

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

Minutes of January 24, 2022

The 414<sup>th</sup> meeting of the Holyoke Community College Board of Trustees was held on Tuesday, January 24, 2023, remotely with Chair Robert W. Gilbert, Jr. presiding.

<b>MEMBERS PRESENT</b>	Robert W. Gilbert, Chair Trustee George Yolanda Johnson Evan Plotkin Nayroby Rosa Vanessa Smith Ivonne Vidal Eleanor Williams
<b>MEMBERS ABSENT</b>	Charles Epstein, Ted Hebert
<b>ALSO PRESENT</b>	Teresa Beaudry, Pesh Black, Amy Brandt, Beth Breton, Maria Brunelle, Maria Camacho, Dan Campbell, Karen Desjeans, Veena Dhankher, Mary Dixey, Curt Foster, Jeff Hayden, Kim Hicks, Mark Hudgik, Jane Johnson Vottero, Olivia Kynard, Johanna Lebron, Lauren LeClair, Jane Lerner, Sharale Mathis, Kris Ricker Choleva, Michelle Robak, Christina Royal, Narayan Sampath, Shannon Sarkisian, Amanda Sbriscia, Shannon Shatos, Idelia Smith, Jeanette Smith, Kim Straceski, Renee Tastad, Allison Wrobel, Chris Yurko.
<b>MEETING CALL TO ORDER</b>	At 8:03 am, the meeting was officially called to order by Chair Robert Gilbert.  <b>Roll Call Attendance:</b> Trustee George      Yes Trustee Johnson      Yes Trustee Plotkin      Entered at 8:04 pm Trustee Rosa      Yes Trustee Smith      Yes Trustee Vidal      Entered 8:27 a.m. Trustee 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, and Trustee Johnson asked that the Equity Committee's Report be moved out of the Consent Agenda.  <ul style="list-style-type: none"> <li>• Consideration of Minutes for Board of Trustees Meeting of October 25, 2022.</li> <li>• Consideration of Minutes for Board of Trustees Retreat Meeting of September 30, 2022 (Separate attachment).</li> <li>• Report of Personnel Action dated November 22, 2022. <ul style="list-style-type: none"> <li>○ To approve personnel actions for the Non-Unit Professional and MCCC Unit Professional Staff and Faculty.</li> </ul> </li> <li>• Cancellation of the Board of Trustees December 27, 2022 meeting.</li> <li>• Committee Reports <ul style="list-style-type: none"> <li>○ Advocacy</li> <li>○ By-Laws and Government</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Nominating</li> <li>○ President Evaluation Committee</li> <li>○ Strategic Planning</li> </ul> <p>A motion was made by Trustee Williams and seconded by Trustee Johnson to approve the Consent Agenda as amended.</p> <p><b>Roll Call Vote:</b></p> <table border="0"> <tr><td>Trustee George</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>Entered 8:27 a.m.</td></tr> <tr><td>Trustee Williams</td><td>Yes</td></tr> <tr><td>Chair Gilbert</td><td>Yes</td></tr> </table>	Trustee George	Yes	Trustee Johnson	Yes	Trustee Plotkin	Yes	Trustee Rosa	Yes	Trustee Smith	Yes	Trustee Vidal	Entered 8:27 a.m.	Trustee Williams	Yes	Chair Gilbert	Yes
Trustee George	Yes																
Trustee Johnson	Yes																
Trustee Plotkin	Yes																
Trustee Rosa	Yes																
Trustee Smith	Yes																
Trustee Vidal	Entered 8:27 a.m.																
Trustee Williams	Yes																
Chair Gilbert	Yes																
<b>EQUITY COMMITTEE</b>	Trustee Johnson updated the Board on the work of the Equity Committee, which remains focused on offering trainings and workshops to raise the work to a different level. The recorded series trainings from 2022 will be available to trustees to review; and there will be new trainings offered this spring to both the Trustees and the Senior Leadership Team.																
<b>PRESIDENTIAL SEARCH PROCESS UPDATE</b>	Trustee Williams provided an update on the of Presidential Search process. <ul style="list-style-type: none"> <li>• Committee members have been trained on public records, open meeting laws, as well as affirmative action-related training.</li> <li>• The Committee is currently receiving and reviewing applications. The Committee will meet on March 2, 2023 to discuss and identify preliminary candidates to interview.</li> </ul>																
<b>REPORT OF THE CHAIR</b>	Chair Gilbert shared highlights since the last meeting. <ul style="list-style-type: none"> <li>• Attended the Audit and Finance Committee meeting to continue the work on a financial primer for the trustees, as a result of our self-assessment in understanding the financial information of the College.</li> <li>• Attended a portion of the College’s New Employee Orientation, where Trustee Hebert and I surprised President Royal and the College with the Greater Chicopee Chamber of Commerce’s Shining Star Award as their 2023 Non-Profit of the Year. There will be a Gala in early March to honor the awardees, and Trustees will receive an invitation shortly.</li> <li>• He thanked the trustees who attended the Board Retreat on January 12, 2023 in the Frost 309 Conference Room. Our General Counsel, Gina Yarbrough, attended to discuss the fiduciary roles as trustees.</li> </ul>																
<b>PRESIDENT’S REPORT:</b>	<p>President Royal asked for introductions of new employees. Amanda Sbriscia from Institutional Advancement introduced two positions that support the College’s fundraising, operation and revenue generation, while college positions, are both being funded by the HCC Foundation. Laura Freeman is the new Manager of Stewardship and Donor Relations; and Kelly Galanis is the new Manager of Advancement.</p> <p>President Royal echoed Trustee Johnson’s remarks regarding the Board’s equity work. She acknowledged the work that has been done of the last year, in particular, engaging in more professional development and working on the second iteration of the Anti-Racism Statement. This work requires all of the Trustees to actively participate in and respond positively when trainings are scheduled. President Royal also provided an update on the Vice President for</p>																

Equity, Diversity, and Inclusion position as it has been posted on our website and will be open until March 3, 2023. She will be sending out a communication to the College to form the Search Committee.

President Royal introduced Narayan Sampath, Vice President of Administration and Finance, who presented on flexible workspaces.



*Flexible Workspace @ HCC*

January 2023

NEW YORK  
COMMUNITY  
COLLEGE

Educate. Inspire. Connect.

Narayan Sampath : [nsampath@hcc.edu](mailto:nsampath@hcc.edu)

1

- Pandemic Influenced Trends/Learnings
  - Use of space
  - Telework Policy
- Flexible Workspace Experiment

Educate. Inspire. Connect.

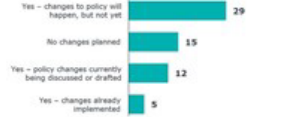
2

# Space Utilization

**1** Institutions are taking a range of approaches to recalibrate campus office spaces based on their long-term hybrid work plans and space savings goals

**2** Campus leaders hope to leverage hybrid work to make long-term improvements to space management and utilization

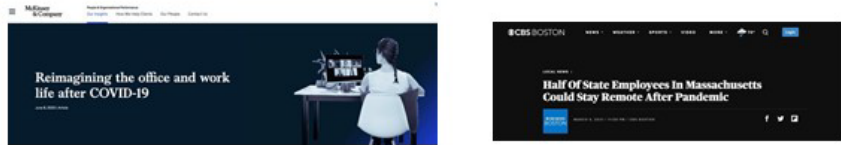
**3** When redesigning administrative offices, institutions are creating a mix of flexible and shared workspaces for hybrid staff



<https://eab.com/research/business-affairs/past-event/higher-ed-leaders-adapting-office-space-hybrid-work/> Educate. Inspire. Connect.

3

# Space Utilization



**Bloomberg** US Edition Sign In Subscribe

CityLab Design

**The Way We Work Has Changed. So Should Offices.**

The office of the future has the capacity to accelerate change and to support a totally new kind of work and workforce.

Educate. Inspire. Connect.

4

## Telework Policy at HCC

---

- Massachusetts Association of Community Colleges (MACC) led initiative
- Each of the 15 Community Colleges are allowed to tailor the policy to fit their needs
- Submit your telework request to HR twice a year.
  - Jan to June
  - July to December
- In consultation with supervisor plan is approved, amended or denied

Educate. Inspire. Connect.

5

## Telework Policy Data at HCC

---

- Full time staff: ~ 350
- Part time staff: ~ 245
- Policy does not apply to ~ 110 faculty who have their own negotiated agreement and some inherent flexibility in their schedules and ~ 75 FTE's whose role does not allow them to work remotely (maintainers and campus safety)
- Telework requests approved: 198 ( ~50% of those eligible)

Educate. Inspire. Connect.

6

## Why now?

- We have had two cycles of telework so far and now are thinking about the next step and the impact it will have at the college
- What does space look like in a pandemic influenced future?
- What is the future of space at higher ed institutions?
- What role does space play on a college campus with more virtual offerings?

Educate. Inspire. Connect.

7

## Flexible Workspace Pilot Project



- Completely Voluntary
- Starting Feb 1, 2023

Educate. Inspire. Connect.

8

## Flexible Workspace Pilot Project



Educate. Inspire. Connect.

9

## Flexible Workspace Pilot Project



Educate. Inspire. Connect.

10

## Flexible Workspace Pilot Project

---

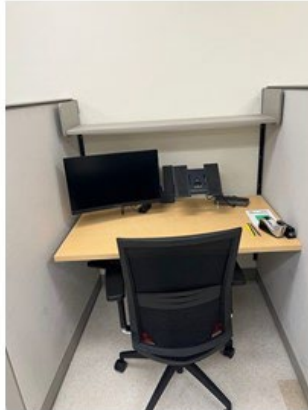


Educate. **Inspire.** Connect.

11

## Flexible Workspace Pilot Project

---



Educate. **Inspire.** Connect.

12



## Flexible Workspace Pilot Project



Educate. Inspire. Connect.

13

### The Details of Pilot Program

- You do not give up your office if you volunteer
- Open to all employees including adjuncts
- Open house held on 1/11. Looking for different “cohorts” each semester
- Working closely with the Center for Excellence (CFE) to promote crossutilization of space
- We have 10 workstations. Each space will have a 27” monitor, computer stand, docking station and supplies
- We also will have three offices for more private meetings if needed. These can be reserved ahead of time
- Printer, refrigerator, lockers and free coffee and snacks
- Surveys at regular intervals to solicit feedback

Educate. Inspire. Connect.

14

## Future Possibilities

- A flexible workspace in each building
- Have a flexible workspace that will be utilized by not just HCC but by the community. For example, a co-working space or an on-demand space
- Continue to look at possibilities and aligning our decisions that encourage collaboration, innovation and a data informed culture, which is what this pilot project is all about.

Educate. Inspire. Connect.

15

QUESTIONS?  
AND THANK YOU!

Educate. Inspire. Connect.

16

**VEENA  
DHANKHER**

President Royal introduced Veena Dhankher to provide a Strategic Plan Update on the Metrics, as follows:



**HOLYOKE  
COMMUNITY  
COLLEGE**

**Strategic Plan: FY 2023-FY2026**

Mid Year Update

**Board of Trustees**

January 24, 2023

Educate. Inspire. Connect.

## Overview

- Strategic Plan FY23-FY26
  - Metrics Timeline
- Progress on metrics: Year 1 update
  - Final data for Year 1
  - Mid year data for Year 1



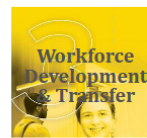
## Strategic Plan: FY23-FY26



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



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



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



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

18 objectives & measurable outcomes:

- 7 New metrics for FY23-FY26
- 5 Revised metrics from FY19-FY22
- 6 Continued metrics from FY19-FY22

## Strategic Plan FY23-FY26: Metrics Timeline



## Metrics: Final Data for Year 1

### Metrics Showing Progress

	Baseline	Year 1	Scale	Target (by 2026)
1.3. Increase graduation rate	17%	18%	●	21%
2.2. Decrease retention rate gap	13 points	11 points	●	9 points



## Metrics: Final Data for Year 1

### Metrics Showing No Progress

	Baseline	Year 1	Scale	Target (by 2026)
1.1. Increase Fall course completion rate	77%	76%	●	81%
1.2. Increase Fall-to-Fall retention rate	53%	51%	●	57%
2.5. Increase Hispanic Fall FTE	660	575	●	772
3.1. Increase transfer to 4-year institutions	19%	16%	●	23%

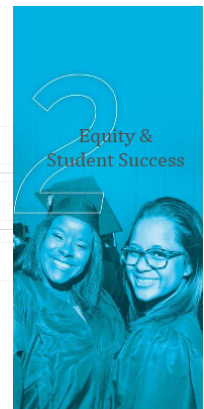
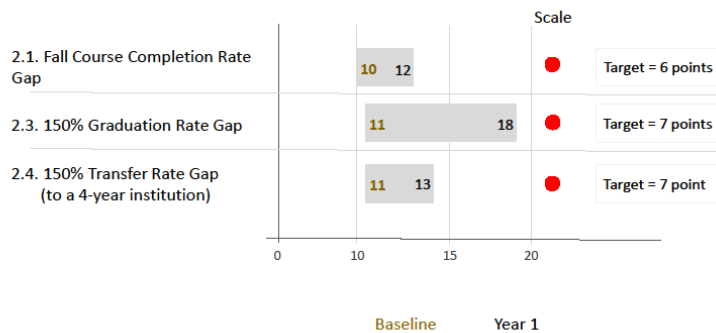


Continued on next slide >>>



## Metrics: Final Update for Year 1

### Metrics Showing No Progress

#### Racial Equity Gap: White vs. BIPOC Students




## Metrics: Mid Year Update for Year 1

	Baseline	Mid Year 1	Scale	Target (by 2026)	
3.2. Increase enrollment in non-credit programming	2,700	2,700	●	3,500	
4.1. Increase total annual credit hours	65,500	55,410	●	67,465	
4.2. Increase total annual revenue in charitable contributions	\$1.75m	\$2.2m	●	\$8.5m	
4.3. Increase total annual number of unique donors	858	652	●	1,287	

**Note:** Final data for Year 1 will be available at the end of this fiscal year.


*Continued on next slide* >>>

## Metrics: Mid Year Update for Year 1

	Baseline	Mid Year 1	Scale	Target (by 2026)	
4.4. Increase revenue streams beyond tuition and fees	\$9.4m	\$9.7m	●	\$9.7m	
4.5. Increase implementation of process reimagine and redesign projects	4	6	●	10	

**Note:** Final data for Year 1 will be available at the end of this fiscal year.

## Gathered Data for Baseline and Target Metrics

<p><b>New Metric</b></p> <p>3.3. Increase the percentage of HCC non-credit students matriculating into credit programming.</p> <p>13% → 17%</p> <p>Baseline      Target (by 2026)</p>	<p><b>Continued Metric</b></p> <p>3.4. Increase the percentage of students who become employed upon graduation/completion.</p> <p>62% → 66%</p> <p>Baseline      Target (by 2026)</p>	
<p><b>Note:</b> Final data for Year 1 will be available at the end of this fiscal year.</p>		

## Summary

- Final data is available for half of the objectives on student success.
  - Two of these metrics are showing progress.
- Mid year update for some metrics related to financial sustainability are showing progress.
- Baseline data and methodology for data collection for two measures were identified.
- Final data update for Year 1 will be shared in June/August meeting.

**KRIS RICKER  
CHOLEVA**

Due to time constraints, Kris Ricker Choleva was unable to present her presentation; however, it is attached here for information for Trustees to review and let her know if there are any questions.



BOT Strategic Plan Midyear Update: January 24, 2023

**HOLYOKE  
COMMUNITY  
COLLEGE**

Educate. Inspire. Connect.

## Mid Year Data



**Veena Dhankhar,  
Ph.D.**

*Executive Director of  
Institutional Effectiveness  
and Strategic Analytics*



Educate. Inspire. Connect.

## Refreshed Strategic Plan for 2023-2026



- Same Mission, Vision, Values
- Enhanced Student Experience Statement and Values Defined
- Four Strategies - refreshed, 4 = financial
- 18 Measurable Outcomes
  - 6 continuing
  - 5 revised
  - 7 new
- 55 Action Items to be assessed in Year One (continue, revise or replace)



Educate. Inspire. Connect.

## New Web and Print Materials

Website:

<https://www.hcc.edu/about/strategic-plan>





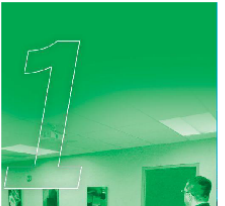

[PDF of Full Booklet](#) - at printer

Brochure and Values Pins handed out to faculty and staff at January 11th Professional Day



Educate. Inspire. Connect.



	<p><b>Strategy One: Teaching &amp; Learning</b></p> <p>1.1 Increase fall <b>course completion</b> rate from 77% to 81% by 2026.</p> <p><b>Strategy Two: Equity &amp; Student Success</b></p> <p>2.1 Decrease the fall <b>course completion gap</b> between BIPOC and white students from 10 points to 6 points by 2026.</p>	  <p>Educate. Inspire. Connect.</p>
	<p><b>Incomplete Policy Revision</b></p> <ul style="list-style-type: none"> <li>• Currently loose guidelines only on issuance of Incomplete (“I”) grade</li> <li>• Incompletes convert to an F if not changed by faculty by middle of subsequent semester</li> <li>• <b>2,287 incomplete grades given in the years 2018-2021</b> <ul style="list-style-type: none"> <li>• 47% converted to F’s - 72% for nonaction, 28% given by instructor</li> </ul> </li> <li>• Students often not aware of the Incomplete or its implications, and were also not aware of the ramifications of receiving the grade. These include, but are not limited to: <ul style="list-style-type: none"> <li>• Conversion of what would have been a passing grade to a grade of “F”</li> <li>• Inability to register for subsequent classes</li> <li>• Delays in graduation</li> <li>• Impacts to financial aid (bad SAP)</li> </ul> </li> </ul>	  <p>Educate. Inspire. Connect.</p>
	<p><b>Incomplete Policy Revision</b></p> <p>Incompletes will be used only</p> <ul style="list-style-type: none"> <li>• for students having completed 75% of coursework;</li> <li>• for a late semester emergency only; and</li> <li>• for final grades only.</li> </ul> <p>New Incomplete form includes</p> <ul style="list-style-type: none"> <li>• outline of all required work to be completed and associated deadlines;</li> <li>• current grade of the student; and</li> <li>• signatures of the student, faculty, and academic dean.</li> </ul> <p><b>Students who do not complete the work required will receive the end of semester grade as listed on the form.</b></p>	  <p>Educate. Inspire. Connect.</p>



## Strategy Three: Workforce Development & Transfer

3.1 Increase the percentage of students who transfer to four-year institutions from 19% to 23% by 2026. (Disaggregate for full time, part time, adult students, BIPOC, first generation.)



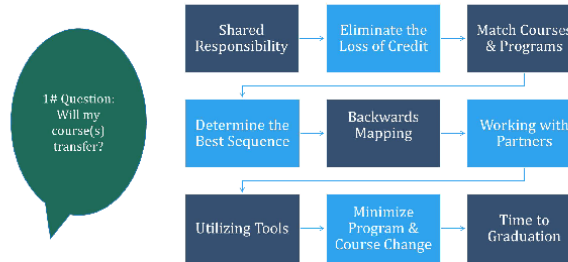
## Strategy Two: Equity & Student Success

2.4 Decrease the gap between BIPOC and white students transferring to four-year institutions from 11 points to 7 points by 2026.



Educate. Inspire. Connect.

## Transfer Strategic Planning



Work with chairs to ensure transferability and create articulations with transfer partners at the curriculum development stage via backwards mapping of courses and programs from the 4yrs to HCC.

- o Community College students that graduate earn the bachelor degree at a higher rate
- o Students who transfer 90% of credits 2.5x's more likely to graduate with bachelor's degree



Educate. Inspire. Connect.

## Transfer Strategic Planning

Create Realistic Plan & Goals		
Increase Transfer Awareness	Show the Interconnection of Classroom and Transfer Success	Ensure the Transferability of Courses & Programs
Provide a Clear Transfer Message	Increase Transfer Communication at All Levels	Decreasing the Loss of Credits, Money & Time
Moves Transfer Up in the Discussion	Provide Outreach to Programs (Academic & Support) & Specific Populations	Market Transfer & Transfer Successes
Eliminate the "I never knew we had someone to help me with my transfer"		

Move transfer up in the discussion to the first semester (outreach via Navigate, faculty awareness)

- Decrease loss of credit / ease of transfer / increased retention

Work directly with ALANA, El Centro, SAMP, TRIO

- Increase BIPOC student transfer awareness

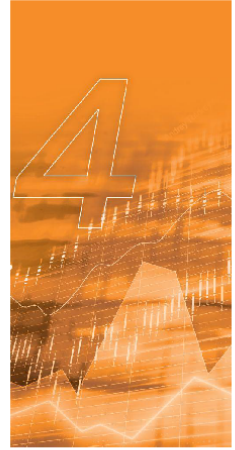


Educate. Inspire. Connect.

## Strategy Four

4.1 Increase total annual credit hours from 65,500 to 67,465 by 2026.

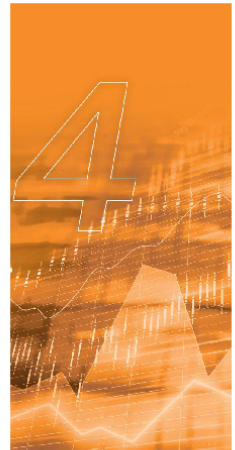
*Continue to expand opportunities for course scheduling and modality innovation including remote, hyflex, evening, weekend, and summer courses.*



Educate. Inspire. Connect.

## Academic Calendar Innovation

- **Modified to incorporate flexible parts of terms and two, seven-week sessions during the summer - facilitates year-round enrollment and maximizes credit attainment / accelerates studies.**
- Calendar rules codified to make the process of building each year's *Academic Calendar* more consistent and efficient.
- Document itself reworked into a simplified, public- and student-facing document, with administrative detail/meeting information moved to the expanded *Calendar of Meetings*.
- Development of a two-year, rolling academic calendar is under way.



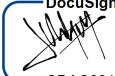
Educate. Inspire. Connect.




Educate. Inspire. Connect.

<b>ADJOURNMENT OF MEETING</b>	On a motion by Trustee Plotkin and seconded by Trustee Williams it was <b>VOTED</b> to adjourn the meeting.
	<b>Roll Call Vote:</b> Trustee George Left at 9:15 am 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 9:33 a.m.

Respectfully submitted,

DocuSigned by:  
  
3/2/2023  
CDAC0916A5464E4...  
Ivonne Vidal,  
Secretary Board of Trustees

DocuSigned by:  
  
3/2/2023  
D1FC1283608C487...  
Approved: Robert W. Gilbert, Jr., Chair