



Midway In – How Are We Doing?

**Highlights of our Progress
Toward Our 2011-2016 Strategic Plan**

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What The Report Covers

- Progress made on our 30 five-year outcomes
 - Baseline for 2011-12
 - Performance in 2012-13
 - Trend ratings – green, yellow, or red

What The Report Covers

- What's Behind the Numbers
 - Organized by 5 goal areas
 - Narrative on work in each of 20 initiatives
 - Quotes that give perspective on our work
 - Some preview of what's coming in each initiative

Progress on 30 Strategic Plan Outcomes

Progress Made on 30 SP Outcomes

Mostly “in the green”

SP Outcome	2011-12	2012-13
First year retention will reach 75%	64.7%	67.7%
Six year graduation will reach 30%	22.8%	28.9%
Increased faculty and staff leadership skills and competencies...	240+ faculty and staff participate in prof devel	325+ faculty and staff participate in prof devel
Planning and assessment processes inform day-to-day activities across campus	1 st annual ops plan	2 nd annual ops plan (3 rd in development)
Credit and non-credit programs responsive to labor market and higher ed trends – using environmental scanning information and other higher ed data	No systematized env scanning	Env scanning infused in AP and non-APR
Recognized model and resources for use of technology to improve teaching, learning, and operations	167 faculty using Blackboard	195 faculty using Blackboard

Progress Made on 30 SP Outcomes

Some areas that need increased attention (yellow)

SP Outcome	2011-12	2012-13
1/3 of degree programs will have pathways from non-credit to credit	1 non-credit to credit pathways	2 non-credit to credit pathways
Increased student leadership competencies and programs	650 students in 7 programs	650 students in 7 programs
75% of degree and non-degree programs reviewed	2 APR self-studies	4 APR self-studies completed, 2 in process
100% of degrees offer career prep/placement supports and/or experiential learning	8 degrees (28.6% of all degrees) offer	10 degrees (35.7% of all degrees) offer
Hostos will increase classroom utilization by 30%	33.6% FTEs offered Friday, evenings, weekends	32.5% FTEs offered Friday, evenings, weekends

Progress Made on 30 SP Outcomes

Primary areas of focus for remainder of plan (red)

SP Outcome	2011-12	2012-13
Second year retention will reach 60%	44.2%	41.9%
Transfer rate for liberal arts students who graduate from Hostos will reach 55%	54.5%	52.6%
85% of students will demonstrate proficiency in all three skills areas prior to achieving their 30 th credit	58.1% proficiency by 30 th credit 33.6% pass rate on reading 49.9% pass rate on math	51.1% proficiency by 30 th credit 30.9% pass rate on reading 33.5% pass rate on math

What's Behind the Numbers – Highlights of What We've Done

First Year and Transfer (G1, I1)

- Major Areas of Focus
 - FOE
 - Summer Bridge
 - Success Coaches
 - Stronger articulations
 - Pathways
 - Single Stop
 - Vets/Reservists Services
 - Accessibility Resource Ctr
- What's Coming
 - Early Warning System
 - Improved advisement training and coordination
 - Strengthened communications on transfer options

Remedial and Developmental Ed (G1, I2)

- Major Areas of Focus
 - Faculty-led innovations and pilots
 - ENG 94
 - MAT 10 and 15
 - Math XL
 - Supplemental instruction
- What's Coming
 - Bring pilots to scale
 - Launch new pilots
 - Improve student placement
 - Test and assess what's working or not and adjust

Cross-Disciplinary Scholarship (G1, I3)

- Major Areas of Focus
 - 50+ PDIs annually
 - Faculty grants creating curricular and pedagogical change
 - Hostos Teaching Institute
- What's Coming
 - More PDIs promoting cross-disciplinary approaches
 - Expansion of Teaching Institute

Non-Credit to Credit Pathways (G1, I4)

- Major Areas of Focus
 - Collaboration on certificate-degree connections
 - New non-credit to credit (and vice versa) offerings
 - Financial incentives to encourage students and families to enroll
- What's Coming
 - More non-credit to degree offerings (and vice versa)
 - HSE
 - Criminal justice
 - Allied health
 - More incentives

Student Leadership – All Levels (G2, I1)

- Major Areas of Focus
 - Expansion of leadership offerings (now 7 to 650 students)
 - Adoption of standards (CUNY Star leadership competencies)
 - Assessment of programs by standards
- What's Coming
 - Cont'd expansion of offerings
 - Increase student participation
 - Measure impact of leadership programs on students

Faculty & Staff Mgmt/Leadership (G2, I2)

- Major Areas of Focus
 - OAA leadership retreats for faculty and HEOs (70 participated in 2012-13)
 - Expanded participation in prof development (325+ in 2012-13)
 - Focus college-wide on SP skills bldg for managers
 - Each division now with prof development plans
- What's Coming
 - Expand what we're doing college-wide, in divisions
 - Assess impact on faculty and staff

Cultural Competency Programming (G2, I3)

- Major Areas of Focus
 - Cuba study abroad
 - Hostos Design Lab
 - Cultural awareness via the arts
 - Edinburgh Fringe
 - Chain Reaction
 - Young Roots
 - Heritage Lecture Series
 - Conversing Bricks
- What's Coming
 - Explore add'l study abroad and exchange
 - Connect HCAC cultural awareness programs to academic offerings

Bronx NP Leadership Development (G2, I4)

- Major Areas of Focus
 - Creation of CBNP
 - In Bronx Terminal Mkt
 - 1st Exec. Director hired
 - Bronx Fellows
 - NP mgmt and fundraising certificates
 - Convenings and trainings
- What's Coming
 - Create advisory board
 - Expand offerings
 - Exec roundtables
 - “Meet the grantmakers”
 - More organizational development trainings

Planning and Assessment Alignment (G3, I1)

- Major Areas of Focus
 - New OIRSA office and staff
 - Annual operational planning/assessment
 - Trainings on planning and assessment
 - Institutional Assessment Plan (IAP) developed
- What's Coming
 - IAP implementation
 - Continued alignment of all planning according to SP

Program Planning and Review Cycles (G3, I2)

- Major Areas of Focus
 - APR revitalized
 - Non-APR instituted
 - APR and non-APR impacting changes
 - 10-year schedule set
- What's Coming
 - Stay on schedule
 - Increased emphasis on “closing the loop”

Assess Student Learning Outcomes (G3, I3)

- Major Areas of Focus
 - Course assessment continues
 - Course assessments being used to revise courses and curricula
 - Program assessment institutionalized
 - Gen Ed assessment jumpstarted
- What's Coming
 - Pilot e-portfolio and capstone assignments
 - Continue cycle of ongoing assessment

Assist Bronx Institutions to Improve/Innovate (G3, I4)

- Major Areas of Focus
 - HCAC support to arts-based institutions
 - Offering facilities
 - Promotional support
 - Support for collaboration
 - Access to funding opportunities
 - CBNP trainings
 - Planning and assessment training to 51 CBO leaders
 - Excel trainings sold out
- What's Coming
 - HCAC and CBNP collaboration to serve arts orgs
 - Expand CBNP offerings in org capacity building

Systematize Environmental Scanning (G4, I1)

- Major Areas of Focus
 - Env scanning now required in APR/non-APR
 - Builds on existing ES mechanisms on campus (e.g., CEWD's ongoing labor market analysis)
- What's Coming
 - ES to help lead to refined and new courses and programs
 - Program advisory boards

State-of-the-Art Offerings (G4, I2)

- Major Areas of Focus
 - Targeted Env Scans
 - Workforce development – informed CEWD programs and staffing
 - Allied health – led to Montefiore Med Ctr partnership, HERO HS
 - Food studies – exploring potential new degree
- What's Coming
 - ES to explore more specialized degrees
 - Public Health Admin

Transition Students to Employment (G4, I3)

- Major Areas of Focus
 - More experiential learning opportunities
 - 553 student placed in last 2 years
 - More connections to employers via co-op ed
 - Alliance among job developers
 - Career Services now in CEWD
- What's Coming
 - New program advisory boards
 - Expanded service learning as well as co-op ed

Expand Workforce Partnerships (G4, I4)

- Major Areas of Focus
 - Grant-funded workforce development programs
 - Jobs-Plus and HPOG
 - 10 training contracts w/employers and unions
 - Bronx-focused workforce partnerships (South Bronx Rising Together)
 - Partnerships to ensure student employment
- What's Coming
 - Build CEWD's overall workforce development capacity
 - Cont'd focus on healthcare and Hunts Pt
 - New connections with employers and the community at large

Model for Use of Technology (G5, I1)

- Major Areas of Focus
 - 195 faculty now using Blackboard
 - 43% courses using online resources (at min Blackbd)
 - 20 smart classrooms
 - CUNYfirst live
 - New freshmen tech orientation
 - One ID card
- What's Coming
 - More tech-driven supplemental instruction
 - More e-learning options, (e.g., developmental)
 - Campus-wide collaboration portal
 - E-forms replacing paper
 - Business intelligence tools
 - Technology SP

Physical Infrastructure (G5, I2)

- Major Areas of Focus
 - 500 Grand Concourse 5th floor renovation
 - New CUNY-in-the-Heights building
 - Bronx Terminal Market new home for CEWD
- What's Coming
 - Create Allied Health and Natural Science Complex
 - Renovate 4th floor of B Building

Diversify Revenue (G5, I3)

- Major Areas of Focus
 - \$8.5 million+ raised in 45th Anniversary year
 - 33% more from individuals
 - Broader foundation base
 - More for scholarships – one online scholarships system
- What's Coming
 - New giving structures to increase individual donor and alumni gifts
 - Rollout of \$7 million, five-year comprehensive fundraising campaign

Marketing and Branding (G5, I4)

- Major Areas of Focus
 - More press releases
 - More use of tech and social media
 - Twitter and LinkedIn
 - Communications campaigns (e.g., I Am Hostos)
 - Op-eds placed
 - *Hostos at a Glance*
 - Internal news releases
- What's Coming
 - Communications plan to fine-tune look, feel, message
 - New website is here!

**And now for the moment that
we all have been waiting for?**

Our new and improved Hostos Website!

<http://www.hostos.cuny.edu/home>