HOLYOKE COMMUNITY COLLEGE
BOARD OF TRUSTEES
Strategic Planning Committee

Information from Meeting on March 4, 2021

<table>
<thead>
<tr>
<th>MEMBERS PRESENT</th>
<th>Evan Plotkin, Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEMBERS ABSENT</td>
<td>Ivonne Vidal</td>
</tr>
<tr>
<td>ALSO PRESENT</td>
<td>Karen Desjeans, and Kris Ricker Choleva</td>
</tr>
<tr>
<td>CALLED TO ORDER</td>
<td>The meeting was conducted remotely via Zoom and started at 1 pm. Ms. Ricker Choleva updated Trustee Plotkin on the Strategic Plan Metrics and provided information on the College’s Title III Grant.</td>
</tr>
</tbody>
</table>

SP Project Team Leads Meeting

Strategic Plan FY19-22 Metrics Update
February 11, 2021
Veena Dhankher, Director of Institutional Research
Four Strategies and Frameworks

**TEACHING & LEARNING**

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

**EQUITY, INCLUSION & STUDENT SUCCESS**

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

**WORKFORCE DEVELOPMENT & TRANSFER**

**Strategy #3:** Align programs with workforce demands, student needs for transfer and employment opportunities.

**SUSTAINABILITY**

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

9 Objectives

21 Measurable Outcomes

Key Outcomes/Metrics:
- Close achievement gap
- Increase retention rates
- Increase graduation/transfer rates
- Increase number of credentials awarded
- Increase employment rate of students of color
- Re-engineer mobile applications to enhance student engagement and support
- Use technology for process improvement and automation
- Develop/launch new revenue streams

### 1. TEACHING & LEARNING – 3 Objectives & 4 Measurable Outcomes

<table>
<thead>
<tr>
<th>Objective</th>
<th>Baseline Data</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Target Metric (By 2025)</th>
<th>Ambitious Metric (By 2030)</th>
<th>Timeline for Update</th>
<th>Source</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>11</td>
<td>10</td>
<td>11</td>
<td>15</td>
<td>7</td>
<td>4</td>
<td>Dec. 2023</td>
<td>On Track</td>
<td>IR</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>15%</td>
<td>16%</td>
<td>14%</td>
<td>15%</td>
<td>15%</td>
<td>17%</td>
<td>Dec. 15th</td>
<td>In Progress</td>
<td>IR</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Not available</td>
<td>In progress</td>
<td>operational</td>
<td>operational</td>
<td>optimal</td>
<td>May 2023</td>
<td>AA</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 2. EQUITY, INCLUSION & STUDENT SUCCESS – 2 Objectives & 5 Measurable Outcomes

<table>
<thead>
<tr>
<th>Strategic Area</th>
<th>Objective</th>
<th>Baseline</th>
<th>Year Zero</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Target Metric (by 2023)</th>
<th>Ambitious Metric (by 2023)</th>
<th>Timeline for Updates</th>
<th>Latest Data Available</th>
<th>Source</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Increase the fall-to-fall retention rate for all full-time degree-seeking students</td>
<td>51% 53% 55% 58%</td>
<td>51% 52% 54% 56%</td>
<td>No data</td>
<td>Nov. 2020</td>
<td>Fall 2020</td>
<td>IR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 Increase student success through a holistic approach addressing underrepresented student's academic and life challenges</td>
<td>42% 44% 46% 48%</td>
<td>42% 43% 45% 47%</td>
<td>No data</td>
<td>Nov. 2020</td>
<td>Fall 2020</td>
<td>IR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3 Reduce the retention rate gap (achievement gap) between first-time degree seeking White and non-White students</td>
<td>12 13</td>
<td>14</td>
<td>15</td>
<td>No data</td>
<td>Fall 2020</td>
<td>IR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 3. WORKFORCE DEVELOPMENT & TRANSFER – 2 Objectives & 6 Measurable Outcomes

<table>
<thead>
<tr>
<th>Strategic Area</th>
<th>Objective</th>
<th>Baseline</th>
<th>Year Zero</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Target Metric (by 2023)</th>
<th>Ambitious Metric (by 2023)</th>
<th>Timeline for Updates</th>
<th>Latest Data Available</th>
<th>Source</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Take a college-wide systems approach to developing and implementing training, certificates and degree programs to address exiting and emerging industries and expand enrollment by non-traditional students</td>
<td>260 287 320</td>
<td>300 320 340</td>
<td>305 350 370</td>
<td>Sept. 2022</td>
<td>PT 2022</td>
<td>IR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>BCS</td>
<td></td>
</tr>
<tr>
<td>3.2 Increase the number of underrepresented students who achieve job placement and academic transfer by building and strengthening programs and partnerships</td>
<td>1,892 2,002 2,353</td>
<td>2,580 2,800 3,000</td>
<td>2,800 3,000</td>
<td>3,000</td>
<td></td>
<td>as of Feb 2021</td>
<td>BCS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 4. SUSTAINABILITY – 2 Objectives & 6 Measurable Outcomes

<table>
<thead>
<tr>
<th>Strategic Area</th>
<th>Objective</th>
<th>Baseline</th>
<th>Year Zero</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Target Metric (by 2023)</th>
<th>Ambitious Metric (by 2023)</th>
<th>Timeline for Updates</th>
<th>Latest Data Available</th>
<th>Source</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Utilize technology and data to advance operational efficiency and business process improvement</td>
<td>26,000 in progress</td>
<td>17,000</td>
<td>14,000</td>
<td>12,000</td>
<td></td>
<td>as of Jan 2022</td>
<td>A &amp; F</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2 Develop and launch new initiatives to improve student engagement and support</td>
<td>Not available</td>
<td>Launched</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3 Increase financial support for the College through new campaigns and strategic diversified revenue streams</td>
<td>$17 million</td>
<td>$2 million</td>
<td>$6 million</td>
<td>$12 million</td>
<td></td>
<td>as of Feb 2022</td>
<td>IA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

*Note: All data is preliminary and subject to change. Please refer to the latest data for the most accurate information.*
Title III, Part A Strengthening Institutions Grant

On September 28, HCC received word that our proposal to the U.S. Department of Education’s Title III, Part A Strengthening Institutions program was awarded through a “fund down” process of highly ranked applications that were submitted in July 2019. HCC will receive close to $2 million over five years to support the following goal:

HCC will become a Culturally Responsive Institution (a “Hispanic Thriving Institution”) by delivering a holistic approach to student success and professional development.

Activities will be focused on the purchase and use of a comprehensive student success management platform (software) and increasing the capacity of the Center for Excellence to support professional development. In addition, we applied under two “Competitive Preference Priorities” which will add resources to the development of work-based experiences and financial literacy components for students. As a five-year project, we will be supported by a comprehensive evaluation plan that will track our progress towards achievement of our objectives; project outcomes align with our Strategic Plan objectives of decreasing the retention rate and graduation rate gaps between our White students and students of color and increasing fall-to-fall retention rates. Evaluation will be data-informed, occur throughout the project to inform successes and needed changes, as well as provide the U.S. Department of Education with annual reports.
## HOLYOKE COMMUNITY COLLEGE
### BOARD OF TRUSTEES
#### Strategic Planning Committee

Information from Meeting on March 4, 2021

---

### Holyoke Community College
303 Homestead Ave.
Holyoke, MA 01040

Overall, our project will:
- support the work of the new Strategic Plan project teams
- support the development of culturally responsive pedagogies
- establish a welcoming culture that embraces equity, inclusion and increases a "sense of belonging" for our students
- establish an intervention protocol for our high-risk students
- implement a team-based case management approach to onboarding new students that also supports them throughout their lifecycle at HCC
- support financial aid and financial literacy workshops to students and families
- support professional development in work-based and experiential learning experiences

The Title III project could not have been funded if not for the work of many individuals and teams across HCC, supported by our values, on the development of the Strategic Plan, as well as the proposal. Together, we can meet our goal of increasing equity and help our students thrive.

### Budget
Total Amount: $1,996,703 over 5 years (October 1, 2019 to September 3, 2024).

- $448,996 year 1;
- $419,382 year 2;
- $343,862 year 3;
- $411,190 year 4;
- $375,265 year 5.

---

<table>
<thead>
<tr>
<th>ADJOURNMENT</th>
<th>The meeting adjourned at 2 pm.</th>
</tr>
</thead>
</table>

Respectfully submitted,

Karen Desjeans,
Board Liaison to Chair Plotkin