

**BOARD OF TRUSTEES  
AUGUST MEETING**

Minutes of August 27, 2019

The 379<sup>th</sup> meeting of the Holyoke Community College Board of Trustees was held on Tuesday, August 27, 2019, in the John T. Hickey Conference Room, Chair Robert Gilbert presiding.

<b>MEMBERS PRESENT</b>	Robert Gilbert, Chair Suzanne Parker, Vice Chair Jose Delgado Marley Friedrich Ted Hebert Yolanda Johnson Evan Plotkin Julie Pokela Ivonne Vidal
<b>MEMBERS ABSENT</b>	Charles Epstein Lucy Perez
<b>ALSO PRESENT</b>	Michele Cabral, Dan Campbell, Veena Dhankher, Amy Dopp, Steven Duffany, Bill Fogarty, Curt Foster, Judy Gregoire, Olivia Kynard, Moira Maguire, Marcia Mitchell, Ed Murch, Monica Perez, Kristine Ricker Choleva, Christina Royal, K.C. Senie, Adrienne Smith, Idelia Smith, Madeline Torres, Chris Yurko
<b>CALL TO ORDER</b>	Chair Gilbert called the meeting to order at 8:05 a.m.
<b>APPROVAL OF THE MINUTES</b>	On a motion by Trustee Parker and seconded by Trustee Hebert, it was <b>VOTED</b> to approve the meeting minutes of June 25, 2019.
<b>APPROVAL OF PERSONNEL ACTIONS</b>	<p>On a motion by Trustee Parker and seconded by Trustee Pokela it was <b>VOTED</b> to approve the August 27, 2019 personnel actions reports for Appointments and Reappointments, for Non-Unit Professional Staff, Unit Professional Staff and Faculty.</p> <p>On a motion by Trustee Pokela and seconded by Trustee Vidal it was <b>VOTED</b> to approve the August 27, 2019 report for Reappointment and Appointment of Department Chairs, Curriculum Coordinators, and Program Coordinators for 2019-2020 Academic Year.</p> <p>On a motion by Trustee Vidal and seconded by Trustee Delgado, it was <b>VOTED</b> to empower the President of the College to approve all personnel actions prior to the next meeting.</p>
<b>SABBATICAL PROPOSAL</b>	<p><b><u>Professor Fred Cooksey</u></b> The focus of this sabbatical is to undertake a significant revision to “<i>Quick and Dirty: A Compact Guide to Writing, Reading, and Research</i>”. The sabbatical would provide Mr. Cooksey the opportunity to consult extensively with colleagues to determine what materials would be covered in the next edition.</p> <p>On a motion by Trustee Hebert and seconded by Trustee Vidal, it was <b>VOTED</b> to approve the sabbatical proposal as presented.</p>

<p><b>REPORT OF THE NOMINATING COMMITTEE</b></p>	<p><b><u>Report of the Nominating Committee was presented by Trustee Pokela</u></b>  The Nominating Committee nominates Marley Friedrick as the Board Secretary.</p> <p>On a motion by Trustee Vidal and seconded by Trustee Hebert, it was <b>VOTED</b> to approve the nomination of Student Trustee Marley Friedrick for Board Secretary.</p>
<p><b>REPORT OF THE CHAIR</b></p>	<p>Aside from several phone calls with President Royal, Chair Gilbert also participated:</p> <ul style="list-style-type: none"> <li>• 8/14 Met with President Royal to plan the agenda for today’s meeting</li> <li>• 8/14 Met with the Bylaws and Governance Committee to discuss the review and modernizing of the current HCC Bylaws.</li> <li>• 8/21 Attended the HCC Board of Trustees Retreat. Attorney Ken Tashy provided an overview of the authority and fiduciary responsibilities of the Board.</li> </ul> <p>Other topics discussed:</p> <ul style="list-style-type: none"> <li>• Campus Center</li> <li>• Strategic Plan</li> <li>• College Book Store</li> <li>• Technology readiness for students</li> </ul>
<p><b>PRESIDENT’S REPORT</b></p>	<p><b><u>General Updates</u></b>  President Royal welcomed everyone to the beginning of the 2019-2020 Academic Year. President Royal informed the Board a new master calendar of topics for Board meetings has been created, and the format of the meetings will remain the same. Each meeting will consist of one in depth topic to allow for more time and discussion on one specific topic.</p> <p><b><u>The Strategic Plan In Depth presentation: College Priorities (Action Items) for Year 1 of the Strategic Plan was provided by Dr. Kathryn Senie, Chief of Staff.</u></b></p> <p>The Strategic Plan is a comprehensive plan based upon Four Frameworks and Corresponding Strategies:</p> <ol style="list-style-type: none"> <li>1. <b><u>TEACHING &amp; LEARNING</u></b>  Strategy #1: Enhance and expand innovative teaching and learning practices that support quality education for all.</li> <li>2. <b><u>INCLUSION &amp; STUDENT SUCCESS</u></b>  Strategy #2: Work with the communities we serve to increase equity.</li> <li>3. <b><u>WORKFORCE DEVELOPMENT &amp; TRANSFER</u></b>  Strategy #3: Align programs with workforce demands, student needs for transfer and employment opportunities.</li> <li>4. <b><u>SUSTAINABILITY</u></b>  Strategy #4: Create a sustainable model for long-term growth.</li> </ol> <p>Following the Strategies are 9 Objectives with 21 Measurable Outcomes</p> <p><b>Among the Key Metrics are:</b></p> <ul style="list-style-type: none"> <li>• Closing the Achievement Gap by 4 percentage points</li> <li>• Increasing Retention Rates by 4%</li> <li>• Boosting Graduation/Transfer Rates by 4%</li> <li>• Decreasing # of students taking Developmental Math/Eng. by 4%</li> </ul>

- Utilizing Technology & Data to advance operational effectiveness and business process improvement
- Seeking new revenue streams to support Strategic Priorities

**Year Zero: From Planning to Implementation**

The Strategic Plan is a 4-year plan FY 2019-22 and our 1<sup>st</sup> year (2018-19) was considered Year Zero.

**Timeline:**

- Plan approved by the Board of Trustees, October 2018
- Plan approved by the Board of Higher Education, December 2018
- Five Strategic Plan Teams to implement the plan, January 2019
- The SP Teams represent dominant themes of plan:

**Team A. Professional Development & Inclusion**

**Team B. Course Offerings & Placement**

**Team C. Student Support**

**Team D. External Alignment**

**Team E. Resources**

**The Strategic Plan Teams met regularly during the 2019 spring semester:**

- Worked as individual Strategic Planning Teams
- Created subcommittees to work on Action Items
- Met in several large full Strategic Plan Team meetings to report on their work
- Team Leaders met with Cabinet and participated in the budget process
- The FY 2020 budget allocated funds to support Strategic Plan initiatives

Dr. Senie provided an overview of the progress made by the Strategic Plan Teams in Year Zero.

**Team A: Professional Development & Inclusion**

- Developed a common language for culturally responsive pedagogy and Universal Design.
- Identified professional development needs for HCC community.
- Approved the Center for Excellence Mission, identified its location, and assigned Staff.
- Soft launch for the Center of Excellence to introduce its programs and activities to the HCC community.

**Team B: Course Offerings & Placement A: Professional**

- Multiple measures for placement into college level courses.
- Supported program prioritization of academic curricula.
- Proposed late start and one-year schedules to meet student needs.
- Examined options for students to earn credit for prior learning.

**Team C: Student Support**

- Significant progress to help students remove housing and food insecurity barriers to educational and career opportunities.

- Researched team-based case management for onboarding new students.
- Reviewed multiple vendor demonstrations for mobile application software to support students.

**Team D: External Alignment**

- Identified partnerships with community-based organizations, school districts, business and industry.
- Examined enrollment in non-credit programs and aligned the credit and non-credit program review process
- Reviewed Pioneer Valley Blueprint to identify emerging careers

**Team E: Resources**

- Considered alternative revenue streams to support strategic priorities.
- Reviewed process improvement strategies and created a rubric to assess the strategies.
- Collected and analyzed facilities license data
- Assisted the HCC Foundation in drafting goals/strategic plan.

**Year 1 Action Items:**

**Team A: Year 1 Action Items**

1. Develop a baseline knowledge across campus about inclusivity, equity, culturally responsive pedagogy, implicit bias, and what it means to be an HIS (Hispanic Serving Institution).
2. Establish and Institutionalize the Center for Excellence.
3. Increase achievement of Hispanic and low income students by creating a culturally responsive institution.

**Team B: Year 1 Action Items**

1. Scheduling: Late Start 12-Week Classes.
2. Credit for Prior Learning (CPL).

**Team C: Year 1 Action Items**

1. Successful Implementation of a Student Mobile App.
2. Implementing the Coordinated Care Model for onboarding students and advising students.
3. Generate awareness regarding students' needs and available resources to address these needs.

**Team D: Year 1 Action Items**

1. Enhance dual enrollment, Gateway to College, Early College.
2. Study of Career Services practices, (experiential learning and service learning).
3. Focusing on healthcare industry.

**Team E: Year 1 Action Items**

1. Fundraising
2. Process Improvement

# HCC Board of Trustees

## **FY 2019-22 Strategic Plan**

**Year Zero: from Planning to Implementation**

**Year 1: Making Progress**

Tuesday, August 27, 2019

Kathryn Senie, J.D., Ed.D, Chief of Staff

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### **Four Strategies and Frameworks**

#### **TEACHING & LEARNING**

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

#### **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.

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### **9 Objectives, 21 Measurable Outcomes key metrics include:**

- Close Achievement Gap
- Increase Retention Rates
- Boost Graduation/Transfer Rates
- Decrease # of students in developmental Math/English
- Increase employment rate of students of color
- Use technology/data to advance College operations
- Develop/launch new revenue streams for SP priorities

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**Year Zero: from planning to implementation**

- A. Professional Development & Inclusion
- B. Course Offerings & Placement
- C. Student Support
- D. External Alignment
- E. Resources

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**Team A  
Professional Development & Inclusion**

- Developed a common language for culturally responsive pedagogy and Universal Design
- Identified professional development needs for HCC community
- Approved Center for Excellence Mission, identified space and staff was assigned

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**Team B  
Course Offerings & Placement**

- Multiple measures for placement into college level courses
- Supported program prioritization of academic curricula.
- Considered late start and one-year schedules to meet student needs
- Examined options for students to earn credit for prior learning.

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### **Team C Student Support**

- Significant progress to help students remove housing and food insecurity barriers to educational and career opportunities.
- Researched team-based case management for onboarding new students.
- Reviewed multiple vendor demonstrations for mobile application software to support students.

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### **Team D External Alignment**

- Identified partnerships with community-based organizations, school districts, business and industry.
- Examined enrollment in non-credit programs and aligned the credit and non-credit program review process
- Reviewed Pioneer Valley Blueprint to identify emerging careers

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### **Team E Resources**

- Considered alternative revenue streams to support strategic priorities.
- Reviewed process improvement strategies and created a rubric to assess the strategies.
- Collected and analyzed facilities license data
- Assisted the HCC Foundation in drafting goals/strategic plan.

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**June 4, 2019**  
**SP Team Leaders and Cabinet Retreat**

**Outcomes:**

- To communicate and clarify the concept of Leadership and Big Ideas.
- To identify 2-4 Big Ideas that can be linked to the HCC Mission and Strategic Plan.
- To start list of Action Items for SP Teams to consider for Year 1 of the Strategic Plan

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**Big Ideas: Making College Possible**

**Road Map to Success:**

HCC will provide evening, weekend, and online education and a pathway to a degree in a guaranteed amount of time.

**HCC Promise:** HCC commits to students by locking in tuition and fees and providing donor funds for last dollar.

**Career Hub:** HCC connects students to career opportunities and assists employers in finding qualified workers. An adult learner institution, HCC ensures Credit for Prior Learning to facilitate earning a degree or certificate.

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**August 14, 2019**  
**Full SP Teams & Cabinet Work Session**

**Outcomes:**

- Review SP measurable outcomes  
(of 21 outcomes, 18 on track or in progress)
- Identify 2-3 Year 1 Action Items
- Began to identify tasks & timeline for Year 1 Action Items

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**Team A**  
**Year 1 Action Items**

1. Develop knowledge across campus about inclusivity, equity, culturally responsive pedagogy, implicit bias, and what it means to be an HSI.
2. Establish and Institutionalize the Center for Excellence.
3. Increase achievement of Hispanic and low income students by creating a culturally responsive institution

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**Team B**  
**Year 1 Action Items**

**1. Scheduling: Late Start 12-Week Classes**

- Implement Late Start Pilot Fall 2019. Track/compare to cohorts with non late start option.
- Outreach with Late Start faculty and students in the pilot for feedback.
- Identify success measure (i.e. complete with C- or higher) & assess data from both cohorts.

**2. Credit for Prior Learning (CPL)**

- Coordinate with Center for Excellence to offer professional development on CPL
- Inventory CPL options and review pass rates with CPL credits attempted and awarded
- Participate in the MA PLA Consortium
- Work with Admissions/Advising on advising current students on CPL
- Determine how to identify CPL credits for degree completion, transfer, financial aid
- Develop marketing strategy targeting adult learners

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**Team C**  
**Year 1 Action Items**

1. Successful Implementation of a Mobile App
2. Implementing the Coordinated Care model (Formerly Team Based Case Management)
3. Continue generating awareness of students' needs and available resources to address them

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## **Team D**

### **Year 1 Action Items**

1. Enhance Dual Enrollment, Gateway to College, Early College to improve success of students in Holyoke with 1-to-1 tutoring to students in each ward.
2. Study Career Services practices and make recommendations for academic programs and non-credit placement opportunities. Support Team B with tools/processes to connect students to businesses/4-year colleges.
3. Focusing on healthcare industry, use analysis from Year Zero to expand non-credit/credit offerings, creating pathways through CPL

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## **Team E**

### **Year 1 Action Items**

1. **Fundraising:**
  - Seek new alternate revenue streams to address strategic priorities.
  - Launch new operations plan for Advancement Division and HCC Foundation Board
2. **Process Improvement:**
  - Prioritize and support operating areas with process improvement strategies to save money for HCC operations and programs
  - Establish events and facilities policy for centralized management of college buildings, fees, sponsorships and community relations.

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### **SP Communication among Teams**

- Calendar of Meetings for Year 1
- Strategic Plan Communication Google site
- Meeting materials
- Google drives
- SP Team Updates

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	<p style="text-align: center;"><b>SP Communication to:</b></p> <p><b>HCC Community:</b></p> <ul style="list-style-type: none"> <li>• SP Updates via email Constant Contact</li> <li>• Center for Excellence programs/activities linked to SP strategies and objectives</li> </ul> <p><b>HCC Board of Trustees:</b></p> <ul style="list-style-type: none"> <li>• SP Updates via BOT Planning Committee</li> <li>• SP Update via end of semester progress report</li> <li>• Invitations to meetings, SP events, work sessions</li> </ul> <p style="text-align: right;">19</p> <p style="text-align: center;"><b>The Strategic Plan is becoming a part of the HCC culture</b></p> <ul style="list-style-type: none"> <li>• HCC community continues to be engaged (96 participants on SP teams)</li> <li>• Strategic Plan Action Items moving forward</li> <li>• Barriers to student success being addressed</li> <li>• Budget process will continue to align with Strategies, Objectives, and Action Items</li> </ul> <p style="text-align: center;"><b>Making Progress &amp; Ready for Year 1!</b></p> <p style="text-align: right;">20</p>
	<p>Discussion ensued regarding what support structure high school students receive to help them transition into college, as well as community partnerships and how HCC is leveraging these partnerships.</p> <p>Dr. Senie also provided an overview of the Strategic Plan Implementation Communication Schedule.</p>
<b>ADJOURNMENT</b>	The meeting was adjourned at 9:01 am

Respectfully submitted,

Marley Friedrick  
Board Secretary  
HCC Board of Trustees

BOT September 2019 - Attachment II **HOLYOKE COMMUNITY COLLEGE**  
**OFFICE OF THE PRESIDENT**

**MEMORANDUM**

**TO:** Board of Trustees  
**FROM:** Dr. Christina Royal, President  
**DATE:** September 24, 2019  
**SUBJECT:** Personnel Updates

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<b>Classification</b>	<b>Name</b>	<b>Title/Area</b>	<b>Funding</b>
NUP/Appointment 10/1/19	Claire McGale	Interim Freight Farm Manager	Trust
MCCC Unit Professional/ Reappointments 9/1/19 – 8/31/20:			
	Charles McMahon	Senior Staff Assistant, Institutional Research (20 hours)	Grant/Trust
	Monique Nelson	Academic Counselor, STRIVE	Grant
	Heidi Rademacher	Senior Special Program Coordinator, Perkins/Admissions	Grant
	Lori Wayson	Senior Special Program Coordinator, New Directions	Grant/Trust

**SUGGESTED MOTION:** To approve the appointment and reappointment for the above Non-Unit Professional Staff and Unit Professional Staff.