

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

Minutes of November 23, 2021

The 402<sup>nd</sup> meeting of the Holyoke Community College Board of Trustees was held on Tuesday, November 23, 2021, remotely with Chair Robert W. Gilbert, Jr. presiding.

<b>MEMBERS PRESENT</b>	Robert W. Gilbert, Jr., Chair Trustee Cruz Charles Epstein Ted Hebert Yolanda Johnson Suzanne Parker Lucy Perez Vanessa Smith Ivonne Vidal Eleanor Williams
<b>MEMBERS ABSENT</b>	Evan Plotkin
<b>ALSO PRESENT</b>	Teresa Beaudry, Mark Broadbent, Amy Brandt, Maria Brunelle, Michele Cabral, Dan Campbell, Julissa Colon, Karen Desjeans, Veena Dhankher, David Diulis (O'Connor & Drew), Mary Dixey, Curt Foster, Raul Gutiérrez, Jeff Hayden, Kim Hicks, Walter Kerce, Tricia Kiefer, Olivia Kynard, Lauren LeClair, Jane Lerner, Nathan Leveille, Sharale Mathis, Irma Medina, Matt Noyes (DHE), Lea Occhalini, Mi Jin Park, Joanne Rome, Christina Royal, Narayan Sampath, Maritza Santiago, Shannon Sarkisian, Amanda Sbriscia, Linda Scott, Shannon Shatos, Adrienne Smith, Idelia Smith, Renee Tastad, Marie Troppe, and Chris Yurko
<b>MEETING CALL TO ORDER</b>	At 8:03 am, the meeting was officially called to order by Chair Gilbert.  <b>Roll Call Attendance:</b> Trustee Cruz                    Yes Charlie Epstein                                       Joined at 8:11 am Ted Hebert                    Yes Yolanda Johnson                    Yes Suzanne Parker                                       Joined at 8:04 am Lucy Perez                                       Joined at 8:04 am Vanessa Smith                    Yes Ivonne Vidal                    Yes Eleanor Williams                    Yes Chair Gilbert                    Yes
<b>CONSIDERATION OF CONSENT AGENDA ITEMS</b>	Chair Gilbert asked if any consent agenda items needed to be moved to the regular agenda.  Chair Gilbert called for a vote of the Consent Agenda. <ul style="list-style-type: none"> <li>• Consideration of Minutes for Board of Trustees Meeting of October 26, 2021</li> <li>• Report of Personnel Actions dated November 23, 2021</li> </ul>

	<ul style="list-style-type: none"> <li>○ To approve personnel actions</li> <li>○ To empower the President of the College to approve all personal actions prior to the next meeting</li> <li>● Appointment of ASN Department Chair – Academic Year 2021-2022             <ul style="list-style-type: none"> <li>○ To approve the recommendations for appointments of program/work area department chairs</li> </ul> </li> <li>● Cancellation of the Board of Trustees December 28, 2021 meeting</li> <li>● Committee Reports             <ul style="list-style-type: none"> <li>○ Advocacy</li> <li>○ Audit and Finance</li> <li>○ By-Laws and Governance</li> <li>○ Equity</li> <li>○ Nominating</li> <li>○ Strategic Planning</li> </ul> </li> </ul> <p>A motion was made by Trustee Johnson and seconded by Trustee Hebert to approve the Consent Agenda.</p> <p><b>Roll Call Attendance:</b></p> <table border="0"> <tr> <td>Trustee Cruz</td> <td>Yes</td> <td></td> </tr> <tr> <td>Charlie Epstein</td> <td></td> <td>Joined at 8:11 am</td> </tr> <tr> <td>Ted Hebert</td> <td>Yes</td> <td></td> </tr> <tr> <td>Yolanda Johnson</td> <td>Yes</td> <td></td> </tr> <tr> <td>Suzanne Parker</td> <td></td> <td>Joined at 8:04 am</td> </tr> <tr> <td>Lucy Perez</td> <td>Yes</td> <td></td> </tr> <tr> <td>Vanessa Smith</td> <td>Yes</td> <td></td> </tr> <tr> <td>Ivonne Vidal</td> <td>Yes</td> <td></td> </tr> <tr> <td>Eleanor Williams</td> <td>Yes</td> <td></td> </tr> <tr> <td>Chair Gilbert</td> <td>Yes</td> <td></td> </tr> </table>	Trustee Cruz	Yes		Charlie Epstein		Joined at 8:11 am	Ted Hebert	Yes		Yolanda Johnson	Yes		Suzanne Parker		Joined at 8:04 am	Lucy Perez	Yes		Vanessa Smith	Yes		Ivonne Vidal	Yes		Eleanor Williams	Yes		Chair Gilbert	Yes	
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<p><b>AUDIT AND FINANCE COMMITTEE</b></p>	<p>Comptroller Foster provided an overview of the FY 22 First Quarter Statement of Revenue and Expenses.</p> <p>A motion was made by Trustee Williams and seconded by Trustee Vidal to approve the First Quarter Statement of Revenue and Expenses as presented:</p> <p><b>Roll Call Attendance:</b></p> <table border="0"> <tr> <td>Trustee Cruz</td> <td>Yes</td> <td></td> </tr> <tr> <td>Charlie Epstein</td> <td></td> <td>Joined at 8:11 am</td> </tr> <tr> <td>Ted Hebert</td> <td>Yes</td> <td></td> </tr> <tr> <td>Yolanda Johnson</td> <td>Yes</td> <td></td> </tr> <tr> <td>Suzanne Parker</td> <td></td> <td>Joined at 8:04 am</td> </tr> <tr> <td>Lucy Perez</td> <td>Yes</td> <td></td> </tr> <tr> <td>Vanessa Smith</td> <td>Yes</td> <td></td> </tr> <tr> <td>Ivonne Vidal</td> <td>Yes</td> <td></td> </tr> <tr> <td>Eleanor Williams</td> <td>Yes</td> <td></td> </tr> <tr> <td>Chair Gilbert</td> <td>Yes</td> <td></td> </tr> </table>	Trustee Cruz	Yes		Charlie Epstein		Joined at 8:11 am	Ted Hebert	Yes		Yolanda Johnson	Yes		Suzanne Parker		Joined at 8:04 am	Lucy Perez	Yes		Vanessa Smith	Yes		Ivonne Vidal	Yes		Eleanor Williams	Yes		Chair Gilbert	Yes	
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Mr. David DiIulis, Principal with O'Connor & Drew, P.C., reviewed the required communication with the Board, and provided highlights of the audited financial statements for fiscal year 2021.

A motion was made by Trustee Smith and seconded by Trustee Williams to approve the FY 2021 audited financial statements as presented

**Roll Call Attendance:**

Trustee Cruz	Yes
Charlie Epstein	Yes
Ted Hebert	Yes
Yolanda Johnson	Yes
Suzanne Parker	Yes
Lucy Perez	Yes
Vanessa Smith	Yes
Ivonne Vidal	Yes
Eleanor Williams	Yes
Chair Gilbert	Yes

Mr. DiIulis left the meeting at 8:50 am.

Vice President Sampath presented the Board with an overview of the proposal being submitted to the Division of Capital Asset Management and Maintenance (DCAMM) for the renovation of the Marieb Life Sciences Building.



Holyoke Community College  
2021 DCAMM Capital Project Submission  
Draft Review



## Request

- Resubmission for renovation of Marieb Life Sciences Building
- Renovate part of first floor, second and third floor
- Projected Cost of the project:
  - ~ \$42M
    - DCAMM request: \$30M
    - Commitment from Marieb Foundation: \$7.5M
    - Commitment from HCC Foundation: \$2.5
    - Commitment from College: \$2M



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## First Floor Renovation in 2018



*Supported with a \$3.8M grant from the MA Life Sciences Center and \$750,000 from the HCC Foundation*

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## First Floor Renovation in 2018



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## What's different this time around?

- Updated estimates and code review
- Total project does not include three-story entry design 
- Reduction in envelope improvements to windows and roof only and eliminating recladding of the concrete
- Reduced phasing
- Reduced need for swing space due to investments made during pandemic in remote/hybrid learning



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## Alignment with Priorities

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### ***Invest in repairing, renovating, demolishing, or replacing current facilities, while optimizing utilization and functionality of existing spaces***

- Renovating remainder of a three-story science building built in 1972 that has had limited upgrades (except for most of 1<sup>st</sup> floor)
- Adding 6,100 additional square feet
- Ensuring academic/training programs have access to shared functional space (ex. all Veterinary Technician spaces together on same floor)
- Meeting accreditation requirements of academic programs (ex. student access to “live” x-ray machines for training in the Radiologic Technician and Veterinary Technician programs)
- Meeting critical code and safety requirements (lab hoods, sprinkler system, fire alarm system, ADA)



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## Alignment with Priorities

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### ***Expand and deepen programmatic collaborations between and among other academic institutions and outside public/private partners***

- The Marieb Center for Life Sciences will strengthen the academic pathways between our:
  - Noncredit and credit healthcare training programs (ex. Certified Nursing Assistant, Medical Assistant, Community Health Worker) and training partnerships with the MassHire Pioneer Valley system, DTA (Jump Start), local high schools (dual enrollment/articulation pathways), and contextualized ESOL training programs
- Development of Apprenticeship and other unique pathways (ex. Medical Assistant with Baystate Health)
- Development of more Undergraduate Research Experiences (UREs) and other transfer preparation programs for underrepresented students in STEM (ex. partnership between iCons at UMass Amherst and HCC Biotechnology, NSF HSI Engineering Pathways project)



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## Alignment with Priorities

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### *Align investments to the priorities of the Workforce Skills Cabinet (WSC) Regional Blueprint*

- Marieb houses some of the largest enrolled credit programs that are aligned with the #1 priority industry cluster of the Pioneer Valley Blueprint – **Healthcare and Social Assistance**. In fall 2021:
  - **Foundations of Health – Career Option (A.S.) is #1 with 389 students**
    - Includes Certificate programs in Community Health Worker, Direct Care Worker, Medical Billing and Coding, and Medical Assistant
  - **Foundations of Health – Transfer Option (A.A.) is #6 with 153 students**
    - Prepares students for transfer to Bachelor's programs in public health, health administration, etc.
  - **Nursing is #7 with 112 students**. Most Nursing students split their courses between Marieb and the Center for Health Education
  - **Biology was #9 is 99 students**



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## Alignment with Priorities

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### *Align investments to the priorities of the Workforce Skills Cabinet (WSC) Regional Blueprint*

- **MassHire Data (from Hampden County Workforce Board data website)**
  - 3% increase in jobs in Hampden County in the **Healthcare and Social Assistance** industry cluster over past year (from 53,588 to 54,994 jobs)
  - 2017-2024 Supply gap of Registered Nurses (-2,905), Medical Assistants (-3), Social and Human Service Assistants (-333), and Personal Care Aides (-1,050)
- EMSI Data Reports (Q3) 2021
  - Many more job postings in Hampden County (2,713) compared to national average of areas of comparable size (1,753) – **demand is high in our region**
  - 860 employers in Hampden County posted for an occupation in this cluster over past 12 months through 13,445 unique job postings - 1,857 (14%) alone from Baystate Health and 383 (3%) for Registered nurses)
  - For positions in the **Professional, Scientific, and Technical Services** industry cluster in Hampden County - **retirement risk is high** and **racial diversity is very low** compared to areas of comparable size



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## Alignment with Priorities

### Align investments to the priorities of the Workforce Skills Cabinet (WSC) Regional Blueprint

- **MassHire Data (from Hampden County Workforce Board data website)**
  - Pioneer Valley Blueprint\* data:

Description	2017-2024 Openings	Annual Openings	2017-2024 Replacement Jobs	Annual Replacement Jobs
Registered Nurses	3,453	493	2,725	389
LPNs	1,044	149	850	121
Medical Assistants	1,614	231	1,408	201
Nursing Assistants	3,382	483	3,094	442
Personal Care Aides	14,288	2,041	11,301	1,614



<https://masshirehcbw.com/pv-blueprint-priority-occupations-job-openings/>

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## Alignment with Priorities

### Develop more flexible and innovative program delivery models, including online or hybrid in order to increase space use, while improving student access and outcomes

- Universal Design principles for classroom/lab design – accessibility for all
- HyFlex – Zoom enabled classrooms
- Take “what worked” best for students and faculty during the pandemic
- Partner with instructional designers and professional development through the HCC Center for Excellence



Computer Science Virtual - Hybrid Classroom

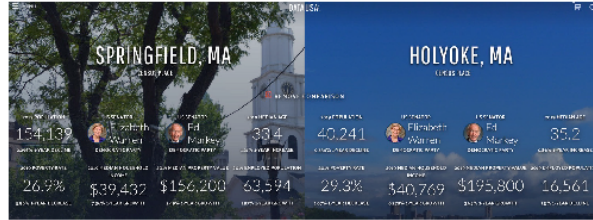
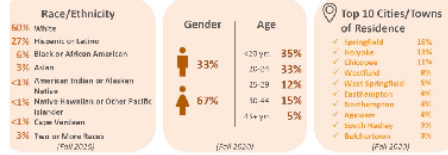
Active Learning Spaces Pilot Program Underway

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## Alignment with Equity Agenda



<https://datausa.io/profile/geo/springfield-ma?compare=holyoke-ma> Educate. Inspire. Connect.

## Alignment with Priorities

### Energy Efficiency

- Roofing/Insulation
- Windows
- Lighting improvements, reduced energy costs
- Plumbing efficiencies
- Mechanical system redesign to increase fresh air circulation

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A motion was made by Trustee Smith and seconded by Trustee Williams to approve Motion to approve the allocation of up to \$2 million from the college's reserves toward the renovation of the Marieb Life Sciences Building as part of a successful DCAMM proposal

### Roll Call Attendance:

Trustee Cruz	Yes
Charlie Epstein	Yes
Ted Hebert	Yes
Yolanda Johnson	Yes
Suzanne Parker	Yes

	Lucy Perez            Yes Vanessa Smith        Yes Ivonne Vidal          Yes Eleanor Williams     Yes Chair Gilbert          Yes
<b>PRESIDENTIAL EVALUATION COMMITTEE</b>	Trustee Vidal provided an overview of the Presidential Evaluation process and provided the evaluation of President Royal.

**HOLYOKE  
COMMUNITY  
COLLEGE**

303 Homestead Avenue  
Holyoke, MA 01040  
(413) 538-7000

The Presidential Evaluation Committee of the Board of Trustees of Holyoke Community College (HCC) has prepared this 2021 evaluation of the college's President, Dr. Christina Royal.

**Summary of Evaluation Process:** The 2021 evaluation had four components:

- A survey of 20 key stakeholders (Trustees and Direct Reports)
- A review of benchmark data from the Massachusetts Department of Higher Education
- A review of relevant HCC internal data
- Dr. Royal's self-evaluation

**Performance Data Supporting Board of Trustees Conclusions and Recommendations:**

- **Trustees and staff who report directly to Dr. Royal describe her as an extremely hard-working, patient, thoughtful, visionary leader who understands diversity, is empathetic and inspiring, and consistently focuses on the long-term success of HCC, its students, and the communities served by the college. As has been true throughout her tenure as HCC's president, they rate her very positively on:**
  - Her overall performance, leadership style, and personal qualities
  - Her positive relationships with trustees, faculty, staff, students, and the external community
  - Her administrative abilities, educational leadership, and business and financial abilities
  - Her management of the COVID-19 pandemic and its impact on the college community

- **Dr. Royal has been successful in forwarding the college's internal goals despite challenges posed by COVID-19.** The pandemic has affected not only HCC but community colleges throughout Massachusetts. HCC staff and faculty have faced anxiety, shifts in work schedules associated with remote learning, and re-prioritization of work to accommodate meetings and time spent supporting staff and students in navigating unprecedented uncertainty.

Under Dr. Royal's leadership HCC has developed new systems for communicating with the campus community, provided professional services to staff to help them cope with the pandemic and its impacts, and held, for the first time in the college's history, virtual commencements for the classes of 2020 and 2021.

**Initiatives Promoting System-Level Priorities:**

- **Formation of an Office of Equity, Diversity, and Inclusion, and creation of a Vice President of EDI:** The EDI Committee, a diverse group of faculty, staff, and administrators leading several equity initiatives at the college, created a proposal in December 2020 to form an Office of EDI and hire a vice president to lead it.
- **Racial Equity: CUE Equity-Focused Professional Development and Training:** HCC contracted the Center for Urban Education (CUE) at the University of Southern California to work with the Equity, Diversity and Inclusion (EDI) Council and other faculty, staff, and students for a six month engagement from July 2020 thru December 2020. As stated in the final report, the CUE's processes and tools are intended to build equity-mindedness among our campus partners and, in the process, help them identify context-specific actions they can take to achieve equity, or parity, in racial/ethnic outcomes.
- **A Mental Health Task Force** was formed in FY20 to make recommendations on improving support for students. A partnership was formed with the Center for Human Development (CHD) in July 2021. This partnership connects HCC students to a network of service providers that assist with removing barriers to success leading to increased retention among all student populations.
- **Supporting Adult Learners:** Through funding support from a Marieb Foundation, HCC contracted with Achieving the Dream (ATD) to conduct a Holistic Student Supports Opportunity Assessment to identify ways to better support adult learners and identify barriers to their success.

**Summary Regarding Institutional Goals:** HCC's institutional goals for 2021 have included pandemic leadership and crisis management, advancing Year 2 of the HCC Strategic Plan, completing the NECHE site visit, legislative advocacy for additional state appropriation, and meeting BHE priority objectives relating to the equity agenda:

- **Managing COVID-19:** Dr. Royal created a Return to Campus Task Force to assist senior leadership with critical tasks and key decisions relating to the pandemic. Trustees and direct reports are nearly unanimous in their positive rating of Dr. Royal's performance relating to the pandemic as *"excellent."*
- **Year 2 of HCC's Strategic Plan:** Of the 23 metrics HCC has identified for the college's strategic plan, 9 are on-track, 5 are in-progress, and 9 are at-risk.
- **NECHE Site Visit:** HCC has received continued NECHE accreditation and priority areas for improvement have been incorporated into the FY 2022 collegewide priorities.
- **Legislative Advocacy for Additional State Appropriation:** HCC has successfully advocated for nearly \$600,000 in earmarks for a manufacturing training program at HCC, for a childcare pilot program on HCC's campus, and a SUCCESS (Supporting Urgent Community College Equity through Student Services) fund that will create supports and services to improve outcomes for vulnerable students. HCC has also worked to increase private investment in the college, with FY2021 seeing significant increases in philanthropic support. Excluding COVID relief funds, HCC received about \$3.9 million in cash contributions and estate commitments in FY 2021, and \$3.9 million in grant awards.

**Summary Regarding Statewide Priority Objectives:** The 23 measurable outcomes for HCC's strategic plan are all tied to the BHE statewide priority objectives of access and affordability, student success and achievement, and opportunity gaps:

- **Access and Affordability:** HCC enrollment declined 13.7% in Fall 2020, compared with 11.3% for the community college segment state-wide. A fourth (26%) of students enrolled in HCC in Fall 2020 were Latinx, a slight decline from 2019 (28%). The proportion of students enrolled who are African-American has remained stable at 6%. The proportion of students who are Pell recipients has also remained constant since 2019 (about 48%).

- **Student Success and Achievement:** Many of the special programs and initiatives created at HCC or enhanced for learners of color, low-income students, and other high-risk populations have shown positive results over time. The COVID-19 pandemic has reversed some of these gains. It is difficult this year to differentiate whether HCC's initiatives to increase retention and retention rate gaps between our white students and students of color are less effective or if the COVID-19 impacts are affecting outcomes for this year. The necessary shift to remote teaching and learning exacerbated inequities for students who relied on access to in-person resources, including internet, study spaces, and social-emotional supports. Continued work on equity is in progress.
- **Improving College Completion Rates:** Again, HCC has made progress in recent years in addressing disparities in student success, but the pandemic has had a significant negative impact on student retention and completion. Programs and initiatives to address these challenges are ongoing.

For additional information, please refer to the attached documents relating to the 2021 comprehensive evaluation of President Royal.

**Board of Trustees Recommendations on Proposed Compensation Adjustment:**

The Board of Trustees of Holyoke Community College view Dr. Royal as a hard-working, patient, thoughtful, visionary leader who understands diversity, is empathetic and inspiring, and consistently focuses on the long-term success, its students, and the communities served by the colleges. Trustees and direct reports rate Dr. Royal's performance very positively and they continue to see her strengths to be her leadership abilities, communication and listening skills, strategic vision, and business/financial skills.

Dr. Royal has been successful in achieving many of HHC's internal goals and BHE statewide priority objectives during a challenging and unprecedented pandemic year. The college has struggled with declining enrollment and gaps in student achievement that predate the pandemic, but have worsened as a direct consequence of COVID-19. The college rose to the challenge of virtual teaching and virtual education, but not all students have the resources needed to access college virtually, and these challenges have been greatest for students of color.

That said, we would describe Dr. Royal's leadership during the COVID-19 pandemic as exemplary. We have every confidence in Dr. Royal continuing to manage the continued uncertainties and impacts of the pandemic in the coming years. We recommend that Dr. Royal receive the maximum allowable salary increase.

A motion was made by Trustee Vidal and seconded by Trustee Johnson to accept the report of the Presidential Evaluation Committee, including its recommendation to award Dr. Royal a merit-based salary increase at the maximum percentage authorized by the Board of Higher Education. This recommendation shall be forwarded to the Commissioner of Higher Education for approval and immediate implementation.


**Roll Call Attendance:**

Trustee Cruz	Yes
Charlie Epstein	Yes
Ted Hebert	Yes
Yolanda Johnson	Yes
Suzanne Parker	Yes
Lucy Perez	Yes
Vanessa Smith	Yes
Ivonne Vidal	Yes
Eleanor Williams	Yes
Chair Gilbert	Yes

**CHAIR'S REMARKS**

Chair Gilbert shared highlights since the last Board meeting.

- He reminded trustees to provide a description of all standing committees to Trustee Vidal so it can be included in the Trustee Handbook/Guidebook.

	<ul style="list-style-type: none"> <li>• He also reminded trustees to complete the required training for Trustees that is being conducted by the Department of Higher Education by the deadline of December 1, 2021.</li> <li>• He participated in the Audit and Finance Committee meeting on November 9, 2021.</li> </ul>
<p><b>PRESIDENT’S REPORT</b></p>	<p>President Royal thank the Evaluation Committee and Trustees for their work on the evaluation.</p>
<p><b>NECHE PROGRESS UPDATE</b></p>	<p>President Royal introduced Dr. Mathis to provide a NECHE Progress Update.</p> <div style="text-align: center;"> <hr style="border: 2px solid green; margin: 10px 0;"/> <h2 style="color: orange; margin: 0;">NECHE Progress Update</h2> <p style="margin: 10px 0;">— Board of Trustees Meeting —</p> <p style="margin: 0;">November 23, 2021</p> <hr style="border: 2px solid green; margin: 10px 0;"/> </div> <p style="color: orange; margin-top: 20px;"><b>NECHE Commission Letter January 2021</b></p> <p>...that the institution be asked to submit a report for consideration in <b>Fall 2023</b> that gives emphasis to the institution’s success in strengthening its culture of <b>assessment</b> with attention to the assessment of student learning outcomes and student support services;</p> <p>that submission of the report be followed by a <b>visit</b> to validate its contents;</p> <p><i>October 29-31, 2023</i></p> <div style="text-align: right; margin-top: 20px;">  <p><b>NECHE</b> New England Commission of Higher Education</p> </div> <hr style="border: 2px solid green; margin-top: 20px;"/>



## NECHE Commission Letter January 2021

...that the institution submit an interim (fifth-year) report by August 15, 2025, for consideration in Fall 2025; that, in addition to the information included in all interim reports, the institution give emphasis to its success in:

1. continuing to strengthen its culture of **assessment** with attention to the assessment of student learning outcomes and student support services;
2. updating and evaluating the effectiveness of the institution's **shared governance** model with emphasis on committees, policies, and practices;
3. achieving its **enrollment and financial goals**;
4. developing and evaluating the effectiveness of its comprehensive **Equity Plan**;

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### 1. Assessment



#### AY 2021 Assessment Actions

- Assessment and data focused Professional Day workshops on all PD Days
  - Presentations to NUPS on leading assessment in AES areas
  - First Annual Assessment Day March 24th - 36 departments reported out and baseline assessment data collected
  - 24 departmental assessment planning meetings
  - Redesigned Academic Annual Report / First ever AES Annual Report
  - AY 2022 calendar revised to include annual Assessment Day plus three half days devoted to assessment
  - Weekly meetings with GEAC, all team members attended AMCOA, IUPUI Assessment Institute and AHLIE conferences
  - Design ten year cycle of General Education Outcomes Assessment
-

## AY 2022 Assessment Actions and Plans

- Hire Assessment Focused Coordinator of Instructional Design to work to increase academic assessment practices and serve on GEAC
- Create a Comprehensive Assessment Plan for HCC
- Redesign Academic Program Review process and documents
- Advance Assessment efforts through Leadership Team Series
- Establish an Assessment Committee
- Begin a cycle of General Education Outcomes Assessment with Knowledge of Diversity (KoD) courses
- Institutionalize the Annual Assessment Day plus three half days devoted to assessment work in ASA departments
- Assessment focused workshops on all Faculty Professional Days
- Review Planning and Assessment software
- Work with departments to close the loop on AY 2021 Measures

## 2. Shared Governance

### Shared Governance Actions

- College-wide Ad Hoc Shared Governance Steering Committee meets weekly with consultant Dr. DiThomas
- Chaired by Chair of Rules Committee April Graziano & Senate President Jason Maurice (*faculty*)
- Review and discuss existing and external shared governance models
- Provide recommendations for revisions to the current shared governance structure and processes
- Host periodic forums - *understanding of shared governance, feedback on SG Steering Committee review and recommendations*

## Shared Governance Actions and Plans

- Reviewed NECHE Standard 3 on Shared Governance for common ground
- Created and disseminated a college-wide survey on the meaning of shared governance, roles and responsibilities of all
- Developed HCC shared governance definition
- Conducting Shared Governance 101 workshops about current governance structure, committees, and related topics
- Building a dedicated webpage and repository for all shared governance committees documents

## Shared Governance Implementation Timeline

<b>Current Academic Year</b>	<b>2021-2022</b>	<b>Make recommendations for revisions to HCC governance model.</b>
<b>Year 1</b>	<b>2022-2023</b>	<b>Implement new shared governance model. Establish assessment system for future changes.</b>
<b>Year 2</b>	<b>2023-2024</b>	<b>Implement modifications. Use assessment model for following year adjustments.</b>
<b>Year 3 (Report Due)</b>	<b>2024-2025</b>	<b>Write NECHE Report</b>
<b>Submission Date</b>	<b>08/15/2025</b>	<b>Final Draft of NECHE Report due</b>

## 3. Enrollment and Financial Goals



## Enrollment

- Goals developed based on historical metrics, national and regional trends
- Updated Environmental Scan takes into account impacts of COVID-19 on the greater Holyoke region
- Survey of students who did not continue their education with HCC
- Intake survey to assess needs of new incoming students
- Use of EAB Navigate to meet enrollment and retention goals
- Tracking enrollment weekly by modality, sections registered & seats registered
- Process improvement to increase automation of processes in Admissions and Financial Aid

## EAB Navigate Anticipated Outcomes

**INCREASE** Admitted student yield (admit to enroll in admitted term) to **70%** by Fall 2025

**INCREASE** Fall-to-spring retention rate to **80%** (new first-time-degree-seeking students) by Spring 2026.

- Specifically, **INCREASE** rate for Black and Latinx (new first-time-degree-seeking students) from 70% to **80%**

**INCREASE** On-time credit accumulation for all students from 31% to **50%** by Fall 2025.

- Specifically, **INCREASE** credit accumulation for Latinx students from 17% to **50%** by Fall 2025
- Specifically, **INCREASE** credit accumulation for Black students from 13% to **50%** by Fall 2025.

**INCREASE** Fall-to-fall retention for all first-time degree-seeking students of color to **51%** by Fall 2025

**INCREASE** Number of students participating in work-based experiences while enrolled at HCC from 23% to **25%**

## Spring 2022 Enrollment Initiatives

Item	Details	Number	Method	Anticipated Impact
No Show Navigate Test campaign	Students who were admitted to Fall 2021, enrolled in classes, but did not show up for any class.	178	Create academic plan in Navigate, text student that their plan is ready. They will need to log into Navigate to review and accept the plan.	69 students (50%) enroll in average of 10 credits
Stop Out Campaign	Campaign to students who were enrolled Summer 2021 or Spring 2021 but are not currently enrolled, have not graduated.	1442	Come back to HCC! campaign. Pull list in Navigate. Postcard campaign. Social Media push messages.	144 students (10%) return SP 22 enroll in average of 10 credits - or many many 6s.
Current Students Not Yet Registered	Campaign to students enrolled in Fall 2021, eligible for Spring 2022, but not yet registered for Spring 2022.	2470	Navigate Enrollment Campaign - split into 3 parts, part 1) text campaign to 2,470 students encouraging them to meet with advisor to select classes for spring 2022, part 2) January 3 enrollment campaign with link to Advising Center Zoom, part 3) is January 12 text campaign invite to reg explore.	2025 students enroll in SP 22 (82%)
Reg Express	January 15, 2022. All services available both in person and virtual - Admis, Advising, FinAid, StuAccess	100	Need marketing support for this one-day event.	100 students register or conduct business on Jan 15 2022

## Spring 2022 Process Improvements

Department	Process	Goal	Timeline	Outcome
Financial Aid	Automate File Review	Decrease the % of files needing human review from 100% down to 50%	Oct 2021 - Dec 2021	Students are awarded financial aid in a timely manner; Free up staff time to work directly with students and families
Admissions	Serve up the Orientation modules at point of admission	Increase the percentage of new students who complete orientation prior to registering for classes from 0% to 25%.	Nov 2021 - Jan 2022 + ongoing	Increase the # of students who report readiness and confidence in decision to register for classes, leading to earlier course registration.

## Financial Goals

- NECHE Recommendation:
  - *Fall 2025 interim report update the Commission on the institution's success in achieving its financial goals.*
- What does that mean?
  - Sustainable business model in an unpredictable environment:
    - Ability to withstand some volatility in enrollment
    - Continue to ensure services are provided effectively and efficiently as expected by stakeholders
    - Aligning budget with Strategic Plan metrics (invest in areas to achieve goals)
    - Pivot relatively quickly to adapt to changes in enrollment and funding
    - Proactive approach to long term financial planning

## Steps taken so far towards financial stability

- Alignment of staffing with enrollment in the Fall of 2021
- Reduced expenses by 7% in fiscal year 2021
- No increase in fiscal year 2022 budget compared to previous year
- Invested in alternative or additional sources of revenue
- Compensation, which is 70% of our budget is down 9.75% as of first quarter of FY'22
- Current and future budgets based on realistic Enrollment
  - Number of credits: Budgeted 75,000 for fiscal year 2021 and expect to budget a similar amount

## 4. Equity Plan

### Equity Plan

#### EAB

- Assist with our needs of developing an equity plan and anti-racist statement.
- Delivered a presentation to the on DEIJ planning; readying a campus for change

#### EDI

- Created a proposal for the College's first VP of Equity, Diversity and Inclusion/Transformative Justice.
- Created a website [edicommittee@hcc.edu](mailto:edicommittee@hcc.edu), and webpage <https://sites.google.com/hcc.edu/hccedi/home> to capture the work of the many initiatives happening on campus
- Created an LGBTQ+ task force resulting in the change of our bathroom policy. Faculty, staff and students can now use bathrooms *"that most closely responds to their sincerely held gender identity"*. Signs are forthcoming
- HCC Equity Ambassador (Tricia, Marie)
- Continue looking at ways to provide meaningful, ongoing professional development

### Equity Plan

#### Racial Justice and Equity Institute (REJI)

- Fall speaker series on equity in student services and teaching in learning
- Spring action plan to review our scholarship process; analyse data to close the gap on the number of student eligible vs the number of students that actually apply
- Get Inclusive - Employee EDI training
- BOT Equity Committee - Securing EDI trainings and workshops
- Ongoing work of Culturally responsive pedagogy led by Adina Giannelli
- Ramp up operationalization of ALANA including new hires and an influx of funding to support the work led by Andrew Fletcher

## Summary

- Assessment
  - Developing a culture of assessment across the institution
  - Closing the "feedback loop" to ensure communication is shared to make informed decisions
  - Connection to the Strategic Plan
- Shared Governance
  - Creating a shared understanding of shared governance at HCC
  - Building a multi-directional communication model for stakeholders (*faculty, staff, students & administration*) to participate in the process
  - Connection to Assessment
- Enrollment
  - Strategic student-focused outreach and recruitment campaigns
  - Utilize EAB to its fullest capacity as a communication and retention tool
  - Refocus high school and community partnerships

## Summary

- Financial Goals
  - Alignment with Strategic Plan
  - Ability to be nimble and pivot
  - Continue to provide expected level of services to all stakeholder
- Equity Plan
  - Building a culture and commitment to equity, diversity and inclusion
  - Creating a space for awareness, conversation and reflection
  - Connecting EDI to student curricular and co-curricular learning experiences

## Q&A

### ADJOURNMENT

On a motion by Trustee Johnson and seconded by Chair Gilbert it was **VOTED** to adjourn today's meeting.

#### Roll Call Attendance:

Trustee Cruz		Left at 9:03 am
Charlie Epstein	Yes	
Ted Hebert		Left at 9:20 am

	Yolanda Johnson	Yes	
	Suzanne Parker		Left at 8:57 am
	Lucy Perez		Left at 9:23 am
	Vanessa Smith		Left at 9:31 am
	Ivonne Vidal		Left at 9:31 am
	Eleanor Williams		Left at 9:39 am
	Chair Gilbert	Yes	
	The meeting was adjourned at 9:44 am.		

Respectfully submitted,

*Vacant*

Secretary

Board of Trustees

DocuSigned by:

*Robert Gilbert*

1/28/2022

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Approved: Robert W. Gilbert, Jr., Chair