

**HOLYOKE COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
Strategic Planning Committee**

Minutes of January 19, 2023

<b>MEMBERS PRESENT</b>	Eleanor Williams, Chair Nayroby Rosa
<b>MEMBERS ABSENT</b>	Evan Plotkin
<b>ALSO PRESENT</b>	Maggie Chevalier, Kris Ricker Choleva, Karen Desjeans, and Veena Dhankher
<b>MEETING CALL TO ORDER</b>	At 12:04 pm, the meeting was officially called to order by Chair Williams and conducted via Zoom.  <b>Roll Call Attendance:</b> Trustee Rosa            Yes Trustee Williams        Yes
<b>MEETING MINUTES</b>	A motion was made by Trustee Rosa and seconded by Trustee Williams to approve the meeting minutes from May 16, 2022.  <b>Roll Call:</b> Trustee Rosa            Yes Trustee Williams        Yes
<b>STRATEGIC PLAN METRICS MIDYEAR UPDATE</b>	Kris Ricker Choleva provided the Committee an update on the Strategic Plan Refresh . The items that did not change were the Mission, Vision and Values. The Student Experience Statement has been enhanced. There are now 18 measurable outcomes – 6 continuing, 5 revised and 7 new outcomes.  The College has new web and print materials available on our website: <a href="https://www.hcc.edu/about/strategic-plan">https://www.hcc.edu/about/strategic-plan</a>
	Veena Dhankher presented the following on the progress of the metrics. This presentation will be presented to the full Board on January 24, 2023.



**BOT Strategic Plan Midyear Update: January 24, 2023**

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**Mid Year Data**



**Veena Dhankhar,  
Ph.D.**  
*Executive Director of  
Institutional Effectiveness  
and Strategic Analytics*



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## 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)



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## Strategic Frameworks



Teaching &  
Learning

Equity &  
Student Success

Workforce  
Development &  
Transfer

Financial  
Sustainability

## Strategy One: Teaching & Learning

1.1 Increase fall **course completion** rate from 77% to 81% by 2026.



## Strategy Two: Equity & Student Success

2.1 Decrease the fall **course completion gap** between BIPOC and white students from 10 points to 6 points by 2026.



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## Incomplete Policy Revision

- Currently loose guidelines only on issuance of Incomplete (“I”) grade
- Incompletes convert to an F if not changed by faculty by middle of subsequent semester
- **2,287 incomplete grades given in the years 2018-2021**
  - **47% converted to F’s - 72% for nonaction, 28% given by instructor**
- 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:
  - Conversion of what would have been a passing grade to a grade of “F”
  - Inability to register for subsequent classes
  - Delays in graduation
  - Impacts to financial aid (bad SAP)



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## Incomplete Policy Revision

Incompletes will be used only

- for students having completed 75% of coursework;
- for a late semester emergency only; and
- for final grades only.

New Incomplete form includes

- outline of all required work to be completed and associated deadlines;
- current grade of the student; and
- signatures of the student, faculty, and academic dean.

**Students who do not complete the work required will receive the end of semester grade as listed on the form.**



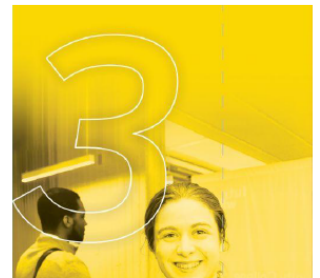
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## Strategy Three: Workforce Development & Transfer

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

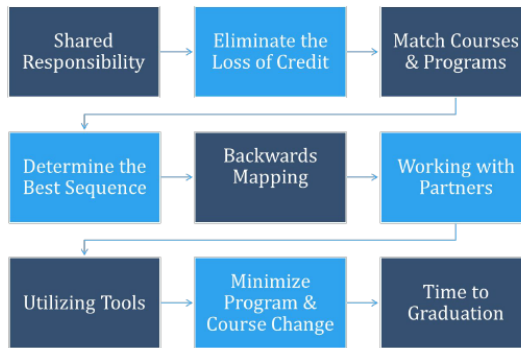
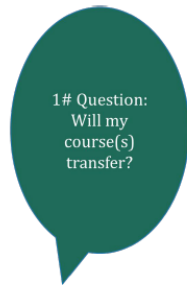
2.4 Decrease the gap between BIPOC and white students transferring to four-year institutions from 11 points to 7 points by 2026.



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## 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.

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



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## Transfer Strategic Planning



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

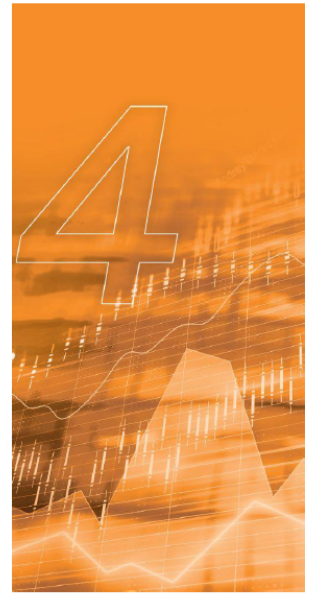


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## Strategy Four

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.*



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## 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



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Links from previous slide:

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

<https://www.hcc.edu/Documents/web%20temporary%20HCC%20Strategic%20Plan%20Booklet%20v2.pdf>

**HOLYOKE COMMUNITY COLLEGE**  
STRATEGIC PLAN 2023-26

**MISSION**  
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**VISION**  
Holyoke Community College aspires to be a college of academic excellence known for helping students overcome barriers to success.

**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 student needs and ensure their success.
- An affordable, relevant education designed to ensure 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, and
- A shared, diverse, and inclusive college community that serves the local, regional, and global communities.

**VALUES**  
Kindness, inclusion, and trust are the foundations of the work that we do together. Innovation and collaboration enable us to explore and implement the ideas that will shape our future.

- Innovation** We empower each other to explore, share, and activate our ideas to continuously improve the HCC experience for all. We do this with creativity and agility by keeping an open mind, taking risks, evaluating outcomes, and learning from mistakes.
- Collaboration** We work as a community to develop and achieve common goals through an open exchange of ideas. We do this by encouraging wide-ranging participation, intentional communication, and the pursuit of diverse perspectives and expertise.

**CONTENTS**

- 4 STRATEGIC FRAMEWORK 1 TEACHING & LEARNING**  
Enhance and expand innovative teaching and learning practices that result in a quality education for all.
- 6 STRATEGIC FRAMEWORK 2 EQUITY & STUDENT SUCCESS**  
Collaborate with the communities we serve to increase equity.
- 8 STRATEGIC FRAMEWORK 3 WORKFORCE DEVELOPMENT & TRANSFER**  
Align programs with workforce demand and student needs for employment and transfer.
- 10 STRATEGIC FRAMEWORK 4 FINANCIAL SUSTAINABILITY**  
Create a sustainable model for long-term financial stability and growth.

**IN 2017** Holyoke Community College underwent an extensive process to create and implement our first-ever comprehensive strategic plan. The process involved participation by hundreds of students, faculty, staff, alumni, trustees, working parents, and members of the community who attended workshops, focus groups, and brainstorming sessions.

In 2020, the effects of the pandemic forced us to shift to remote teaching and learning in order to keep our community safe. As we began to prepare for a refresh of the Strategic Plan, we had to account for what had changed since our strategic plan, including disruptions caused by the pandemic, growing awareness surrounding issues of social justice, and increasing inequities facing students today.

With that in mind, we launched the Strategic Plan Refresh, which engaged the entire college community in a series of events, including strategy sessions, surveys, and group discussions led by dynamic guest speakers. These events allowed us to reconsider the relevance of our values, reconnect with our students, and craft our next objectives and action items.

I am deeply grateful to the refresh steering committee and all who contributed to strengthening our Strategic Plan. You are helping position the college to be a truly innovative, collaborative, and inclusive environment.

Sincerely,  
*Christina*  
Christina Royal, President of HCC

**STRATEGIC PLAN**  
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**ADJOURNMENT**

The meeting adjourned at 1:04 pm .

Respectfully submitted,

Karen Desjeans  
Board Liaison to Chair Williams