Holyoke Community College

Holyoke Community College (HCC) serves the Pioneer Valley by providing comprehensive, high-quality educational opportunities that are responsive to community needs and meet the intellectual, aesthetic, and practical needs of a diverse student body and to the economic and social needs of the region. The College offers a full range of programs and services appropriate to a community college.

COLLABORATIONS

- HCC's Tech Prep Consortium, in partnership with Springfield Technical Community College, provides academic and career pathways to 6,000 sophomores, juniors, and seniors at 23 regional high schools and to 500 college students at the two community colleges. Program components include providing college credits for articulated courses taken in high school, early college placement testing during the junior year, and career planning. Also, students from vocational-technical high schools who enter an apprenticeship program can gain credit for prior learning and workplace experience as a result of a pilot agreement between the Tech Prep Consortium high schools and the Massachusetts Department of Labor and Workforce Development's Division of Apprenticeship Training.
- The goal of HCC's ¡Avanza! Program is to increase access to higher education for Holyoke public high school students through a coordinated secondaryto-postsecondary support system. HCC staff representing admissions, educational planning, ESL, financial aid and academic support, work together with high school guidance counselors to help families navigate the college application process. Once enrolled at HCC, students receive ongoing academic and personal support through the Office of Multicultural Academic Services. The ¡Avanza! Program currently serves 104 students.
- HCC's Pathways Program, funded by the Jack Kent Foundation, is devoted to helping all promising students, especially under-represented students, succeed at HCC and transfer to selective liberal arts colleges. The program provides academic advising, personal support, and assistance with the transfer process. It offers students a five-week math transition seminar taught by Mount Holyoke faculty with successive and related learning community courses taught by HCC faculty. In FY07 the Pathways Program served 150 students. Seventeen students were accepted to Mount Holyoke College, 14 to Smith College, 2 to Amherst College and 1 to Hampshire College. The HCC Foundation recently received a significant bequest designated to assisting HCC students who transfer to Mount Holyoke College.
- The Crime Scene Academy is a collaboration among HCC's Criminal Justice Program, the Northwest District Attorney's

Office and the Massachusetts State Police Training Academy. Developed for investigators from local law enforcement and child protective services, this two-day program provides handson, intensive training for investigating suspected abuse or neglect of children. Participants process crime scenes, identify and collect evidence, and develop interviewing strategies. HCC students provide technical support, role-play as victims and witnesses, and serve as clerks and assistants assigned to investigative teams. Students complete a required one-credit course designed for this experience in advance of the Academy. In FY07 the Crime Scene Academy served 22 students and 35 professionals. The Academy is funded by a grant from the National Children's Alliance and a donation from the Massachusetts Department of Social Services.

Program of DISTINCTION

Recognizing the significant role of adjunct faculty, HCC piloted an in-depth "brick-and-click" professional development program called the Teaching Academy for Adjunct Faculty. The goals of the Teaching Academy were to integrate part-time instructors into the HCC professional community and provide opportunities for them to develop innovative practices that facilitate teaching and learning. The first cohort of 15 adjuncts met in a seminar facilitated by senior faculty and also worked independently with electronic modules from the League for Innovation's Getting Results resource. Follow-up workshops focused on specific areas of common interest such as writing across the curriculum. Outcomes of the Teaching Academy included revised syllabi, peer classroom visits, implementation of student-centered and active learning practices, and the development of assessment activities. The Teaching Academy for Adjunct Faculty, already acknowledged as a model for the state, has been institutionalized as part of HCC's comprehensive professional development program.

• Engaging Latino Communities for Education (ENLACE) Program is a partnership that brings together HCC, the City of Holyoke, Holyoke Public Schools, community organizations, private foundations and other institutions of higher learning to maximize resources and strengthen educational pathways for Latino students. ENLACE programs focus on early childhood education, middle-to-high school transition, after school and summer activities, college preparation, service learning and professional development opportunities for faculty and staff. In FY07, 58 faculty and staff from HCC, the Holyoke Public Schools and community-based organizations participated in ENLACE programs that served 220 parents, 228 middle and high school students, and 103 college students. ENLACE is funded by the Kellogg Foundation.

I. ACCESS TO PUBLIC HIGHER EDUCATION IN MASSACHUSETTS

Access Indicators*

FALL ENROLLMENT

Fall 2006 Headcount: 6,297 Fall 2006 FTE: 4,176

Results: Over the last three years, fall headcount enrollment has remained relatively stable, and fall FTE enrollment has increased 2.9%.

ANNUAL ENROLLMENT

FY2007 Headcount: 8,552 FY2007 FTE: 4,252

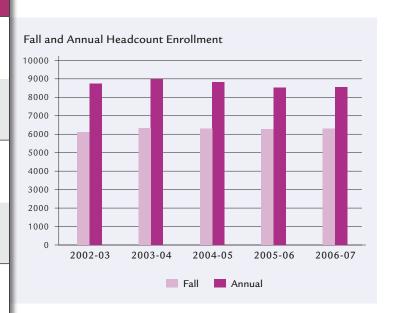
Results: Over the last three years, annual headcount enrollment has decreased 3.0%, and annual FTE enrollment has remained relatively stable.

MINORITY ENROLLMENT

Minority Enrollment Percentage

in Fall 2006: 22.9%

Results: Comparable to the institution's primary draw region's minority representation of 21.4%.



II: AFFORDABILITY OF MASSACHUSETTS COMMUNITY COLLEGES

Affordability Indicators *

% OF MEDIAN FAMILY INCOME

Tuition and fees as a percent of median family income in FY2007: 4.4%

Results

Comparable to the Northeast regional average of 4.9%.

Tuition and Fees as a Percent of Median Income

| | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|--|----------|----------|----------|----------|----------|
| Tuition and fees | \$2,796 | \$3,096 | \$3,098 | \$3,188 | \$3,278 |
| State median family income (SMFI) | \$66,922 | \$67,527 | \$68,701 | \$71,655 | \$74,463 |
| Tuition and fees as % of SMFI | 4.2% | 4.6% | 4.5% | 4.4% | 4.4% |
| Segment avg. tuition and fees as % of SMFI | 4.2% | 4.8% | 4.9% | 4.9% | 4.7% |
| Northeast avg. tuition and fees as % of SMFI | | | 4.8% | 4.8% | 4.9% |

^{*} See Technical Guide (pages 109–110) for indicator methodology and details.

III: STUDENT SUCCESS AND ACADEMIC QUALITY

Success and Quality Indicators*

FALL COHORT FIRST-YEAR PERSISTENCE

Retained at original institution: 58.9% Continuing at any institution: 65.9%

Results: Persistence at original institution has remained relatively stable over the last three years and is above the segmental average of 55.3%.

FALL-TO-SPRING RETENTION

2006-2007 Fall-to-Spring

Retention Rate: 92.6%

Results: Fall-to-spring retention has remained relatively stable over the last three years.

COURSE COMPLETION

FY2007 Credit Course

Completion Rate: 76.1%

Results: Above the Board of Higher Education's target rate of 75%.

DEGREES CONFERRED

Total Degrees Conferred in FY2007: 901

Results: Average degrees conferred per year over the last three years: 923.

NURSING EXAM PASS RATE

2006 Pass Rate for First-Time Test-Takers on the National

Nursing Licensure Examination: 79.5%

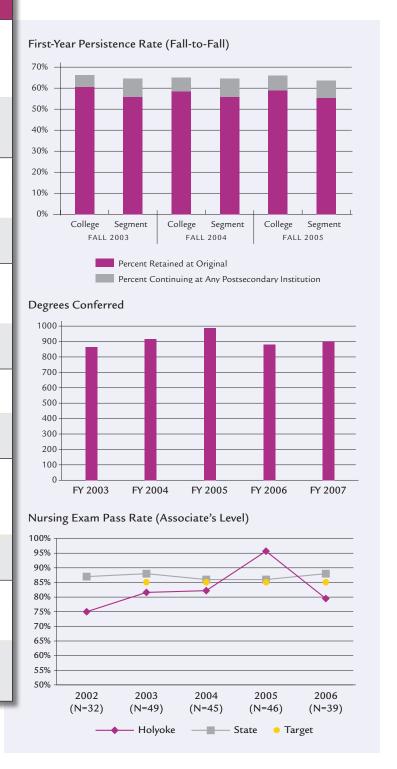
Results: Below the Board of Higher Education's target pass rate of 85%.

WORKFORCE DEVELOPMENT

FY2007 Annual Enrollment in

Workforce Development Courses: 6,761

Results: Average annual enrollment in workforce development courses per year over the last three years: 5,024.



^{*} See Technical Guide (pages 109–110) for indicator methodology and details.

IV: EFFECTIVE AND EFFICIENT USE OF RESOURCES

Compliance* Efficiency and Innovation* ANNUAL INDEPENDENT AUDIT EFFECTIVE PROJECTS AND INITIATIVES Shared the cost of a Director of Engineering Services with Springfield Technical No material weaknesses based on annual external independent audit: Community College. 2007 Joined with the City of Holyoke, the Pioneer Valley Transit Authority and the Juntos Collaborative to secure \$1.3M in federal and state funds to develop an 2006 adult basic education center in downtown Holyoke. 2005 Collaborated with Holyoke Public School System and a coalition of 2004 community groups to obtain over \$210,000 in grant funding to promote college readiness preparation for Holyoke middle and high school students 2003 under the ENLACE/AVANZA program. Obtained nearly \$200,000 in federal support to design and construct a new One-Stop Enrollment Center. Raised \$1,088,188 through private fundraising, an increase of \$81,516 from FY06. Resource Allocation* EXPENDITURES PER STUDENT-ACTUAL, BUDGET FORMULA & NATIONAL PEERS \$6000 FY06 Actual \$5000 National Peers \$4000 Budget Formula \$3000 \$2000 \$1000 \$0 Instruction Academics Student Institutional Plant Total Services Operations Expenditures Support Financial Health Indicator* PRIMARY RESERVE RATIO Unrestricted Reserves \$9.7M Unrestricted Reserves \$9,731,149 - = 21.1%Total Operating Expenses Advisable Operating \$46,111,889 Reserves Expense \$18.4M \$46.1M

The Board has set aside \$2.2M in reserve funds for a planned building renovation in FY08. This will significantly reduce the ratio in FY09

The increase in reserves is due primarily to an increase in enrollment and strong investment yield in FY07.

and FY10 as the project is completed.

^{*} See Technical Guide (pages 109–110) for indicator methodology and details.