

**HOLYOKE COMMUNITY COLLEGE**  
**BOARD OF TRUSTEES**  
**Strategic Planning Committee**

Meeting Minutes of January 17, 2025

|  |   |
|--|---|
| <b>MEMBERS<br/>PRESENT</b>   | Vanessa Smith<br>Nayroby Rosa   |
| <b>MEMBERS<br/>ABSENT</b>  | Yolanda Johnson   |
| <b>ALSO<br/>PRESENT</b>  | Veena Dhankher, Karen Desjeans and Michele Mariani  |
| <b>MEETING CALL<br/>TO ORDER</b>   | At 8:11 am the meeting was officially called to order by Trustee Rosa.<br><br><b>Roll Call Attendance:</b><br>Interim Chair Smith      Yes<br>Trustee Rosa                Yes |
| <b>MEETING<br/>MINUTES</b>   | Deferred the September 5, 2024 meeting minutes to next meeting.   |
| <b>Strategic Plan<br/>Metrics Mid-Year<br/>Update-Assessing<br/>Our Progress in<br/>Year 3</b> | Dr. Dhankher presented the following presentation:  |

# Strategic Plan FY2023-FY2026

## Midyear Metrics Update

### Assessing Progress in Year 3

HCC Board of Trustees  
Strategic Plan Committee

January 17, 2025

Veena Dhankher, Ph.D.  
Executive Director,  
Institutional Effectiveness and Strategic Analytics

Educate. Inspire. Connect.

## Outline

- About Strategic Plan FY 2023-2026
- Strategic Plan Metrics Midyear Update – Assessing Our Progress in Year 3
  - Substantial progress
  - Moderate Progress
  - No progress
- Summary



# Strategic Plan Refresh: FY23-26

## Teaching & Learning

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

## Equity & Student Success

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

Strategic  
Plan  
Refresh:  
FY23-26

## Workforce Development & Transfer

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

## Financial Sustainability

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

17 measurable outcomes:

4

Equity Gap metrics

6

Student Success metrics

5

Financial Sustainability metrics

2

Non-credit metrics

- Each metric has a baseline and target data point
- We completed 2 years of our Strategic plan
  - Year 1 - FY2023
  - Year 2 - FY2024

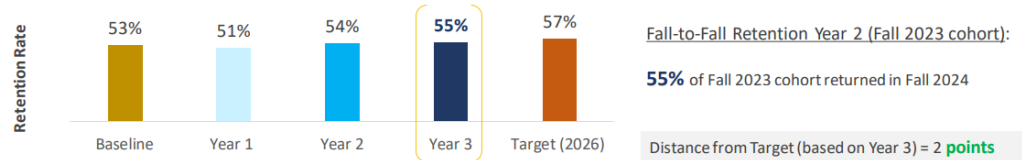
## Strategic Plan Metrics Midyear Update

### Assessing Our Progress in Year 3

## Substantial Progress

### Metrics Showing Substantial Progress

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



Racial Equity Gap: White vs. Students of Color



**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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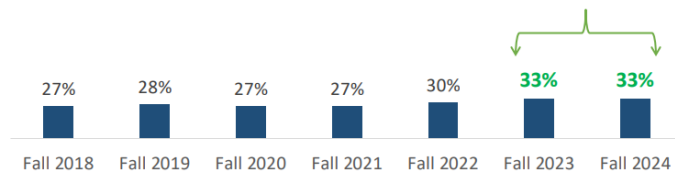
## Substantial Progress

### Metrics Showing Substantial Progress - continued

2.5 Increase Hispanic Fall FTE



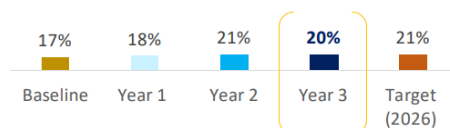
Hispanic Student Headcount: as % of total known Race/Ethnicity



## Substantial Progress

### Metrics Showing Substantial Progress

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

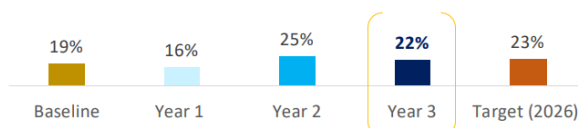


150% Graduation Rate Year 3:

**20%** of Fall 2021 cohort graduated within 150% of normal time (as of August 2024)

Distance from Target (based on Year 2) = **1 points**

3.1 Increase the 150% transfer rate to 4-year institution



150% Transfer Rate Year 3:

**22%** of Fall 2021 cohort transferred out within 150% of normal time (as of August 2024)

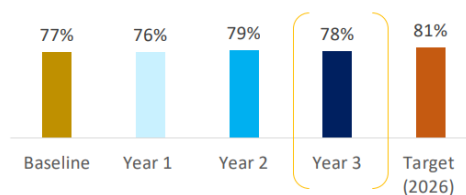
Distance from Target (based on Year 2) = **-1 point**

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## Moderate Progress

### Metrics Showing Moderate Progress

1.1. Increase Fall course completion rate



Racial Equity Gap: White vs. Students of Color



**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.

## No Progress

### 5 Metrics Showing No Progress

Racial Equity Gap: White vs. Students of Color

|                               | Baseline  | Year 1    | Year 2    | Year 3    | Target   |
|-------------------------------|-----------|-----------|-----------|-----------|----------|
| 2.3. 150% Graduation Rate Gap | 11 points | 18 points | 11 points | 12 points | 7 points |
| 2.4. 150% Transfer Rate Gap   | 11 points | 13 points | 11 points | 15 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.

Strategic Plan Metrics: Not Updated **YET** for Year 3

|             |   |
|-------------|---|
|             | <div>8 Metrics Not Updated Yet: Based on Fiscal Year Data</div> <div><div><div>3.2 Increase non-credit enrollment</div><div>3.3 Increase the percentage of HCC non-credit students matriculating into credit programming.</div><div>3.4 Increase the percentage of students who become <u>employed upon graduation/completion</u></div></div><div><div>4.1. Increase total annual credit hours</div><div>4.2 Increase total <u>annual revenue in charitable contributions</u>, including estate commitments, to the HCC Foundation.</div><div>4.3 Increase the total annual number of <u>unique donors</u> making gifts to the HCC Foundation</div><div>4.4 Increase <u>revenue</u> streams beyond student tuition and fees</div><div>4.5. Increase the implementation of <u>process reimagine and redesign</u> (PRR) projects</div></div><div><div>Workforce Development &amp; Transfer</div><div>Financial Sustainability</div></div></div> |
|             | <div>Summary: % of All Metrics (Year 3 – Midyear Update)</div> <div><div><div>Graduation Rate Gap</div><div>Transfer Rate Gap</div><div>Course Completion Rate</div><div>Retention Rate Gap</div></div><div><div>No Progress 22%</div><div>Slow Progress 22%</div><div>Outstanding Progress 56%</div></div><div><div>Retention Rate</div><div>Course Completion Gap</div><div>Hispanic FTE</div><div>Graduation Rate</div><div>Transfer Rate</div></div></div> <div><div>A total of 9 metrics have been updated as of January 2025. The remaining metrics are scheduled to be updated in July.</div></div>  |
|             | <div>The Committee further discussed the retention rate and transfer rate trends and the equity gap between white students and students of color.</div>   |
| ADJOURNMENT | <div>A motion was made by Trustee Rosa and seconded by Interim Chair Smith to adjourn the meeting.</div> <div><div>Roll Call:</div><div><div>Interim Chair Smith</div><div>Trustee Rosa</div><div>Yes</div><div>Yes</div></div></div> <div>The meeting adjourned at 8:45 am.</div>  |

Respectfully submitted, (Approved 5/14/25)

*Michele Mariani*

Michele Mariani  
Board Liaison to Chair Rosa