

HOLYOKE COMMUNITY COLLEGE
BOARD OF TRUSTEES
Strategic Planning Committee

Meeting Minutes of September 5, 2024

MEMBERS PRESENT	Yolanda Johnson Nayroby Rosa
MEMBERS ABSENT	Vanessa Smith
ALSO PRESENT	Veena Dhankher and Karen Desjeans
MEETING CALL TO ORDER	At 9:05 am the meeting was officially called to order by Trustee Rosa. Roll Call Attendance: Trustee Johnson Yes Trustee Rosa Yes
MEETING MINUTES	A motion was made by Trustee Johnson and seconded by Trustee Rosa to approve the Meeting Minutes of February 8, 2024. Roll Call: Trustee Johnson Yes Trustee Rosa Yes
Strategic Plan Metrics Update – Assessing Our Progress in Year 2	Dr. Dhankher presented the following presentation

Strategic Plan FY2023-FY2026 Metrics Update Assessing Our Progress in Year 2

HCC Board of Trustees
Strategic Plan Committee

September 5, 2024

Veena Dhankher, Ph.D.

Executive Director of
Institutional Effectiveness and Strategic Analytics

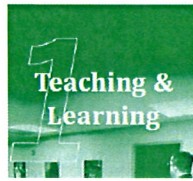
Educate. Inspire. Connect.

Outline

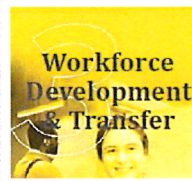
- Assessing Our Progress in Year 2
 - Met the Target
 - Outstanding progress
 - Slow progress/no progress
- Summary



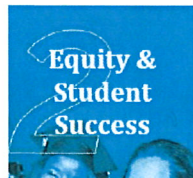
Strategic Plan: FY2023-FY2026



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



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



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

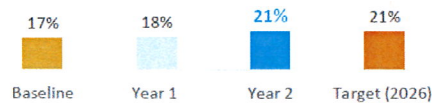


Strategy #4: Create a sustainable model for long term financial stability and growth.

Met the Target

8 Metrics Met the Target

1.3 Increase the 150% graduation rate for first-time degree/certificate seeking students

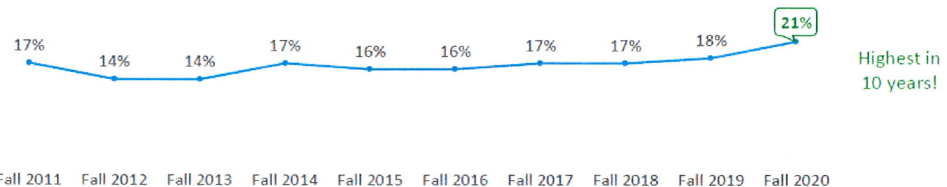


150% Graduation Rate Year 2:

21% of Fall 2020 cohort graduated as of August 2023 - highest ever

Distance from Target (based on Year 2) = 0 points

Graduation Rate (150%): 10-year Trend for first-time degree/certificate seeking students



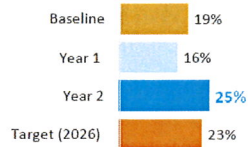
Highest in 10 years!

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Met the Target

8 Metrics Met the Target

3.1 Increase the 150% transfer rate for first-time degree/certificate seeking students to 4-year institution

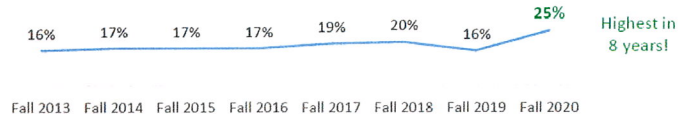


Transfer Rate Year 2 (Fall 2020 cohort):

25% of Fall 2020 cohort transferred out within 150% of normal time (as of August 2023)

Distance from Target (based on Year 2) = +2 points

Transfer Rate (150%): 8-year Trend for first-time degree/certificate seeking students

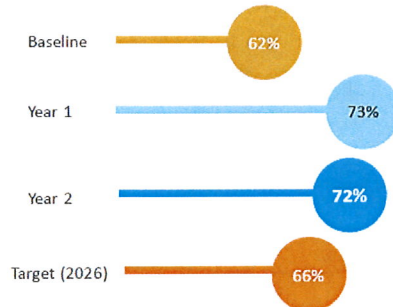


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Met the Target

8 Metrics Met the Target

3.4. Increase the percentage of students who become employed upon graduation/completion.



Year 2 (Class of 2023)

- A total of 529 Class of 2023 graduates were surveyed by the Alumni office (graduates identified using Raiser's Edge) between April-June 2024
- A total of 74 graduates responded to the survey- 14% response rate.
- 53 of the 74 graduate respondents (72%) indicated they were employed.

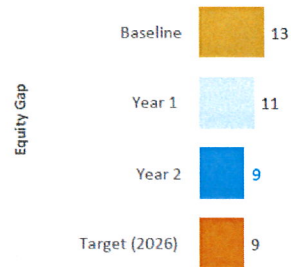
Source: Graduate Survey administered by the Alumni office

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Met the Target

8 Metrics Met the Target

2.2 Decrease the retention rate gap between first-time degree/certificate seeking *white students* and *students of color*



Equity Gap in Retention Year 2 (Fall 2022 cohort):

9 points gap in white and students of color retention rate

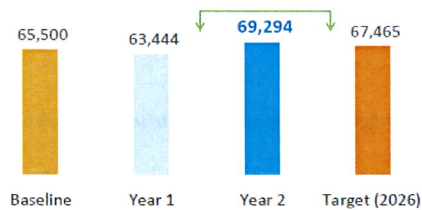
Equity Gap: Equity gaps are calculated by subtracting the success rate of students of color from the success rate of white students. Therefore, they are presented as points, not percentages.

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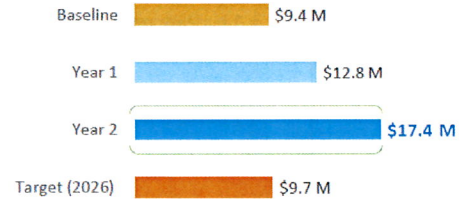
Met the Target

8 Metrics Met the Target

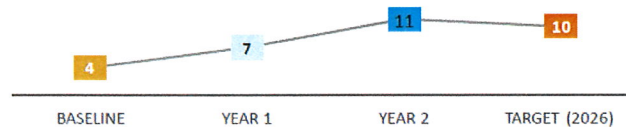
4.1. Increase total annual credit hours



4.4. Increase revenue streams beyond student tuition and fees



4.5. Increase the implementation of process reimagine and redesign (PRR) projects

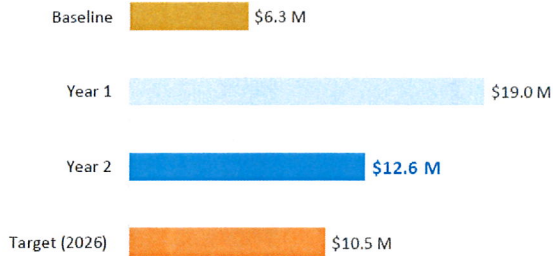


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Met the Target

8 Metrics Met the Target

4.2. Increase total annual revenue in charitable contributions, including estate commitments, to the HCC Foundation

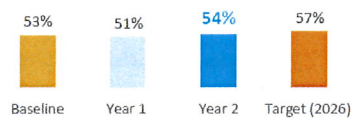


Outstanding Progress

4 Metrics Showing Notable Progress

	Baseline	Year 1	Year 2	Target
1.1 Increase the Fall <u>course completion rate</u>	77%	76.4%	78.5%	81%

1.2 Increase the Fall-to-Fall retention rate for first-time degree/certificate seeking students



Fall-to-Fall Retention Year 2 (Fall 2022 cohort):

54% of Fall 2022 cohort returned in Fall 2023

Distance from Target (based on Year 2) = 3 point

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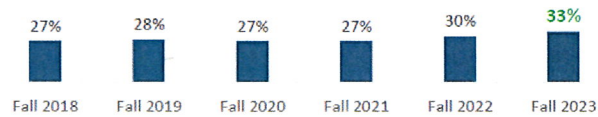
Outstanding Progress

4 Metrics Showing Notable Progress

2.5 Increase Hispanic Fall FTE

Baseline	Year 1	Year 2	Target (2026)
660	575	687	772

Hispanic Student Headcount: as % of total known Race/Ethnicity

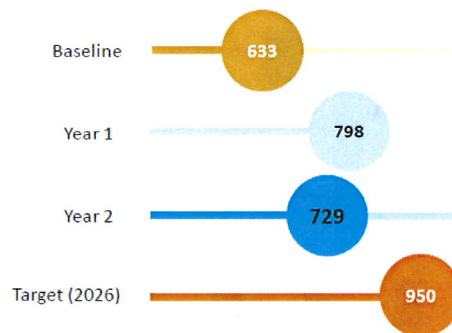


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Outstanding Progress

4 Metrics Showing Notable Progress

4.3 Increase the total annual number of unique donors making gifts to the HCC Foundation



Slow Progress

5 Metrics Showing Static Outcome

Racial Equity Gap: White vs. Students of Color

	Baseline	Year 1	Year 2	Target
2.1. Course Completion Rate Gap	10 points	12 points	10 points	6 points
2.3. 150% Graduation Rate Gap	11 points	18 points	11 points	7 points
2.4. 150% Transfer Rate Gap	11 points	13 points	11 points	7 points

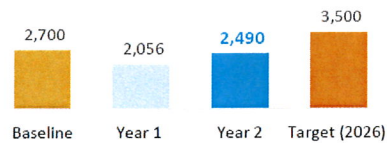
Equity Gap: Equity gaps are calculated by subtracting the success rate of students of color from the success rate of white students. Therefore, they are presented as points, not percentages.

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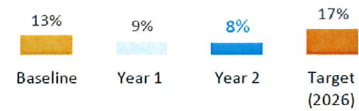
Slow Progress

5 Metrics Showing Static Outcome

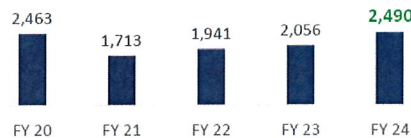
3.2 Increase non-credit enrollment



3.3 Increase the percentage of non-credit students matriculating into credit programming



5-Year Trends: Non-Credit Headcount



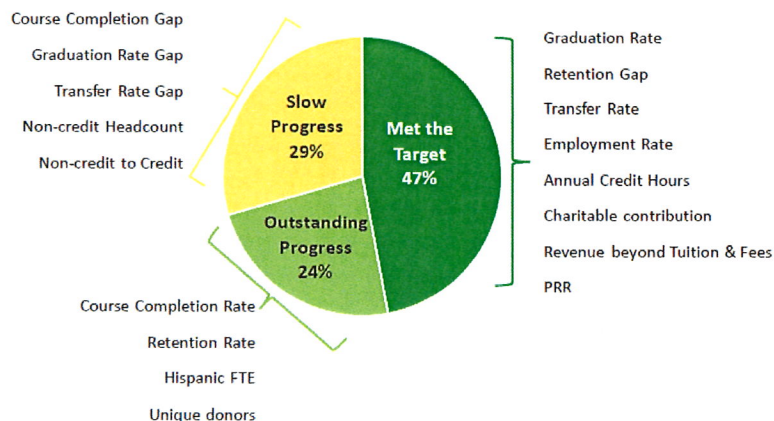
Highest in 5 years!

Year 2 (FY 2023):

Non-credit to credit matriculation rate: 8%

FY 2023 Non-credit students were tracked into credit enrollment within 1 year of the non-credit program completion date.

Summary: % of All Metrics



Summary

- **Successes:**
 - Overall graduation rate and transfer rates are highest ever
 - Retention rate gap of 9 points is the narrowest since 2006.
 - An increase in Hispanic student headcount and FTE (as % of total FTE)
 - Fall 2023 course completions rate (78.5%) is the highest for the fall semesters.
- **Challenges:**
 - Equity gaps for course completion, graduation, and transfer rate
 - 18 points gap in graduation rate for the Fall 2019 cohort or Year 1 data, was the widest gap ever. For Year 2, the gap narrowed back down to 11 points.
- **Opportunities:**
 - Progress report: Early Alert using EAB Navigate with increased participation from faculty
 - Targeted recruitment: stop-out students, no-shows, Hispanic students etc.
 - Institutional investments in equity- focused programs (e.g. El Centro)
 - MassEducate and MassReconnect (free community college)
 - SUCCESS Funds: ALANA & SAMP
 - Unit/divisional Strategic plan goals aligned with the College's Strategic Plan

The Committee further discussed the graduation rate trends and the equity gap between white students and students of color.

ADJOURNMENT

A motion was made by Trustee Johnson and seconded by Trustee Rosa to adjourn the meeting.

Roll Call:

Trustee Johnson	Yes
Trustee Rosa	Yes

The meeting adjourned at 9:45 am.

Respectfully submitted,

Karen Desjeans
Karen Desjeans

5-14-25

Board Liaison to Chair Rosa

