**HOLYOKE COMMUNITY COLLEGE**  
**BOARD OF TRUSTEES**

Minutes of October 27, 2020

The 391st meeting of the Holyoke Community College Board of Trustees was held on Tuesday, October 27, 2020, remotely with Chair Robert W. Gilbert, Jr. presiding.

| MEMBERS PRESENT | Robert W. Gilbert, Jr., Chair  
|                 | Suzanne Parker, Vice Chair  
|                 | Jose Delgado  
|                 | Charles Epstein  
|                 | Ted Hebert  
|                 | Yolanda Johnson  
|                 | Lucy Perez  
|                 | Evan Plotkin  
|                 | Ivonne Vidal  
| MEMBERS ABSENT | Joyananda Gi and Julie Pokela  
| ALSO PRESENT | Michele Cabral, Karen Desjeans, Veena Dhanker, Mary Dixey, Amy Dopp, Kermit Dunkelberg, Clara Elliott, Curt Foster, Liz Golen, Jeffrey Hayden, Kim Hicks, Clare Lamontagne, Johanna Lebron, Arvard Lingham, Lea Occhialini, Kris Ricker Choleva, JoAnne Rome, Christopher Royster, Christina Royal, Rachel Rubinstein, Narayan Sampath, Amanda Sbrisicia, Laura Schlegel, Adrienne Smith, Idelilia Smith, Tom Stewart, Linda Szalankiewicz, Renee Tastad, Gertrude Tynan, Chris Yurko  
| CALL TO ORDER | Chair Gilbert called the meeting to order at 8:04 a.m.  

**Roll Call Attendance:**

| Trustee Delgado | Yes  
| Trustee Epstein | Yes  
| Trustee Hebert | Yes  
| Trustee Johnson | Yes  
| Trustee Parker | Yes  
| Trustee Perez | Yes  
| Trustee Plotkin | Yes  
| Trustee Vidal | Yes  
| Trustee Gilbert | Yes  

**CONSIDERATION OF CONSENT AGENDA ITEMS**

Chair Gilbert asked if any consent agenda items needed to be moved to the regular agenda. The Equity Committee’s Motion was moved for discussion. He then read the Consent Agenda Items and asked for a motion to approve those items:

- Consideration of Minutes Board of Trustee Meeting of September 22, 2020  
- Report of Personnel Actions October 2020  
- Committee Reports
Trustee Johnson provided an update on the Equity Committee’s work in providing a Board Statement for consideration. She read the statement:

As the fiduciaries of this college, the Board of Trustees of Holyoke Community College are uniquely charged with fulfilling the promise of equity at HCC. At this time of national reckoning, we must acknowledge the racial injustice that is deeply embedded in the fabric of our country. It is the responsibility of each one of us to use this moment to educate ourselves and others, engage in difficult conversations, listen to our Black students, faculty, and staff, as well as students, faculty, and staff of color, and join with others to forge a truly just and equitable society.

Toward that end, our Board is committed to:

• Affirming HCC as an anti-racist institution
• Examining the changes needed to ensure fair and equitable access to education for Black students and students of color
• Diversifying our faculty and staff to better reflect the students we serve
• Providing culturally responsive, anti-racist professional development for faculty and staff
• Engaging in implicit bias training
• Participating in ongoing reflection, education and action
• Engaging in Board training and professional development to support the work of the institution

To all members of our community: We hope you will join us in listening, learning and working together to uproot institutional racism. It will take all of us to bring about the change that is so desperately needed.

A motion was made by Trustee Plotkin and seconded by Trustee Epstein to approve the Consent Agenda and approve the Equity Committee’s Board Statement.

Roll Call Vote:
Trustee Delgado Yes
Trustee Epstein Yes
Trustee Hebert Yes
Trustee Johnson Yes
Trustee Parker Yes
Trustee Perez Yes
Trustee Plotkin Yes
Trustee Vidal Yes
Trustee Gilbert Yes

President Royal provided the Board an overall update of the process after the evaluation was completed in early October. The next step is to finalize the Error in Fact Report that is being reviewed for factual accuracy. The Evaluation Team highlighted strengths and some areas of concern.

Strengths:

• Outstanding faculty credentials,
- Size of financial reserves,
- Program prioritization process,
- Strategic Plan,
- Information Technology Department, and
- Integrative Learning Communities and services.

Concerns:
- Need to create a more systematic focus on assessment, including the need for Board assessment
- Enrollment decline which creates an existential threat to the College,
- Diversity of faculty,
- Achievement gaps between various student groups, particularly with minorities with graduation and completion rates, and
- Governance.

President Royal expressed her thanks to the team leads and participants who made this a successful site visit.

Trustee Vidal updated the Board on the Bylaws and Governance Committee most recent meeting focused on updating the bylaws. The first step will be a self-assessment focusing our work through the equity lens, and this exit report is pertinent to this time of change.

### REPORT OF THE CHAIR
- President Royal has been named one of Business West’s 2020 Woman of Impact. What an extraordinary honor. This award recognizes women who are making a major difference in our community. They are inspirational women doing remarking things. Congratulations.
- On October 1, 2020, Chair Gilbert was interviewed by the Republican about higher education, and how we communicate as a Board.
- On October 19, 2020, Chair Gilbert participated in an excellent legislative advocacy meeting with 13 legislators attending to discuss the importance of what is happening in higher education.
- Trustee Delgado has accepted the appointment of Chair of the Advocacy Committee. Trustee Delgado is Vice President of Governmental Relations at MGM and has a background and sensitivity to working with legislators.

### PRESIDENT’S REPORT
- Strategic Plan In-Depth Topic: Program Prioritization – presented by Dean Kim Hicks
Program Prioritization
Summary and Recommendations

Board of Trustees, October 27th, 2020

HOLYOKE
COMMUNITY
COLLEGE

What is a Program Prioritization Process?

- **Academic program prioritization** is the activity or process in which an academic institution assesses and prioritizes its programs for the purpose of more strategically allocating its funding and resources. A school engaged in the process of prioritizing its programs may decide to expand, reduce, sustain unchanged, or suspend particular programs, as well as allocate funding to new programs.

- **Data points** may include labor market and transfer opportunity data, competition, demand, impact on campus community, and cost; as well as enrollment, retention, completion and degrees awarded.

- **Most successful** when there is broad faculty involvement and buy-in

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Why Now?

- **Program Prioritization is a key action item in our strategic plan:**
  
  - **Strategy #3:** Align programs with workforce demands, student needs for transfer and employment opportunities.
  - **Objective #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
  - **Strategy #3 Action Item:** Align academic and training curricula with employment opportunities and needs.
  - **Objective #4.2:** Develop and launch new revenue streams that address strategic priorities and provide new net revenue.
HCC’s Program Prioritization Process

- **August, 2019:** Gray Associates, Inc., created Program Scorecards for existing and potential new programs; deans and IR director received training on how to navigate Gray’s data analytics platform.

- **August, 2019:** Gray’s consultants facilitated two days of workshops attended by deans, department chairs, and other administrators, to examine and discuss Program Scorecards for existing and potential new programs. Gray’s Report summarized results from workshop sessions.

- **September-December, 2019:** Open information sessions in which faculty and staff examined the Gray’s data and provided feedback.

- **September-December, 2019:** Using the Gray’s Program Scorecards, as well as IR enrollment, retention, and completion data, departments and divisions refined the list of programs to stop, start, fix, sustain, or grow, and submitted first round of curricular modifications.

- **January-March, 2020:** Completion of Year One of curricular changes, reorganizations, and recommendations for new/ discontinued programs. All received DHE approval.

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**Neuroscience**
- Market: 20-Mile Radius, MA only
- Rubric: Local Transfer

**GRAY ASSOCIATES**

Program Scorecard: 26.1501 - Neuroscience

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**Physical Therapy/Therapist**
- Market: 20-Mile Radius, MA only
- Rubric: Local Transfer

**GRAY ASSOCIATES**

Program Scorecard: 51.3306 - Physical Therapy/Therapist

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Summary of AY19-20 Program Prioritization Actions

Discontinued Certificates and Degrees:
- Photography
- Electronic Media
- Business Administration General Transfer
- Business Career
- Administrative Professional Studies
- Banking
- Entrepreneurship
- Legal Studies
- Health and Fitness Management
- Strength Conditioning Specialist
- Healthy Lifestyle Coaching
- Web Development
- Children’s Behavioral Health

Summary of AY19-20 Program Prioritization Actions

New Certificates and Transfer Options Approved for AY20-21 Implementation:
- Beer and Cider Brewing Certificate
- Cannabis Cultivation Certificate
- Wine Making Certificate
- Mental Health Studies Certificate
- Child Development Certificate
- Vet Assistant Certificate
- Behavioral Neuroscience Option (in AA in Liberal Arts and Science)
- Critical Social Thought Option (in AA in Liberal Arts and Science)
- Geoscience Transfer Option (in AS in Environmental Science)
- Business Administration Option (in AS in Business Administration)
Summary of AY19-20 Program Prioritization Actions

Mergers and Reorganizations ("Fix"):  
Addiction Studies Certificate  
Medical Assisting  
Creation of Business Meta-Major  
Visual Art and Communication (absorbed Photography and Electronic Media)  
Sociology/Anthropology (merged with Critical Cultural Thought)

Black Student Lives Matter Fall 2020 Series  
Student guest speaker – Christopher Royster:  
  - Mr. Royster shared his personal journey to Holyoke Community College with the Board.

Trustee Johnson thanked Mr. Royster for sharing his story. President Royal also thanked Mr. Royster for joining this morning and sharing his voice.

Other Updates –  
  - Letters have been delivered to the MCCC and AFSCME unions on October 14, 2020 that addresses aspects for change to address enrollment decline.  
  - Dr. Rubinstein’s is leaving at the end of the week to take a position with the Department of Higher Education, and we thank her for her service to the College.
TRUSTEES EXCUSED

Trustee Vidal was excused at 9:00 am
Trustee Johnson was excused at 9:15 am

ADJOURNMENT

On a motion by Trustee Plotkin and seconded by Trustee Parker it was VOTED to adjourn today’s meeting.

Roll Call Vote:

- Trustee Delgado: Yes
- Trustee Epstein: Yes
- Trustee Hebert: Yes
- Trustee Parker: Yes
- Trustee Perez: Yes
- Trustee Plotkin: Yes
- Trustee Gilbert: Yes

The meeting was adjourned at 9:30 am.

Respectfully submitted,

Karen Desjeans, Recording Secretary
Board of Trustees

Approved: Robert W. Gilbert, Jr., Chair, October 27, 2020