Dear HCC community,

This past Monday, SP team leaders and Cabinet met to check-in about their work on the Strategic Plan since the start of the semester. All of the teams have met at least twice and have assigned members to specific action items. Just prior to the meeting, there was a workshop organized by SP team leaders Idelia Smith and Kris Ricker Choleva. Thirty eight (38) faculty and staff heard from Cristy Sugarman, Ed.D, Executive Director at the Center for Alternative Studies & Educational Testing at North Shore Community College, on the topic of credit for prior learning (one of the Strategic Plan’s action items). Her presentation “Working Together to Attract and Retain Today’s Learner” depicted the importance of Prior Learning Assessment (PLA) in the context of today's community college student demographics, and how MA Community Colleges are working together to streamline PLA as a strategy to attract and retain today's students. She shared the myexperiencecounts.mass.edu website and explained how this tool can connect prospective and current students to our community college.

During the meeting of SP team leaders and Cabinet, we reviewed the roles and responsibilities of those involved with carrying out the strategies, objectives and action items of the Strategic Plan. This discussion was prompted by feedback from the Strategic Plan teams and others who indicated that there was a need for clarification. With the support of President Royal and Cabinet, I prepared the following description of the duties associated with implementing the plan. This should provide guidance to the SP teams and benefit the HCC community in knowing who has authority to make decisions and in what capacity.
President
As the chief executive officer for Holyoke Community College, the president provides leadership, oversight and effective communication to carry out the college’s mission, vision, operations and the FY19-22 Strategic Plan. To do this, the president has linked planning, budgeting and accountability to ensure that college resources are responsibly allocated, measured and reported.

Cabinet
The Cabinet consists of the vice president of Administration & Finance, vice president of Academic & Student Affairs, vice president of Business & Community Services, vice president of Institutional Advancement/executive director of the HCC Foundation, dean of Human Resources, interim Affirmative Action officer/Title IX coordinator and the chief of staff. In addition to overseeing employees and activities that fall within their divisions, the Cabinet provides leadership in identifying strategic priorities, drafting and reviewing the college budget, and communicating operational decisions to their reports. The Cabinet serve as sponsors for each Strategic Plan team where they can provide their expertise and experience. The president and Cabinet have final decision making authority on SP team recommendations that impact collective bargaining, management or allocation of college personnel and resources.

Chief of Staff
The chief of staff provides leadership and operational oversight to the Office of the President and represents the president with various constituencies, including the board of trustees, management, faculty, staff, students, alumni and external entities. The chief of staff partners with the president and Cabinet to actively drive the Strategic Plan forward. This includes organizing the SP teams, establishing a calendar of meetings, maintaining a Strategic Plan Google site and tracking SP team progress. The chief of staff provides regular SP updates to the HCC community via email and presentations to the president, Cabinet, full board and the Planning Committee of the HCC Board of Trustees.

SP Team Leaders
The SP team leaders were invited by President Royal and Cabinet to provide direction to the five Strategic Plan teams; Professional Development and Inclusion, Course Offerings and Placement, Student Success, External Alignment and Resources. The SP team leaders have experience and expertise in the areas that their teams are assigned and guide the work of their SP teams. During Year 1 (2019-20) they will:

- Assign Year 1 Action Item tasks to team members
- Obtain information to complete tasks (HCC data, focus groups, interviews, surveys, etc.)
- Collaborate with other SP teams where strategies, objectives and action items overlap
- Receive guidance and support from chief of staff and Cabinet sponsors
- Provide SP updates to the chief of staff and Cabinet sponsors following SP team meetings
- Bring SP team recommendations forward to Cabinet for final decision.

SP Team members
SP team members consist of staff and faculty who have expressed an interest in implementing the Strategic Plan. Their role is to:

- Participate on one of the assigned Year 1 action item tasks
- Consider data, communication and resources needed to effectively carry out their tasks
- Collaborate with other SP teams where strategies, objectives and action items overlap
- Provide expertise and/or experience that will inform their SP team’s activities
- Assist the SP team leaders in drafting SP updates

Although the SP team leaders and members serve in an advisory capacity, their work is essential to the implementation of the FY19-22 Strategic Plan. They provide the expertise,
background, research and creativity that is needed in order to carry out the strategies, objectives and action items of the plan. Any recommendations that impact collective bargaining, management or allocation of college resources and personnel will be deferred to the president and Cabinet.

**Cabinet+**
The Cabinet+ consists of deans and directors who report directly to a vice president and serve in a leadership capacity with faculty and staff. The purpose of Cabinet+ is to increase communication across the college, especially in their work areas. Cabinet+ meets once a month during the academic year and the agendas for their meetings vary according to campus interest and issues. During the 2019-20 academic year Cabinet+ will consider enrollment, program prioritization, legislative advocacy, leadership development and Year 1 strategic plan initiatives. Cabinet+ members will report back to faculty and staff about campus issues, initiatives and management decisions that impact their areas.

Stay tuned for more highlights from our dedicated Strategic Plan teams.

Kind regards,

K.C.

Kathryn C. Senie  
Chief of Staff  
Frost 305  
413.552.2168  
ksenie@hcc.edu