The 407th meeting of the Holyoke Community College Board of Trustees was held on Tuesday, May 24, 2022, remotely with Chair Robert W. Gilbert, Jr. presiding.

MEMBERS PRESENT
- Robert W. Gilbert, Jr., Chair
- Charles Epstein
- Yolanda Johnson
- Evan Plotkin
- Vanessa Smith
- Eleanor Williams
- Trustee Cruz

MEMBERS ABSENT
- Ivonne Vidal
- Lucy Perez
- Suzanne Parker
- Ted Hebert

ALSO PRESENT
- Amanda Sbriscia
- Amy Dopp
- Andrew Fletcher
- Beth Breton
- Brooke Adams
- Chris Yurko
- Curt Foster
- Estell Lopez
- Evelyn Rivera-Riffenburg
- Idelia Smith
- Jane Lerner
- Jeanette Smith
- Jeff Hayden
- Johanna Lebron
- Julissa Colon
- Karen Desjeans
- Kevin David
- Kim Hicks
- Kim Straseski
- Kris Ricker Choleva
- Lauren LeClair
- Lori Wayson
- Magdalena Mackowiak
- Maria Brunelle
- Mark Hudgik
- Mary Dixey
- Mary Orisich
- Mi Jin Park
- Michelle Robak
- Narayan Sampath
- Nicole Hendricks
- Olivia Kyna
d- Renee Tastad
- Shannon Sarkisian
- Sharale Mathis
- Teresa Beaudry
- Tim Jacobson
- Todd Wonders
- and Veena Dhankher

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

Roll Call Attendance:
- Charles Epstein: Yes
- Yolanda Johnson: Yes
- Evan Plotkin: Arrived at 8:03 am
- Vanessa Smith: Yes
- Eleanor Williams: Yes
- Cruz, Student: 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. None were requested.

- Consideration of Minutes for Board of Trustees Meeting of April 26, 2022
- Report of Personnel Action dated May 24, 2022
  - To approve personnel actions
  - To empower the President of the College to approve all personal actions prior to the next meeting
- Committee Reports
  - Advocacy
  - Audit and Finance
  - By-Laws and Government
A motion was made by Trustee Johnson and seconded by Trustee Epstein to approve the Consent Agenda.

**Roll Call Attendance**

- Charles Epstein: Yes
- Yolanda Johnson: Yes
- Evan Plotkin: Yes
- Vanessa Smith: Yes
- Eleanor Williams: Yes
- Cruz, Student: Yes
- Chair Gilbert: Yes
Kris Ricker Choleva and Veena Dhankher presented on the Strategic Plan Refresh to the Board.

- MOTION: To recommend to the Board approval of the refresh of the College Strategic Plan FY23-FY26 as presented.
REFRESH IMPACTS

Mission and Vision - unchanged

Values - unchanged, definitions added

Student Experience Statement

Strategic Frameworks

Objectives

Action Items (operational) - in development

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 - Values Statements Added

Kindness, inclusion and trust are the foundation of the work that we do together. Innovation and collaboration enable us to explore and implement the ideas that will shape our future.

VALUE STATEMENTS

- Innovation: We empower each other to explore, share, and actualize our ideas to continuously improve the HCC experience for all. We do this with creativity and agility by keeping an open mind, taking risks, evaluating outcomes, and learning from mistakes.

- Collaboration: We work as a community to develop and achieve common goals through an open exchange of ideas. We do this by encouraging wide-ranging participation, intentional communication, and the pursuit of diverse perspectives and expertise.

- Kindness: We approach all interactions with empathy and in consideration of one another’s needs. We act with the highest levels of professionalism, respect, and civility as we seek common ground and strive for mutual understanding.

- Inclusion: We provide a fair and welcoming environment where all voices are heard and meaningfully included to contribute to the growth and success of HCC. We take intentional action, challenge our assumptions, foster belonging, and respect the uniqueness of individuals and diverse groups.

- Trust: We assume the best in others, prioritize transparency, and communicate with honesty, clarity, and consistency. We do this thoughtfully by including all stakeholders in the decision-making process and following through with our commitments.

- Basis for culture work on campus
STUDENT EXPERIENCE STATEMENT

Holyoke Community College commits to delivering a transformational student experience characterized by:

- A student-ready environment with connections that draw people, services, and resources together to address students’ needs and ensure their success.
- An affordable, relevant education designed to produce equitable student outcomes, resulting in career and transfer opportunities that enable all students to thrive.
- An approach to educating the whole person that consistently meets students where they are and engages them in real-world learning experiences.
- A vibrant, diverse, and inclusive college community that enriches the learning experience, delivers unsurpassed encouragement, and builds lifelong connections.

Faculty and staff of Holyoke Community College commit to support this transformative experience through:

- Accessible, guided, and intuitive services that support and inspire students and their families.
- Culturally responsive practices that promote equity within and beyond the classroom.
- Technology, data, and predictive analytics that enable HCC to deliver personalized, proactive, and responsive programs and services.
- An agile and supportive culture that recognizes the importance of professional development to build knowledge, skills, and a deep understanding of our students.

- Edited for clarity and focus on becoming a student-ready environment

1: Teaching & Learning
- Enhance and expand innovative teaching and learning practices that result in a quality education for all.

2: Equity & Student Success
- Collaborate with the communities we serve to increase equity.

3: Workforce Development & Transfer
- Align program outcomes with workforce demands and student needs for employment and transfer.

4: Financial Sustainability
- Create a sustainable model for long-term financial stability and growth.

- slight changes to statements to be outcomes focused, and a move to a more explicit financial strategy

Strategic Plan Refresh: FY23-FY26

Objectives and Metrics

HOLYOKE COMMUNITY COLLEGE

Educate. Inspire. Connect.
Strategic Plan Refresh

- Continue tracking on our student success metrics from prior cycle
  - Course completion, retention, graduation, and transfer rate
- Continue our focus on equity and equitable outcomes
- Revised metrics
  - Developed new metrics –
    - Equity in course completion
    - Tracking students from non-credit to credit program
    - Annual credit hours
    - Unique donors

TEACHING & LEARNING

Strategy #1: Enhance and expand innovative teaching and learning practices that result in a quality education for all.

<table>
<thead>
<tr>
<th>By 2026</th>
<th>Baseline</th>
<th>Target</th>
<th>Ambitious</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1. Increase Fall course completion rate</td>
<td>77%</td>
<td>81%</td>
<td>84%</td>
</tr>
<tr>
<td>1.2. Increase Fall-to-Fall retention rate</td>
<td>53%</td>
<td>57%</td>
<td>60%</td>
</tr>
<tr>
<td>1.3. Increase 150% graduation rate</td>
<td>17%</td>
<td>21%</td>
<td>24%</td>
</tr>
<tr>
<td>1.4. Assess the impact of equity-focused professional development program offered to 100% of faculty and staff</td>
<td>Not Available</td>
<td>80%</td>
<td>100%</td>
</tr>
</tbody>
</table>

EQUITY & STUDENT SUCCESS

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

<table>
<thead>
<tr>
<th>By 2025</th>
<th>Baseline</th>
<th>Target</th>
<th>Ambitious</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1. Course completion rate gap</td>
<td>10 points</td>
<td>6 points</td>
<td>3 points</td>
</tr>
<tr>
<td>2.2. Fall-to-Fall retention rate gap</td>
<td>13 points</td>
<td>9 points</td>
<td>6 points</td>
</tr>
<tr>
<td>2.3. 150% graduation rate gap</td>
<td>11 points</td>
<td>7 points</td>
<td>4 points</td>
</tr>
<tr>
<td>2.4. Transfer rate gap</td>
<td>11 points</td>
<td>7 points</td>
<td>4 points</td>
</tr>
<tr>
<td>2.5. Increase Hispanic Fall FTE</td>
<td>650</td>
<td>772</td>
<td>795</td>
</tr>
</tbody>
</table>
WORKFORCE DEVELOPMENT & TRANSFER

Strategy #3: Align program outcomes with workforce demands and student needs for employment and transfer.

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Target</th>
<th>Ambitious</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1. Increase transfer rate to 4-year institution</td>
<td>15%</td>
<td>23%</td>
</tr>
<tr>
<td>3.2. Increase non-credit enrollment</td>
<td>2,700</td>
<td>3,500</td>
</tr>
<tr>
<td>3.3. Increase the percentage of HCC non-credit students matriculating into credit programming.*</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>3.4. Increase the percentage of students who become employed upon graduation/completion.*</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

FINANCIAL SUSTAINABILITY

Strategy #4: Create a sustainable model for long-term financial stability and growth.

<table>
<thead>
<tr>
<th>Baseline</th>
<th>By 2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase total annual credit hours</td>
<td>65,500</td>
</tr>
<tr>
<td>Increase revenue streams beyond student tuition and fees</td>
<td>$9,442,000</td>
</tr>
<tr>
<td>Increase the implementation of process reimagine and redesign projects</td>
<td>4</td>
</tr>
<tr>
<td>Increase total annual revenue in charitable contributions, including estate commitments, to the HCC Foundation</td>
<td>$1.75m</td>
</tr>
<tr>
<td>Increase the total annual number of unique donors making gifts to the HCC Foundation by 50%</td>
<td>856</td>
</tr>
</tbody>
</table>

NEXT STEPS

Summer 2022
- Identify FY 2023 Objective Leads
- Finalize FY 2023 Actions Items
- Create SP materials and add to website

Fall 2022
- Kickoff of FY 2023-2026 plan
- Reconvene Refresh Team
- Convene new Planning and Innovation Committee of shared governance
- Align new committees with strategies

Spring 2023
- Assess FY 2023 Action Items / Update on Progress
- Identify FY 2024 Objective Leads and Action Items

End of Presentation!
MOTION: a motion was made by Trustee Epstein and seconded by Trustee Plotkin to approve the refresh of the College Strategic Plan FY23-FY26 as presented.

**Roll Call**

<table>
<thead>
<tr>
<th>Name</th>
<th>Vote</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charles Epstein</td>
<td>Yes</td>
</tr>
<tr>
<td>Yolanda Johnson</td>
<td>Yes</td>
</tr>
<tr>
<td>Evan Plotkin</td>
<td>Yes</td>
</tr>
<tr>
<td>Vanessa Smith</td>
<td>Yes</td>
</tr>
<tr>
<td>Eleanor Williams</td>
<td>Yes</td>
</tr>
<tr>
<td>Cruz, Student</td>
<td>Yes</td>
</tr>
<tr>
<td>Chair Gilbert</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**CHAIR’S REMARKS**

Report of the Chair

Chair Gilbert shared the following highlights.
- The board assessment results are being renewed and a plan to address the report will be accomplished in the next fiscal year. The reports will be ready by the June meeting.
- The President’s evaluation will include a survey of Trustees and the President’s direct reports. This should be completed as soon as possible to meet the deadline of the August meeting for approval.

**PRESIDENT’S REPORT**

President’s Report

Academic and Student Affairs Enrollment & Retention Initiatives

Dr. Sharale Mathis presented on the Academic and Student Affairs Enrollment & Retention Initiatives
ACADEMIC AND STUDENT AFFAIRS

Enrollment and Retention Initiatives 2022

Introduction

- Guided by data the college has embarked on a phased approach to enrollment and retention aligned with our Strategic Plan.
  - NECHE Report
  - Pandemic
  - Declining enrollment & retention
- Funding Sources:
  - Success Grant
  - HEERF
  - Reallocation of Institutional funds
- 1st Phase
  - ALANA
  - SAMP
  - Western Mass Core
  - El Centro
  - Student Affairs
    - Admissions & Onboarding
    - Financial Packaging

ACADEMIC AND STUDENT AFFAIRS

African American, Latino, Asian, & Native American (ALANA) Men in Motion

Mission: Provide inclusive academic support, advising, mentoring, and community engagement to cultivate the academic success of men of color at HCC. To work with other stakeholders in creating a Success Team that will serve ALANA students.

Goals/Objectives:

- To provide personalized attention to support men of color at HCC
- To provide support for academics, the financial aid application process, the transfer process, and career planning
- To provide a holistic high-impact advising approach in order to improve the success rates for ALANA students with the ultimate goal of eliminating achievement gaps (Strategic Plan: Strategy 2; Objective 5.1)
- To provide coordinated care and a two-tiered advising system that includes a Success Team (a primary advisor, mentor, tutor and learning coach) through EAB Navigate
African American, Latino, Asian, & Native American (ALANA) Men in Motion

Demographics At A Glance:

- First Generation: 56%
- Two or more races: 33%
- Adult Student: 22%
- Hispanic: 21%
- Black or African American: 25%

Measurable Outcomes:

- Increase average GPA from 2.62 to 2.77 by 2022
- Increase the Fall-to-Spring retention rate for all ALANA Male students from 63% to 66% by 2022.
- Increase the Spring-to-Fall retention rate for all ALANA Male students from 98% to 100% by 2023.

Student Ambassador Mentorship Program (SAMP)

- Peer Mentoring, equity-driven initiative that serves HCC women, nonbinary, and transgender students.
- SAMP’s core values are Leadership, Professional Development, and Community.
- Success Ambassadors: Mentors who also take on an ambassadorship
- Success Scholars: Mentees supported by Success Ambassadors and Success Coaches
- Core Values in Action: Outcomes
### SAMP Student Population

Demographics At A Glance:

- **First Generation**: 57%
- **Pell Eligible**: 54%
- **Adult Student**: 46%
- **Minoritized**: 42%
- **Hispanic**: 23%
- **Black/African American**: 12%

**Cohort 444 students**
- 15 Success Ambassadors
- 429 Success Scholars

**Success Ambassadors**
- GPA ≥ 3.0
- Completed and registered ≥ 6 credits

**Success Scholars**
- GPA ≥ 1.75 ≤ 2.99
- Enrolled ≥ 6 credits

### SAMP Measurable Outcomes

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Baseline</th>
<th>2024 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase average Cumulative GPA</td>
<td>3.16</td>
<td>3.26</td>
</tr>
<tr>
<td>Increase Fall-to-Spring retention rate for all SAMP participants</td>
<td>78%</td>
<td>80%</td>
</tr>
<tr>
<td>Increase Spring-to-Fall retention rate for all SAMP participants</td>
<td>68%</td>
<td>70%</td>
</tr>
<tr>
<td>Decrease retention gap between BIPOC and SAMP students</td>
<td>3 points</td>
<td>2 points</td>
</tr>
</tbody>
</table>

### Western Mass CORE

**Western Mass CORE** works in jails, in the community, and at HCC to develop and maintain academic pathways for people impacted by the criminal legal system, and facilitate linkages to local colleges and universities.

CORE provides:
- Access to **academic opportunities** for students on the inside
- Support through the **enrollment** and financial aid process
- An **on-campus community of mentors and peers**
- Individualized academic and career **advising**
- **Referrals** to other services, like housing, food assistance & counseling
- A **collaborative partner for institutions** in the western Massachusetts region

CORE Objectives:
- Conduct a **needs assessment**
- Run **1 course** Fall 21 & **3 courses** Spring 22
- Engage with **community partners**
CORE: Educational Needs Assessment Pilot Data

- Administered at 2 HCSD jails (April 2022)
  - 32 men
  - 8 women
- Respondents with previous college experience:
  - 6 attended HCC
  - 11 attended other local CC (STCC, BCC, GCC)
- What courses are respondents most interested in?
  - Business, Human Services, Music, Culinary, Accounting
  - Certificate: Accounting, Human Services, and Mental Health Studies

College Eligible

Have you ever attended college or enrolled in classes?

- High School Diploma: 80%
- Associate's Degree: 20%

CORE: Course Offerings & Connections

<table>
<thead>
<tr>
<th>Term</th>
<th>Course [Gender]</th>
<th># Students</th>
<th>Completion Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2022</td>
<td>HIS 155 (Men)</td>
<td>12</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>SOL 160 (Women)</td>
<td>6</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>ENG 101 (Men)</td>
<td>10</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>MTH 142 (Men)</td>
<td>9</td>
<td>100%</td>
</tr>
</tbody>
</table>

Recruitment, Enrollment & Retention Support:
- Monthly sessions: HCC Introduction, Testing, Application, Financial Aid, Advising
- Book Groups

CORE: Course Offerings & Connections

State & Local Connections:
- Student Needs, Education & Career:
  - HCC THRIVE
  - Mass Trio Counseling
  - HCC Nursing Program
  - Mass Fast Track
  - HCC Foundations of Health/Community Health Worker
  - Follow My Steps
  - HCC Carpe Diem
  - Ptery Gynec
  - Holyoke Safe Neighborhood Action (HCSD)
  - HCC Human Services Program
  - Women’s Fund
  - Mass Private Ed Consortium (MPFC)

El Centro

El Centro aspires to provide a Hispanic Thriving learning community to meet the needs of Latinx students, where they can receive culturally responsive guidance and support essential to achieve academic success, advancement, and a sense of belonging.

Goals/Objectives
- Student Recruitment
- Academic & Transfer Advising
- Mental Health & Wrap-around Support
- Career Readiness & Exploration
- Financial Aid Advising
- Cultural Belonging & Community Engagement

Identified Population
- Part-time
- Developmental Ed
- Stop out
- Post High School
El Centro: Measurable Outcomes

Admission:
- Increase the overall admit to enrolled yield for Hispanic students from 43% to 47% by 2024.
- Increase the number of Full-Time Hispanic student from 33.2% to 35% by 2024.

Enrollment:
- Increase the average Fall credits registered by Hispanic student from 8.7 to 9.1 by 2024.

Retention:
- Increase Fall-to-Fall retention rate for all Hispanic students from 43% to 46% by 2024.

Graduation:
- Increase the overall graduation rate for first-time degree seeking Hispanic students from 9% to 11% by 2024.

Transfer:
- Increase the transfer rate of first-time degree seeking Hispanic students within 150% of normal time from 19% to 21% by 2024.

El Centro: Current Initiatives

Team Retreat
- In 2 months hired core team
- Building a culture of assessment
- Collaborate with Estela Lopez, HSI expert for programmatic support
  - Develop action steps

Internal Collaboration
- Admissions: Campaign to target Stop Out Students
- Adult Ed./Workforce: Collaboration with PAFEC/Ludlow Adult to establish pathway for adult students
- Gateway to College: Continued support for transitioning students

External Collaboration
- Community Recruitment:
  - Participate in various local community functions including Nueva Esperanza’s Noche de San Juan
  - CHD Homelessness Services
  - Valley Opportunity Council

Student Affairs: Admissions and Onboarding

- Utilizing feedback from Achieving the Dream, EAB Enrollment Audit, and Campus Works, the Admissions department is undertaking process improvements:
  - Optimize technology, improve communication, and increase capacity for person-to-person support resulting in:
    - Increase percentage of complete applications from 85% to 90% by Fall 2023
    - Admit-to-enroll yield from 50% to 60% by Fall 2023, an increase of 50 students
    - In NEW Latinx student enrollment by 13% by Fall 2023 (53 students)
Student Affairs: Admissions and Onboarding

Student Affairs: Current Enrollment Initiatives

<table>
<thead>
<tr>
<th>Initiative</th>
<th># of students</th>
<th>Success looks like...</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Show Outreach</td>
<td>91</td>
<td>20% of 12 students enrolled in either summer or fall 2023.</td>
</tr>
<tr>
<td>Drop-out Outreach</td>
<td>1,402</td>
<td>7.5% of 155 students</td>
</tr>
<tr>
<td>Enrollment Campaign through Navigate</td>
<td>1,500</td>
<td>80% yield of 550 students</td>
</tr>
<tr>
<td>Admissions Faxed Work</td>
<td>1,485</td>
<td>85% yield of 370 students</td>
</tr>
<tr>
<td>Accepted Students Days</td>
<td>1,400</td>
<td>78% yield for those who attend</td>
</tr>
<tr>
<td>Reg Express</td>
<td>100</td>
<td>75% yield for those who attend</td>
</tr>
<tr>
<td>Former Dual Enrollment - outreach + 9100 scholarship</td>
<td>300</td>
<td>25% yield of 75 students</td>
</tr>
<tr>
<td>Summer Accelerator</td>
<td>30</td>
<td>20 students enrolled in free developmental courses</td>
</tr>
</tbody>
</table>

Student Affairs: Financial Aid Packaging

- Automated Financial Aid file review and packaging
  - Reduces the number of files needing manual processing from 100% to 25%
  - Reduce award letters received by students from 14-21 days to within 3 days of complete FAFSA submission to bring in line with admission decisions

- Revised SAP letter and process
  - SAP letter revised with student-friendly language and calls to action
  - Enhanced process of notification through EAB Navigate
  - Proactive advisor interaction to assist with appeal process
Student Affairs: Financial Aid Packaging

- Updated Packaging Policy to include additional funds for cost of living expenses
  - Funds in the form of additional grant aid and loans
  - Supports students in staying on track to degree completion
- Packaging policy changes are designed to directly impact the following Strategic Plan metrics
  - Increase:
    - 150% graduation rate
    - Fall-to-fall retention rates
    - Total annual credit hours

Summary: Impacts to Enrollment & Retention

- These are the leading indicators to meet the Strategic Plan Refresh objectives
  - Impacting all strategy frameworks (1-4)
- Increase BIPOC student enrollment & retention
  - Improve sense of belonging for students to HCC
- Summer engagement with mentorship and equity-driven initiatives
- Increase and expand engagement with community partnerships
- Use of a EAB platform to enhance communication with students in the admissions & onboarding experience
- Implementation of process improvement plans to better support students providing financial incentive as a full time status (cost of living)
- Opportunities for future funding
President Royal thanked everyone who came out to celebrate the College’s 75th Anniversary on May 5, 2022. Our Student Trustee, Yannelis, spoke at the event in the evening.

President Royal updated the Board that the Shared Governance proposal passed at the Professional Association meeting on May 1, 2022.

President Royal acknowledged that the Springfield Regional Chamber just named Evan Plotkin, President and Owner of NAI Plotkin its 2022 Richard Moriarty Citizen of the Year award.

**ADJOURNMENT**

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

**Roll Call Attendance:**

<table>
<thead>
<tr>
<th>Name</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charles Epstein</td>
<td>Yes</td>
</tr>
<tr>
<td>Yolanda Johnson</td>
<td>Yes</td>
</tr>
<tr>
<td>Evan Plotkin</td>
<td>Yes</td>
</tr>
<tr>
<td>Vanessa Smith</td>
<td>Yes</td>
</tr>
<tr>
<td>Eleanor Williams</td>
<td>Yes</td>
</tr>
<tr>
<td>Cruz, Student</td>
<td>Yes</td>
</tr>
<tr>
<td>Chair Gilbert</td>
<td>Yes</td>
</tr>
</tbody>
</table>

The meeting was adjourned at 9:38 am.

Respectfully submitted,

Eleanor Williams, Secretary
Board of Trustees

Approved: Robert W. Gilbert, Jr., Chair