

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

Minutes of February 22, 2022

The 404th meeting of the Holyoke Community College Board of Trustees was held on Tuesday, February 22, 2022, remotely with Chair Robert W. Gilbert, Jr. presiding.

MEMBERS PRESENT	Robert W. Gilbert, Jr., Chair Trustee Cruz Charles Epstein Ted Hebert Yolanda Johnson Lucy Perez Vanessa Smith Eleanor Williams
MEMBERS ABSENT	Suzanne Parker Evan Plotkin Ivonne Vidal
ALSO PRESENT	Amy Brandt, Beth Breton, Karen Desjeans, Veena Dhankher, Mary Dixey, Amy Dopp, Jess Egan, Curt Foster, April Graziano, Jeff Hayden, Mi Jin Park, Lauren LeClair, Jane Lerner, Sharale Mathis, Jason Maurice, Will Murphy, Le Occhialini, Melissa Pacuilli, Kris Ricker Choleva, Christina Royal, Narayan Sampath, Shannon Sarkisian, Amanda Sbriscia, Adrienne Smith, Idelia Smith, Renee Tastad, and Chris Yurko.
MEETING CALL TO ORDER	At 8:03 am, the meeting was officially called to order by Chair Gilbert. Roll Call Attendance: Trustee Cruz Arrived at 8:09 am Charles Epstein Yes Ted Hebert Yes Yolanda Johnson Yes Lucy Perez Arrived at 8:04 am Vanessa Smith Yes Eleanor Williams Yes Chair Gilbert Yes
CONSIDERATION OF CONSENT AGENDA ITEMS	Chair Gilbert asked if any consent agenda items needed to be moved to the regular agenda. The Consideration of Minutes for Board of Trustees Meeting of January 25, 2022 was pulled out for discussion. There was no discussion. A motion was made by Trustee Johnson and seconded by Trustee Hebert to approve the Minutes for the Board of Trustees meeting of January 25, 2022. Roll Call Attendance:

	<p>Trustee Cruz Arrived at 8:09 am</p> <p>Charles Epstein Yes</p> <p>Ted Hebert Yes</p> <p>Yolanda Johnson Yes</p> <p>Lucy Perez Arrived at 8:04 am</p> <p>Vanessa Smith Yes</p> <p>Eleanor Williams Yes</p> <p>Chair Gilbert Yes</p> <p>Chair Gilbert called for a vote of the Consent Agenda.</p> <ul style="list-style-type: none"> • Consent Agenda <ul style="list-style-type: none"> • Report of Personnel Actions dated February 25, 2022 <ul style="list-style-type: none"> ○ To approve personnel actions ○ To empower the President of the College to approve all personal actions prior to the next meeting • Sabbatical Request – Vanessa Martinez <ul style="list-style-type: none"> ○ To approve the sabbatical request as listed above. • Committee Reports <ul style="list-style-type: none"> ○ Advocacy ○ Audit and Finance ○ By-Laws and Governance ○ Equity ○ Nominating ○ Presidential Evaluation Committee ○ Strategic Planning <p>A motion was made by Trustee Hebert and seconded by Trustee Epstein to approve the Consent Agenda.</p> <p>Roll Call Attendance:</p> <p>Trustee Cruz Arrived at 8:09 am</p> <p>Charles Epstein Yes</p> <p>Ted Hebert Yes</p> <p>Yolanda Johnson Yes</p> <p>Lucy Perez Yes</p> <p>Vanessa Smith Yes</p> <p>Eleanor Williams Yes</p> <p>Chair Gilbert Yes</p>
CHAIR'S REMARKS	<p>Chair Gilbert shared highlights since the last Board meeting.</p> <ul style="list-style-type: none"> • Continue to meet weekly with President Royal. • Attended a meeting of Board Chairs of Community Colleges to discuss several topics including declining enrollment. • Attended the Audit and Finance Committee meeting to discuss how we should be investing our funds under Trustee Epstein's leadership. • Continue to meet with potential new trustees to the Board, as we have three trustees whose terms will be ending soon. • Encourage trustees to engage in the Board Equity Training that is ongoing through April, and review the recordings as ongoing professional development for the Board.

- The Board Assessment Survey had 100 percent participation and the results will be reviewed by the Bylaws and Governance Committee for a future discussion.

SHARED GOVERNANCE REPORT

Associate Professor Jason Maurice provided the Trustees an update on the College's Shared Governance efforts.

The slide features a light wood-grain background with three white content boxes. Each box is framed by a thin black border and has a black horizontal bar on its left and right sides. The text is centered within each box.

Update on Shared Governance Process

February 25, 2022
Board of Trustees
Holyoke Community College

Why Change Our Shared Governance?

- Current model is outdated and inefficient
 - Redundant governance bodies (Professional Association, Senate)
 - Too many standing committees with too narrow of focus
 - Meeting schedule did not allow for timely decision making
- NECHE accreditation standards

Shared Governance Revisions

- Develop a shared governance model that:
 - is inclusive of all the constituencies at the college
 - focuses on the broad policy priorities of the college
 - provides timely advice to decision makers
 - effectively communicates within and across constituencies

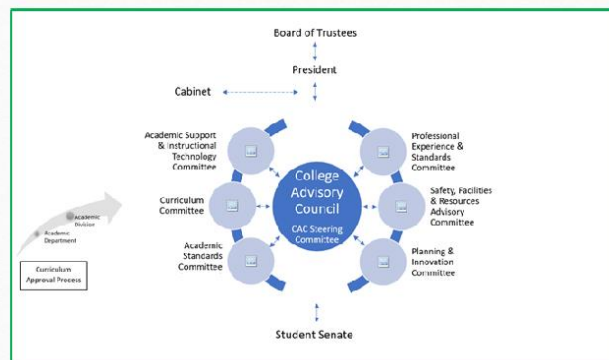
SCSG Efforts

- Finalized draft recommendations on the overall SG structure, including standing committees
- Developed draft descriptions of committee charges, membership, and processes
- Finalized draft wording on communication, roles and responsibilities, and expectations for SG meetings to be included in our updated HCC Constitution
- Holding forums with faculty and staff to gather additional feedback
- Continuing to work on updated governance document and prepping for campus-wide votes

Communication

- Working with Marketing and Communication to develop a first draft of an interactive webpage for descriptive shared governance information
- Working with IT to develop a secure portal for internal shared governance documents
 - Committee chairs will be able to upload minutes, agendas, and other documents directly.
 - SG information will be available in one convenient location accessible to the entire community.
 - Form will be created for gathering constant feedback.
- Discussing communication process

Revised Draft Model of HCC Shared Governance



Roles within Shared Governance

- Exploring ways constituencies can participate
 - Administration
 - Full- and part-time faculty
 - Full- and part-time professional and classified staff
 - Students
- Each committee
 - Will have chair and secretary
 - Will have revised/new focus
 - Will be responsible for communicating with other SG groups and constituencies
 - Will meet monthly to support effective communication and decision making

New Draft Recommendations – Structure

- Academic Standards Committee
- Planning & Innovation Committee


New Draft Recommendation - Constituencies

- On all committees with student representatives, chairs will work with Student Senate to identify students to serve, but the student representatives do not need to be members of Student Senate

	<h2 style="text-align: center;">New Draft Recommendation – Process</h2> <ul style="list-style-type: none">• In order to promote active participation in shared governance, as part of onboarding, new employees will be provided training on the HCC shared governance committees and processes as well as how to participate in shared governance. This training on HCC shared governance will be provided by leadership and/or representatives from each of the broad constituencies (faculty, staff, and administration).
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STRATEGIC PLAN METRICS UPDATE


Dr. Veena Dhankher, the Director of Institutional Research presented on the Strategic Plan Metrics.



Strategic Plan FY19-22 Metrics Update

HCC Board of Trustees

February 22, 2022

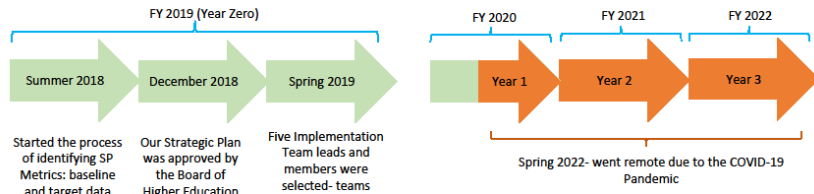


Educate. Inspire. Connect.

Outline

- Strategic Plan (SP) metrics tracking timeline
- Progress on metrics:
 - Outstanding progress
 - Slow progress
 - No progress

FY2019-2022: SP Metrics Tracking Timeline

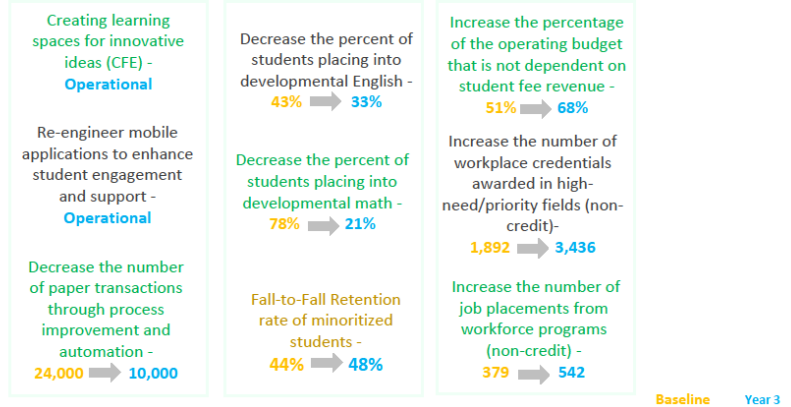


21 Measurable Outcomes:

- 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

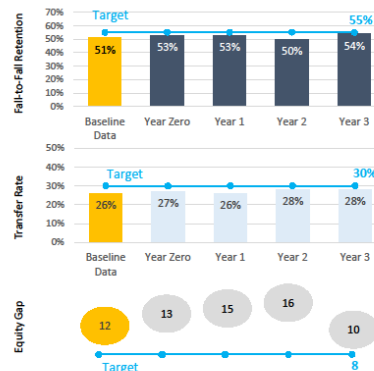
Outstanding Progress

8 Metrics
Met the Target



Outstanding Progress

6 Metrics
Showing Outstanding Progress



Fall-to-Fall Retention Year 3:

54% of Fall 2020 cohort returned in Fall 2021

Transfer Rate Year 3:

28% of Fall 2018 cohort transferred out within 150% of normal time

Equity Gap in Retention Year 3:

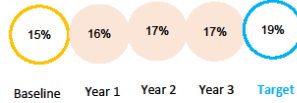
10 points gap in White and minoritized student retention rate

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Outstanding Progress

6 Metrics – cont'd
Showing Outstanding Progress

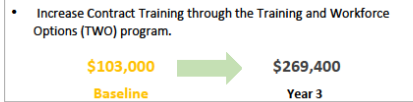
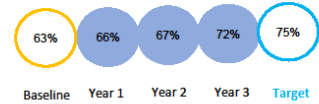
Increase the overall graduation rate for first-time degree seeking students



Graduation Rate Year 3:

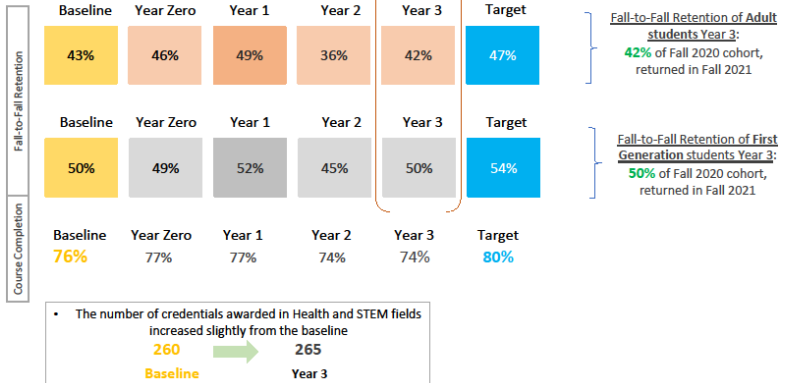
17% of Fall 2018 cohort graduated within 150% of normal time

Increase the percent of overall cost that is devoted to instruction, academic support and student support



Slow Progress

Metrics Showing Some Progress



No Progress

3 Metrics Showing No Progress

Graduation Rate Gap



Transfer Rate of Minoritized Students



Employment Rate of Minoritized Students



Next Steps: Strategic Plan FY23-26

- Continue tracking on our current metrics
- Sunset/revise metrics
- Develop new metrics –
 - Focus on leading indicators
 - Equity in course completion

STRATEGIC PLAN REFRESH UPDATE

Kris Ricker Choleva presented on the Strategic Plan Refresh.

STRATEGIC PLAN REFRESH

Way for the progress on a new

TODAY'S OUTLINE

- Revisit the Goals of the Refresh
- Outline the Process
- Share Progress to Date
- Give an Opportunity for Feedback and Timeline

STRATEGIC PLAN REFRESH

REFRESH GOALS

- Touch base with our inaugural plan
- Take into account the disparities laid bare by the past two years including
 - COVID-19
 - growing awareness surrounding issues of social injustice
 - inequities facing students today
- Engage the community in creating a refreshed plan that will guide us for the next four years.

The Refresh Team (Steering Committee)

Adina Giannelli
Amanda Henrichs
Alexandra Moriarty
Amy Dopp
Amanda Sbriscia
Charlotte Willinsky
Eric Farrell
Elizabeth Breton
Gordon Snyder
Iris Chelaru

Irma Medina
Jane Lerner
Jeffrey Hayden
Jessica Egan
Lauren LeClair
Lea Occhialini
Linda Szalankiewicz
Mary Dixey
Mark Hudgik
Mi Jin Park

Michele Cabral
Megan Pereira
Olivia Kynard
Robert Greeney
Renee Tastad
Sofia Bilgrami
Sharale Mathis
Narayan Sampath
Veena Dhankher
Walter Kerce



Refresh Process



August 2022

Strategic Plan Implementation



STRATEGIC PLAN REFRESH 2022

Revisions to Strategic Framework Statements, based on:

- Refresh Reflection Sessions - all HCC
- Refresh Summit - all HCC, students, trustees, community members
- Refresh Team feedback/surveys
- Cabinet and Cabinet+ feedback



STRATEGIC PLAN REFRESH 2022

STRATEGIC FRAMEWORK: TEACHING & LEARNING

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

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



STRATEGIC PLAN REFRESH 2022

STRATEGIC FRAMEWORK: EQUITY & STUDENT SUCCESS

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

Proposed revision: Collaborate with the communities we serve to increase equity.



HOLYOKE COMMUNITY COLLEGE // STRATEGIC PLAN REFRESH // 2022

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STRATEGIC
PLAN
REFRESH
2022

STRATEGIC FRAMEWORK:
WORKFORCE DEVELOPMENT &
TRANSFER

Strategy #3: Align programs with workforce demands, student needs for transfer and employment opportunities.

Proposed revision: *Align program outcomes with workforce demands and student needs for employment and transfer.*



STRATEGIC
PLAN
REFRESH
2022

STRATEGIC FRAMEWORK:
SUSTAINABILITY

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

Proposed revision: *Create a sustainable model for long-term financial stability and growth.*



PLAN
REFRESH

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Revisions to the Student Experience Statement, based on

- Refresh Reflection Sessions - all HCC
- Student Experience Workshop - all HCC, students, trustees, community members
- Refresh Team feedback
 - Survey One - open ended
 - Survey Two - respond to proposed edits
 - **Draft DHE SP for Equity leads to Survey Three - reflecting on being a student-ready institution**
- Refresh Team, Cabinet, Cabinet+ feedback



Parallel Good Works

HCC Strategic Plan Refresh



Strategic Plan for Racial Equity



Key Racial Equity Terms and Racial Equity Detours

Terms that will guide the Strategic Plan for Racial Equity work; and conversely actions and approaches schools often adopt in the name of equity that might create the illusion of equity progress, but that do not cultivate more equity.

Student-Ready Institutions

- are intentionally designed to facilitate students' advancement toward college completion and positive post-college outcomes.
- strategically and holistically advance student success
- educate all students for civic and economic participation
- are committed to student achievement, organizational learning, and institutional improvement.



STRATEGIC PLAN REFRESH 2022

Survey Three: Does the SES reflect HCC as an equity-focused, student-ready institution?

How could we further embed the concepts from the *DHE's Key Racial Equity Terms* into the Student Experience Statement?

Have we inadvertently taken any of the *DHE's Racial Equity Detours* outlined?

How else might we further embed the concept of being student-ready into the Student Experience Statement?



STRATEGIC PLAN REFRESH 2022

DRAFT Student Experience Statement

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

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



STRATEGIC PLAN REFRESH 2022

DRAFT Student Experience Statement

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

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



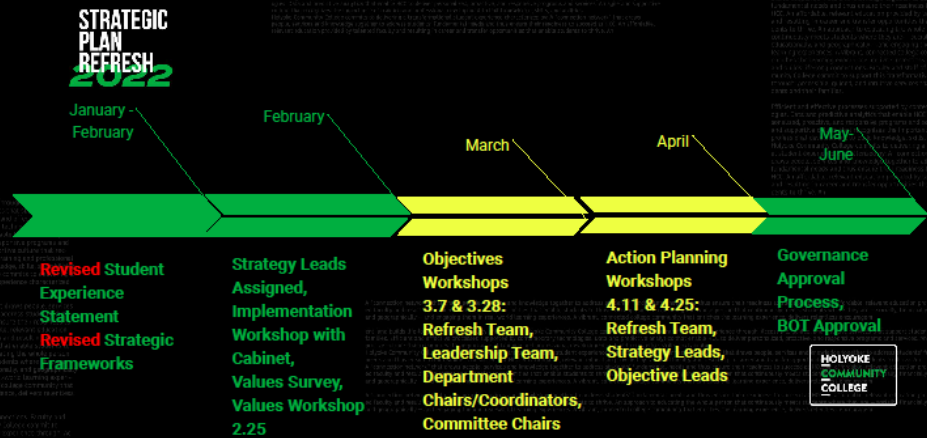
STRATEGIC PLAN REFRESH



STRATEGIC PLAN




Next Steps



STRATEGIC PLAN REFRESH 2022

REFRESH IMPACTS

- Mission and Vision:** unchanged
- Values:** unchanged, will be further defined
- Student Experience Statement:** revised for clarity, outcomes language and student-centeredness
- Strategies:** revised to focus on outcomes, assigned strategy leads for implementation
- Objectives:** TBD by broad leadership group, will have assigned objective leads and metrics at the objective level
- Action Items:** TBD by Refresh Team, Strategy and Objective Leads

																									
<p>PRESIDENT’S REPORT</p>	<ul style="list-style-type: none"> • • President Royal congratulated Trustee Hebert on being recognized as a BusinessWest Difference Maker this year. • The College will be piloting the <i>Itsy Bitsy Child Watch</i> later this semester as a way to address one of the basic needs of our students. The College is awaiting approval from the State as a license exempt child care facility. Both Associate Professor Sheila Gould, and Director of Early Childhood Grant Initiatives, Kim Quinlan have been instrumental in defining the expectations of this endeavor. • President Royal was invited to participate as a panelist at the National Anti-Hunger Policy Conference in late March. This conference will be virtual this year and the panelist portion was pre-recorded. Panelists include a former Quinsigmond Community College student. • President Royal attended the ACCT Legislative Summit in Washington, DC in early February to advocate for funding for community colleges; including TACCT Grants, and the TRIO Program. • The Board’s Equity Committee has been doing great work in terms of professional development through the Equity Training Series. 																								
<p>ADJOURNMENT</p>	<p>On a motion by Trustee Williams and seconded by Trustee Hebert it was VOTED to adjourn today’s meeting.</p> <p>Roll Call Attendance:</p> <table data-bbox="527 1543 1096 1816"> <tr> <td>Trustee Cruz</td> <td>Yes</td> <td></td> </tr> <tr> <td>Charles Epstein</td> <td></td> <td>Left at 9:25 am</td> </tr> <tr> <td>Ted Hebert</td> <td>Yes</td> <td></td> </tr> <tr> <td>Yolanda Johnson</td> <td></td> <td>Left at 9:04 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>Eleanor Williams</td> <td>Yes</td> <td></td> </tr> <tr> <td>Chair Gilbert</td> <td>Yes</td> <td></td> </tr> </table> <p>The meeting was adjourned at 9:28 am.</p>	Trustee Cruz	Yes		Charles Epstein		Left at 9:25 am	Ted Hebert	Yes		Yolanda Johnson		Left at 9:04 am	Lucy Perez	Yes		Vanessa Smith	Yes		Eleanor Williams	Yes		Chair Gilbert	Yes	
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Respectfully submitted,

DocuSigned by:

Eleanor Williams

4/7/2022

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Eleanor Williams, Secretary
Board of Trustees

DocuSigned by:

Robert Gilbert

4/8/2022

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Approved: Robert W. Gilbert, Jr., Chair