V.

provide brief presentations for the following Trustee Talking Points:

Elms College Agreement
(presented by Christine Hammond, Interim Vice President for Academic Affairs)

Highlights include:

Located in Chicopee, MA
Memorandum of Understanding signed March 21, 2023 for Life Sciences

Trustee Pamela Gauvin arrived

HR Management Training
(presented by Emmanuel Echevarria, Chief Human Resources Officer)

Highlights include:

Currently 70 participants with projected 140 by October

Bristol Student Veterans
, Vice President Student and Enrollment Services)

Highlights include:
Recent recognitions of student Veterans March 28

Recommendations have been made by the Interim Vice President for Academic Affairs and will be included in the onboarding information for the new Vice President.

Additionally, program success metrics and data dashboards have just been completed that will be used to inform decisions.

Objective 2: Develop a strategic enrollment plan that prioritizes our markets and activities.

Adult Learner Strategic plan in development in preparation for the potential influx of adult learners through the MassReconnect free community college program. Work groups will identify and implement changes to best support these learners. Where applicable, pilot studies and programs are being developed to collect data to inform practices. At their summer retreat, the President's Leadership Team will focus on Adult Learners and the systems and supports that they will need.

The Massachusetts Community College Chief Academic Officers will focus on MassReconnect and Adult Learners at their June retreat.

Objective 3: Develop a plan that outlines the processes and systems needed to support an adult learner model.

At the May 2023 Joint Board/Foundation Meeting we will share elements of adult learner model.

Objective 4: Develop a new model and process for course scheduling.

Objective 5: Promote more meaningful student interactions to enhance the student experience.

Strategy #2: Equity and Student Success: Shared responsibility for the success of our students and employees by improving equity-mindedness and ensuring institutional support that lessens equity gaps.

Objective 1: Identify and expand the existing infrastructures that best support BIPOC and Latinx students.

The equity grid has been updated. Initial RFP has been developed. List of potential vendors being vetted by the consortium.

Objective 2: Develop and define best practices that enhance the educational experience for BIPOC and Latinx students.

Objective 3: Develop a retention and recruitment strategy that increases the number of minority (employee) candidates and their longevity at the college.

All employees now receive equity training as part of being on a search committee.

Job requirements and credentials being reviewed for all open positions and modified as necessary to ensure we are as inclusive as possible. Data is being collected on all open positions that measure the results of this effort.

Objective 4: Increase equity core competencies by ensuring that all employees and students receive equity and social justice training.

Strategy #3: Organizational Excellence: Create a culture of innovation through improved processes and collaboration, modern technology and ongoing professional development to support student and employee success.

Objective 1: Develop the process and tools needed to support an effective enrollment pipeline for onboarding students.
In Progress

Objective 2: Define a strategy for our campus locations focused on community and partnership development.
Plans are completed. Presentations to President's and Academic Leadership Teams are scheduled in May.

Objective 3: Align the efforts of Economic and Business Solutions with Academic Affairs (AA) and Student Services Enrollment Management (SSEM).

Objective 4: Develop a plan to enhance online learning.
1) Knowledge based articles and resource center developed.

2) Online orientation updated.

3) Instructional Designers working with faculty across all disciplines to develop courses in alignment with Quality Matters rubric.

4) Comprehensive requirements being implemented for initial online course development.

Objective 5: Develop a more technology driven organization that provides resources, tools and training for students, staff and faculty to become more proficient in their technology skills.

Strategy #4: Partnerships: Collaborate with educational institutions, alumni, industry and community partners to increase educational attainment and support the talent pipeline to enhance opportunities in the region.

Objective 1: Expand the Early College Programming and infrastructure as a strategic enrollment pathway.

projects. Trustee Gauvin asked about thoughts regarding fee stabilization and Steve stated he remained optimistic. Trustee Videva Dufresne asked what the student fee increase could be if stabilization funds were not received. Trustee Baptista and Trustee Clark also asked about impact to students and timing for both Fall 2023 and Spring 2024. Steve shared it could mean approximately $10/credit hour increase but would likely be too late for Fall 2023. Trustee Karam asked about the supplemental information related to