Dear HCC faculty and staff,

On August 14, President Royal welcomed our SP teams, Cabinet, our future Vice President of Academic & Student Affairs Dr. Rachel Rubinstein, and Board of Trustees member Jose Delgado, to a half-day work session to launch Year 1 of the Strategic Plan. There were three outcomes for the work session:

1. Review key measurable outcomes linked to their work on the Strategic Plan
2. Identify 2-3 Year 1 action items to complete in 2019-20 (31 weeks)
3. Begin to identify tasks and timeline for Year 1 action items

Our Director of Institutional Research, Veena Dhankher provided an overview of the Strategic Plan measurable outcomes and the progress made to date. Of the 21 outcomes, 18 (85%) are either on track or in progress. Following the review of Strategic Plan outcomes the SP Teams identified 2-3 Year 1 action items and began to identify tasks and timelines for those items. They also participated in a “Premortem Analysis” with one of their chosen action item. The purpose of a premortem analysis is to anticipate all the reasons why a particular activity might fail and to determine the relative impact of those reasons; low impact, medium impact or high.
impact. After the SP teams identified the reasons for failure they discussed steps they could take to address them and increase the likelihood of success. Each SP team reported on the results of the exercise and all found it effective. They were encouraged to conduct the premortem for each of the action items they have chosen for the upcoming academic year.

**Team A: Professional Development & Inclusion**

**Action Items:**

1. Develop a baseline knowledge across campus about inclusivity, equity, culturally responsive pedagogy, implicit bias, and what it means to be an HSI
2. Establish and Institutionalize the Center for Excellence
3. Increase achievement of Hispanic and low income students by creating a culturally responsive institution

**Team B: Course Offerings and Placement**

**Action Items:**

1. Scheduling
   a. Late Start Pilot
      - Implement first late start 12-Week pilot for Fall 2019
      - Create tracking cohorts of 12-week participants and traditional late registered students
      - Work with IR and stakeholders team to assess student success
      - Engage in outreach with late start faculty and students in the pilot to gain initial feedback
      - Repeat cycle with Fall 2020 12-week late start module
   b. Scheduling Improvements
      - Standardize class schedule including lectures, labs and LCs.
      - Explore additional options for the use of block and cohort scheduling.
      - Create a one-year schedule for 2021
      - Explore options for mapping certificates and degrees to completion.

2. Credit for Prior Learning
   - Coordinate with the CFE to move faculty engagement in CPL forward
   - Re-inventory existing CPL options and review pass rate data and track data on CPL credits attempted and awarded
   - Participate in the MA PLA Consortium.
   - Work with Admissions and Advising Center to create a strategy for advising current students on CPL
   - Determine how CPL credits will be identified for degree completion, transfer, and financial aid
   - Develop a marketing strategy targeting adult learners and focused on options for CPL
Team C: Student Success
Action Items:

1. Successful implementation of a mobile app
2. Implementing the Coordinated Care model (Formerly Team Based Case Management)
3. Generate awareness regarding students' needs and available resources to address these needs

Team D: External Alignment:
Action Items:

1. Enhance dual enrollment, Gateway to College, Early College to improve success of students in Holyoke by offering 1-to-1 tutoring to students in each of the four wards
2. Conduct a study of Career Services practices, (including experiential learning and service learning), to develop a recommendation in support of academic programs and non-credit placement opportunities. Team D focus is to support Team B by developing tools / processes to support connecting students to businesses / 4-year colleges
3. With a focus on the healthcare industry, use analysis from year 0 to expand non-credit and credit offerings, creating pathways through credit for prior learning.

Team E: Resources
Action Items:

1. Fundraising:
   a. Seek new alternate revenue streams to address strategic priorities.
   b. Launch new operations plan for Advancement Division and HCC Foundation Board.
2. Process Improvement:
   a. Prioritize and support operating areas in implementing process improvement strategies to save money for college operations and programs.
   b. Establish events and facilities policy for centralized management of college buildings, fees, sponsorships and community relations.

The SP Teams received a calendar of meetings for 2019-20 and will utilize a Strategic Plan Communication Google site for Strategic Plan materials and activities. SPteam meetings will be held on Mondays from 2:30-4 p.m. They will be a combination of meetings with individual SP teams, joint meetings among SP teams, meetings with the chief of staff and director of I.R. as well as SP team leaders and Cabinet, especially during the budgeting process. Members of Cabinet will continue to serve as sponsors for the SP teams in their areas of expertise. This year, the SP teams will complete SP updates following their individual meetings to document their progress and help keep the HCC community informed.

During September, the SP Teams will assign Year 1 action items to team members, identify information needs (HCC data, focus groups interview
surveys etc.) and identify possible collaborations among SP teams. I look forward to starting Year 1 of the Strategic Plan with the SP teams, Cabinet and the HCC community. Please call or stop by to see me if you have any questions, suggestions, or would like to get more involved with the implementation of our plan.

Kind regards,

K.C.

Kathryn C. Senie
Chief of Staff
Frost 305
(413) 552-2168
ksenie@hcc.edu