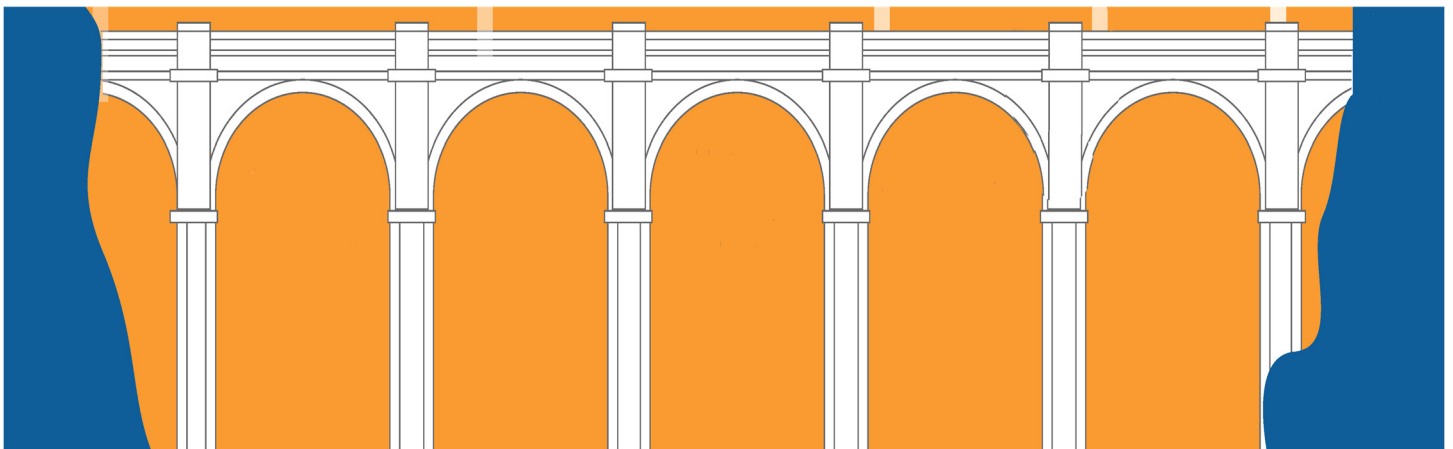


**Hostos**  
Community  
College



**2017-2018 College-Wide  
Operational Plan  
Executive Summary**

**May 2018**





## 2017-2018 College-Wide Operational Plan Executive Summary May 2018

### Setting the Stage for Success: Year 1

In 2017, Hostos committed itself to a five-year [Strategic Plan](#) developed through an inclusive process that engaged students, staff and faculty across the campus. As a result of the Open Forums, five structural underpinnings (cross-cutting commitments)—**assessment, communication, community engagement, professional development, and systems alignment**—were identified to help facilitate student completion success. The Strategic Plan sets forth bold goals and reaffirms priorities that have guided the college since its inception. Year 1 has been an opportunity to set a foundation for these goals.

The 2017-2018 Operational Plan reflects the concrete activities undertaken over the past 12 months to move the needle on key indicators, and thereby better serve our students. Our students' journey to completion can be smoother if we acknowledge that at each phase of their educational journey, students face different challenges that require different types of support. Activities in the Operational Plan are organized by the Phases of students' experience at Hostos: **Pre-Enrolled Students, Entering Students, Continuing Students** and **Completing Students**.

The activities are informed by the Strategic Plan, and reflect priorities identified last year by the college community: **advisement** and **communication**. An emphasis was made on better articulation of processes in order that students, as well as faculty and staff, are able to see the big picture, and see how the work of various divisions and offices is coordinated and collaborative, particularly as it relates to advisement of new and continuing students.

Also in 2017, Hostos submitted its Periodic Review Report (PRR) to the Middle States Commission for Higher Education (MSCHE). MSCHE defines, maintains, and promotes educational excellence across institutions with diverse missions, student populations, and resources. The accreditation process ensures institutional accountability, self-appraisal, improvement, and innovation through peer review and the rigorous application of standards within the context of institutional mission.

The PRR required a great deal of thought, time, and energy to complete; the report fully satisfied the Commission's requirements. We received numerous commendations and no suggestions; therefore, you should all feel very proud of a job well done.

MSCHE requires us to align our Mission, Strategic Plan and Operational Plan. More than a requirement, however, this practice of returning to collectively identified priorities and goals keeps us focused, and provides valuable guideposts as we do our daily work in the service of the institution and our students. This daily work, driven by a commitment to continuous improvement, is presented in our 2017-2018 Operational Plan.

### Cornerstones of our 2017-2018 Operational Plan

Numerous activities reflect a commitment to aligning **advisement** across offices and provide students with consistent, accurate guidance from enrollment through graduation:

- Office of Academic Affairs (OAA) worked with Student Development and Enrollment Management (SDEM) and Continuing Education and Workforce Development (CEWD) to create and share policies and processes to determine the best pathway for students, whether it is CUNY Start, College Discovery, ASAP, SSCU or Academic Advisement
- OAA created a Professional Academic Advisor Guide to be used to support professional development across divisions as well as advisor onboarding
- CEWD worked with the Office of Admissions and the Testing Office to engage and enroll late-admit students into Math and CUNY Start when appropriate
- As part of an aggressive Enrollment Plan, SSCU and ASAP are collaborating in new student orientations to ensure incoming students have a smooth transition to the college experience
- Faculty and staff from OAA and CEWD are working to identify alternative pathways and options for allied health students, including non-degree credentials and stackable credentials

**Communication** gaps were addressed by many activities, and ranged from initial outreach to ongoing support as students graduate, transfer to 4-year colleges and launch their careers. Together these efforts illustrate our commitment to providing clear and accessible information:

- The Bursar's Office reached out to first-time freshmen/new admits with an introductory message that included information about services, tuition rates, fees – following an acceptance notice from the college and a welcome letter from the President
- Institutional Advancement (IA) is developing a virtual reality tour of the campus to augment in-person recruitment events and to support digital recruitment efforts
- SDEM created an Enrollment Communication Plan using Hobsons Connect
- OAA will create a roadmap to guide students entering the college in collaboration with SDEM and CEWD
- Administration and Finance (A&F) will create a financial aid timeline infographic to inform students about the limitation of TAP and Pell grants

In addition to the specific priorities that focused our efforts in 2017-2018, notable advances were made in key areas that demonstrate how our commitment to continuous improvement supports student success:

### **Accelerating developmental education**

In AY2017-2018, 71% of students enrolled in a developmental education English class enrolled in a co-requisite class in which they have the opportunity to earn college credits while addressing their developmental needs. For students in need of development education in math, 21% enrolled in a co-requisite class; this number will be scaled up next year. This innovative approach to math developmental education enables any non-STEM student with a gap in elementary algebra skills to bypass MAT 20 and take college-level statistics with supports.

### **Using technology**

The use of technology platforms in the service of improved student outcomes is a trend we will continue to emphasize. Technology like Succeed@Hostos/Starfish and Hobsons Connect, along with Sharepoint and eLumen, have the ability to support cross-divisional activities and help us track our progress. It is incumbent upon us to use these tools to increase effectiveness and accountability. The Operational Plan process itself was supported by the development of HOOPS (Hostos Online Operational Plan System), a platform that linked individual activities to Strategic Plan goals and cross-cutting commitments.

### **We continue to collaborate and celebrate in our 50<sup>th</sup> Anniversary**

As we work towards achieving the goals included in our 2017-2018 Operational Plan, we all play a role in facilitating student completion. Thank you for doing your part.

## 2017-2018 College-Wide Operational Plan

Phase	Division	Priority	Activity/Description	Spanning Priority Relevance	Baseline	Target
Pre-Enrolled Students	Academic Affairs	Accelerate Application to Registration Process*	Work with SDEM and CEWD to create a roadmap of "Entry to College" to help students and staff navigate the pathway more effectively	Creating clear paths for students and all advisors /offices providing consistent and accurate information; streamline communication to students  Offices work together to best serve students	There is no roadmap	Create roadmap
			Work with SDEM and CEWD to create and share policies and processes to determine best pathway for students, whether it is CUNY Start, College Discovery, ASAP, SSCU or Academic Advisement	Create clear paths for students and all advisors/offices providing consistent information and best pathway  Offices work together to best serve students	There is no baseline	Develop clear pathway
		Clearly Communicate GenEd/Degree & Certificate Completion Requirements and Career Options*	Update curriculum that accurately reflects all dev ed changes. Update pre and co reqs and update degree program websites to include program learning goals, curricular plans and career options	Provide correct information on curriculum requirements	0	0
	Administration and Finance	Accelerate Application to Registration Process*	Bursar's Office sends an introduction message that includes information on services, tuition rates, fees, etc. following admission to the college		No existing message	Message sent to all admitted students

## 2017-2018 College-Wide Operational Plan

Phase	Division	Priority	Activity/Description	Spanning Priority Relevance	Baseline	Target
<b>Pre-Enrolled Students</b>	<i>Continuing Education and Workforce Development</i>	Clearly Communicate GenEd/Degree & Certificate Completion Requirements and Career Options*	Pilot a credit articulation pathway for a cohort of Allied Health Career Pipeline Program graduates from the Community Health Worker Certificate Program to the College's Aging & Health Studies Degree		0	10
		Increase Student Success in Pre-Enrollment Offerings	Increase the enrollment target for summer Math Start from 75 to 100 to serve a larger pool of students with developmental math needs prior to their first semester of credit coursework  Work with the Office of Admissions and the Testing Center to engage and enroll late-admit students into Math and CUNY Start when appropriate		75  25%	100  35%
	<i>Institutional Advancement</i>	Accelerate Application to Registration Process*	Undertake a research-based marketing campaign focused on driving Fall 2018 enrollment by advertising on MTA bus routes through key Bronx neighborhoods. Track effectiveness by QR Code and URL		0	Campaign Implemented
		Clearly Communicate GenEd/Degree & Certificate Completion Requirements and Career Options*	Communications/Alumni/Community Relations collaborate with Strive4 Success to distribute advisement information throughout the community		0	0
		Support College Readiness through Community Organization, High School Partnerships, and Alumni Engagement*	Develop a virtual reality tour of the campus to augment in-person recruitment events. Support digital outreach/recruitment efforts to track data in the future		0	Completed Resource

## 2017-2018 College-Wide Operational Plan

Phase	Division	Priority	Activity/Description	Spanning Priority Relevance	Baseline	Target
<b>Pre-Enrolled Students</b>	<i>Student Development and Enrollment Management</i>	Accelerate Application to Registration Process*	Create an Enrollment Communication Plan using Hobsons Connect	Create a clear and streamlined communication path for students  Key staff of the selected enrollment units will be trained in Hobsons Connect	0	Plan created and implemented
			Create an Enrollment Communication Plan using Hobsons Connect	Work with SDEM enrollment units to streamline methods of communications		
			Develop an online testing prep-workshop	Assess if the workshops help increase the student testing pass rate  Provide clear communication to accepted students on workshops and test dates availability via Hobsons Connect  Working with other units to best serve incoming students	0	Workshop online completed
			Restructure the Admission Seminars to include a testing information component	How many students test after attending the seminar? Survey student during the seminar to better assist their needs  Align systems communication using Hobsons Connect  Work with the Testing Office to ensure the information provided is accurate	0	Seminar is restructured
		Support College Readiness through Community Organization, High School Partnerships, and Alumni Engagement*	Organize an Annual ARC Informational Transition Night for local high school guidance counselors, parents and students	Provide clear information on academic resource services offered at the college	0	ARC event organized

## 2017-2018 College-Wide Operational Plan

Phase	Division	Priority	Activity/Description	Spanning Priority Relevance	Baseline	Target
<b>Entering Students</b>	<i>Academic Affairs</i>	Provide Clear Roadmap for all Liberal Arts Students	Develop program learning outcomes and update the program description for Liberal Arts degree	Ability to assess program once have PLOs	No PLOs and outdated description	PLOs and new description
			Include Peer Leaders in most First-Year Seminar classes for Liberal Arts Students	Peer leaders "give back" to their college; leaders help connect first-year students to the rest of the college community (i.e. relationships with fellow students, faculty and staff)	There were no PLs last year	Implement PLs in 60% of FYS
		Strengthen Student Advisement for All Incoming, Transfer, and Target Populations*	Create Professional Academic Advisor Guide to be used to support professional development across divisions as well as advisor onboarding	Advances the professionalism of our advisors through connections with other advisement offices and access to national organizational standards  Aligns professional development for all advisors	There is no existing document	Develop Guide and distribute
			Develop an advisement webpage that provides processes and information for all students and advisors	Provides clear communication of policies, practices and updated information related to advisement  Provides clear process for student referral across divisions	There is no common website	Develop common website
	<i>Administration and Finance</i>	Strengthen Student Advisement for All Incoming, Transfer, and Target Populations*	Create a financial aid timeline infographic to educate students about the limitations of TAP/Pell	Provides clearer information to students from onset of relationship with college	No existing infographic	Infographic completed



## 2017-2018 College-Wide Operational Plan

Phase	Division	Priority	Activity/Description	Spanning Priority Relevance	Baseline	Target
<b>Entering Students</b>	<i>Continuing Education and Workforce Development</i>	Strengthen Student Advisement for All Incoming, Transfer, and Target Populations*	Work with OAA and SDEM to train faculty and staff to use Career Service's Hostos Career Coach, an online career and degree exploration tool		10	30
	<i>Institutional Advancement</i>	Provide Clear Roadmap for all Liberal Arts Students	Work with OAA to develop a schedule for the design and production of degree maps in multi-media formats. Schedule for design and production of degree maps		0	1
			Strengthen Student Advisement for All Incoming, Transfer, and Target Populations*	Support branding material and distribution via media platforms		
			Distribute literature and do presentations at CBOs			
	<i>Student Development and Enrollment Management</i>	Strengthen Student Advisement for All Incoming, Transfer, and Target Populations*	Create a "Know Your Advisor" Campaign; cross-divisional collaboration			Creation of campaign and distribution
			SSCU and ASAP will collaborate in new student orientations to ensure incoming students a smooth transition to the college experience	Assess the overall experience through a 3-question survey. Assess Registration outcome after the Student Success Orientation (SSO) event and make any additional outreach to ensure registration process is complete for each SSCU student	0	10 Orientations
			Communicate with new students using Hobsons Connect			

## 2017-2018 College-Wide Operational Plan

Phase	Division	Priority	Activity/Description	Spanning Priority Relevance	Baseline	Target	
<b>Continuing Students</b>	<i>Academic Affairs</i>	Clearly Communicate Graduation Requirements*	Provide alternative pathways and options for allied health students	Assess where allied health students are being "lost"  Communicate alternative pathways			
		Strengthen Outcomes of Gateway Courses	Implement the use of common assignments and rubrics in eLumen to assess course and program-level outcomes	Implement earlier assessment of students' progress in courses  PD for faculty is needed on course and program assessment and on the use of eLumen	There are no assignments	Develop and implement use	
			Provide focused faculty PD. Topics: withdrawals vs. F grades, grade analysis reports (for chairpersons), intentional scaffolding of assignments for students	Use of PD to improve student outcomes	Training is sporadic	Provide training regularly	
			Scale-up Early Warning System (EWS) to include all courses	Faculty new to EWS will require training  Through the EWS there will be better coordination between faculty and student support areas	Currently for select courses	Include all courses	
		<i>Administration and Finance</i>	Clearly Communicate Graduation Requirements*	Ensure gateway courses are included in fall 2017 rollout of EWS/Succeed@Hostos	Provide support for student achievement tracking	300 courses	All courses, including 32 gateway courses
			<i>Continuing Education and Workforce Development</i>	Increase Momentum via High Impact Practices	Develop a presentation for Hostos students that delineates alternative CEWD allied health certificates as part of the Allied Health Retention Committee's Allied Health Orientation program	0	1 Presentation

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<b>Continuing Students</b>	<i>Institutional Advancement</i>	Increase Momentum via High Impact Practices	Create and implement a multi-media 15/30 campaign in support of the CUNY Momentum Campaign using materials from CUNY Central and create original promotional video interviews of Hostos students		0	1 Campaign
	<i>Student Development and Enrollment Management</i>	Clearly Communicate Graduation Requirements*	Create an Academic Recovery Contract for students in probation. Contract will have clear guidelines of participation in the program, process of academic probation, and available supports & resources	Program and student experience will be reviewed through data reports and surveys to evaluate success, opportunities and challenges	0	Contract Created & Implemented
		Increase Momentum via High Impact Practices	Create an individualized student transfer progress plan; a guide to help students transfer to appropriate institutions for advanced education	Provide clear communication to students on track to graduate	0	Implement
			Facilitate two transfer talk workshops: one with faculty sharing their college experience and the other with 4-year colleges providing information on the programs they offer		0	2 workshops completed
<b>Completing Students</b>	<i>Academic Affairs</i>	Improve Communications for Employment & Transfer Opportunities*	Highlight job and transfer opportunities for students majoring in Liberal Arts on new webpage	Work across units and divisions to gather and share information	Currently doesn't exist	Develop Liberal Arts webpage
			Partner with CEWD and Career Services to use Career Coach and make sure it is linked on all department webpages	Assess student use of Career Coach  Communicate the availability of career services  Link students to jobs in the community	It is not on any department pages	Implement on all department pages

## 2017-2018 College-Wide Operational Plan

Phase	Division	Priority	Activity/Description	Spanning Priority Relevance	Baseline	Target
<b>Completing Students</b>	<i>Administration and Finance</i>	Increase Financial Support for Graduating Students	The Bursar's Office sends regular notifications to students with a balance on their account to remind them to pay before the balance is sent to a collection agency	Alerting students will help them address their outstanding balances before they graduate	Occasional email notifications	Monthly bills via email & USPS
	<i>Continuing Education and Workforce Development</i>	Improve Communications for Employment & Transfer Opportunities*	Pilot a free Mandated Reporter and DASA training (and fingerprinting for those that complete the training) for Early Childhood Education degree students that are completing the internship program		0	50
	<i>Institutional Advancement</i>	Improve Communications for Employment & Transfer Opportunities*	Create an updated alumni database by cleaning and verifying existing (paper) files, and streamlining process for new graduates to sign up as alumni and access available career and transfer services		0	1
	<i>Student Development and Enrollment Management</i>	Improve Communications for Employment & Transfer Opportunities*	Collaborate with Career Services to help students match their current majors and career aspirations to CUNY, SUNY and private 4-year colleges	<p>Initiative will target students with 30 credits or more and follow up throughout the academic year</p> <p>Seek partnerships/opportunities with local businesses and organizations</p> <p>Departments will work together to better serve graduating students</p>	0	Create plan