The 398th meeting of the Holyoke Community College Board of Trustees was held on Tuesday, June 22, 2021, remotely with Chair Robert W. Gilbert, Jr. presiding.

| MEMBERS PRESENT | Robert W. Gilbert, Jr., Chair  
| Charles Epstein  
| Trustee Gi  
| Yolanda Johnson  
| Lucy Perez  
| Ivonne Vidal  
| Eleanor Williams |
| MEMBERS ABSENT | Ted Hebert  
| Suzanne Parker  
| Evan Plotkin |
| ALSO PRESENT | Teresa Beaudry, Amy Brandt, Beth Breton, Maria Brunelle, Michele Cabral, Harmony Cross, Karen Desjeans, Veena Dhankher, Mary Dixey, Curt Foster, Raul Gutierrez, Jeffrey Hayden, Anne Herron, Kim Hicks, Mi Jin Park, Michael Kane, Tricia Kiefer, Olivia Kynard, Johanna Lebron, Lauren LeClair, Jane Lerner, Nelson Lopez, Lea Occhialini, Megan Pereira, Kris Ricker Choleva, Michelle Robak, JoAnne Rome, Christina Royal, Narayan Sampath, Shannon Sarkisian, Amanda Sbriscia, Adrienne Smith, Idelia Smith, Renee Tastad, Chris Yurko |

ANNUAL MEETING
CALL TO ORDER

At 8:02 am, the meeting was officially called to order by Chair Gilbert.

Roll Call Attendance:

| Trustee Gi | Yes  
| Yolanda Johnson | Yes  
| Lucy Perez | Yes  
| Ivonne Vidal | Yes  
| Eleanor Williams | Yes  
| Chair Gilbert | Yes |

ANNUAL BUDGET REPORT

Interim Comptroller Foster provided an overview of fiscal year 21. The College started the fiscal year with a quarterly budget as we were waiting for the State to finalize the budget. The College generated about a million-dollar shortfall in revenue, however, it will be offset by an increase in state appropriation.

Vice President Sampath will present the FY 2022 Budget during the Regular Meeting.

A motion was made by Trustee Williams and seconded by Trustee Perez to approve the Annual Budget Report as presented.

Roll Call Attendance:
| **Report of the Nominating Committee** | Trustee Johnson, as chair of the Nominating Committee, respectfully requested that the Report be delayed until the August Meeting |
| **Board Chair’s Annual Report** | Chair Gilbert reflected on the past year’s accomplishments:  
- Celebrating the 75th Anniversary of the College;  
- COVID Pandemic gave us new experiences and coping strategies, which affected both our personal and professional lives;  
- NECHE Accreditation of the College  
- Introduction of EAB Navigate  
- Virtual Commencements for the Classes of 2020 and 2021  
- Said farewell to Trustee Julie Pokela and Trustee Jose Delgado  
- Thanked President Royal for her valiant efforts to affect change, her guidance during the Pandemic, and her continued leadership to the College. |
| **Student Trustee’s Report** | Trustee Gi shared reflections of her time as a Student Trustee.  
- In spite of remote learning, students have been extraordinarily involved;  
- New clubs were formed, such as the Adult Learner’s Club, and the Neurodiversity Club;  
- Students participated in a variety of Committees, such as, the Child Watch Committee, Equity, Diversity and Inclusion committees, and the Outreach Committee, which focused on Campus News;  
- Thanked President Royal for her involvement with the Student Senate; |
| **President’s Annual Report** | President Royal shared her reflections over the past year.  
- Challenges of a budget that was out of sync with declining enrollment;  
- Racial inequities that our BIPOC students are not succeeding at the same rate as our white students;  
- Appreciated the amazing ways are faculty and staff stepped up to innovate in the classroom, and apply creativity to keeping students engaged at a distance;  
- Thanked the faculty, staff, administration, cabinet and the Board for the individual and collective ways that prioritized students  
- Thanked Trustee Gi for her service as the Student Trustee;  
- Thanked Dr. Anne Herron for her work as the Interim Vice President for Academic and Student Affairs as she heads into her second attempt at retirement;  
- Thanked Clara Elliott for her support in the Human Resources Department |
| **Adjournment of Annual Meeting** | On a motion by Trustee Williams and seconded by Trustee Epstein it was VOTED to adjourn the annual meeting.  
**Roll Call Vote:**  
Charles Epstein  Yes  
Trustee Gi  Yes
The annual meeting was adjourned at 8:32 am.

REGULAR MEETING

MEMBERS PRESENT

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Robert W. Gilbert, Jr., Chair</td>
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<tr>
<td>Charles Epstein</td>
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<tr>
<td>Trustee Gi</td>
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<tr>
<td>Yolanda Johnson</td>
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<tr>
<td>Lucy Perez</td>
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<td>Ivonne Vidal</td>
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<tr>
<td>Eleanor Williams</td>
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<td>Chair Gilbert</td>
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MEMBERS ABSENT

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Ted Hebert</td>
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<tr>
<td>Suzanne Parker</td>
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<td>Evan Plotkin</td>
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ALSO PRESENT

Teresa Beaudry, Amy Brandt, Beth Breton, Maria Brunelle, Michele Cabral, Harmony Cross, Karen Desjeans, Veena Dhankher, Mary Dixey, Curt Foster, Raul Gutierrez, Jeffrey Hayden, Anne Herron, Kim Hicks, Mi Jin Park, Michael Kane, Tricia Kiefer, Olivia Kynard, Johanna Lebron, Lauren LeClair, Jane Lerner, Nelson Lopez, Lea Occhialini, Megan Pereira, Kris Ricker Choleva, Michelle Robak, JoAnne Rome, Christina Royal, Narayan Sampath, Shannon Sarkisian, Amanda Sbriscia, Adrienne Smith, Idelia Smith, Renee Tastad, Chris Yurko

ANNUAL MEETING

CALL TO ORDER

At 8:33 am, the meeting was officially called to order by Chair Gilbert.

Roll Call Attendance:

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Charles Epstein</td>
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<td>Trustee Gi</td>
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<td>Ivonne Vidal</td>
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<tr>
<td>Eleanor Williams</td>
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<tr>
<td>Chair Gilbert</td>
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CONSIDERATION OF CONSENT AGENDA ITEMS

Chair Gilbert asked if any consent agenda items needed to be moved to the regular agenda.

Chair Gilbert called for a vote of the Consent Agenda.

- Consideration of Minutes for Board of Trustee Meeting of May 25, 2021
| **BY-LAWS AND GOVERNANCE COMMITTEE REPORT** | Trustee Vidal provided the Trustees with the updated By-Laws for consideration. It was a collaborative effort with Chair Gilbert and Trustee Parker. She noted a meaningful change that now, the student trustee does not need to be a full-time student. This effort was led by Trustee Gi at the state level.

A motion was made by Trustee Perez and seconded by Trustee Epstein to approve the motion to adopt the By-Laws Revision dated May 2021. |
| Roll Call Vote: | Charles Epstein  Yes  
Trustee Gi  Yes  
Yolanda Johnson  Yes  
Lucy Perez  Yes  
Ivonne Vidal  Yes  
Eleanor Williams  Yes  
Chair Gilbert  Yes |

| **AUDIT AND FINANCE COMMITTEE REPORT** | Vice President Sampath provided an overview of the FY 2022 Budget. The proposed budget of $50.5 million is about $3.0 million less that we had in FY 2021. The budget is based o9n 75,000 credits with no fee increases. Vice President Sampath also provided a summary of stimulus funding that the College has received |

| **Roll Call Vote:** | Charles Epstein  Yes  
Trustee Gi  Yes  
Yolanda Johnson  Yes  
Lucy Perez  Yes  
Ivonne Vidal  Yes  
Eleanor Williams  Yes  
Chair Gilbert  Yes |
A motion was made by Trustee Vidal and seconded by Trustee Epstein to approve the balanced FY 2022 budget for the General Operating Trust Fund, the Restricted and Sponsored Activity Trust Funds, the Auxiliary Enterprises Trust Fund and the Reserve Draw as presented with the express approval of all purchases in any amount, to authorize the President or her designee to transfer among subsidiaries as needed during the fiscal year.

**Roll Call Vote:**

- Charles Epstein: Yes
- Trustee Gi: Yes
- Yolanda Johnson: Yes
- Lucy Perez: Yes
- Ivonne Vidal: Yes
- Eleanor Williams: Yes
- Chair Gilbert: Yes

Vice President Sampath updated the Board that there are two major audits that happen at the College every year. One is the Annual Audit done by our auditors, O’Connor & Drew, and the other is the Single Audit, which audits the federal funding the College receives.

Interim Foster provided his appreciation of the efforts of the team, which conducted this audit totally remotely. The fact that there were no findings is a testament to the detail and attention that the staff pays to compliance requirements.

A motion was made by Trustee Vidal and seconded by Trustee Epstein to accept the single audit report for the period ending June 30, 2020 as presented.

**Roll Call Vote:**

- Charles Epstein: Yes
- Trustee Gi: Yes
- Yolanda Johnson: Yes
- Lucy Perez: Yes
- Ivonne Vidal: Yes
- Eleanor Williams: Yes
- Chair Gilbert: Yes

**CHAIR’S REMARKS**

Chair Gilbert shared highlights since the last Board meeting.

- Met with Narayan and the Maintenance Department to review cleanup of the campus before students return in September
- Viewed the Virtual Commencement
- Continue to meet with statewide Board Chairs so we can provide input to the Board of Higher Education
- Concerning the six standing committees, if Trustees have a particular committee of interest, they should let him as soon as possible
- Reminder that the Board will hold a Retreat on June 23, 2021 focused on Assessment

**PRESIDENT’S REPORT**

President Royal thanked the By-Laws and Governance Committee for their work on updating the By-Laws.
Dr. Herron introduced the new Dean of Student Development, Engagement and Inclusion, Harmony Cross.

President Royal updated the Board that Dr. Sharale Mathis, our new Vice president for Academic and Student Affairs, will join the College on July 1, 2021.

Janice Mazzella will also start July 1, 2021 as the Interim Executive Director of Human Resources. We will re-start this search for this position in the Fall of 2021.

Comprehensive Strategic Plan Update: Reflections on Year 2 – presented by Kris Ricker Choleva

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**Strategic Planning - Reflections on Year Two**

HCC Board of Trustees, June 22, 2021

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**WE ARE HCC & WE HAVE A PLAN**

During our Strategic Planning year of 2017-2018, students, faculty, staff, and members of the community came together to articulate a vision for HCC and lay the foundation for its future. We formed subcommittees, examined research documents, analyzed surveys, developed presentations, held workshops, and spent long hours in conversation. The result? New Mission, Vision, Values, and Student Experience statements that are the foundation for the FY2019-22 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
Kindness, inclusion and trust are the foundation of the work that we do together. Innovation and collaboration enable us to explore and implement ideas that will shape our future.

STUDENT EXPERIENCE

STRATEGIC FRAMEWORKS

Building a sustainable future for HCC and the communities we serve through four frameworks with corresponding strategies and objectives:

1. TEACHING & LEARNING
2. EQUITY & STUDENT SUCCESS
3. WORKFORCE & TRANSFER
4. SUSTAINABILITY

9 OBJECTIVES, 21 MEASURABLE OUTCOMES

<table>
<thead>
<tr>
<th>AY 2019</th>
<th>AY 2020</th>
<th>AY 2021</th>
<th>AY 2022</th>
<th>AY 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year Zero</td>
<td>Year One</td>
<td>Year Two</td>
<td>Year Three</td>
<td>New Plan</td>
</tr>
<tr>
<td>Cross-strategy implementation teams. Success looks like: 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.</td>
<td>March 2020 - remote work begins Suspend team meetings &amp; work to redesign implementation</td>
<td>Continuation of key initiatives via focused virtual project teams with outcomes tied to strategies and metrics</td>
<td>Wrap up or continuation of focused Year Two projects Identify Year Three Projects Planning for the next plan</td>
<td>Year One of the Next Plan</td>
</tr>
</tbody>
</table>
## 1. TEACHING & LEARNING – 3 Objectives & 4 Measurable Outcomes

<table>
<thead>
<tr>
<th>Strategy #1</th>
<th>Enhanced and expanded innovative teaching and learning practices that support quality education for all.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>Year 2</td>
</tr>
<tr>
<td>1.1 Develop culturally responsive pedagogies with special emphasis on the College’s status as a Hispanic Serving Institution</td>
<td>Data Not Available</td>
</tr>
<tr>
<td>1.2 Increase the rate of college completion by providing targeted placement and support measures for undecided students and through the creative use of technology.</td>
<td>Data Not Available</td>
</tr>
<tr>
<td>1.3 Promote faculty and staff professional development by providing meaningful opportunities for training and improvement in innovative practices</td>
<td>Data Not Available</td>
</tr>
</tbody>
</table>

## 2. EQUITY, INCLUSION & STUDENT SUCCESS – 2 Objectives & 5 Measurable Outcomes

<table>
<thead>
<tr>
<th>Strategy #2</th>
<th>Work with the community to move us closer to a more equitable future.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>Year 1</td>
</tr>
<tr>
<td>2.1 Increase student success through a holistic approach addressing the students’ academic and life challenges.</td>
<td>Data Not Available</td>
</tr>
<tr>
<td>2.2 Increase college readiness for collaborating with new and existing community-based organizations, local education districts, and other educational programs.</td>
<td>Data Not Available</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Strategy #3</th>
<th>Align programs with workforce demands, students need for transfer, and employment opportunities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>Year 1</td>
</tr>
<tr>
<td>3.1 Take a college-wide, systematic approach to developing and implementing training, certificate and degree programs to address existing and emerging workforce needs and prepare non-traditional students.</td>
<td>Data Not Available</td>
</tr>
<tr>
<td>3.2 Increase the number of students transferred to occupational fields (STEM and health)</td>
<td>Data Not Available</td>
</tr>
<tr>
<td>3.3 Increase the percentage of first-time degree-seeking students requiring developmental English.</td>
<td>Data Not Available</td>
</tr>
</tbody>
</table>
4. SUSTAINABILITY – 2 Objectives & 6 Measurable Outcomes

<table>
<thead>
<tr>
<th>Strategy/Action</th>
<th>Metrics</th>
<th>Baseline Date</th>
<th>Year Zero Actual</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Target (Best by Year: 2021)</th>
<th>Ambitious (Best by Year: 2022)</th>
<th>Timeline for Updates</th>
<th>Latest Data Available</th>
<th>Source</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Utilize technology and data to advance operational efficiencies and business process improvements.</td>
<td>6.1.1 Decrease the number of paper transactions completed by the Business Office each year through process improvement and automation</td>
<td>24,000</td>
<td>In progress</td>
<td>17,000</td>
<td>13,000</td>
<td>10,000</td>
<td>10,000</td>
<td>6,000</td>
<td>as of Jan, 2022</td>
<td>A &amp; F</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.1.2 Increase mobile applications to enhance student engagement and support</td>
<td>Not available</td>
<td>In progress</td>
<td>Launched</td>
<td>operational</td>
<td>optimal</td>
<td>as of Jan, 2022</td>
<td>A &amp; F</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.2 Develop and launch new revenue streams that address strategic priorities and provide new revenue opportunities.</td>
<td>6.2.1 Increase financial support for the College through existing programs and strategic, diversified revenue streams.</td>
<td>$1.7 million</td>
<td>$1.7 million</td>
<td>$5 million</td>
<td>$5.56 million</td>
<td>$6 million</td>
<td>$10 million</td>
<td>as of Feb, 2021</td>
<td>M</td>
<td>●</td>
<td></td>
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<tr>
<td></td>
<td>6.2.2 Increase the percentage of the operating budget that is not dependent on student fees and revenue.</td>
<td>5%</td>
<td>In progress</td>
<td>60%</td>
<td>60%</td>
<td>62%</td>
<td>62%</td>
<td>as of Jan, 2021</td>
<td>A &amp; F</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.2.3 Increase the percentage of overall cost that is devoted to instruction, academic support and student support.</td>
<td>68%</td>
<td>In progress</td>
<td>66%</td>
<td>67%</td>
<td>75%</td>
<td>75%</td>
<td>as of Jan, 2021</td>
<td>A &amp; F</td>
<td>●</td>
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<tr>
<td></td>
<td>6.2.4 Increase Contract. Training through the Training and Workforce Options (TWO) program.</td>
<td>$115,000</td>
<td>$277,567</td>
<td>$289,500</td>
<td>$224,100</td>
<td>$285,000</td>
<td>$403,000</td>
<td>as of Feb, 2021</td>
<td>R1S</td>
<td>●</td>
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</tbody>
</table>

KEY METRICS

- Close equity 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

On Track
In Progress
At Risk

YEAR TWO PROJECTS

EAB Navigate - Student Success Management System (1, 2)
- 30+ team members
- Campus-wide demos Spring ’21
- Stakeholder team to consider analytics plug-in
- Phase One launched June 16th

Working Group for Culturally Responsive Pedagogy (CRP) (1,2, 3)
- 20+ members led by CFE Faculty In Residence
- 50 sessions offered AY 2021
- CRP Fellowship planned for AY 2022
YEAR TWO PROJECTS

Equity, Diversity and Inclusion Council (2)
- Ongoing collaboration between EDI, REJI, LGBTQ+, CUE, STEM Equity group, etc.
- Proposal, listening sessions and approval for Office of Equity, Diversity, and Inclusion including Vice President’s position
- Google site / repository

ALANA Men in Motion Reinvigoration (2)
- Program to increase enrollment and retention among male students of color
- Soft launch, hiring of mentors and staff and scaling up of access and support in Spring ’21
- Measurable goals for Fall 2021

Credit for Prior Learning (2, 3)
- MA Seal of Biliteracy
- Credentials for credit: computer science, culinary arts, education, and health
- GTC/TCC to academic credit internal articulations: ENG, LAX, MTH, PSY

Adult Learners Think Tank (2, 3)
- Embedding the Achieving the Dream (ATD) Holistic Student Supports Opportunity Assessment into all projects
- Working with Marleb Foundation

Handshake Software (3)
- Implementation phase and system training Spring ’21
- Launched June 2021
- Fall ’21 NSO rollout

Process Improvements (4)
- Paperless Routing - DocuSign, Student Records Forms
- Process Reimagine and Redesign focused on “Desired Student Experience”

Institutional Advancement (4)
- Foundation BoD and Alumni Council assessment and development
- From feasibility to planning for the next campaign
- 75th anniversary lead-in
- Commitment to hiring of two key staff to increase revenue generation

Website Review & Reorganization (2, 3, 4)
- Prioritization of recommendations from Achieving The Dream including a student landing page and equity assessment
- Focus on adult learners
OTHER PROJECTS...so many...

- Outreach to 45+ credit students
- Text Campaign to non-returners
- Tag a friend referrals
- Bienvenidos NSO
- Hispanic Scholarship initiative
- OER Fellowship
- Champions Mentor Program
- Debt Forgiveness
- Refreshing Campus

YEAR TWO TAKEAWAYS

- Our plan is a GREAT PLAN
- We are RESILIENT and can adapt
- Virtual planning is a thing
- Focused project teams work
- NECHE liked it, they really liked it
- COVID impacted us in many ways - some great, some good, some bad, and some yet to be determined...

What NEXT?

- Keep Year Two Projects moving forward into Year Three
- Use key takeaways from visioning sessions (Cabinet+, NUPs, Town Halls, Listening Sessions) to inform any new projects
- Engage in The REFRESH
  - A series of targeted open sessions aimed at gathering input into the next plan with attention paid to the effects of the pandemic and to the outcomes of our recent NECHE accreditation.
    - What does it mean for us to “refresh” at this point in our reality/history?
    - How can we capitalize on this moment?
    - What are we capable of absorbing in terms of change?
- Tight timeline - approval by early summer 2022
EMERGING THEMES

- Childcare for student parents
- Creating an engaged work community
- Digital equity
- Equitable Assessment
- Food and Housing insecurity
- Hispanic Serving Institution to Hispanic Thriving Institution
- Mental health
- Post-COVID academic and workforce programming
- Sustainability/Visioning the future of the Center for Excellence
- ??????????

QUESTIONS & DISCUSSION

Vice President Sbriscia provided an update on specific initiatives around what the College is doing to address enrollment for the fall.

- There has been a focus on helping students finish what they have started, so we created a finish line scholarship for students who have completed 45 or more credits to help them get to the finish line. These students have either stopped or stepped away from their degree for whatever reason;
- Hosting family oriented informational sessions in Spanish and English;
- Loosely termed “75 Reasons Why” campaign on why HCC is amazing
- Launched Bienvenidos Scholarship for Latinx students along with the Hispanic Leadership Committee.
- And finally, messaging to students on all the ways the College can financially support them once enrolled.

ADJOURNMENT

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

Roll Call Vote:

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<tr>
<th>Name</th>
<th>Vote</th>
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<tbody>
<tr>
<td>Charles Epstein</td>
<td>Yes</td>
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<tr>
<td>Trustee Gi</td>
<td>Yes</td>
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<tr>
<td>Yolanda Johnson</td>
<td>Yes</td>
</tr>
<tr>
<td>Lucy Perez</td>
<td>Yes</td>
</tr>
<tr>
<td>Ivonne Vidal</td>
<td>Yes</td>
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</table>
The meeting was adjourned at 9:41 am.

Respectfully submitted,

Ivonne Vidal, Secretary
Board of Trustees  9/2/2021

Approved: Robert W. Gilbert, Jr., Chair  9/4/2021