sup> of College Chairs to discuss the appointment of trustees for those whose terms have expired and graciously stayed on.
- He set up the Committee assignments for the coming year; however, if Trustees’ feel their schedule will not permit them to participate, to please

	<p>contact him as soon as possible. Each Committee needs to put together some goals and objectives so that all Committees remain active.</p> <ul style="list-style-type: none"> <li>• He reminded Trustees about the opportunities for engagement that are provided each month is the meeting packet and encouraged participation.</li> </ul>
<p><b>PRESIDENT'S REPORT:</b></p>	<p>President Timmons provided the following update:</p> <ul style="list-style-type: none"> <li>• To date, enrollment is up 5.5%, overall student headcount 5.7% FTE and we have increased the H S I percentage to 31.4%</li> <li>• \$20 million has been allocated for MassReconnect and will be available for students (25 and older) starting in the 2023 Fall semester. MassReconnect is designed to provide “last dollar” financial assistance to ensure that eligible community college students have adequate resources to fully cover the direct costs of tuition, fees, books, and supplies, towards a certificate or associate degree at a public community college. The College has received \$100,000 from the Department of Higher Education to support the launch of MassReconnect.</li> <li>• The College has received \$195,188 from MassSTEP for English as a Second Language (ESL) Certified Nursing Assistant and ESOL Culinary thanks to the efforts of Jeff Hayden and his team.</li> <li>• The College is preparing for Professional Development Day scheduled for August 30, 2023. This year’s theme is Embracing our Values, and includes breakout sessions dedicated to each of the values. Thank you to Dr. Mathis and her team for coordinating this event.</li> <li>• A review of his first 30 days at the College – people are extremely committed to the institution and want it to see it succeed. <ul style="list-style-type: none"> <li>○ Sent an introduction email to the HCC Community</li> <li>○ Have regular meetings with Chair Gilbert</li> <li>○ Have weekly meetings with direct reports to understand challenges and opportunities</li> <li>○ Conducted several campus tours to various offices</li> <li>○ Conducted a President’s Retreat at the Culinary Arts Institute with Direct Reports.</li> <li>○ Now in the process of scheduling meet and greet meetings with government officials, economic and workforce development and nonprofit organizations.</li> </ul> </li> <li>• In recognition of our staff – I would like to congratulate the following staff: <ul style="list-style-type: none"> <li>○ <i>Julie Phillips and Laura Freeman – Council for Advancement and Support of Education (CASE) in Palm Springs, FL in October. Session proposal title Lead with Gratitude: Donor-Centered Giving Days</i></li> <li>○ <i>Veena Dhankher – NEAIR Conference in Baltimore, MD in November. Session proposal titled Data Democratization Efforts for Program Review</i></li> <li>○ <i>Lauren LeClair – EAB Connected24 Conference in Denver, CO in January. Her work will be spotlighted within an EAB-led workshop session focused on next term registration and enrollment.</i></li> <li>○ <i>Acknowledgment letter from Governor Maura Healy: President Timmons. Thank you for hosting us at Holyoke Community College as we connected with families who lost loved ones, at the Holyoke Soldiers’ Home during the COVID pandemic. While, the meeting was somber, your team made us all feel welcome and comfortable. It was fantastic to work with the HCC team. Karen and Amanda went above and beyond. We look forward to our shared work ahead, especially as our administration launches the MassReconnect Program. Sincerely, Governor Maura Healy</i></li> </ul> </li> </ul>

<p><b>STRATEGIC PLAN REFRESH UPDATE</b></p>	<p>Kris Ricker Choleva introduced Veena Dhankher who updated the Board on the Strategic Plan Metrics.</p> <p>Veena shared the following presentation:</p>
	<div data-bbox="560 304 706 829"></div> <div data-bbox="1339 310 1461 388"><p><b>HOLYOKE COMMUNITY COLLEGE</b></p></div> <div data-bbox="803 436 1339 535"><h2>Strategic Plan FY2023-FY2026 Metrics Update</h2></div> <div data-bbox="889 577 1185 613"><p>HCC Board of Trustees</p></div> <div data-bbox="974 661 1144 693"><p>August 22, 2023</p></div> <div data-bbox="730 751 1096 829"><p>Veena Dhankher, Ph.D. Executive Director of Institutional Effectiveness and Strategic Analytics</p></div> <div data-bbox="1242 787 1461 819"><p>Educate. Inspire. Connect.</p></div> <div data-bbox="584 940 722 987"><h3>Outline</h3></div> <div data-bbox="584 1029 1104 1239"><ul style="list-style-type: none"><li>• Strategic Plan (SP) metrics tracking timeline</li><li>• Progress on metrics:<ul style="list-style-type: none"><li>• Outstanding progress</li><li>• Slow progress</li><li>• No progress</li></ul></li><li>• Summary</li></ul></div> <div data-bbox="1177 1092 1437 1249"></div>

## Strategic Plan: FY2023-FY2026



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



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

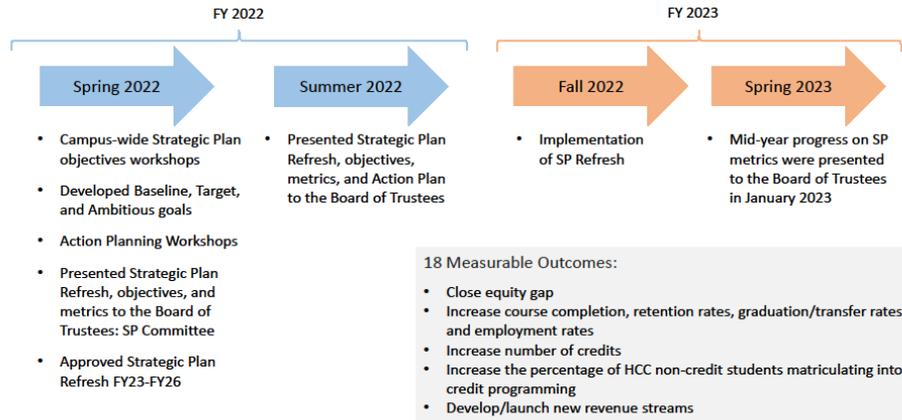


**Strategy #2:** Collaborate with the communities we serve to increase equity.



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

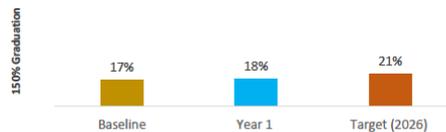
## FY2023-FY2026: SP Metrics Tracking Timeline



## Outstanding Progress

7 Metrics Showing Outstanding Progress

1.3 Increase the 150% graduation rate for first-time degree/certificate seeking students

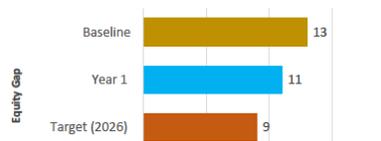


150% Graduation Rate Year 1:

18% of Fall 2019 cohort graduated as of August 2022- highest ever

Distance from Target (based on Year 1) = 3 points

2.2 Decrease the retention rate gap between first-time degree/certificate seeking white students and students of color



Equity Gap in Retention Year 1 (Fall 2021 cohort):

11 points gap in white and students of color retention rate

Distance from Target (based on Year 1) = 2 points

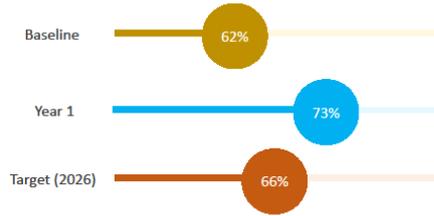
**Equity Gap:** Equity gaps are calculated by subtracting the success rate of students of color from the success rate of white students. Therefore, they are presented as points, not percentages.

Continued on next slide >>>

## Outstanding Progress

7 Metrics Showing Outstanding Progress - *continued*

3.4 Increase the percentage of students who become employed upon graduation/completion



Source: Graduate Survey administered by the Alumni office

**Year 1** (Class of 2022)

- A total of 566 Class of 2022 graduates were surveyed by the Alumni office (graduates identified using Raiser's Edge) between May 15<sup>th</sup>–June 13<sup>th</sup>
- A total of 85 graduates responded to the survey- 15% response rate.
- 65 of the 85 graduate respondents (73%) indicated they were employed.

Continued on next slide >>>

## Outstanding Progress

7 Metrics Showing Outstanding Progress - *continued*

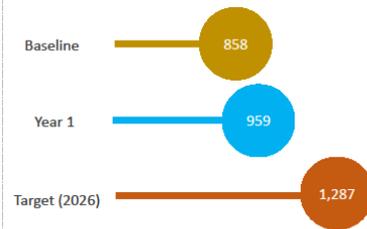
4.2 Increase total annual revenue in charitable contributions, including estate commitments, to the HCC Foundation.



- Includes individual and corporate contributions as well as private grants

Distance from Target (based on Year 1) = + \$10.4m

4.3 Increase the total annual number of unique donors making gifts to the HCC Foundation



Distance from Target (based on Year 1) = 328

Continued on next slide >>>

## Outstanding Progress

7 Metrics Showing Outstanding Progress - *continued*

4.4 Increase revenue streams beyond student tuition and fees



Distance from Target (based on Year 1) = + \$3.1m

4.5 Increase the implementation of process reimagine and redesign (PRR) projects



Distance from Target (based on Year 1) = 3 projects

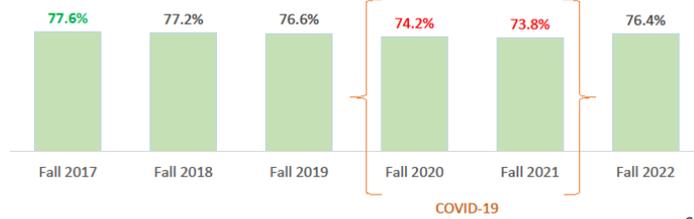
## Slow Progress

2 Metrics Showing Some Progress

1.1 Increase the Fall course completion rate



Fall Course Completion Trends



Continued on next slide >>>

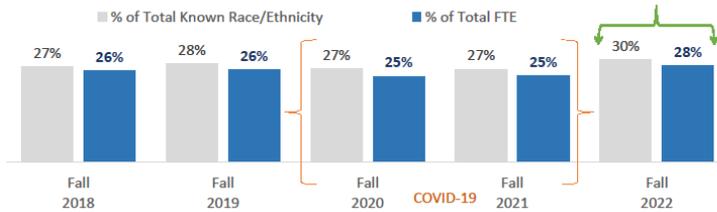
## Slow Progress

2 Metrics Showing Some Progress - continued

2.5 Increase Hispanic Fall FTE



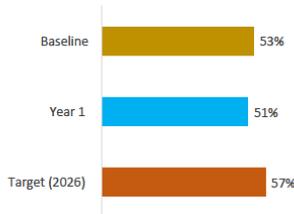
Hispanic Student Enrollment & FTE



## No Progress

8 Metrics Showing No Progress

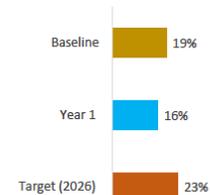
1.2 Increase Fall-to-Fall retention rate



Fall-to-Fall Retention Year 1 (Fall 2021 cohort):

- 51% of Fall 2021 cohort returned in Fall 2022
- National trends for Fall 2021 cohort- 53% (National Student Clearinghouse Research Center)

3.1 Increase transfer rate to 4-year institution



Transfer Rate Year 1 (Fall 2019 cohort):

- 16% of Fall 2019 cohort transferred out within 150% of normal time (as of August 2022)
- National trends for Fall 2019 cohort- 10% (National Student Clearinghouse Research Center)

Continued on next slide >>>

**No Progress**  
**8 Metrics Showing No Progress - continued**

Racial Equity Gap: White vs. Students of Color

	Baseline	Year 1	Target
2.1. Course Completion Rate Gap	10 points	12 points	6 points
2.3. 150% Graduation Rate Gap	11 points	18 points	7 points
2.4. Transfer Rate Gap	11 points	13 points	7 points

Equity Gap: Equity gaps are calculated by subtracting the success rate of students of color from the success rate of white students. Therefore, they are presented as points, not percentages.

Continued on next slide >>>

**No Progress**  
**8 Metrics Showing No Progress - continued**

3.2 Increase non-credit enrollment

Baseline	Year 1	Target (2026)	Year 1 (FY 2023):
2,700	2,056	3,500	2,056 students enrolled in non-credit courses

3.3 Increase the percentage of HCC non-credit students matriculating into credit programming.

Baseline	Year 1	Target (2026)	Year 1 (FY 2022):
13%	9%	17%	Non-credit to credit matriculation rate 9% FY 2022 Non-credit students were tracked into credit enrollment within 1 year of the non-credit program completion date.

4.1. Increase total annual credit hours

Baseline	Year 1	Target (2026)	Year 1 (FY 2023):
65,500	63,444	67,465	63,444 annual credits were registered by 4,745 students in FY 2023

## Summary

- **Successes:**
  - Making progress in Financial Sustainability- Annual revenue
  - Overall graduation rate is highest ever
  - An increase in Hispanic student headcount and FTE (as % of total FTE): El Centro
- **Challenges:**
  - Equity gaps for course completion, graduation, and transfer rate
  - Annual Credits: more students choose to be part-time (67%), enrolling in fewer credits
    - Resulted in lower retention and graduation rate
- **Opportunities:**
  - Progress report: Early Alert using EAB Navigate
  - Targeted recruitment: stop-out students, no-shows, Hispanic students etc.
  - MassReconnect (free community college)
  - SUCCESS Funds: ALANA & SAMP
  - Adult Learner Success Center
  - Unit/divisional Strategic plan goals aligned with the College Strategic Plan

Next Update: January/February

**ADJOURNMENT OF MEETING**

On a motion by Trustee Williams and seconded by Trustee Johnson it was **VOTED** to adjourn the meeting.

**Roll Call Attendance:**

Trustee Epstein      Yes  
 Trustee Garcia      Yes

	Trustee Hebert	Yes
	Trustee Johnson	Yes
	Trustee Plotkin	Yes
	Trustee Rosa	Yes
	Trustee Smith	Yes
	Trustee Vidal	Yes
	Trustee Williams	Yes
	Chair Gilbert	Yes
	The meeting was adjourned at 9:38 a.m.	

Respectfully submitted,

DocuSigned by:  
  
CDAC0916A5464E4...

11/9/2023

Ivonne Vidal,  
Secretary Board of Trustees

DocuSigned by:  
  
D1FC1283608C487... 11/9/2023  
Approved: Robert W. Gilbert, Jr., Chair