

**HOLYOKE COMMUNITY COLLEGE
BOARD OF TRUSTEES**

Minutes of January 22, 2019

The 373rd meeting of the Holyoke Community College Board of Trustees was held on Tuesday, January 22, 2019, in the John T. Hickey Conference Room, Chair Robert W. Gilbert, Jr. presiding.

MEMBERS PRESENT	Robert Gilbert, Chair Julie Pokela, Vice Chair Jose Delgado Suzanne Parker Lucy Perez Evan Plotkin Ivonne Vidal Haley Wood
MEMBERS ABSENT	Charles Epstein Ted Hebert Yolanda Johnson
ALSO PRESENT	Olugbemiga Adekunle, Michele Cabral, Nick D’Agostino, Karen Desjeans, Veena Dhankher, Mary Dixey, Amy Dopp, Rosemary Fielder, Bill Fogarty, Curt Foster, Jeff Hayden, Kim Hicks, Olivia Kynard, Clare Lamontagne, Laura Lefebvre, Nelson Lopez, Jeff Lurken, Moira Maguire, Karin Moyano Camihort, Ed Murch, Monica Perez, Kristine Ricker Choleva, Michelle Robak, JoAnne Rome, Christina Royal, Tony Sbalbi, Amanda Sbriscia, K.C. Senie, Idelia Smith, Michele Snizek, Linda Szalankiewicz, Renee Tastad, Ken White, Chris Yurko
CALL TO ORDER	Chair Gilbert called the meeting to order at 8:06 a.m.
APPROVAL OF THE MINUTES	On a motion by Trustee Parker and seconded by Trustee Plotkin, it was VOTED to approve the minutes of the November 27, 2018 meeting as presented.
APPROVAL OF PERSONNEL ACTIONS	On a motion by Trustee Vidal and seconded by Trustee Woods it was VOTED to approve the January 22, 2019 personnel report of extension of appointments for the Non-Unit Professional Staff as presented. On a motion by Trustee Parker 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.
REPORT OF THE CHAIR	Aside from several phone calls with President Royal, Chair Gilbert also participated: <ul style="list-style-type: none"> ● On 11/27/18 Chair Gilbert met with President Royal to discuss and review the Strategic Plan in preparation for the December 4th meeting with the Department of Higher Education where HCC sought approval for the mission change and the Strategic Plan.

	<ul style="list-style-type: none"> ● On 11/29/18-11/30/18 Chair Gilbert along with President Royal and six members of the Board attended the New England Governance Institute for Student Success conference in Nashua, New Hampshire. The conference focused on technology, governance and Board assessments. ● Chair Gilbert provided the Board with the 2019 Committee Listing. He thanked the Board members for their time, participation and commitment to serving on these committees. ● On 1/8/19 Chair Gilbert met with President Royal to set the agenda for today's meeting.
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PRESIDENT'S REPORT

President Royal announced the format of the Board of Trustees meetings will be changing. The Board meetings will now focus on one specific topic to allow for a more in depth discussion.

Strategic Plan Updated provided by Dr. Kathryn Senie



Board of Trustees

FY 2019-22 Strategic Plan Update

Tuesday, January 22, 2019

Kathryn Senie, J.D., Ed.D, Chief of Staff

FY 2019-22 Strategic Plan

- ✓ Culmination of a year-long planning process.
- ✓ Hundreds of faculty, staff, students, alumni, trustees and community members.
- ✓ Reflects our region, culture and mission, 5 dominant themes emerged.
- ✓ Living document designed to deliver a transformational education for our students.

Implementing the Strategic Plan:

5 Teams carry out Strategies, Objectives, Action Items

- A.** Professional Development & Inclusion
- B.** Course Offerings & Placement
- C.** Student Support
- D.** External Alignment
- E.** Resources

96 Participants: Teams are interdisciplinary, cross functional and responsible for multiple aspects of the Plan.

“Starting with the end in mind.”

4 Strategies, 9 Objectives, 21 Measurable Outcomes

For example by 2022:

- ✓ Close the Achievement Gap by 4 percentage points.
- ✓ Increase Retention Rates by 4%.
- ✓ Boost Graduation/Transfer Rates by 4%.
- ✓ Decrease % students Develop. Math/Eng. by 4%.
- ✓ Increase employment rate of students of color by 4%.

Charge to Teams

- ✓ Know the SP Strategies, Objectives, Outcomes.
- ✓ Assign and carry out Action Items.
- ✓ Use data to inform work.
- ✓ Provide regular progress reports.
- ✓ Review FY2020 Budget Narratives with Cabinet.
- ✓ Identify Action Items for 2019-2020 academic year.

You cannot improve what you cannot measure.

Office of I.R.

- ✓ Baseline indicators and target metrics.
- ✓ Assist with design of rubrics, surveys and data collection/tracking tools.
- ✓ Work with teams, chief of staff, Cabinet on short term, mid-term and long term metrics.

Director I.R., Chief of Staff, Cabinet & Teams

- ✓ Attend training on evaluation and measurement.
- ✓ Confirm Short Term Outcomes: Year Zero.
- ✓ Identify Mid-Term Outcomes: Years 1-2.
- ✓ Re-affirm Target Outcomes: Year 3.
- ✓ Participate in regular SP meetings.
- ✓ Provide monthly updates on progress.

Success Looks Like: Strategic Plan is part of the HCC culture

- ✓ Faculty, staff, students, alumni, trustees and community remain involved.
- ✓ Student success interventions are evaluated.
- ✓ Decisions are data-informed.
- ✓ College budget aligned with Strategies, Objectives, Action Items.
- ✓ Measurable Outcomes are achieved!

Chair Gilbert thanked Dr. Senie for her presentation and for leading the work on the Strategic Plan.

Strategic Plan In-Depth: Basic Needs Housing/Student Homeless

Update provided by Renee Tastad, Interim Assistant Vice President for Student Affairs & Dean of Enrollment Management and Anthony Sbalbi, Dean of Student Services.

Ms. Tastad stated that 2899 is the number of people who are homeless. This number does not include people who were doubled-up or couch-surfing. The almost 3000 people counted also do not include the 1,125 people who were displaced by Hurricane Maria and staying in hotels and motels with FEMA. The 2018 count identified 709 individuals, in addition to 2190 people in families with children (613 families). Among those counted:

- 211 were veterans
- 144 were young adults on their own
- 71% of the young adults were themselves parenting small children

Among the Western Massachusetts population:

- 89% of homeless veterans are located in Northampton and Pittsfield, because of the presence of the VA Medical Center and Soldier On;
- 73% of families in shelter are in Springfield because the state's Western Massachusetts shelter units are concentrated in Springfield;
- 68% of evacuees from Hurricane Maria were counted in West Springfield, as a result of FEMA placing evacuees in hotels and motels in that city; and
- There are concentrations of unsheltered individuals in downtowns of cities and towns, as these are the places people can access assistance

Certain populations of young people have increased risk of homelessness, including those who are:

- LGBTQ
- Youth of color
- Young single parents
- Youth without a high school diploma or GED

Ms. Tastad explained how this relates to HCC Students according to the Wisconsin HOPE lab survey of 386 HCC students in 2017:

- Approximately 16% of HCC students experienced some form of homelessness in the last year, and 46% were housing insecure
- Across the state, 49% of MA Community College students reported some level of housing insecurity, as did 47% nationwide
- 60% reported receiving some other form of public assistance, such as SNAP benefits or MassHealth
- 41% reported needing to borrow money from family or friends in the past year to pay bills

Mr. Sbalbi spoke about the services and programs offered through the Thrive Center. The Thrive Center saw 193 new students in 2018. Of the 193 students 92 or 47% were referred to housing resources and of the 193, 24 were homeless and 21 were in danger of becoming homeless. The Department of Higher Education is running a pilot placing homeless or housing insecure community college students in residence halls beginning Spring 2019. Up to five beds are being reserved for Community College students at state universities across the state. Only four pilots in original plan but HCC and Westfield are now being considered and are at the table for spring 2019 with the possibility of joining in the fall 2019 semester.

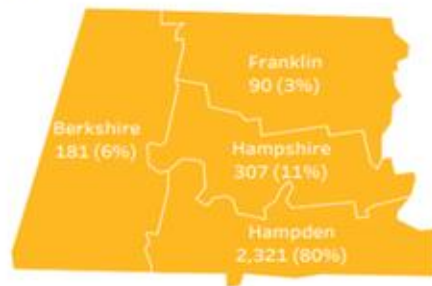
As outlined in our Strategic Plan, by 2022

- The Fall-to-Fall retention rate for all first-time, degree-seeking students will increase by 4 percentage points.
- By 2022, the Fall-to-Fall retention rate for FTDS adult students, students of color, and first generation students will each increase by 4 percentage points.
- By 2022, the retention rate gap (achievement gap) between first-time degree seeking white students and students of color will decrease by 4 percentage points.



Homelessness in Western Massachusetts

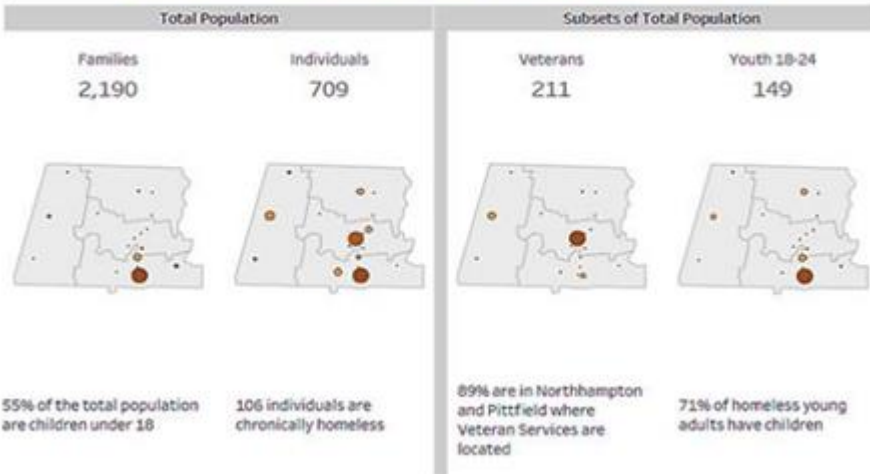
There were **almost 3,000** people experiencing homelessness in our region at our January 2018 point-in-time count.¹



Western Massachusetts
2,899 people homeless
One night in January 2018

¹ Data collected by the Three County Continuum of Care on January 24, 2018 and the Springfield-Hampden Continuum of Care on January 31, 2018.

Western Massachusetts 2018 Homelessness Point in Time Count Snapshot



In Massachusetts, there are 46 affordable housing units for every 100 extremely low-income families. Extremely low income limits are annual income of \$16,950 for one or \$25,100 for a family of four.



1 in 20 youth aged 18-24 experience literal homelessness

Nearly **1 in 3** have been in foster care

Nearly **half** have been in juvenile justice system or jail

Youth interventions must be brought to scale.

Wisconsin Hope Lab Survey

	Housing Insecure	Homeless
HCC Students	46%	16%
Mass. Colleges	49%	13%
Nationally	47%	12%

* Percent of students who indicated they were housing insecure or homeless at some point in the last year

What about
our
students?

HOLYOKE
COMMUNITY
COLLEGE

Snapshot of HCC Homeless & Housing Insecure

Non-heteronormative

Students of color

Between 21-30 years old

Receiving Pell grants

Full-time students

Receiving public assistance

Have borrowed money from friends or family to cover bills

Recommendations from the Wisconsin Hope lab:

HCC is already...

- Partnering with community agencies like housing agencies
- Adding college resources to faculty syllabus

HCC is exploring...

- Using predictive analytics to identify students in need
- "Host homes" for homeless students at the 4-year residential colleges and universities

Educate. Inspire. Connect.

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

Student Experience Statement: HCC 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 succeed at HCC

Creative Solutions



THRIVE@HCC



MASSACHUSETTS
Department of
Higher Education

THRIVE@HCC

- Referrals to community resources (i.e. **Housing agencies** and organizations and Community Legal Aid)
- Referrals to on-campus resources (i.e. Food Pantry and Career Closet)
- Free applications for SNAP (food assistance) and MassHealth
- Financial coaching and budget planning
- Help establishing or fixing credit

THRIVE@HCC

- Calendar Year 2018 Thrive saw a total of 193 new students
- Housing Referrals = 92 students (47%)
 - Currently homeless = 24
 - Danger of becoming homeless = 21

Thrive Center Housing Partners

CHD Safety Zone

Shine Gandara Center

Providence Ministries

Trinity Health of New England

MA Student Housing Security Pilot

- Grant from MA Comm. on Unaccompanied Homeless Youth
- State Universities house 5 homeless Community College students
 - Must be 26 years old or younger
- HCC and Westfield have a goal to start in fall 2019
- Exploratory teams from both institutions meeting on Jan. 25

Thrive Center Potential Partners

Wayfinders
Holyoke Housing Authority
Campaneras
Bethlehem House
Catholic Charities
YWCA
Friends of the Homeless
DTA

Strategic Planning Priorities Addressed

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

Objective 2.1: Increase student success through a holistic approach addressing underrepresented students' academic and life challenges.

Action Items

1. Connect to community based organizations to help students remove barriers to educational and career opportunities (e.g., homelessness, food insecurity, mental health, addiction, childcare, transportation) as informed by the Student Experience Workshop and non-cognitive assessment.

Strategic Planning Metrics

Measurable Outcomes:

By 2022, the Fall-to-Fall retention rate for all first-time, degree-seeking students will increase by 4 percentage points.

By 2022, the Fall-to-Fall retention rate for FTDS adult students, students of color, and first generation students will each increase by 4 percentage points.

By 2022, the retention rate gap (achievement gap) between first-time degree seeking white students and students of color will decrease by 4 percentage points.

MA State Plan to End Youth Homelessness

College Student Experience Hunger & Homelessness

"From a state policy standpoint, supporting homeless students already enrolled in higher education—even if the population is relatively small—makes sense. These individuals have demonstrated great resilience and persistence in confronting challenges to enrollment, retention, and graduation and are already on a path to economic self-sufficiency—assuming they can muster the supports needed to succeed in obtaining postsecondary credentials."

Massachusetts State Plan To End Youth Homelessness, Prepared for Secretary Marylou Buddies, Executive Office of Health and Human Services, Chair of the Massachusetts Commission on Unaccompanied Homeless Youth, 2018. The Executive Director of the Massachusetts Interagency Council on Housing and Homelessness (ICHH) provided direct oversight to the team in conjunction with the UHY Commission.

Student Testimonials

[Jeff L.](#)

Human Services Major ; Addiction
Studies Certificate
Spring 2019 taking 18 credits

[Gia M.](#)


Visual Arts Major
Spring 2019 taking 13 credits

[Rodrigo S.](#)

Biology Major
Spring 2019 taking 14 credits

[Bianca T.](#)

Sustainability Studies Major
Spring 2019 taking 6 credits

	<p style="text-align: center;">Vision: remove barriers</p> <p style="text-align: center;"> Housing Insecurity to Housing Secure </p> 
	<p>Mr. Sbalbi introduced student Jeff Lurken who provided the Board with his personal story and challenges he has faced throughout his life and through is academic journey.</p>
<p>ADJOURNMENT</p>	<p>The meeting was adjourned at 9:34 a.m.</p>

Respectfully submitted,

Haley Woods, Secretary
Board of Trustees

Approved: Julie Pokela, Acting Chair, February 26, 2019