The 403rd meeting of the Holyoke Community College Board of Trustees was held on Tuesday, January 25, 2022, remotely with Chair Robert W. Gilbert, Jr. presiding.

**MEMBERS PRESENT**

Robert W. Gilbert, Jr., Chair  
Trustee Cruz  
Ted Hebert  
Yolanda Johnson  
Lucy Perez  
Evan Plotkin  
Vanessa Smith  
Ivonne Vidal  
Eleanor Williams

**MEMBERS ABSENT**

Charles Epstein  
Suzanne Parker

**ALSO PRESENT**


**MEETING CALL TO ORDER**

At 8:05 am, the meeting was officially called to order by Chair Gilbert.

**Roll Call Attendance:**

<table>
<thead>
<tr>
<th>Trustee</th>
<th>Attendance</th>
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<tbody>
<tr>
<td>Trustee Cruz</td>
<td>Yes</td>
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<tr>
<td>Ted Hebert</td>
<td>Yes</td>
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<tr>
<td>Yolanda Johnson</td>
<td>Yes</td>
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<tr>
<td>Lucy Perez</td>
<td>arrived at 8:09 am</td>
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<tr>
<td>Evan Plotkin</td>
<td>Yes</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.

The Consideration of Minutes for Board of Trustees Meeting of November 23, 2021 was pulled out for discussion. There was no discussion. A motion was made by Trustee Williams and seconded by Trustee Hebert to approve the Minutes for the Board of Trustees meeting of November 23, 2021.

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The Nominating Committee’s Report was also pulled out of the Consent Agenda for discussion. The Committee recommends Trustee Eleanor Williams for the position of Secretary to the Board. A motion was made by Trustee Vidal and seconded by Trustee Hebert to approve Trustee Eleanor Williams as Secretary to the Board of Trustees.

Chair Gilbert called for a vote of the Consent Agenda.

- **Consent Agenda**
  - Report of Personnel Actions dated January 25, 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 Governance
    - Equity
    - Presidential Evaluation Committee
    - Strategic Planning

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

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**CHAIR’S REMARKS**

Chair Gilbert shared highlights since the last Board meeting.

- Continues to meet weekly with President Royal
- After meeting with Trustee Smith and discussing the various committees of the Board, she has agreed to serve on the Equity Committee and the Strategic Planning Committee
- After meeting with the Bylaws & Governance Committee, they have put together a Self-Assessment Survey, which will be going out today
<table>
<thead>
<tr>
<th>TRANSFER PRESENTATION</th>
<th>President Royal introduced Renee Tastad to kick off the Transfer presentation. Renee introduced the student speaker M. Santiago, who shared her personal story, and then continued with the presentation.</th>
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<td>for all trustees to complete by February 18, 2022, as part of our ongoing assessment efforts as a Board.</td>
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<td>• Welcomed back faculty and staff during the Professional Day for the spring semester.</td>
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Overview

- Why transfer is important
- Transfer-related Data Points
- Transfer Programs @ HCC
- Transfer Articulations & Partnerships
- Student Voice

What percent of HCC students transfer out?

28% of Fall 2018 FTDS students transferred within 3 years of initial enrollment at HCC
16% transferred without graduating from HCC
12% transferred after graduating from HCC

Rates by Demographic Characteristics
- Full-time: 33%
- Part-time: 17%
- Male: 27%
- Female: 29%
- Minoritized: 22%
- White: 32%
- <25 yrs old: 31%
- 25+ yrs old: 10%

Where are our students most likely to transfer?

18,535 unique students enrolled at HCC between Fall 2016 and Spring 2021
34% transferred to either a 2-yr or 4-yr institution as of October 2021

- Out of total students who transferred between Fall 2016-Spring 2021 (6,308), 66% of them transferred to our local institutions.
Equity Gap in Transfer to 2-year & 4-Year Institutions

- Transfer rates to 4-year institutions are higher among White students than among Hispanic and Black students.
- Lateral transfers to 2-year institutions are higher among Hispanic and Black students than among White students.

How many HCC graduates transfer to a 4-year institution within 2 years of graduating?

4,499 students graduated from HCC between January 2015 & August 2019

48% transferred to a 4-year institution within 2 years of graduating

1 out of 3 graduates transferred to Massachusetts Institute of Technology (MIT), UMass, or Westfield State University.

How many of our students go on to earn a Bachelor’s Degree?

1,395 students enrolled at HCC in Fall 2015

25% of 1,395 students transferred to a 4-year institution within 6 years

11% of 1,395 students transferred and earned a Bachelor’s degree within 6 years.
Transfer Rate

1) At what rate do HCC students transfer to other institutions?
   • Are we talking about a specific cohort or all students?
   • How much time do we want to give students to transfer: 1-year, 2-year, 3-year from their initial enrollment at HCC
   • Transferee after graduating from HCC or transferred without graduating from HCC or both

2) To which institutions do they transfer?
   • 2-year institutions or 4-year institutions or any institutions

Who is experiencing success?

➢ We transfer FTDS female students at a slightly higher rate compared to FTDS male students. The gap between these two groups has been between 1 and 4 points.
➢ We transfer White FTDS students at a higher rate compared to minoritized students, 32% and 22%, respectively.
➢ The upward transfer rate is lower for racially minoritized students compared to White students.
➢ 31% of FTDS younger students (less than 25 years old) transferred within 3 years compared to only 10% of older FTDS students.
➢ 33% of FTDS students enrolled in Transfer programs continue their education at another institution compared to 15% of FTDS students in Career programs.

Opportunity Students:
Male students, adult students, racially minoritized students, and part-time students

Pathways Program

A transfer support program that helps promising students succeed at HCC and explore transfer opportunities to selective liberal arts colleges such as Amherst, Cornell, Mount Holyoke, and Smith and BEYOND!

We talk about your major, course selections, long term goals along with transfer schools. If they have previous college credits and financial aid related inquiries—IMPORTANT!

Academic and related advising as the transfer process to these types of schools take a holistic approach

Transfer workshops, transfer panel, leadership/extracurriculars and next steps

Pathways related scholarships!
Pathways Outcomes

Mount Holyoke College-243 students

- Smith-125 students
- Amherst-28 students
- Williams-4 students
- Yale-1 student

Transfer Agreements

- 125 Articulation Agreements
- 40 Different Colleges

Transfer Programs

MassTransfer

- General Foundation Block/STEM
- A2B Programs
- Commonwealth Commitment
- Equivalency Database
- Reverse Transfer

Joint Admissions
AIC, Bay Path, Elms, Springfield & Western New England

MORE OPTIONS, MADE EASY

Educate. Inspire. Connect.
HCC is part of the Transfer Scholars Network

WHAT IS THE TRANSFER SCHOLARS NETWORK?
The Transfer Scholars Network is an invitation-only virtual platform that connects high-achieving community college students with dedicated admissions representatives from 12 top four-year colleges that have some of the most generous financial aid programs in the nation.

WHO ARE TRANSFER SCHOLARS?
Transfer Scholars are a select group of the best and brightest students from 3 community colleges across the country.

Why Start at Holyoke Community College

- Affordable Education
- Enable Students to Thrive
- Supportive Culture
- Individualized Services
- Connecting to a Network
- Complete the first two years of Baccalaureate Degree

Transfer, it’s what we do!!

Transfer in the Advising Process

- Embedded in advising
  - Ask students where they plan to transfer to
  - Front load the transfer discussion
  - Advisors discuss appropriate major & course selection
  - Inform about transfer programs, agreements and opportunities

Transfer Promotion

- NSO & Program Orientation (Liberal Arts, CRJ, PSY, BIO others)
- Student outreach based on intentions & EAB
- Faculty & Advisors Training
- Academic Liaison Team (ALT) Meetings
- Curriculum Committee
- Transfer Web Page
Holyoke Community College has been identified as achieving strong success in the numbers and rates of transfer and bachelor’s degree attainment overall.

THE TRANSFER PLAYBOOK: ESSENTIAL PRACTICES FOR TWO- AND FOUR-YEAR COLLEGES

THE ASPEN INSTITUTE COLLEGE EXCELLENCE PROGRAM

COMMUNITY COLLEGE RESEARCH CENTER

UMass Amherst Applications 2020

Table 1. Application, Acceptances and enrollment by Sending Institution Fall 2020

<table>
<thead>
<tr>
<th>Institution</th>
<th>Applied</th>
<th>Accepted</th>
<th>Accept Rate</th>
<th>Enrolled</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berkshire CC</td>
<td>49</td>
<td>36</td>
<td>73%</td>
<td>25</td>
<td>69%</td>
</tr>
<tr>
<td>Bristol CC</td>
<td>39</td>
<td>28</td>
<td>72%</td>
<td>17</td>
<td>61%</td>
</tr>
<tr>
<td>Bunker Hill CC</td>
<td>120</td>
<td>73</td>
<td>61%</td>
<td>25</td>
<td>34%</td>
</tr>
<tr>
<td>Cape Cod CC</td>
<td>66</td>
<td>33</td>
<td>72%</td>
<td>20</td>
<td>61%</td>
</tr>
<tr>
<td>Greenfield CC</td>
<td>52</td>
<td>72</td>
<td>78%</td>
<td>49</td>
<td>68%</td>
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<tr>
<td>HCC/PROGRESS</td>
<td>188</td>
<td>108</td>
<td>79%</td>
<td>188</td>
<td>79%</td>
</tr>
<tr>
<td>Mass Bay CC</td>
<td>80</td>
<td>60</td>
<td>75%</td>
<td>36</td>
<td>60%</td>
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<tr>
<td>Massachusetts CC</td>
<td>46</td>
<td>29</td>
<td>63%</td>
<td>17</td>
<td>59%</td>
</tr>
<tr>
<td>Middlesex CC</td>
<td>66</td>
<td>57</td>
<td>86%</td>
<td>32</td>
<td>56%</td>
</tr>
<tr>
<td>Mt. Wachusett CC</td>
<td>53</td>
<td>26</td>
<td>79%</td>
<td>20</td>
<td>77%</td>
</tr>
<tr>
<td>North Shore CC</td>
<td>46</td>
<td>31</td>
<td>67%</td>
<td>13</td>
<td>58%</td>
</tr>
<tr>
<td>Northern Essex CC</td>
<td>28</td>
<td>24</td>
<td>86%</td>
<td>10</td>
<td>42%</td>
</tr>
<tr>
<td>Quinsigamond CC</td>
<td>88</td>
<td>66</td>
<td>75%</td>
<td>46</td>
<td>70%</td>
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<tr>
<td>Reading CC</td>
<td>7</td>
<td>5</td>
<td>71%</td>
<td>2</td>
<td>40%</td>
</tr>
<tr>
<td>Springfield Tech CC</td>
<td>117</td>
<td>83</td>
<td>71%</td>
<td>58</td>
<td>79%</td>
</tr>
<tr>
<td>Total</td>
<td>1040</td>
<td>766</td>
<td>74%</td>
<td>483</td>
<td>63%</td>
</tr>
</tbody>
</table>

HCC Student Graduation Rates

Graduation Rates of full-time MassTransfer Students Cohorts Entering Fall 2014-2018

University of Massachusetts Amherst Office of Institutional Research 5/5/2018
Associate Professor Jason Maurice provided the Trustees an update on the College’s Shared Governance efforts.
Update on Shared Governance Process

January 25, 2022
Board of Trustees
Holyoke Community College

Shared Governance Steering Committee (SGSC) Charge

Using a voluntary constituent-based committee, and a transparent, constituency informed process:

1. Recommend revisions to HCC committee structure and roles to improve the HCC decision-making structures and processes and resolve NECHE accreditation recommendations; and
2. Recommend an HCC Governance Model and Implementation Plan for Implementation in Fall 2022.

SGSC Representatives

- The committee utilizes the collective wisdom of 17 members of the HCC community.
- They represent broad constituencies across the college, including faculty, full-time and part-time staff, and administration.
SGSC Representatives

- Jason Maurice, SGSC Co-chair & Senate President \textit{ex officio}
- April Graziano, SGSC Co-chair & Roles Committee Chair \textit{ex officio}
- Yadira Cruz, FT Classified Staff in Academic Affairs
- Debbie DiThomas, SG Consultant
- Jess Egan, FT Professional Staff in Academic Affairs
- Eric Farrell, FT Professional Staff in Student Affairs
- Curt Foster, Interim Comptroller in Administration & Finance
- Bob Greeney, PT Faculty in STEM

SGSC Representatives (cont’d.)

- Jeffrey Hayden, Vice President of Business & Community Services \textit{ex officio}
- Umaryse Idem, FT Faculty in Arts & Humanities
- Michael Leganza, FT Classified Staff in Information Technology
- Sharale Mathis, Vice President of Academic & Student Affairs \textit{ex officio}
- Lea Occhiolini, Ombudsperson & Chief Culture Officer \textit{ex officio}
- Christina Royal, President \textit{ex officio}
- Amanda Sbriscia, Vice President of Institutional Advancement
- Trudy Tyan, PT Professional Staff in Academic Affairs

SGSC Fall 2021/Winter 2022 Efforts

- Over 30 hours of planning meetings
- The SGSC has discussed and debated shared governance at HCC over the course of 23.5 meeting hours
- In addition to meeting hours, members of the SGSC have spent numerous hours researching shared governance outside of meeting times
- Over 13 colleges and university governance models have been reviewed to date, including seven community colleges (3 in MA)
SGSC Fall 2021 Communication

- Several emails have been sent to the HCC community regarding SGSC activities
- The SGSC conducted a survey among employees (121) and students (64) to gather feedback on shared governance at HCC
  - A summary of the survey will be emailed to the HCC community this week
- Two Professional Day and two Town Hall presentations to provide updates
- Two Student Senate presentations to provide updates and gather feedback

Discussion & Research Topics

- Feedback from F21 surveys
- Revised SG definition
- SG models from other colleges
- Governance vs. operation
- Decisions that are and are not part of SG process
- Ways to share information
- Communication within SG and across campus groups
- Roles of current standing committees
- Academic vs. non-academic processes
- Possible form for submitting questions and ideas

What is Shared Governance? - NECHE

- Governance provides for the appropriate participation of its constituencies, promotes communications, and effectively advances the quality of the institution.
- Governance ensures the appropriate consideration of relevant perspectives, decision-making aligned with expertise and responsibility, and timely action on institutional plans, policies, curricular changes and other key considerations.
- Governance provides for student input on matters that may affect them.
What is Shared Governance?

- Not all decisions are part of the shared governance process.
- SG decisions focus on areas such as institutional policy, developing processes across multiple areas of the college, and planning matters that shape how the institution meets its mission, vision, and goals.

HCC Shared Governance Definition
(revised draft)

- Participatory governance at HCC is the process through which individuals develop recommendations for policies and decisions that affect the institution. This process encourages and values the voices of all members of the HCC community. Opportunities for open dialogue throughout the process is paramount, which provides college leadership access to the knowledge and expertise that resides at all levels of the institution. This dialogue is collaborative, data-informed, and grounded in the principles of diversity, equity, and inclusion. The purpose of this process includes supporting student success and fostering a respectful and inclusive workplace. It assumes good will, is transparent, and demonstrates a commitment to our mission and to our institutional values.

Draft Recommendations – Structure

- To ensure that the central governing body has representation that is inclusive of all constituencies so that all voices are heard
  - There will be one expanded Senate with expanded representation to include all constituencies to be the central governance committee to make recommendations to the president.
- To rename the central governing body in a more inclusive manner, such as the HCC Central Governance Council, College-Wide Council, College Association, etc.
  - Central governing body to be called “College Advisory Council”
Draft Recommendations – Structure (cont’d)

- Committees approved by consensus so far:
  - Professional Experience & Standards
  - Safety, Facilities & Resources Advisory Committee
  - Curriculum Committee
  - Academic Support & Instructional Technology Committee

- Committees to be discussed include:
  - Strategic Planning & Innovation
  - Student Experience
  - Academic Standards

Draft Model of HCC Shared Governance – Structure

Draft Recommendations – Constituencies

- In a representative form of governance, constituency representatives in all shared governance committees have the responsibility to get feedback from and give information to their constituencies.

- Constituencies for shared governance are administrators, full-time staff, part-time staff, full-time faculty, part-time faculty, students.

- There must be formal opportunities for all constituency groups to get together within their constituency groups for shared governance issues, and to determine shared governance representation on committees.
CAMPAIGN PRESENTATION

Vice President of Institutional Advancement, Amanda Sbriscia provided the Trustees with an update on the Capital Campaign.

The Campaign for Holyoke Community College

Board of Trustees
January 25, 2022
What is a comprehensive campaign?

A campaign is an organized fundraising effort with an announced financial goal and timeline. It focuses on obtaining support for the college’s highest, most strategic priorities by identifying and soliciting prospects in a planned, systematic manner. Campaigns also typically engage organized volunteer leadership to represent the campaign and help make the college a top philanthropic priority during the life of the campaign and beyond.

We call the campaign “comprehensive” because it will benefit almost every facet of HCC. In measuring success, we also count gifts, pledges, estate gifts and other contributions from nearly all sources during the campaign.

At HCC, our comprehensive campaign is all about our students.

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

+ Innovation
+ Collaboration
+ Kindness
+ Inclusion
+ Trust

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.

STRATEGIC GOALS

Enhance and expand innovative teaching and learning practices that support quality education for all.

Work with the communities we serve to increase equity.

Align programs with workforce demands, student needs for transfer and employment opportunities.

Create a sustainable model for long-term growth.

HCC ASPires

HCC ASPires to be

HCC ASPires to be

students + more academically prepared + financially secure as a result of their HCC education.

HCC makes strategic, data-informed decisions from a position of financial strength with appropriate input from inclusive + diverse constituents.
What’s happened so far: campaign phases

Planning: began 1/2020
- Launch of D&F Committee of Foundation Board
- Feasibility Study
- Draft Case Statement
- Events to increase engagement
- Involvement in fundraising operation
- Consultant expertise funded by Foundation

Planning cont’d & Silent: through early 2022
- Funding opportunities developed w/faculty & staff feedback
- Counting Policy
- Wealth Screening
- Gift Pyramid
- Cultivation events
- Campaign leadership
- Case Statement revisions
- Gifts & pledges from major donors

Public: June or early fall 2022
- Kick-off event
- Public awareness
- Marketing materials
- Generating broad enthusiasm and giving from many at all levels

Progress to date & Counting Policy guidance

- Gifts, philanthropic grants, and commitments received or committed during the campaign reporting period will be counted in campaign totals.

- Both revocable and irrevocable planned gifts will be counted at face value, as long as all required documentation has been provided at the time the gift is submitted for approval.

- Payments received during the counting period on commitments made prior to the start of the campaign will not be counted.

- Note: In FY21, HCC received $13M in cash, estate, grants (excl. could relief) & campaign commitments. Not all contributions yet referenced campaign and/or were not donor-designated as such.
PRESIDENT’S REPORT

- President Royal extended a thank you to the Human Resources Team for the implementation and follow through needed for the COVID vaccine mandate. The College has processed paperwork for over 800 employees, and over 1,800 students. She also thanked our Dean of Health Sciences and Culinary Arts, Amy Brandt, and Director of Nursing, Teresa Beaudry for providing continued support to our nursing program around the continued changing expectations for the hospitals and health centers.

- The College now has a COVID Dashboard on our website: https://www.hcc.edu/about/covid-19

- One area of focus in our Strategic Plan has been childcare; and the College was able to secure an earmark from Senator Velis to be able to pilot a child watch imitative, which will be called the Itsy Bitsy Child Watch at HCC. The name is a tribute to our education faculty and the podcast the Itsy Bitsy Series that they created. More information will be forthcoming to benefit our students.

ADJOURNMENT

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

Roll Call Attendance:

Trustee Cruz Left at 9:15 am
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The meeting was adjourned at 9:33 am.

Respectfully submitted,

Eleanor Williams, Secretary
Board of Trustees

Approved: Robert W. Gilbert, Jr., Chair