

**HOLYOKE COMMUNITY COLLEGE
BOARD OF TRUSTEES**

Minutes of August 28, 2018

The 369th meeting of the Holyoke Community College Board of Trustees was held on Tuesday, August 28, 2018, in the John T. Hickey Conference Room, Chair Robert W. Gilbert, Jr. presiding.

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| MEMBERS PRESENT | Charles Epstein Robert Gilbert Yolanda Johnson Suzanne Parker Lucy Perez Evan Plotkin Julie Pokela Ivonne Vidal Haley Woods |
| NOT PRESENT | Ted Hebert |
| ALSO PRESENT | Olugbemiga Adekunle, Mark Antsel, Michele Cabral, Dan Campbell, Nick D'Agostino, Chester DeGray, Karen Desjeans, Veena, Dhankher, Amy Dopp, Bill Fogarty, Curt Foster, Jeff Hayden, Kim Hicks, Olivia Kynard, Clare Lamontagne, Johanna Lebron, Nelson Lopez, Moira Maguire, Keith McKittrick, Marcia Mitchell, Karin Moyano Camihort, Ed Murch, Monica Perez, Kristine Ricker Choleva, JoAnne Rome, Christina Royal, Tony Sbalbi, Amanda Sbriscia, Idelia Smith, Michele Snizek, Linda Szalankiewicz, Renee Tastad, Bonnie Zima Dowd |
| CALL TO ORDER | Chair Gilbert called the meeting to order at 8:04 a.m. |
| APPROVAL OF THE MINUTES | On a motion by Trustee Parker and seconded by Trustee Epstein, it was VOTED to approve the minutes of the June 2018 meeting as presented. |
| APPROVAL OF PERSONNEL ACTIONS | On a motion by Vice-Chair Pokela and seconded by Trustee Epstein, it was VOTED to approve the appointments, reappointments, and non-reappointment for Non-Unit Professional Staff, MCCC Unit Professional Staff and Faculty as presented. On a motion by Trustee Parker and seconded by Trustee Epstein, it was VOTED to approve the Reappointments of Department Chairs, Curriculum Coordinators, and Program Coordinators as presented. On a motion by Trustee Johnson and seconded by Trustee Vidal, it was VOTED to empower the President of the College to approve all personnel actions prior to the next meeting. |
| SABBATICAL PROPOSALS | Two sabbatical proposals were presented to the Board of Trustees by Vice President for Academic Affairs Monica Perez: <u>Professors Nicole Hendricks & Mary Orisich</u> – the focus of this sabbatical is to develop an HCC Correctional Education Program. |

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| | <p><u>Professor Alexandra Wagman</u> – the focus of this sabbatical is to produce a series of 2-5 minute community partner video spotlights. Each video will feature a major non-profit organization in Holyoke and vicinity.</p> <p>On a motion by Trustee Vidal and seconded by Trustee Johnson, it was VOTED to approve the sabbatical proposals as presented.</p> |
| DHE DEGREE APPLICATION | <p>An application to the Department of Higher Education for an Associate in Applied Science Degree in Culinary Arts (A.A.S.) was presented for Board approval by Professor of Hospitality & Culinary Arts, Mark Antsel.</p> <p>On a motion by Trustee Plotkin and seconded by Trustee Epstein, it was VOTED to approve the degree application as presented.</p> |
| AUDIT COMMITTEE & FINANCE COMMITTEE | <p>For scheduling purposes as well as a need for efficiency, Chair Gilbert proposed that the Audit Committee and Finance Committee be dissolved and replaced with an Audit & Finance Committee.</p> <p>On a motion by Trustee Plotkin and seconded by Trustee Epstein, it was VOTED to approve that the current Audit Committee and Finance Committee be dissolved, and replaced with a single committee, Audit & Finance, retaining the current members of the two dissolved committees.</p> |
| PRESIDENTIAL EVALUATION COMMITTEE REPORT | <p>The Presidential Evaluation was presented by the Vice-Chair, Dr. Julie Pokela:</p> <p>Methodology of evaluation included a survey of Board members, President Royal’s direct reports, a sample from other staff & faculty, external community members; prior benchmark data from DHE and internal data; and President Royal’s self-evaluation. The results of the evaluation are very positive. The Board asked President Royal to get to know the college and local community, and develop strong relationships both internal and external. The strongest relationships from the evaluation are with the Board, her work with the external community, and with students. Perception of relationships with staff and faculty are positive. The Strategic Planning process showed campus-wide participation and inclusion. The Board is impressed with the Strategic Plan. President Royal has done an excellent job of establishing herself as a leader in the local community.</p> <p>On a motion by Trustee Plotkin and seconded by Trustee Vidal, it was VOTED to accept the report of the evaluation committee, including recommending a raise of 3% for Dr. Royal to the Commissioner of Higher Education.</p> |
| REPORT OF THE CHAIR | <p>Aside from several phone calls with President Royal, Chair Gilbert also participated with the Nominating Committee via phone calls throughout the summer.</p> |
| PRESIDENT’S REPORT | <p><u>Emergency Operations Plan Update</u>: presented by Interim Chief of Police, Chester DeGray.</p> <p>The Public Safety working group has been meeting monthly to update the college’s safety plans. They are currently in the final stages of approving the evacuation plans for each of the campus buildings, as well as the entire campus. Once that is done, they will put up signage around the campus indicating rallying points for each building during an evacuation. They will also update all</p> |

of the college maps. Next up will be finalizing the college's Active Shooter plan for the campus. The Active Shooter Plan should be finalized over the fall semester. The college has an agreement in place with Westfield State University to share an Emergency Management Director. The search for that position is underway.

Chair Gilbert asked Chief DeGray for a status update on the college's armory. A discussion thus ensued.

Forward Further: Embracing our Mission, Vision, Values and Strategic Plan:

Mission – Educate. Inspire. Connect.

Vision – Holyoke Community College aspires to be a college of academic excellence known for helping students overcome barriers to success.

Values – Innovation, Collaboration, Kindness, Inclusion, Trust

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

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

- A **“connection network”** that draws people, services and knowledge together to address students' fundamental needs and thus ensure their readiness to success at HCC.
- An **affordable, relevant** education provided by talented faculty and resulting in career and transfer opportunities that enable students to thrive.
- An approach to **educating the whole person** that continuously **meets students where they are** – socially, financially, educationally and geographically – and **engaging** them in **real-world learning experiences**.
- A **vibrant, connected college community** that **enriches** the learning experience, delivers **relentless encouragement**, and builds **life-long connections**.

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

- **Accessible, guided**, and intuitive services that support students and their **families**.
- **Efficient and effective processes** supported by **contemporary technologies**.
- **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 training and **professional development** to build knowledge, skills and abilities.

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

1. Develop culturally responsive pedagogies with special emphasis on the College's status as a Hispanic Serving Institution.
2. Increase the rate of college completion by providing targeted placement and support measures, flexible pathways and multiple scheduling options, and through the creative use of technology.
3. Promote faculty and staff professional development by providing meaningful opportunities for training and exposure to innovative practices.

EQUITY, INCLUSION & STUDENT SUCCESS Strategy #2: Work with the communities we serve to increase equity

1. Increase student success through a holistic approach addressing underrepresented student's academic and life challenges.
2. Improve college readiness by collaborating with new and existing community-based organizations, local school districts and adult education programs.

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

1. Take a college-wide, systemic approach to developing and implementing training, certificate and degree programs to address existing and emerging industries and expand enrollment by non-traditional students.
2. Increase the number of underrepresented students who achieve job placement and academic transfer by building and strengthening programs and partnerships.

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

1. Utilize technology and data to advance operational effectiveness and business process improvement.
2. Develop and launch new revenue streams that address strategic priorities and provide new net revenue.

| Strategic Planning FY19-FY22: Strategies, Objectives, and Draft Metrics | | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------|--------------------------------|---------------------------|----------------------------------------------------------------|---|
| TEACHING & LEARNING | | | | | | | |
| Strategy #1: Enhance and expand innovative teaching and learning practices that support quality education for all. | Baseline Data | Target Metric (by 2022) | Ambitious Metric (by 2022) | Boost College Completion Rates | Close the Achievement Gap | Attract and Graduate More Students from Underserved Population | |
| 1.1 Develop culturally responsive pedagogies with special emphasis on the College's status as a Hispanic Serving Institution. | 11 | 7 | 4 | | Y | Y | |
| 1.2 Increase the rate of college completion by providing targeted placement and support measures, flexible pathways and multiple scheduling options, and through the creative use of technology. | 15% | 19% | 22% | Y | | | |
| | 76% | 80% | 83% | Y | | | |
| 1.3 Promote faculty and staff professional development by providing meaningful opportunities for training and exposure to innovative practices. | Not available | operational | optimal | Y | Y | | |
| EQUITY, INCLUSION & STUDENT SUCCESS | | | | | | | |
| Strategy #2: Work with the communities we serve to increase equity. | Baseline Data | 2022 Goal (Target Metric) | Ambitious Metric | Boost College Completion Rates | Close the Achievement Gap | Attract and Graduate More Students from Underserved Population | |
| 2.1 Increase student success through a holistic approach addressing underrepresented student's academic and life challenges. | 2.1.1 Increase the Fall-to-Fall retention rate for all first-time degree seeking students. | 51% | 55% | 58% | Y | | |
| | 2.1.2 Increase the Fall-to-Fall retention rate for FTD5 adult students. | 43% | 47% | 50% | Y | Y | |
| | 2.1.3 Increase the Fall-to-Fall retention rate for FTD5 minority students. | 44% | 48% | 51% | Y | Y | |
| | 2.1.4 Reduce the retention rate gap (achievement gap) between first-time degree seeking White and minority students. | 12 | 8 | 5 | | Y | Y |
| | 2.1.5 Increase underrepresented minority proportion among all employees. | 22% | 26% | 27% | | | Y |

Prepared by the Office of Institutional Research

8/27/2018

| Strategic Planning FY19-FY22: Strategies, Objectives, and Draft Metrics | | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|--------------------------------|--------------------------------|----------------------------------------------------------------|----------------------------------------------------------------|
| 2.2 Improve college readiness by collaborating with new and existing community-based organizations, local school districts and adult education programs. | 2.2.1 Decrease the percentage of first-time degree seeking students requiring developmental math. | 78% | 74% | 71% | Y | | |
| | 2.2.2 Decrease the percentage of first-time degree seeking students requiring developmental English. | 43% | 39% | 36% | Y | | |
| WORKFORCE DEVELOPMENT & TRANSFER | | | | | | | |
| Strategy #3: Align programs with workforce demands, student needs for transfer and employment opportunities. | Baseline Data | 2022 Goal (Target Metric) | Ambitious Metric | Boost College Completion Rates | Close the Achievement Gap | Attract and Graduate More Students from Underserved Population | |
| 3.1 Take a college-wide, systemic approach to developing and implementing training, certificate and degree programs to address existing and emerging industries and expand enrollment by non-traditional students. | 3.1.1 Increase the number of credentials awarded in high-need/priority fields (STEM and Health). | 260 | 335 | 360 | Y | | |
| | 3.1.2 Increase the transfer rate of all first-time degree seeking students within 150% of normal time. | 26% | 30% | 33% | Y | | |
| 3.2 Increase the number of underrepresented students who achieve job placement and academic transfer by building and strengthening programs and partnerships. | 3.2.1 Increase the transfer rate of first-time degree seeking minority students within 150% of normal time. | 23% | 27% | 30% | Y | | |
| | 3.2.3 Increase the (number or percentage) of minority graduates from career programs who are employed. | | | | Y | | |
| SUSTAINABILITY | | | | | | | |
| Strategy #4: Create a sustainable model for long-term growth. | Metrics | Baseline Data | 2022 Goal (Target Metric) | Ambitious Metric | Boost College Completion Rates | Close the Achievement Gap | Attract and Graduate More Students from Underserved Population |
| 4.1 Utilize technology and data to advance operational effectiveness and business process improvement. | 4.1.1 Reduce the number of paper transactions completed by the Business Office each year through process improvement and automation. | 24,000 | 18,000 | 12,000 | | | |
| | 4.1.2 Reengineer mobile application to enhance student engagement and support. | Not available | operational | optimal | Y | | |

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8/27/2018

| | <p style="text-align: right;">Strategies, Objectives, and Draft Metrics</p> <table border="1"> <thead> <tr> <th colspan="7">Strategic Planning FY19-FY22: Strategies, Objectives, and Draft Metrics</th> </tr> </thead> <tbody> <tr> <td data-bbox="613 153 800 212">4.2.1 Enhance financial support for the College through increased funds and strategic, diversified revenue streams, raising over \$5 million annually by 2022.</td> <td data-bbox="800 153 995 212">\$1.7 million</td> <td data-bbox="995 153 1174 212">\$3 million</td> <td data-bbox="1174 153 1369 212">\$5 million</td> <td data-bbox="1369 153 1482 212">Y</td> <td data-bbox="1482 153 1596 212"></td> <td data-bbox="1596 153 1624 212">Y</td> </tr> <tr> <td data-bbox="613 212 800 270">4.2.2 Increase the percent of the operating budget that is not dependent on student fee revenue.</td> <td data-bbox="800 212 995 270">51%</td> <td data-bbox="995 212 1174 270">60%</td> <td data-bbox="1174 212 1369 270">63%</td> <td data-bbox="1369 212 1482 270"></td> <td data-bbox="1482 212 1596 270"></td> <td data-bbox="1596 212 1624 270"></td> </tr> <tr> <td data-bbox="613 270 800 329">4.2.3 Increase the percent of overall cost that is devoted to instruction, academic support and student support.</td> <td data-bbox="800 270 995 329">63%</td> <td data-bbox="995 270 1174 329">75%</td> <td data-bbox="1174 270 1369 329">78%</td> <td data-bbox="1369 270 1482 329">Y</td> <td data-bbox="1482 270 1596 329">Y</td> <td data-bbox="1596 270 1624 329">Y</td> </tr> <tr> <td data-bbox="613 329 800 388">4.2.4 An increase in Contract Training through the Training and Workforce Options (TWO) program.</td> <td data-bbox="800 329 995 388">\$ 103,000</td> <td data-bbox="995 329 1174 388">\$ 294,178</td> <td data-bbox="1174 329 1369 388">\$ 441,267</td> <td data-bbox="1369 329 1482 388"></td> <td data-bbox="1482 329 1596 388"></td> <td data-bbox="1596 329 1624 388">Y</td> </tr> </tbody> </table> <p>FTDS = First-time degree seeking students</p> <p style="text-align: center;"><i>Prepared by the Office of Institutional Research</i></p> <p style="text-align: right;">8/27/2018</p> | Strategic Planning FY19-FY22: Strategies, Objectives, and Draft Metrics | | | | | | | 4.2.1 Enhance financial support for the College through increased funds and strategic, diversified revenue streams, raising over \$5 million annually by 2022. | \$1.7 million | \$3 million | \$5 million | Y | | Y | 4.2.2 Increase the percent of the operating budget that is not dependent on student fee revenue. | 51% | 60% | 63% | | | | 4.2.3 Increase the percent of overall cost that is devoted to instruction, academic support and student support. | 63% | 75% | 78% | Y | Y | Y | 4.2.4 An increase in Contract Training through the Training and Workforce Options (TWO) program. | \$ 103,000 | \$ 294,178 | \$ 441,267 | | | Y |
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| Strategic Planning FY19-FY22: Strategies, Objectives, and Draft Metrics | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4.2.1 Enhance financial support for the College through increased funds and strategic, diversified revenue streams, raising over \$5 million annually by 2022. | \$1.7 million | \$3 million | \$5 million | Y | | Y | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4.2.2 Increase the percent of the operating budget that is not dependent on student fee revenue. | 51% | 60% | 63% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4.2.3 Increase the percent of overall cost that is devoted to instruction, academic support and student support. | 63% | 75% | 78% | Y | Y | Y | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4.2.4 An increase in Contract Training through the Training and Workforce Options (TWO) program. | \$ 103,000 | \$ 294,178 | \$ 441,267 | | | Y | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ADJOURNMENT | The meeting was adjourned at 9:33 a.m. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Respectfully submitted,

Haley Woods, Secretary
Board of Trustees

Approved: Robert W. Gilbert, Jr., Chair, October 23, 2018