The 402nd meeting of the Holyoke Community College Board of Trustees was held on Tuesday, November 23, 2021, remotely with Chair Robert W. Gilbert, Jr. presiding.

MEMBERS PRESENT
Robert W. Gilbert, Jr., Chair
Trustee Cruz
Charles Epstein
Ted Hebert
Yolanda Johnson
Suzanne Parker
Lucy Perez
Vanessa Smith
Ivonne Vidal
Eleanor Williams

MEMBERS ABSENT
Evan Plotkin

ALSO PRESENT

MEETING CALL TO ORDER
At 8:03 am, the meeting was officially called to order by Chair Gilbert.

Roll Call Attendance:
Trustee Cruz  Yes
Charlie Epstein  Yes  Joined at 8:11 am
Ted Hebert  Yes
Yolanda Johnson  Yes
Suzanne Parker  Yes  Joined at 8:04 am
Lucy Perez  Yes  Joined at 8:04 am
Vanessa Smith  Yes
Ivonne Vidal  Yes
Eleanor Williams  Yes
Chair Gilbert  Yes

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 Trustees Meeting of October 26, 2021
To approve personnel actions
- To empower the President of the College to approve all personal actions prior to the next meeting
- Appointment of ASN Department Chair – Academic Year 2021-2022
- To approve the recommendations for appointments of program/work area department chairs
- Cancellation of the Board of Trustees December 28, 2021 meeting
- Committee Reports
  - Advocacy
  - Audit and Finance
  - By-Laws and Governance
  - Equity
  - Nominating
  - Strategic Planning

A motion was made by Trustee Johnson and seconded by Trustee Hebert to approve the Consent Agenda.

**Roll Call Attendance:**

<table>
<thead>
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**AUDIT AND FINANCE COMMITTEE**

Comptroller Foster provided an overview of the FY 22 First Quarter Statement of Revenue and Expenses.

A motion was made by Trustee Williams and seconded by Trustee Vidal to approve the First Quarter Statement of Revenue and Expenses as presented:

**Roll Call Attendance:**

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</table>
Mr. David Diuliis, Principal with O’Connor & Drew, P.C., reviewed the required communication with the Board, and provided highlights of the audited financial statements for fiscal year 2021.

A motion was made by Trustee Smith and seconded by Trustee Williams to approve the FY 2021 audited financial statements as presented.

**Roll Call Attendance:**

| Trustee           |  
|-------------------|--------------------------------------------------|
| Cruz              | Yes                                              |
| Charlie Epstein   | Yes                                              |
| Ted Hebert        | Yes                                              |
| Yolanda Johnson   | Yes                                              |
| Suzanne Parker    | Yes                                              |
| Lucy Perez        | Yes                                              |
| Vanessa Smith     | Yes                                              |
| Ivonne Vidal      | Yes                                              |
| Eleanor Williams  | Yes                                              |
| Chair Gilbert     | Yes                                              |

Mr. Diuliis left the meeting at 8:50 am.

Vice President Sampath presented the Board with an overview of the proposal being submitted to the Division of Capital Asset Management and Maintenance (DCAMM) for the renovation of the Marieb Life Sciences Building.
Request

- Resubmission for renovation of Marieb Life Sciences Building
- Renovate part of first floor, second and third floor
- Projected Cost of the project:
  - ~ $42M
    - DCAMM request: $30M
    - Commitment from Marieb Foundation: $7.5M
    - Commitment from HCC Foundation: $2.5M
    - Commitment from College: $2M

First Floor Renovation in 2018

Supported with a $3.8M grant from the MA Life Sciences Center and $755,000 from the HCC Foundation
First Floor Renovation in 2018

What’s different this time around?

- Updated estimates and code review
- Total project does not include three-story entry design
- Reduction in envelope improvements to windows and roof only and eliminating reclothing of the concrete
- Reduced phasing
- Reduced need for swing space due to investments made during pandemic in remote/hybrid learning
Alignment with Priorities

*Invest in repairing, renovating, demolishing, or replacing current facilities, while optimizing utilization and functionality of existing spaces*

- Renovating remainder of a three-story science building built in 1972 that has had limited upgrades (except for most of 1st floor)
- Adding 6,100 additional square feet
- Ensuring academic/training programs have access to shared functional space (ex. all Veterinary Technician spaces together on same floor)
- Meeting accreditation requirements of academic programs (ex. student access to “live” x-ray machines for training in the Radiologic Technician and Veterinary Technician programs)
- Meeting critical code and safety requirements (lab hoods, sprinkler system, fire alarm system, ADA)

Alignment with Priorities

*Expand and deepen programmatic collaborations between and among other academic institutions and outside public/private partners*

- The Marielab Center for Life Sciences will strengthen the academic pathways between our:
  - Noncredit and credit healthcare training programs (ex. Certified Nursing Assistant, Medical Assistant, Community Health Worker) and training partnerships with the MassHire Pioneer Valley system, DTA (Jump Start), local high schools (dual enrollment/articulation pathways), and contextualized ESOL training programs
- Development of Apprenticeship and other unique pathways (ex. Medical Assistant with Baystate Health)
- Development of more Undergraduate Research Experiences (UREs) and other transfer preparation programs for underrepresented students in STEM (ex. partnership between iCons at UMass Amherst and HCC Biotechnology, NSF HSI Engineering Pathways project)
Alignment with Priorities

**Align investments to the priorities of the Workforce Skills Cabinet (WSC) Regional Blueprint**

- Marieb houses some of the largest enrolled credit programs that are aligned with the #1 priority industry cluster of the Pioneer Valley Blueprint – Healthcare and Social Assistance. In fall 2021:
  - **Foundations of Health – Career Option (A.S.)** is #1 with 389 students
    - Includes Certificate programs in Community Health Worker, Direct Care Worker, Medical Billing and Coding, and Medical Assistant
  - **Foundations of Health – Transfer Option (A.A.)** is #6 with 153 students
    - Prepares students for transfer to Bachelor’s programs in public health, health administration, etc.
  - **Nursing is #7 with 112 students.** Most Nursing students split their courses between Marieb and the Center for Health Education
  - **Biology was #9 is 99 students**

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Alignment with Priorities

**Align investments to the priorities of the Workforce Skills Cabinet (WSC) Regional Blueprint**

- MassHire Data (from Hampden County Workforce Board data website)
  - 3% increase in jobs in Hampden County in the Healthcare and Social Assistance industry cluster over past year (from 53,588 to 54,994 jobs)
  - 2017-2024 Supply gap of Registered Nurses (-2,905), Medical Assistants (-3), Social and Human Service Assistants (-333), and Personal Care Aides (-305)
  - EMSI Data Reports (Q3) 2021
    - Many more job postings in Hampden County (2,713) compared to national average of areas of comparable size (1,753) – demand is high in our region
    - 860 employers in Hampden County posted for an occupation in this cluster over past 12 months through 13,445 unique job postings - 1,857 (14%) alone from Baystate Health and 383 (3%) for Registered nurses
    - For positions in the Professional, Scientific, and Technical Services industry cluster in Hampden County - retirement risk is high and racial diversity is very low compared to areas of comparable size
Alignment with Priorities

Align investments to the priorities of the Workforce Skills Cabinet (WSC) Regional Blueprint

- MassHire Data (from Hampden County Workforce Board data website)
  - Pioneer Valley Blueprint* data:

<table>
<thead>
<tr>
<th>Description</th>
<th>2017-2024 Openings</th>
<th>Annual Openings</th>
<th>2017-2024 Replacement Jobs</th>
<th>Annual Replacement Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nurses</td>
<td>3,453</td>
<td>493</td>
<td>2,725</td>
<td>389</td>
</tr>
<tr>
<td>LPNs</td>
<td>1,044</td>
<td>140</td>
<td>850</td>
<td>121</td>
</tr>
<tr>
<td>Medical Assistants</td>
<td>1,614</td>
<td>231</td>
<td>1,498</td>
<td>201</td>
</tr>
<tr>
<td>Nursing Assistants</td>
<td>3,382</td>
<td>483</td>
<td>3,094</td>
<td>442</td>
</tr>
<tr>
<td>Personal Care Aides</td>
<td>14,288</td>
<td>2,041</td>
<td>11,301</td>
<td>1,614</td>
</tr>
</tbody>
</table>

Educate, Inspire, Connect.

Alignment with Priorities

Develop more flexible and innovative program delivery models, including online or hybrid in order to increase space use, while improving student access and outcomes

- Universal Design principles for classroom/lab design – accessibility for all
- HyFlex – Zoom enabled classrooms
- Take “what worked” best for students and faculty during the pandemic
- Partner with instructional designers and professional development through the HCC Center for Excellence

Active Learning Spaces Pilot Program Underway  
Educate, Inspire, Connect.
A motion was made by Trustee Smith and seconded by Trustee Williams to approve Motion to approve the allocation of up to $2 million from the college's reserves toward the renovation of the Marieb Life Sciences Building as part of a successful DCAMM proposal.

Roll Call Attendance:
- Trustee Cruz: Yes
- Charlie Epstein: Yes
- Ted Hebert: Yes
- Yolanda Johnson: Yes
- Suzanne Parker: Yes
<table>
<thead>
<tr>
<th>PRESIDENTIAL EVALUATION COMMITTEE</th>
<th>Trustee Vidal provided an overview of the Presidential Evaluation process and provided the evaluation of President Royal.</th>
</tr>
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<tbody>
<tr>
<td>Lucy Perez</td>
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HOLYKE COMMUNITY COLLEGE

The Presidential Evaluation Committee of the Board of Trustees of Holyoke Community College (HCC) has prepared this 2021 evaluation of the college’s President, Dr. Christina Royal.

Summary of Evaluation Process: The 2021 evaluation had four components:
- A survey of 20 key stakeholders (Trustees and Direct Reports)
- A review of benchmark data from the Massachusetts Department of Higher Education
- A review of relevant HCC internal data
- Dr. Royal’s self-evaluation

Performance Data Supporting Board of Trustees Conclusions and Recommendations:
- Trustees and staff who report directly to Dr. Royal describe her as an extremely hard-working, patient, thoughtful, visionary leader who understands diversity, is empathetic and inspiring, and consistently focuses on the long-term success of HCC, its students, and the communities served by the college. As has been true throughout her tenure as HCC's president, they rate her very positively on:
  - Her overall performance, leadership style, and personal qualities
  - Her positive relationships with trustees, faculty, staff, students, and the external community
  - Her administrative abilities, educational leadership, and business and financial abilities
  - Her management of the COVID-19 pandemic and its impact on the college community
• Dr. Royal has been successful in forwarding the college’s internal goals despite challenges posed by COVID-19. The pandemic has affected not only HCC but community colleges throughout Massachusetts. HCC staff and faculty have faced anxiety, shifts in work schedules associated with remote learning, and re-prioritization of work to accommodate meetings and time spent supporting staff and students in navigating unprecedented uncertainty.

Under Dr. Royal’s leadership HCC has developed new systems for communicating with the campus community, provided professional services to staff to help them cope with the pandemic and its impacts, and held, for the first time in the college’s history, virtual commencements for the classes of 2020 and 2021.

Initiatives Promoting System-Level Priorities:

• Formation of an Office of Equity, Diversity, and Inclusion, and creation of a Vice President of EDI: The EDI Committee, a diverse group of faculty, staff, and administrators leading several equity initiatives at the college, created a proposal in December 2020 to form an Office of EDI and hire a vice president to lead it.

• Racial Equity: CUE Equity-Focused Professional Development and Training: HCC contracted the Center for Urban Education (CUE) at the University of Southern California to work with the Equity, Diversity and Inclusion (EDI) Council and other faculty, staff, and students for a six month engagement from July 2020 thru December 2020. As stated in the final report, the CUE’s processes and tools are intended to build equity-mindedness among our campus partners and, in the process, help them identify context-specific actions they can take to achieve equity, or parity, in racial/ethnic outcomes.

• A Mental Health Task Force was formed in FY20 to make recommendations on improving support for students. A partnership was formed with the Center for Human Development (CHD) in July 2021. This partnership connects HCC students to a network of service providers that assist with removing barriers to success leading to increased retention among all student populations.

• Supporting Adult Learners: Through funding support from a Mariel Foundation, HCC contracted with Achieving the Dream (ATD) to conduct a Holistic Student Supports Opportunity Assessment to identify ways to better support adult learners and identify barriers to their success.
Summary Regarding Institutional Goals: HCC’s institutional goals for 2021 have included pandemic leadership and crisis management, advancing Year 2 of the HCC Strategic Plan, completing the NECHE site visit, legislative advocacy for additional state appropriation, and meeting BHE priority objectives relating to the equity agenda:

- **Managing COVID-19:** Dr. Royal created a Return to Campus Task Force to assist senior leadership with critical tasks and key decisions relating to the pandemic. Trustees and direct reports are nearly unanimous in their positive rating of Dr. Royal’s performance relating to the pandemic as “excellent.”
- **Year 2 of HCC’s Strategic Plan:** Of the 23 metrics HCC has identified for the college’s strategic plan, 9 are on-track, 5 are in-progress, and 9 are at-risk.
- **NECHE Site Visit:** HCC has received continued NECHE accreditation and priority areas for improvement have been incorporated into the FY 2022 college-wide priorities.
- **Legislative Advocacy for Additional State Appropriation:** HCC has successfully advocated for nearly $600,000 in earmarks for a manufacturing training program at HCC, for a childcare pilot program on HCC’s campus, and a SUCCESS (Supporting Urgent Community College Equity through Student Services) fund that will create supports and services to improve outcomes for vulnerable students. HCC has also worked to increase private investment in the college, with FY2021 seeing significant increases in philanthropic support. Excluding COVID relief funds, HCC received about $3.9 million in cash contributions and estate commitments in FY 2021, and $3.9 million in grant awards.

Summary Regarding Statewide Priority Objectives: The 23 measurable outcomes for HCC’s strategic plan are all tied to the BHE statewide priority objectives of access and affordability, student success and achievement, and opportunity gaps:

- **Access and Affordability:** HCC enrollment declined 13.7% in Fall 2020, compared with 11.3% for the community college segment state-wide. A fourth (29%) of students enrolled in HCC in Fall 2020 were Latinx, a slight decline from 2019 (29%). The proportion of students enrolled who are African-American has remained stable at 8%. The proportion of students who are Pell recipients has also remained constant since 2019 (about 48%).
• **Student Success and Achievement:** Many of the special programs and initiatives created at HCC or enhanced for learners of color, low-income students, and other high-risk populations have shown positive results over time. The COVID-19 pandemic has reversed some of these gains. It is difficult this year to differentiate whether HCC's initiatives to increase retention and retention rate gaps between our white students and students of color are less effective or if the COVID-19 impacts are affecting outcomes for this year. The necessary shift to remote teaching and learning exacerbated inequities for students who relied on access to in-person resources, including Internet, study spaces, and social-emotional supports. Continued work on equity is in progress.

• **Improving College Completion Rates:** Again, HCC has made progress in recent years in addressing disparities in student success, but the pandemic has had a significant negative impact on student retention and completion. Programs and initiatives to address these challenges are ongoing.

For additional information, please refer to the attached documents relating to the 2021 comprehensive evaluation of President Royal.

**Board of Trustees Recommendations on Proposed Compensation Adjustment:**

The Board of Trustees of Holyoke Community College view Dr. Royal as a hard-working, patient, thoughtful, visionary leader who understands diversity, is empathetic and inspiring, and consistently focuses on the long-term success, its students, and the communities served by the colleges. Trustees and direct reports rate Dr. Royal's performance very positively and they continue to see her strengths to be her leadership abilities, communication and listening skills, strategic vision, and business/financial skills.

Dr. Royal has been successful in achieving many of HHC's internal goals and BHE statewide priority objectives during a challenging and unprecedented pandemic year. The college has struggled with declining enrollment and gaps in student achievements that predate the pandemic, but have worsened as a direct consequence of COVID-19. The college rose to the challenge of virtual teaching and virtual education, but not all students have the resources needed to access college virtually, and these challenges have been greatest for students of color.
A motion was made by Trustee Vidal and seconded by Trustee Johnson to accept the report of the Presidential Evaluation Committee, including its recommendation to award Dr. Royal a merit-based salary increase at the maximum percentage authorized by the Board of Higher Education. This recommendation shall be forwarded to the Commissioner of Higher Education for approval and immediate implementation.

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**CHAIR’S REMARKS**

Chair Gilbert shared highlights since the last Board meeting.
- He reminded trustees to provide a description of all standing committees to Trustee Vidal so it can be included in the Trustee Handbook/Guidebook.
- He also reminded trustees to complete the required training for Trustees that is being conducted by the Department of Higher Education by the deadline of December 1, 2021.
- He participated in the Audit and Finance Committee meeting on November 9, 2021.

<table>
<thead>
<tr>
<th>PRESIDENT’S REPORT</th>
<th>President Royal thank the Evaluation Committee and Trustees for their work on the evaluation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>NECHE PROGRESS UPDATE</td>
<td>President Royal introduced Dr. Mathis to provide a NECHE Progress Update.</td>
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</tbody>
</table>

**NECHE Progress Update**

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**Board of Trustees Meeting**

**November 23, 2021**

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**NECHE Commission Letter January 2021**

...that the institution be asked to submit a report for consideration in Fall 2023 that gives emphasis to the institution's success in strengthening its culture of assessment with attention to the assessment of student learning outcomes and student support services;

that submission of the report be followed by a visit to validate its contents;

*October 29-31, 2023*
NECHE Commission Letter January 2021

...that the institution submit an interim (fifth-year) report by August 15, 2025, for consideration in Fall 2025; that, in addition to the information included in all interim reports, the institution give emphasis to its success in:

1. continuing to strengthen its culture of assessment with attention to the assessment of student learning outcomes and student support services;
2. updating and evaluating the effectiveness of the institution's shared governance model with emphasis on committees, policies, and practices;
3. achieving its enrollment and financial goals;
4. developing and evaluating the effectiveness of its comprehensive Equity Plan;

1. Assessment

AY 2021 Assessment Actions

- Assessment and data focused Professional Day workshops on all PD Days
- Presentations to NUPS on leading assessment in AES areas
- First Annual Assessment Day March 24th - 36 departments reported out and baseline assessment data collected
- 24 departmental assessment planning meetings
- Redesigned Academic Annual Report / First ever AES Annual Report
- AY 2022 calendar revised to include annual Assessment Day plus three half days devoted to assessment
- Weekly meetings with GEAC, all team members attended AMCOA, IUPUI Assessment Institute and AHLIE conferences
- Design ten year cycle of General Education Outcomes Assessment
AY 2022 Assessment Actions and Plans

- Hire Assessment Focused Coordinator of Instructional Design to work to increase academic assessment practices and serve on GEAC
- Create a Comprehensive Assessment Plan for HCC
- Redesign Academic Program Review process and documents
- Advance Assessment efforts through Leadership Team Series
- Establish an Assessment Committee
- Begin a cycle of General Education Outcomes Assessment with Knowledge of Diversity (KoD) courses
- Institutionalize the Annual Assessment Day plus three half days devoted to assessment work in ASA departments
- Assessment focused workshops on all Faculty Professional Days
- Review Planning and Assessment software
- Work with departments to close the loop on AY 2021 Measures

2. Shared Governance

Shared Governance Actions

- College-wide Ad Hoc Shared Governance Steering Committee meets weekly with consultant Dr. DIThomas
- Chaired by Chair of Rules Committee April Graziano & Senate President Jason Maurice (faculty)
- Review and discuss existing and external shared governance models
- Provide recommendations for revisions to the current shared governance structure and processes
- Host periodic forums - understanding of shared governance, feedback on SG Steering Committee review and recommendations
Shared Governance Actions and Plans

- Reviewed NECHE Standard 3 on Shared Governance for common ground
- Created and disseminated a college-wide survey on the meaning of shared governance, roles and responsibilities of all
- Developed HCC shared governance definition
- Conducting Shared Governance 101 workshops about current governance structure, committees, and related topics
- Building a dedicated webpage and repository for all shared governance committees documents

Shared Governance Implementation Timeline

<table>
<thead>
<tr>
<th>Current Academic Year</th>
<th>2021-2022</th>
<th>Make recommendations for revisions to HCC governance model.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>2022-2023</td>
<td>Implement new shared governance model. Establish assessment system for future changes.</td>
</tr>
<tr>
<td>Year 2</td>
<td>2023-2024</td>
<td>Implement modifications. Use assessment model for following year adjustments.</td>
</tr>
<tr>
<td>Year 3 (Report Due)</td>
<td>2024-2025</td>
<td>Write NECHE Report</td>
</tr>
<tr>
<td>Submission Date</td>
<td>08/15/2025</td>
<td>Final Draft of NECHE Report due</td>
</tr>
</tbody>
</table>

3. Enrollment and Financial Goals
Enrollment
- Goals developed based on historical metrics, national and regional trends
- Updated Environmental Scan takes into account impacts of COVID-19 on the greater Holyoke region
- Survey of students who did not continue their education with HCC
- Intake survey to assess needs of new incoming students
- Use of EAB Navigate to meet enrollment and retention goals
- Tracking enrollment weekly by modality, sections registered & seats registered
- Process improvement to increase automation of processes in Admissions and Financial Aid

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

Spring 2022 Enrollment Initiatives

<table>
<thead>
<tr>
<th>Name of Initiative</th>
<th>Details</th>
<th>Number Runs</th>
<th>Method</th>
<th>Anticipated Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Navigators Test</td>
<td>2020</td>
<td>1275</td>
<td>Conduct academic plan workshops, and students for four different classes, to assist them in choosing the right classes.</td>
<td>80 students graduated or finished in 10 weeks</td>
</tr>
<tr>
<td>Step One: Campaign</td>
<td>2020</td>
<td>1250</td>
<td>Same steps as the 2020 campaign, but not currently scheduled, have not yet been completed.</td>
<td>ENP students completed or finished in 10 weeks or more than 90%</td>
</tr>
<tr>
<td>Current Students</td>
<td>2020</td>
<td>1275</td>
<td>Conduct a 2020 campaign in Fall 2020, focusing on Spring 2021, to help students meet their academic goals.</td>
<td>ENP students completed or finished in 10 weeks or more than 90%</td>
</tr>
<tr>
<td>New Students</td>
<td>2020</td>
<td>1275</td>
<td>Conduct a 2020 campaign in Fall 2020, focusing on Spring 2021, to help students meet their academic goals.</td>
<td>ENP students completed or finished in 10 weeks or more than 90%</td>
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<td>ENP students completed or finished in 10 weeks or more than 90%</td>
</tr>
</tbody>
</table>

Note: All initiatives are expected to be completed by Spring 2022.
Spring 2022 Process Improvements

<table>
<thead>
<tr>
<th>Department</th>
<th>Process</th>
<th>Goal</th>
<th>Timeline</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Aid</td>
<td>Automate Pre-Review</td>
<td>Decrease the % of files needing human review from 100% down to 50%.</td>
<td>Oct 2021 - Dec 2021</td>
<td>Students are awarded financial aid in a timely manner; Free up staff time to work directly with students and families</td>
</tr>
<tr>
<td>Admissions</td>
<td>Serve as the Orientation modules at point of admission</td>
<td>Increase the percentage of new students who complete orientation prior to registering for classes from 0% to 25%.</td>
<td>Apr 2021 - Jan 2022 - ongoing</td>
<td>Increase the % of students who report readiness and confidence in decisions to register for classes, leading to earlier course selection.</td>
</tr>
</tbody>
</table>

Financial Goals

- NECHE Recommendation:
  - Fall 2025 interim report update the Commission on the Institution's success in achieving its financial goals.

- What does that mean?
  - Sustainable business model in an unpredictable environment:
    - Ability to withstand some volatility in enrollment
    - Continue to ensure services are provided effectively and efficiently as expected by stakeholders
    - Aligning budget with Strategic Plan metrics (invest in areas to achieve goals)
    - Pivot relatively quickly to adapt to changes in enrollment and funding
    - Proactive approach to long term financial planning

Steps taken so far towards financial stability

- Alignment of staffing with enrollment in the Fall of 2021
- Reduced expenses by 7% in fiscal year 2021
- No increase in fiscal year 2022 budget compared to previous year
- Invested in alternative or additional sources of revenue
- Compensation, which is 70% of our budget is down 9.75% as of first quarter of FY’22
- Current and future budgets based on realistic Enrollment
  - Number of credits: Budgeted 75,000 for fiscal year 2021 and expect to budget a similar amount
4. Equity Plan

Equity Plan

EAB
- Assist with our needs of developing an equity plan and anti-racist statement.
- Delivered a presentation to the on DEI planning; readying a campus for change

EDI
- Created a proposal for the College’s first VP of Equity, Diversity and Inclusion/Transformative Justice.
- Created a website edicommittee@hcc.edu, and webpage https://sites.google.com/hcc.edu/hcced/home to capture the work of the many initiatives happening on campus
- Created an LGBTQ+ task force resulting in the change of our bathroom policy. Faculty, staff and students can now use bathrooms “that most closely responds to their sincerely held gender identity”. Signs are forthcoming
- HCC Equity Ambassador (Tricia, Marie)
- Continue looking at ways to provide meaningful, ongoing professional development

Equity Plan

Racial Justice and Equity Institute (REJI)
- Fall speaker series on equity in student services and teaching in learning
- Spring action plan to review our scholarship process; analyse data to close the gap on the number of student eligible vs the number of students that actually apply
- Get Inclusive - Employee EDI training
- BOT Equity Committee - Securing EDI trainings and workshops
- Ongoing work of Culturally responsive pedagogy led by Adina Giannelli
- Ramp up operationalization of ALANA including new hires and an influx of funding to support the work led by Andrew Fletcher
ADJOURNMENT

On a motion by Trustee Johnson and seconded by Chair Gilbert it was VOTED to adjourn today’s meeting.

Roll Call Attendance:

- Trustee Cruz: Left at 9:03 am
- Charlie Epstein: Yes
- Ted Hebert: Left at 9:20 am
<table>
<thead>
<tr>
<th>Name</th>
<th>Yes/No</th>
<th>Time of Departure</th>
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<tbody>
<tr>
<td>Yolanda Johnson</td>
<td>Yes</td>
<td>Left at 8:57 am</td>
</tr>
<tr>
<td>Suzanne Parker</td>
<td></td>
<td>Left at 9:23 am</td>
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<tr>
<td>Lucy Perez</td>
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<td>Left at 9:31 am</td>
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<tr>
<td>Vanessa Smith</td>
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<tr>
<td>Ivonne Vidal</td>
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<td>Left at 9:31 am</td>
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<tr>
<td>Eleanor Williams</td>
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<td>Left at 9:39 am</td>
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<tr>
<td>Chair Gilbert</td>
<td>Yes</td>
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The meeting was adjourned at 9:44 am.

Respectfully submitted,

Vacant

Secretary

Board of Trustees

Approved: Robert W. Gilbert, Jr., Chair