The 397th meeting of the Holyoke Community College Board of Trustees was held on Tuesday, May 25, 2021, remotely with Chair Robert W. Gilbert, Jr. presiding.

| MEMBERS PRESENT | Robert W. Gilbert, Jr., Chair  
|                 | Charles Epstein  
|                 | Trustee Gi  
|                 | Ted Hebert  
|                 | Suzanne Parker  
|                 | Ivonne Vidal  
|                 | Eleanor Williams |

| MEMBERS ABSENT | Yolanda Johnson  
|                | Lucy Perez  
|                | Evan Plotkin |

| ALSO PRESENT | Teresa Beaudry, Amy Brandt, Beth Breton, Michele Cabral, Kelly Champagne, Julissa Colon, Karen Desjeans, Mary Dixey, Amy Dopp, Clara Elliott, Andrew Fletcher, Curt Foster, Raul Gutierrez, Jeffrey Hayden, Anne Herron, Kim Hicks, Mark Hudgik, Mi Jin Park, Michael Kane, Tricia Kiefer, Olivia Kynard, Johanna Lebron, Lauren LeClair, Jane Lerner, Arvard Lingham, Nelson Lopez, Sharale Mathis, Lea Occhialini, Carolina Pena, Miram Quinones, Kris Ricker Choleva, Michelle Robak, JoAnne Rome, Christina Royal, Narayan Sampath, Shannon Sarkisian, Amanda Sbriscia, Linda Scott, Adrienne Smith, Idelia Smith, Linda Szalankiewicz, Renee Tastad, Lori Wayson, and Allison Wrobel. |

| CALL TO ORDER | At 8:00 am, the meeting was officially called to order by Chair Gilbert.  
|               | Roll Call Attendance:  
|               | Charles Epstein  
|               | Ted Hebert  
|               | Suzanne Parker  
|               | Ivonne Vidal  
|               | Eleanor Williams  
|               | Chair Gilbert  
|               | Yes  
|               | Yes  
|               | Yes  
|               | Yes  
|               | Yes  
|               | Yes |

| CONSIDERATION OF CONSENT AGENDA ITEMS | Chair Gilbert asked if any consent agenda items needed to be moved to the regular agenda. Trustee Vidal asked that the By-Laws Report be pulled out of the Consent Agenda.  
|                                     | Chair Gilbert called for a vote of the remaining items of the Consent Agenda.  
|                                     | • Consideration of Minutes for Board of Trustee Meeting of April 27, 2021  
|                                     | • Report of Personnel Actions dated May 24, 2021  
|                                     | • To approve the personnel actions  
|                                     | • To empower the President of the College to approve all personnel actions prior to the next meeting. |
Committee Reports
- Advocacy
- Audit and Finance
- Equity
- Nominating
- Presidential Evaluation
- Strategic Planning

A motion was made by Trustee Parker and seconded by Trustee Vidal to approve the Consent Agenda.

Roll Call Vote:
Charles Epstein: Yes
Trustee Gi: Yes
Ted Hebert: Yes
Suzanne Parker: Yes
Ivonne Vidal: Yes
Eleanor Williams: Yes
Chair Gilbert: Yes

Trustee Vidal provided an overview of the work of the Committee on updating the outdated By-Laws. She asked that all Trustees review and provide any comments or suggestions. These updated By-Laws will be put forth for a vote at the June meeting. She further explained that this is a first step as the Governance Committee will be taking a much more involved and intentional role. Chair Gilbert extended his thanks to the Committee for this work.

AUDIT AND FINANCE COMMITTEE REPORT

Vice President Sampath asked for a correction be made to the Agenda in the Motion to say Move that the Board of Trustees approve the Third Quarter Statement of Revenue and Expenses as presented at today’s meeting instead of Move that the Board of Trustees approve the Second Quarter Statement of Revenue and Expenses as presented at today’s meeting as originally posted. The original Agenda will be corrected.

Vice President Sampath provided some highlights that the College is trending towards a balanced budget. The revenues are down about 7 percent and expenses are down a similar amount so we are trending in the right direction. At the June meeting, he will provide the FY 2022 budget and an update on stimulus funding.

Comptroller Foster provided an overview of the Third Quarter Statement of Revenue and Expenses. He provided a correction to the commentary in Business & Community Services. It should have said that revenues are running 75.6% over budget, not 65.78% over budget.

A motion was made by Trustee Williams and seconded by Trustee Hebert to approve the Third Quarter Statement of Revenue and Expenses.

Roll Call Vote:
Charles Epstein: Yes
Trustee Gi: Yes
Ted Hebert  Yes
Suzanne Parker  Yes
Ivonne Vidal  Yes
Eleanor Williams  Yes
Chair Gilbert  Yes

CHAIR’S REMARKS
Chair Gilbert shared highlights since the last Board meeting.

- Continues to meet weekly with President Royal on a number of items, such as the new Vice President for Academic and Student Affairs, the Demand for Change Letter, Commencement and Town Hall Meetings.
- On May 3rd, there was joint meeting with the HCC Foundation Chairman, Corey Murphy, Vice President Sbriscia, and President Royal.
- Reminded Trustees that the Nominating Committee will be providing nominations at the Annual meeting in June for the positions of Vice Chair and Secretary.
- Also reminded Trustees of the half-day Retreat happening on Wednesday, June 23rd from 9 am to 1 pm. The focus will be on Assessment.

Trustee Gi shared an update on the progress of the student government over this semester. The Student Senate was honored to have the Board’s Equity Committee attend to hear ideas and to use the opportunity to share the student vision of equity and provide a summary of the projects.

PRESIDENT’S REPORT
President Royal congratulated the Student Trustee, Carolina Pena.

Celebrating Academic Achievements – presented by Dr. Amy Brandt, Health Sciences and Culinary Division

HS & CUL Highlights
Board of Trustees Presentation
May 25, 2021
Amy Brandt, Ph.D., Dean

DIVISION HIGHLIGHTS
Accreditation Statuses

Nursing ASN: Accredited, Next Site Visit – Spring 2025  
Chair: Kayla Aliengena MSN, RN-BC

Nursing PN: Accredited, Next Site Visit – Fall 2024  
Chair: Tina Jacques RN, MSN

Director of Nursing: Teresa K. Beaudry  MSN, RN

Radiologic Technology: Accredited, Next Site Visit – Fall 2024  
Chair: Mary Buckley, MSRS, R.T. (R)(CT)

Veterinary Technician: Full Accreditation, Next Evaluation - 2024  
Chair: Jennifer York, DVM

Culinary AAS: Site Visit Fall 2021  
Co-Chair: Warren Leigh, CEC  
Mark Anstel

Veterinary Assistant: Application for Approval  
Submitted  
Chair: Jennifer York, DVM  
Faculty: Erin Jackson

Medical Assisting: Application in process  
Chair: Wendi Tatro,  
CCMA, NREMTP, MS, MPH/PHP

ABHES:  
Accrediting Bureau of Health Education Schools
## Community Impacts

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## Licensure & Certification Pass Rates (as of 3/2021)

<table>
<thead>
<tr>
<th>Program</th>
<th>Pass Rate</th>
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<tbody>
<tr>
<td>ASN (Nursing)</td>
<td>96.67% RN NCLEX (29/30)</td>
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<tr>
<td>LPN (Nursing)</td>
<td>100.00% PN NCLEX (6/6)</td>
</tr>
<tr>
<td>Medical Assisting</td>
<td>93.00% AMT RMA (13/14)</td>
</tr>
<tr>
<td>Radiologic Technology</td>
<td>100.00% ARRT (10/10)</td>
</tr>
<tr>
<td>Veterinary Technician</td>
<td>100.00% VTNE Pass Rate (6/6)</td>
</tr>
<tr>
<td>Culinary</td>
<td>100.00% NRAEF ServSafe Manager’s Exam (6/6)</td>
</tr>
</tbody>
</table>
Liv Anna Homstee
Program Coordina

“We have so many passionate student issues in their communities. The CHW provides a place for them to gain more to begin a career in this field, further skills/experience they already have, education. Through partnership and regional employers and State stakeholders attuned to the workforce needs at This helps us keep the curriculum relevant to workforce demands. As CHW roles in primary care, behavioral health, and it’s critical that our students and alumni positioned to enter the field, and that regional and state partnerships.”

COVID-19 Impacts & Responses
Latasha Hinton – AAS Student

Latasha Hinton, Class of 2021
Culinary Arts Student
Pictured left:
Ebenee Skinner – AAS Student

Below: Sofia Bilgrami – Culinary Faculty
Thank you - Nursing Heroes!

Noelle Fournier
Maya Grindrod
Tena Everson
Nicole Sicard
Pete Solis
Alexandra (Ali) Pinschmidt
Anaiese Guerin
Veronica Machuca
Sharon Copes
Jaime Mason

Dawn Rogers
Matthew Tetrault
Savasia Crawford
Megan Parker
Shelbi Moore
Amarylys Sepulveda
Nicole Niemiec
Jennifer Perez
Meghan LaPointe
Program Spotlight:
Veterinary Technician

New Kennel!!
Celebrating Academic Achievements – presented by Dr. Tricia Kiefer, Dean of Social Sciences, Business and Integrative Learning
**SSBIL: WHO ARE WE?**

<table>
<thead>
<tr>
<th>Social Science</th>
<th>Business</th>
<th>Integrative Learning</th>
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<tbody>
<tr>
<td>• Anthropology</td>
<td>• Accounting</td>
<td>• Honors</td>
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<td>• Criminal Justice</td>
<td>• Business</td>
<td>• Service Learning</td>
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<td>• Education</td>
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<td>• Economics</td>
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<td>• Developmental</td>
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<td>Disabilities</td>
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<td>Science</td>
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<td>• Geography</td>
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<td>• Women Studies</td>
<td>• History</td>
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**OPEN EDUCATIONAL RESOURCES (OER) FACULTY CHAMPIONS FELLOWSHIP**

These professors will save our students $97,500.00 per year!

**BUS101 - Introduction to Business**
**Professors Kelly O'Connor, Klara Karol, and Ellen Majka.**

**HONORS: CREATING KNOWLEDGE, TOGETHER.**

Successful Reaccreditation Site Visit Commonwealth Honors Program

What students are saying....

The Hcacses Program secured grant funding through the Massachusetts Commonwealth Honors Program for Culturally Responsive Pedagogy (CRP) Assignment Design Training.

Professor Vanessa Martinez
Coordinator of HCC Honors Program
Elaine Marieh Chair for Teaching Excellence 2020
CRIMINAL JUSTICE: CORE

Western Mass Community, Opportunity, Resources, and Education (CORE) is a program developed by Professor of Criminal Justice Nicole Hendricks, and Professor of Economics Mary Orisich. Professors Hendricks and Orisich created CORE after a semester-long sabbatical where they taught several cohorts of women incarcerated at the WCC.

The mission of Western Mass CORE is to work in jails, in the community, and at HCC to develop and maintain academic pathways for people impacted by the criminal legal system, as well as to facilitate linkages to local colleges and universities.

Professor Hendricks and Orisich won a Bridge to College grant. This grant will provide supports for currently incarcerated individuals and provide an opportunity for them to enroll in a college-level 1-week course this summer called, Making Change Happen: The Role of Gender, Race, Class and Culture.

SERVICE LEARNING: MAKING A DIFFERENCE DURING THE PANDEMIC

- Eric Carle
  Social Media Engagement Statistics between 11/22/2020 - 2/10/2021

  "The Service-Learning Conference was amazing. I wouldn’t have expected anything less. We begin school just to get a degree but the journey that is paved and the connections that are made are the real degree…. Forever grateful for the opportunities that HCC had given me!" Jessica Cardona, current HCC student.
EAB Navigate Demo – presented by Renee Tastad, Assistant Vice President, Student Affairs & Dean of Enrollment Management

EAB Navigate Launch
May 25, 2021

HOLYOKE
COMMUNITY
COLLEGE

Educate. Inspire. Connect.
Overview

How did we get here?
Where are we now?
What does the future look like?
New Structure + Technology Leads to Greater Retention

The Coordinated Care Network

- Student data allows segmentation of populations
- Advisers collaborate with student support offices on cases
- Leadership continuously improves the system

EAB Navigate

Access all the tools you need to support student success on campus

Navigate, our Student Success Management System, is an enterprise-level technology that links administrators, advisers, deans, faculty, other staff, and students in a Coordinated Care Network designed to help community colleges and universities proactively manage student retention and success to deliver a return on education.

We like to explain Navigate in three pillars—Intelligence, Strategic Care, and Smart Guidance. This diagram represents how it all connects. These elements are infused throughout our platform to ensure all stakeholders can holistically support students and inflict real change.

David Johnson

- Team approach
- Informed
- Coordinated effort
- Early Alerts
- Case referrals
- Centralized notes
- Reporting
Guided Onboarding

A timeline of to-dos helps students navigate the transition to college with timely, customized support. Alert notifications remind students about important deadlines and overdue tasks.

The experience is customized based on student SIS and intake survey data; the timeline dynamically updates based on student progress and in-app activity.
Pivotal Moments Path and Term-to-Term Tools

Onboarding: students can see important college milestones disaggregated into tasks and alerts to help them plan their term.

Self-service tools allow students to connect with their personal success team, schedule their week, and receive customized guidance.

Program Explorer

The Program Explorer tool simplifies the major selection process, allowing students to make simpler, smarter decisions early in their college experience. After capturing students' interests and career preferences, the Program Explorer generates a customized list of best-fit programs and job recommendations.

Course and Term Planning

The planning tool helps students to build academic plans to optimize for on-time graduation by co-locating degree maps, program requirements, and completed coursework in one intuitive platform. Automated guardrails alert students to common planning errors and inefficiencies like out-of-sequence courses and unproductive credits.
Shared Workspace
The shared workspace fosters ongoing collaboration between advisor and student and encourages meaningful interactions.

Advisors can edit student plans, add comments, flag courses, and send messages explaining the changes. Using Advanced Search, advisors can easily identify students with planning errors, and then contact those students through targeted campaigns.

Best-Fit Scheduling and One-Click Registration

Roll-Out Strategy
Understanding the Typical Implementation Process

Navigate Staff (Strategic Care)

- Phase 1: Initial Implementations
  - Integrate first 250 students
  - Faculty and Student Support (Academics, Course Selection, Student Support
  - Student Training, Shared Workspaces

- Phase 2: Initial Professional Advisor Groups
  - Faculty and Student Support (Academics, Course Selection, Student Support
  - Student Training, Shared Workspaces

- Phase 3: Initial Professional Advisor Groups
  - Faculty and Student Support (Academics, Course Selection, Student Support
  - Student Training, Shared Workspaces

Navigate Student (Milestone Guidance)

- Phase 1: New Students (Orientation)
- Phase 2: All Students
- Future Phases: Special Populations

Academic Planning

- Phase 1: Course and Exam Planning, Shared Workspace
- Phase 2: Course Scheduling
- Phase 3: Registration

*Phases may not be concurrent

Phase I Focus: Ensure advising workflow is optimized

Phase II Focus: Expand to additional users and begin utilizing analytics available
- Advisors, faculty, student success users and students can schedule appointments with one another and use Academic Planning with initial student and advisor groups in phases
- High utilization of key features by user groups
Return on Investment - One College’s Example

Year One, Term 1 Revenue

Improvement in summer melt in Term One, Year One from Navigate. We calculate the additional tuition revenue to be earned by improving the applicant-to-eligible conversion rate via the Navigate platform. This projection is based on results at Daneville Community College, where applicant conversion rose 4.6 percentage points within the first term of EAB partnership, an 11% gain. Below, we assume a conservative 1% increase in applicant conversion.

\[
\text{Projected Revenue from 1\% More Enroll = } \left( \frac{2,820 \times 90\%}{\text{Applications}} \times \left( \frac{\$4,802}{\text{Annual tuition costs}} \right) \times \left( \frac{1}{\text{Number of terms}} \right) \right) + 40
\]

\[ \approx \$145,000 \]

Approximate revenue gains from a 1% increase in applicant conversion.

Return on Investment

Year One, Term 2 Revenue

Improvement in term-to-term attrition and additional revenue in Year One, Term 2 from Navigate. We follow the same student cohort and calculate the additional tuition revenue to be earned by improving term-to-term attrition via the advisor functionality in Navigate. This projection is based on results at an EAB member institution and evidence from national research on community college student attrition.

\[
\text{Projected Revenue from 2\% Increase in Persistence = } \left( \frac{1,170 \times 77\%}{\text{Term 1 FTE enrollment}} \times \left( \frac{\$4,802}{\text{Annual tuition costs}} \right) \times \left( \frac{1}{\text{Number of terms}} \right) \right) + 79
\]

\[ \approx \$188,000 \]

Approximate revenue gains from a 2% increase in persistence.

Cumulative Revenue Gains from Navigate

Projections Based on Institutional Metrics and EAB Calculations

- Year One, Term 1: $145,000
- Year One, Term 2: $334,000
- Year Two, Term 1: $473,000
- Year Two, Term 2: $627,000
- Annual Navigate Contribution: $143,000

Anticipated Outcomes - Increases

- Increase **admitted** student yield (admit to enroll in admitted term) to **70%** by Fall 2025
- Increase fall-to-spring retention rate by 4 percentage points (up from 76% Fall 2019 to Spring 2020 to **80%** for all new first-time-degree-seeking students by Spring 2026 (for Fall 2025 cohort))
  - Specifically, increase the fall-to-spring retention rate of new first-time-degree-seeking **Black and Latinx** students by 10 percentage points, from **70%** to **80%**
- Increase on-time credit accumulation for all students from **31%** to **50%** by Fall 2025.
  - Specifically, increase on-time credit accumulation for **Latinx students** from **17%** to **50%** by Fall 2025
  - Increase on-time credit accumulation for **Black students** from **13%** to **50%** by Fall 2025.
- Increase fall-to-fall retention for all first-time degree-seeking students of color to **51%** by Fall 2025
- Increase the number of students participating in **work-based experiences** while enrolled at HCC by 2 percentage points, from **23%** to **25%**

Anticipated Outcomes - Increases

- **Admitted** student yield (admit to enroll in admitted term) to **70%** by Fall 2025
- Fall-to-spring retention rate to **80%** (new first-time-degree-seeking students) by Spring 2026.
  - Specifically, retention rate for **Black and Latinx** (new first-time-degree-seeking students) from **70%** to **80%**
- On-time credit accumulation for all students from **31%** to **50%** by Fall 2025.
  - Specifically, credit accumulation for **Latinx students** from **17%** to **50%** by Fall 2025
  - Specifically, credit accumulation for **Black students** from **13%** to **50%** by Fall 2025.
- Fall-to-fall retention for all first-time degree-seeking students of color to **51%** by Fall 2025
- Number of students participating in **work-based experiences** while enrolled at HCC from **23%** to **25%**

Anticipated Outcomes - Decreases

- **Decrease the retention rate gap** between first-time degree-seeking white students and students of color to 5 points by Fall 2025
- **Decrease the graduation rate gap** between first-time degree-seeking white students and students of color to 7 points by Fall 2025
- **Reduce the default debt rate** by 2 points down to **11%**
- **Decrease our students’ lack of finances’ response rate on** CCSSE by 5% down to **40%**
President Royal thanked the speakers today for these substantial updates.

President Royal introduced Dr. Sharale Mathis as the new Vice President for Academic and Student Affairs and read a short biography.

Vice President Herron introduced Mi Jin Park as the new Associate Director of Admissions and Onboarding.

President Royal congratulated the recent award winners that were presented at the Professional Association Meeting in May:

- HCC Outstanding Classified Staff Award – Carlos Garcia
- HCC Outstanding Professional Staff Award – Jennifer Adams
- Elaine Marieb Faculty Chair for Teaching Excellence – Raul Gutierrez
<table>
<thead>
<tr>
<th>ADJOURNMENT</th>
<th>On a motion by Trustee Epstein and seconded by Trustee Williams it was VOTED to adjourn today’s meeting.</th>
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</thead>
<tbody>
<tr>
<td></td>
<td><strong>Roll Call Vote:</strong></td>
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<tr>
<td></td>
<td>Trustee Gi                                        Yes</td>
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<td></td>
<td>Suzanne Parker                                    Yes</td>
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<td>Ivonne Vidal                                       Yes</td>
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<td></td>
<td>Eleanor Williams                                  Yes</td>
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<td>Chair Gilbert                                      Yes</td>
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<td>The meeting was adjourned at 9:34 am.</td>
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<td>Respectfully submitted,</td>
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<tr>
<td></td>
<td>Ivonne Vidal, Secretary                           7/8/2021</td>
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<td>Board of Trustees</td>
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<td>Approved: Robert W. Gilbert, Jr., Chair            7/8/2021</td>
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