



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

Minutes of January 25, 2022

The 403<sup>rd</sup> meeting of the Holyoke Community College Board of Trustees was held on Tuesday, January 25, 2022, remotely with Chair Robert W. Gilbert, Jr. presiding.

<b>MEMBERS PRESENT</b>	Robert W. Gilbert, Jr., Chair Trustee Cruz Ted Hebert Yolanda Johnson Lucy Perez Evan Plotkin Vanessa Smith Ivonne Vidal Eleanor Williams
<b>MEMBERS ABSENT</b>	Charles Epstein Suzanne Parker
<b>ALSO PRESENT</b>	Teresa Beaudry, Amy Brandt, Beth Breton, Mark Broadbent, Karen Desjeans, Veena Dhankher, Mary Dixey, Amy Dopp, Curt Foster, April Graziano, Jeff Hayden, Mark Hudgik, Mi Jin Park, Johanna Lebron, Lauren LeClair, Sharale Mathis, Jason Maurice, Irma Medina, Le Occhialini, Megan Pereira, Kris Ricker Choleva, Evelyn Rivera-Riffenburg, Christina Royal, Narayan Sampath, Student M. Santiago, Shannon Sarkisian, Amanda Sbriscia, Adrienne Smith, Idelia Smith, Jeannette Smith, Renee Tastad, and Chris Yurko.
<b>MEETING CALL TO ORDER</b>	At 8:05 am, the meeting was officially called to order by Chair Gilbert.  <b>Roll Call Attendance:</b> Trustee Cruz                    Yes Ted Hebert                      Yes Yolanda Johnson              Yes Lucy Perez                        arrived at 8:09 am Evan Plotkin                    Yes 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.  The Consideration of Minutes for Board of Trustees Meeting of November 23, 2021 was pulled out for discussion. There was no discussion. A motion was made by Trustee Williams and seconded by Trustee Hebert to approve the Minutes for the Board of Trustees meeting of November 23, 2021.  <b>Roll Call Attendance:</b>

	<p>Trustee Cruz Yes  Ted Hebert Yes  Yolanda Johnson Yes  Lucy Perez Yes  Evan Plotkin Yes  Vanessa Smith Yes  Ivonne Vidal Yes  Eleanor Williams Yes  Chair Gilbert Yes</p> <p>The Nominating Committee's Report was also pulled out of the Consent Agenda for discussion. The Committee recommends Trustee Eleanor Williams for the position of Secretary to the Board. A motion was made by Trustee Vidal and seconded by Trustee Hebert to approve Trustee Eleanor Williams as Secretary to the Board of Trustees.</p> <p>Chair Gilbert called for a vote of the Consent Agenda.</p> <ul style="list-style-type: none"> <li>• Consent Agenda <ul style="list-style-type: none"> <li>• Report of Personnel Actions dated January 25, 2022 <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> </ul> </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>○ Presidential Evaluation Committee</li> <li>○ Strategic Planning</li> </ul> </li> </ul> </li> </ul> <p>A motion was made by Trustee Perez and seconded by Trustee Hebert to approve the Consent Agenda.</p> <p><b>Roll Call Attendance:</b></p> <p>Trustee Cruz Yes  Ted Hebert Yes  Yolanda Johnson Yes  Lucy Perez Yes  Evan Plotkin Yes  Vanessa Smith Yes  Ivonne Vidal Yes  Eleanor Williams Yes  Chair Gilbert Yes</p>
<b>CHAIR'S REMARKS</b>	<p>Chair Gilbert shared highlights since the last Board meeting.</p> <ul style="list-style-type: none"> <li>• Continues to meet weekly with President Royal</li> <li>• After meeting with Trustee Smith and discussing the various committees of the Board, she has agreed to serve on the Equity Committee and the Strategic Planning Committee</li> <li>• After meeting with the Bylaws &amp; Governance Committee, they have put together a Self-Assessment Survey, which will be going out today</li> </ul>

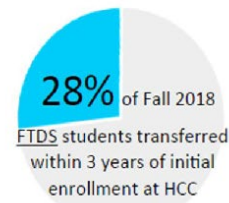
	<p>for all trustees to complete by February 18, 2022, as part of our ongoing assessment efforts as a Board.</p> <ul style="list-style-type: none"><li>• Welcomed back faculty and staff during the Professional Day for the spring semester.</li></ul>
<b>TRANSFER PRESENTATION</b>	<p>President Royal introduced Renee Tastad to kick off the Transfer presentation. Renee introduced the student speaker M. Santiago, who shared her personal story, and then continued with the presentation.</p> <p style="text-align: center;"><b>Student Voice: Mari Santiago-Porter</b></p>  <p style="text-align: right;">Educate. <a href="#">Inspire</a>. Connect.</p> <p style="text-align: center;"><b>Transfer at Holyoke Community College</b></p> <p style="text-align: center;">HCC Board of Trustees January 25, 2022</p>  <p style="text-align: right;">Educate. <a href="#">Inspire</a>. Connect.</p>

## Overview

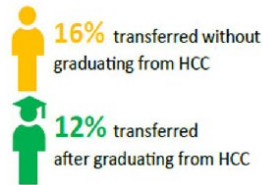
- Why transfer is important
- Transfer-related Data Points
- Transfer Programs @ HCC
- Transfer Articulations & Partnerships
- Student Voice

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## What percent of HCC students transfer out?



FTDS=First-time Degree Seeking



### Rates by Demographic Characteristics

Full-time.....	33%	Part-time.....	17%
Male.....	27%	Female.....	29%
Minoritized..	22%	White.....	32%
<25 yrs old...	31%	25+ yrs old.....	10%

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## Where are our students most likely to transfer?



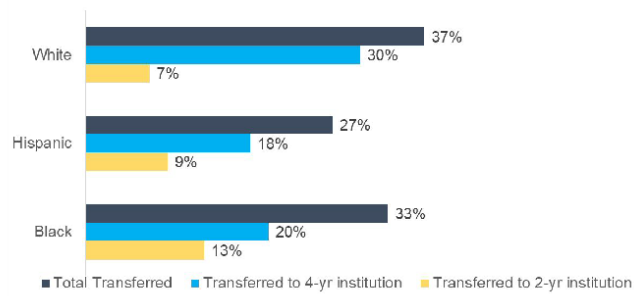
- Out of total students who transferred between Fall 2016-Spring 2021 (6,308), 66% of them transferred to our local institutions.

### Top 15 4-year Local Institutions

Total Transferred	6,308
Top Fifteen 4-Year Institutions	
University Of Massachusetts At Amherst	1,015
Westfield State University	946
Elms College	266
Bay Path University	219
Western New England University	183
American International College	157
Southern New Hampshire- 09Week	145
Springfield College	107
Fitchburg State University	50
Mount Holyoke College	49
Goodwin University	48
Smith College	46
University Of Massachusetts Lowell	45
Bay Path University – Graduates	42
Worcester State University	40

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## Equity Gap in Transfer to 2-year & 4-Year Institutions



- Transfer rates to 4-year institutions are higher among White students than among Hispanic and Black students.
- Lateral transfers to 2-year institutions are higher among Hispanic and Black students than among White students.

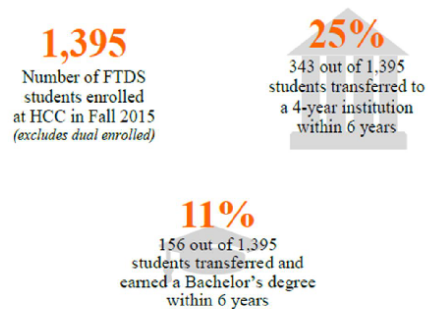
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## How many HCC graduates transfer to a 4-year institution within 2 years of graduating?



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## How many of our students go on to earn a Bachelor's Degree?



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## Transfer Rate

- 1) At what rate do HCC students transfer to other institutions?
  - Are we talking about a specific cohort or all students?
  - How much time do we want to give students to transfer: 1-year, 2-year, 3-year from their initial enrollment at HCC
  - Transferre after graduating from HCC or transferred without graduating from HCC or both
- 2) To which institutions do they transfer?
  - 2-year institutions or 4-year institutions or any institutions

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## Who is experiencing success?

- We transfer FTDS **female** students at a slightly higher rate compared to FTDS male students. The gap between these two groups has been between 1 and 4 points.
- We transfer **White FTDS** students at a higher rate compared to minoritized students, 32% and 22%, respectively.
- The upward transfer rate is lower for racially minoritized students compared to White students.
- 31% of FTDS **younger** students (less than 25 years old) transferred within 3 years compared to only 10% of older FTDS students.
- 33% of FTDS students enrolled in **Transfer programs** continue their education at another institution compared to 15% of FTDS students in Career programs.

## Opportunity Students:

Male students, adult students, racially minoritized students, and part-time students

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## Pathways Program

A transfer support program that helps promising students succeed at HCC and explore transfer opportunities to selective liberal arts colleges such as Amherst, Cornell, Mount Holyoke, and Smith and BEYOND!

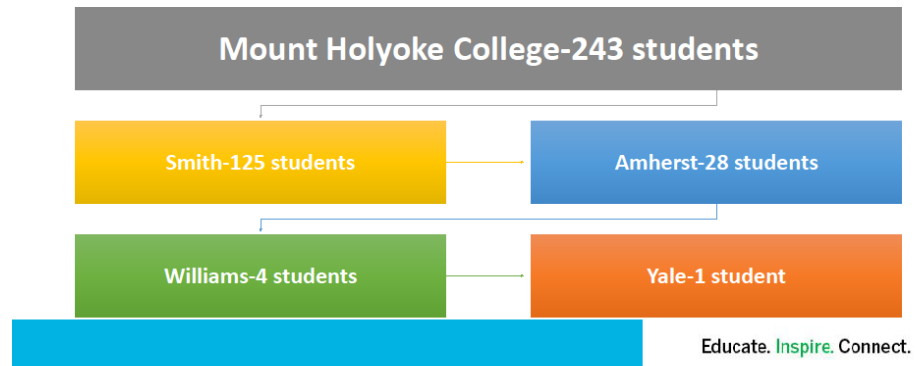
We talk about your major, course selections, long term goals along with transfer schools. If they have previous college credits and financial aid related inquiries--IMPORTANT!

Academic and related advising as the transfer process to these types of schools take a holistic approach

Transfer workshops, transfer panel, leadership/extracurriculars and next steps

Pathways related scholarships!

## Pathways Outcomes



## Transfer Agreements

125 Articulation Agreements

40 Different Colleges



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## Transfer Programs

**MassTransfer**



- General Foundation Block/STEM
- A2B Programs
- Commonwealth Commitment
- Equivalency Database
- Reverse Transfer

### Joint Admissions

AIC, Bay Path, Elms, Springfield & Western New England



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## HCC is part of the Transfer Scholars Network

<b>Amherst College, MA</b>	<b>Bowdoin College, ME</b>	<b>Cornell University, NY</b>
<b>Massachusetts Institute of Technology, MA</b>	<b>Mount Holyoke College, MA</b>	<b>Pomona College, CA</b>
<b>Princeton University, NJ</b>	<b>Smith College, MA</b>	<b>Spelman College, GA</b>
<b>Swarthmore College, PA</b>	<b>Williams College, MA</b>	<b>Yale University, CT</b>

### WHAT IS THE TRANSFER SCHOLARS NETWORK?

The Transfer Scholars Network is an invitation-only virtual platform that connects high-achieving community college students with dedicated admissions representatives from 12 top four-year colleges that have some of the most generous financial aid programs in the nation.

### WHO ARE TRANSFER SCHOLARS?

Transfer Scholars are a select group of the best and brightest students from 8 community colleges across the country.

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## Why Start at Holyoke Community College

- Affordable Education
- Enable Students to Thrive
- Supportive Culture
- Individualized Services
- Connecting to a Network
- Complete the first two years of Baccalaureate Degree

# Transfer, it's what we do!!



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## Transfer in the Advising Process

### Transfer part of the Advising Center

- Embedded in advising
- Ask students where they plan to transfer to
- Front load the transfer discussion
- Advisors discuss appropriate major & course selection
- Inform about transfer programs, agreements and opportunities

### Transfer Promotion

- NSO & Program Orientation (Liberal Arts, CRJ, PSY, BIO others)
- Student outreach based on intentions & EAB
- Faculty & Advisors Training
- Academic Liaison Team (ALT) Meetings
- Curriculum Committee
- Transfer Web Page



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"Holyoke Community College has been identified as achieving strong success in the numbers and rates of transfer and bachelor's degree attainment overall."

# THE TRANSFER PLAYBOOK: ESSENTIAL PRACTICES FOR TWO- AND FOUR-YEAR COLLEGES



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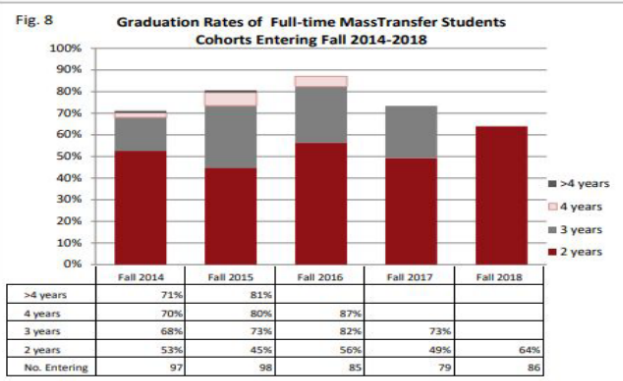
## UMass Amherst Applications 2020

Table 1. Application, Acceptances and enrollment by Sending Institution Fall 2020

Institution	Applied	Accepted	Accept Rate	Enrolled	Yield
Berkshire CC	49	36	73%	25	69%
Bristol CC	39	28	72%	17	61%
Bunker Hill CC	120	73	61%	25	34%
Cape Cod CC	46	33	72%	20	61%
Greenfield CC	92	72	78%	49	68%
<b>HOLYOKE CC</b>	<b>183</b>	<b>143</b>	<b>78%</b>	<b>110</b>	<b>77%</b>
Mass Bay CC	80	60	75%	36	60%
Massasoit CC	46	29	63%	17	59%
Middlesex CC	66	57	86%	32	56%
Mt. Wachusett CC	33	26	79%	20	77%
North Shore CC	46	31	67%	18	58%
Northern Essex CC	28	24	86%	10	42%
Quinsigamond CC	88	66	75%	46	70%
Roxbury CC	7	5	71%	2	40%
Springfield Tech CC	117	83	71%	58	70%
<b>Total</b>	<b>1040</b>	<b>766</b>	<b>74%</b>	<b>485</b>	<b>63%</b>

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## HCC Student Graduation Rates



University of Massachusetts Amherst Office of Institutional Research 5/3/2015

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## Recognitions

American Association of Community College Pathways Project.  
*Institute #5-Pathways Design II: Pathways to Transfer & Employment*

Texas Pathways Institute Playbook in Action: Holyoke Community College & UMass Amherst. Spotlight Presentation

- MassTransfer A2B Pathways in DegreeWorks highlighted at a statewide MassTransfer meeting as a best practice
- MEFA Podcast with HCC/UMass Student
- UC Berkeley Interview Common Transfer Guarantee
- Monroe Community College Meeting

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## Recognitions

- Community College Daily - Recognized HCC for the "Strong relationships"
- Transfer Scholars Network
- Jack Kent Cooke Foundation Scholarships
- Invitation from Florida & Texas Pathway Institutes
- Ellucian Conference Presentation and Best Practice for A2B Maps
- Guide for UC Berkeley Common Transfer Guarantee
- Statewide MassTransfer recognition for A2B Maps in DegreeWorks

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## Pathways Highlights

- Inter-institutional LCs

- 5 Jack Kent Cooke recipients

- Featured in media--NY Times, Chronicles of Higher Ed.

- 2019-NSF Grant STEM Career with Lisa Mangiamela, PhD Assistant Professor of Biological Sciences exploration @ Smith

- 2020-Grant explorations conversations with Hampshire College to duplicate Pathway's efforts. Teagle Foundation publications. New Report on Liberal Arts Transfer Pathways to Independent Colleges

- EMC and \$1 Million donation from the EM Foundation

- Many student testimonials, emails, letters of gratitude and a letter sent to President Royal by Pathways Alums, etc.

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### SHARED GOVERNANCE REPORT

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

# Update on Shared Governance Process

January 25, 2022  
Board of Trustees  
Holyoke Community College

## Shared Governance Steering Committee (SGSC) Charge

Using a voluntary constituent-based committee, and a transparent, constituency informed process:

1. Recommend revisions to HCC committee structure and roles to improve the HCC decision-making structures and processes and resolve NECHE accreditation recommendations; and
2. Recommend an HCC Governance Model and Implementation Plan for Implementation in Fall 2022.

## SGSC Representatives

- The committee utilizes the collective wisdom of 17 members of the HCC community.
- They represent broad constituencies across the college, including faculty, full-time and part-time staff, and administration.

## SGSC Representatives

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- Jason Maurice, SGSC Co-chair & Senate President *ex officio*
- April Graziano, SGSC Co-chair & Rules Committee Chair *ex officio*
- Yarida Cruz, FT Classified Staff in Academic Affairs
- Debbie DiThomas, SG Consultant
- Jess Egan, FT Professional Staff in Academic Affairs
- Eric Farrell, FT Professional Staff in Student Affairs
- Curt Foster, Interim Comptroller in Administration & Finance
- Bob Greeney, FT Faculty in STEM

## SGSC Representatives (cont'd.)

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- Jeffrey Hayden, Vice President of Business & Community Services *ex officio*
- Unyierie Idem, FT Faculty in Arts & Humanities
- Michael Leganza, FT Classified Staff in Information Technology
- Sharale Mathis, Vice President of Academic & Student Affairs *ex officio*
- Lea Occhialini, Ombudsperson & Chief Culture Officer *ex officio*
- Christina Royal, President *ex officio*
- Amanda Sbriscia, Vice President of Institutional Advancement
- Trudy Tynan, PT Professional Staff in Academic Affairs

## SGSC Fall 2021/Winter 2022 Efforts

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- Over 30 hours of planning meetings
- The SGSC has discussed and debated shared governance at HCC over the course of 23.5 meeting hours
- In addition to meeting hours, members of the SGSC have spent numerous hours researching shared governance outside of meeting times
- Over 13 colleges and university governance models have been reviewed to date, including seven community colleges (3 in MA)

## SGSC Fall 2021 Communication

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- Several emails have been sent to the HCC community regarding SGSC activities
- The SGSC conducted a survey among employees (121) and students (64) to gather feedback on shared governance at HCC
  - A summary of the survey will be emailed to the HCC community this week
- Two Professional Day and two Town Hall presentations to provide updates
- Two Student Senate presentations to provide updates and gather feedback

## Discussion & Research Topics

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- Feedback from F21 surveys
- Revised SG definition
- SG models from other colleges
- Governance *vs.* operation
- Decisions that are and are not part of SG process
- Ways to share information
- Communication within SG and across campus groups
- Roles of current standing committees
- Academic *vs.* non-academic processes
- Possible form for submitting questions and ideas

## What is Shared Governance? - NECHE

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- Governance provides for the appropriate participation of its constituencies, promotes communications, and effectively advances the quality of the institution.
- Governance ensures the *appropriate consideration of relevant perspectives*, decision-making aligned with expertise and responsibility; and *timely action on institutional plans, policies, curricular changes* and other key considerations.
- Governance provides for student input on matters that may affect them.

## What is Shared Governance?

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- Not all decisions are part of the shared governance process.
- SG decisions focus on areas such as institutional policy, developing processes across multiple areas of the college, and planning matters that shape how the institution meets its mission, vision, and goals.

## HCC Shared Governance Definition (revised draft)

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- Participatory governance at HCC is the process through which individuals develop recommendations for policies and decisions that affect the institution. This process encourages and values the voices of all members of the HCC community. Opportunities for open dialogue throughout the process is paramount, which provides college leadership access to the knowledge and expertise that resides at all levels of the institution. This dialogue is collaborative, data-informed, and grounded in the principles of diversity, equity, and inclusion. The purpose of this process includes supporting student success and fostering a respectful and inclusive workplace. It assumes good will, is transparent, and demonstrates a commitment to our mission and to our institutional values.

## Draft Recommendations – Structure

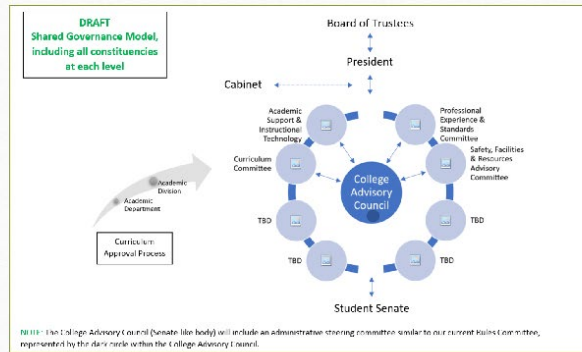
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- To ensure that the central governing body has representation that is inclusive of all constituencies so that all voices are heard
  - There will be one expanded Senate with expanded representation to include all constituencies to be the central governance committee to make recommendations to the president.
- To rename the central governing body in a more inclusive manner, such as the HCC Central Governance Council, College-Wide Council, College Association, etc.
  - Central governing body to be called “College Advisory Council”

## Draft Recommendations – Structure (cont'd)

- Committees approved by consensus so far:
  - Professional Experience & Standards
  - Safety, Facilities & Resources Advisory Committee
  - Curriculum Committee
  - Academic Support & Instructional Technology Committee
- Committees to be discussed include:
  - Strategic Planning & Innovation
  - Student Experience
  - Academic Standards

## Draft Model of HCC Shared Governance - Structure



## Draft Recommendations – Constituencies

- In a representative form of governance, constituency representatives in all shared governance committees have the responsibility to get feedback from and give information to their constituencies.
- Constituencies for shared governance are administrators, full-time staff, part-time staff, full-time faculty, part-time faculty, students.
- There must be formal opportunities for all constituency groups to get together within their constituency groups for shared governance issues, and to determine shared governance representation on committees.



## Draft Recommendations – Process

- Any organizational group at the college that is essential to the shared governance process of input and feedback needs to meet at a minimum once per month during the academic year and more frequently throughout the entire year as necessary to conduct college business.
- In addition to formal meetings, robust electronic communication, including secure online platform(s) and HCC email, must be provided so that all members of the HCC community may have access to updates and information relative to shared governance, and all committees and constituency representatives are responsible to keep the information updated.

## February Forums

- Small group sessions via Zoom for feedback on specific SGSC recommendations and/or questions
- Facilitators: SG consultant, Dr. DiThomas, SGSC co-chairs, and/or SGSC members
- Spots will be filled on first come, first serve basis
- Each topic will be held at least twice
- Presentation portion will be recorded, not Q & A

### CAMPAIGN PRESENTATION

Vice President of Institutional Advancement, Amanda Sbriscia provided the Trustees with an update on the Capital Campaign.



## The Campaign for Holyoke Community College

Board of Trustees  
January 25, 2022

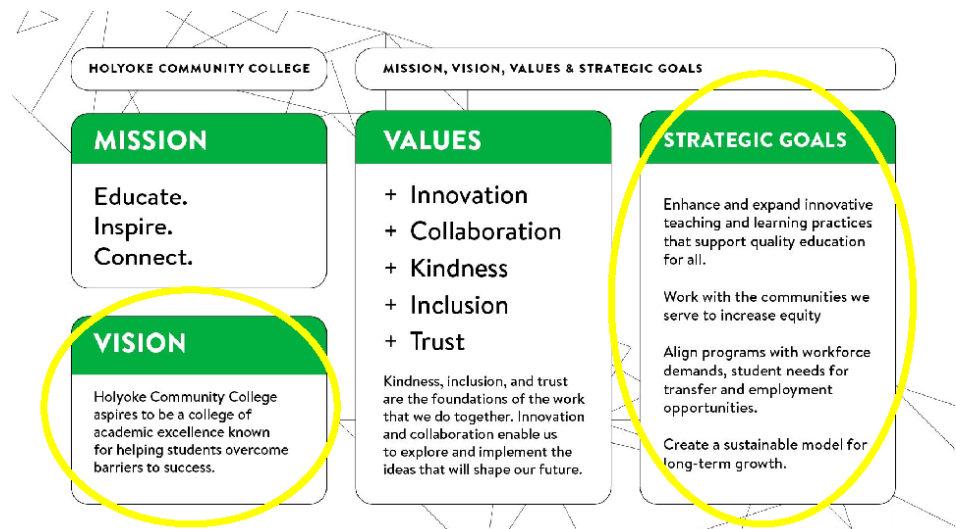
**HOLYOKE  
COMMUNITY  
COLLEGE**

## What is a comprehensive campaign?

A campaign is an organized fundraising effort with an announced financial goal and timeline. It focuses on obtaining support for the college's highest, most strategic priorities by identifying and soliciting prospects in a planned, systematic manner. Campaigns also typically engage organized volunteer leadership to represent the campaign and help make the college a top philanthropic priority during the life of the campaign and beyond.

We call the campaign "comprehensive" because it will benefit almost every facet of HCC. In measuring success, we also count gifts, pledges, estate gifts and other contributions from nearly all sources during the campaign.

At HCC, our comprehensive campaign is all about our students.



HCC ASPIRATIONS TO...

OWN for helping students overcome... to success.

Employees embody + reflect the... using demographics of...

student is met with... individualized... that equips them...

+ more... of th...

formed decisions... position... appropriate input from inclusive +

Teaching and Learning

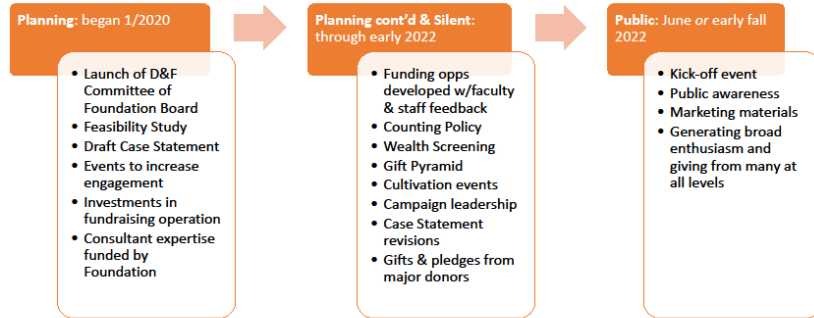
Inclusion & Student Success

Facilities & Infrastructure

- Paid internships
- Integrative Learning
- Transfer partnerships & opportunities
- Academic Support Services
- Center for Excellence
- Mental Health support
- Scholarships for every student
- Books and Open Educational Resources (OER)
- Mentorship
- Childcare
- Digital Equity
- Housing partnerships
- Thrive
- El Centro
- Community for adult learners
- Universal Design
- Campus beautification
- Outdoor classrooms, gardening, reduce carbon footprint
- Health, wellness and athletics: courts, fields
- Marieb Life Sciences Building
- Library as 21st-century learning commons
- Leslie Phillips Theater

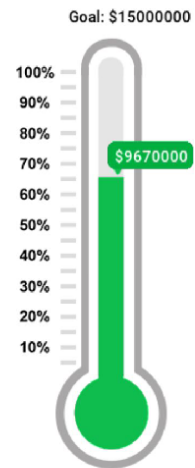
Capacity + Inclination + Passion-Mission Alignment


### What's happened so far: campaign phases



### Progress to date & Counting Policy guidance

- **Gifts, philanthropic grants, and commitments** received or committed *during the campaign reporting period* will be counted in campaign totals.
- Both revocable and irrevocable **planned gifts** will be counted at face value, as long as all required documentation has been provided at the time the gift is submitted for approval.
- Payments received during the counting period on commitments made *prior to the start of the campaign* will **not** be counted.
- *Note: In FY21, HCC received \$13M in cash, estate, grants (excl. covid relief) & campaign commitments. Not all contributions yet referenced campaign and/or were not donor-designated as such.*



	<h2>What you can expect next</h2> <ul style="list-style-type: none"><li>• Presentations and discussions with: faculty and staff, Alumni Council, students, etc.</li><li>• More chatter and publicity: website, one-pagers, designed case statement</li><li>• Solicitor Trainings</li><li>• Opportunities to tell your HCC story and inspire others</li><li>• Lots of donor meetings: President Royal + major donors; IA staff</li></ul> <h2>Thank you</h2> <p>Questions and Feedback</p> 
<b>PRESIDENT'S REPORT</b>	<ul style="list-style-type: none"><li>• President Royal extended a thank you to the Human Resources Team for the implementation and follow through needed for the COVID vaccine mandate. The College has processed paperwork for over 800 employees, and over 1,800 students. She also thanked our Dean of Health Sciences and Culinary Arts, Amy Brandt, and Director of Nursing, Teresa Beaudry for providing continued support to our nursing program around the continued changing expectations for the hospitals and health centers.</li><li>• The College now has a COVID Dashboard on our website: <a href="https://www.hcc.edu/about/covid-19">https://www.hcc.edu/about/covid-19</a></li><li>• One area of focus in our Strategic Plan has been childcare; and the College was able to secure an earmark from Senator Velis to be able to pilot a child watch imitative, which will be called the Itsy Bitsy Child Watch at HCC. The name is a tribute to our education faculty and the podcast the Itsy Bitsy Series that they created. More information will be forthcoming to benefit our students.</li></ul>
<b>ADJOURNMENT</b>	<p>On a motion by Trustee Hebert and seconded by Trustee Williams it was <b>VOTED</b> to adjourn today's meeting.</p> <p><b>Roll Call Attendance:</b> Trustee Cruz <span style="float: right;">Left at 9:15 am</span></p>

	Ted Hebert	Yes
	Yolanda Johnson	Yes
	Lucy Perez	Yes
	Evan Plotkin	Yes
	Vanessa Smith	Yes
	Ivonne Vidal	Yes
	Eleanor Williams	Yes
	Chair Gilbert	Yes
	The meeting was adjourned at 9:33 am.	

Respectfully submitted,

DocuSigned by:

*Eleanor Williams* 2/24/2022

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Eleanor Williams, Secretary  
Board of Trustees

DocuSigned by:

*Robert Gilbert*

2/25/2022

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Approved: Robert W. Gilbert, Jr., Chair