

## Operational Plan AY 2020-2021

College-Wide Commitments/SP Priorities	Activities	Unit/s	Division	Results (Anticipated)	Progress Reports: Dec and March	Final Results and Notes	
<p><b>Strengthen student advisement for all incoming, transfer, and target populations</b></p> <p><i>AND</i></p> <p><b>Accelerate application to registration process</b></p>	<p>Assessment</p>	<p>Conduct survey of dual-degree students to identify familiarity with advisement tools and relevant processes.</p> <p>Analyze first-year student placement data to determine the number of ASAP-eligible students not referred to ASAP to identify gaps in process that lead to underutilized ASAP resources.</p> <p>In collaboration with CDAC and OIERA, track and assess the implementation of the academic policies outlined in Fa19 Student Success Memo.</p> <p>Assess onboarding process specific to ESL students to identify pain points leading to delays in placement and enrollment (including impact of CUNY Placement Index).</p> <p>The CDAC will develop and implement systematic assessment of advisement college-wide based on common SLOs (student learning outcomes).</p>	<p>OAA, OVP, SSCU and ASAP</p> <p>ASAP, OAA, OVP</p> <p>OIERA, OAA, CDAC</p> <p>OAA, SDEM, CEWD</p> <p>CDAC, OIERA</p>	<p>OAA</p> <p>OAA</p>	<p>Survey results are used to inform professional development for advisors</p> <p>All eligible students are provided the opportunity to benefit from ASAP resources</p> <p>Baselines for policy action areas are determined and progress measured</p> <p>Establish baseline from application to enrollment for ESL population for fall 2020</p> <p>Standardized and systematized goals for advisement college-wide will be established</p>		

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	Communication	CDAC will draft and communicate its charge, including proposing and guiding advisement policy and practice college wide (and expand membership to include faculty representation).	CDAC	Cabinet, CDAC, OAA, SDEM	The CDAC will be prepared to guide advisement policy and practice college-wide (including coordination of faculty representation)	
		Standardize virtual student walk-in and appointments across all SDEM student support units.	All Student Support Units (who leads?)	SDEM	Students will receive services via “walk-in” or appointments with student service units such as FAO, SSCU, Admissions, and Registrar	
	Community Relations	Establish a student service virtual “one stop” hub - Caiman Direct.	All Student Support Units, OVP	SDEM	One Stop service center to provide express service to prospective and continuing students	
Professional Development	CDAC will receive training to support annual and periodic assessment of advisement college-wide.	CDAC, OIERA		CDAC will begin systematic annual assessment and planning and use the results to inform future activities/improve advisement services		

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	Systems Alignment	Retention Efforts: A uniform policy and action plan will be developed and implemented to conduct outreach to students who have stopped out.	Cabinet		Hostos will sustain contact with, evaluate needs of, and re-admit when possible, students who have stopped out. Baseline: 3.4% of Fa16 cohort stopped out and re-enrolled. Target: Re-enroll 10% of Fa17 stop outs contacted by Hostos	
		A uniform policy and proactive, coordinated action plan will be developed and implemented to anticipate, mitigate, and react to, WNs.	Cabinet		The overall number of W grades will decrease by 5% in Fa20 and 10% in Spr21 (Baseline: Fa19 and Spr20)	
		Implement a financial aid verification cohort model.	FAO		Expedite processing time to complete student verification and finalize award eligibility 30 days prior to the start of class. Anticipating 95% completion rate for enrolled students	

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		<p>Create and maintain electronic registration forms on various conferencing platforms such as Zoom and MS Teams. These forms will be used in all virtual recruitment outreach activities.</p>	Admissions	Generate leads that allow us to connect and interact with motivated prospective students (enhanced recruitment pool)		
		<p>Develop and Implement a checklist of all Student Athletes (SA) enrollment paperwork available to all department staff on Microsoft Teams to track the enrollment progress (and issues during) of SA's.</p>	Athletics	Increase speed, ease, and tracking of moving Student Athletes through enrollment process and improve trouble shooting		

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<p><b>Clearly communicate graduate requirements and deadlines</b></p> <p><i>AND</i></p> <p><b>Promote culture of “College Going” with First Year Experiences</b></p>	<p>Assessment</p>	<p>SSCU/ASAP</p>	<p>OAA, SDEM</p>	<p>Multi-modal communication plan is developed</p> <p>Real-time sharing of student tracking data with the coach/advisor, program coordinators</p> <p>Survey (online intake form) will notify the coach for the students’ readiness for the next steps of the Academic Recovery Program</p>		

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	Communication	<p>Implement the use of the digital orientation tool developed in AY20*(SDEM is also offering digital orientation – work together to align and support efforts, including assessment of student experience).</p> <p>Schedule one event every month to encourage students to sign up for graduation updates. August event: #HostosGrads2021 Kickoff Day.</p> <p>Develop a marketing communication plan for the 2020-2021 academic year to positively impact Enrollment and Retention.</p>	<p>OAA, SDEM</p> <p>Student Activities</p> <p>OVP</p>	<p>OAA, SDEM</p> <p>SDEM</p> <p>SDEM</p>	<p>5%-10% of the graduation candidates will sign up to receive updates</p> <p>Students will be aware of college information, programs that may benefit them, and changes to their coursework and academic calendar. Increase retention of student athletes from Fall 2020 to Spring 2021 semester. (Baseline?)</p>		

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	<p>Implement athletics academic retention program online to Microsoft teams. Activities include student athlete orientation on MS Teams, bi-weekly progress reports to all Student Athletes' professors, twice a week team academic meetings/study hall through, daily individual academic meeting with assistant coaches, all HALC, Writing Center and Tutoring Center info and links posted.</p>	Athletics	SDEM			
Community Relations	<p>Create an online community of Hostos students participating in various student services workshops, seminars, and events such as Athletic Egames, CUNY EDGE monthly academic and career seminar series, Health and Wellness workshops on Financial literacy, Food insecurities, legal services, Health and wellness programming, etc.</p>	Student Support Service Units, OVP	SDEM	<p>Promote retention and ensure consistent advisement while Students engage in online student support services activities monthly</p>		

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Professional Development	<p><b>Recruiter in Residence: Northwell Health, Merck, &amp; Travelers:</b> Through the CUNY LEADS program at Hostos, ARC is coordinating a number of events which offer students the opportunity to engage with a variety of potential employers via online workshops, resume clinics, and mock interviews.</p> <p>Develop an online outreach program to support resilience, symptoms, management, and other aspects of psychological student well being.</p> <p>The Counseling Center offers orientation to faculty, staff and special programs. <i>(College wide commitment: Anticipating and mitigating impacts of COVID-19/Communications).</i></p>	ARC  Counseling		<p>Students will be prepared to meet employer expectations</p> <p>Promote successful persistence in college</p> <p>Encourage staff referrals to students for services</p>		



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	Systems Alignment	<p>Working group to be convened to define goals and student learning outcomes, and timeline for delivery, for of First Year Experience, including First Year Seminar outcomes. Develop multi-modal curriculum and plan to communicate and coordinate FYE efforts. (This work was started and not sustained in AY19-20).</p> <p>Digitize the graduation process for all students utilizing the student self-service degree checkout functionality in CUNYfirst.</p> <p>Reduce the number of graduation audits from 3 to 2. A preliminary audit to ensure that students have the min GPA, min credits...etc and a final audit once all grades are in.</p>	<p>Cabinet, OAA, SDEM, OIERA</p> <p>Registrar</p> <p>Registrar</p>		<p>First Year Experience college-wide onboarding/orientation goals will be articulated and supporting activities will be implemented and assessed</p> <p>Graduation forms will be in online format (End of Fa20)</p> <p>Increase the graduation audit turnaround time</p>		

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<b>Anticipating and mitigating impacts of COVID-19</b>	Assessment	<p>Research plan will be designed, implemented and communicated that tracks student cohorts defined by Covid-19 related variables and goes beyond CUNY PMP data to inform proactive responses college-wide.</p> <p>Ongoing assessment of student experience at “remote” campus from application to orientation and beyond will be developed and implemented.</p> <p>New and continuing students’ technology needs are assessed including hardware and software needs, internet capacity, provision of training and support.</p>	<p>OIERA</p> <p>Admissions, Financial Aid, SSCU, OIERA</p> <p>IT, OVP, OAA</p>	<p>OIERA, SDEM, OAA, IT</p> <p>SDEM</p>	<p>Research plan and calendar of reports to be shared on OIERA website by mid-Fall 20</p> <p>Regular updates will be shared with college community &gt;2x/month via website and President’s <i>El Semanario</i>/weekly bulletin</p> <p>Qualitative data produced systematically will inform how we deliver student services via remote platforms in the short, mid and long term</p> <p>Technology needs assessments are used to inform college-wide strategies to respond effectively (define effectively!)</p>		

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		<p>The enrollment and re-enrollment processes will be reviewed to identify bottlenecks and identify, implement and assess improvements during the pandemic and beyond.</p>	<p>OIERA, CDAC, SDEM</p>		<p>New, returning and transfer students will be enrolled effectively, and offices involved in these processes will develop skills to improve processes based on shared data</p>		
	<p>Communications</p>	<p>Develop a standardized communication process to ensure that all CEWD students have the access to the student support services that are distributed via the Hostos listserv such as information about the Food Panty and campus events, etc.</p> <p>All academic departments will implement the use of software that routes phone calls to computers to be answered by staff in real-time. Department websites will be updated with key contact information as well as instructions to contact OAA to report any unanswered inquiries.</p>	<p>Wellness, Career Development &amp; Transition to College</p> <p>OAA, Academic Departments</p>	<p>CEWD</p> <p>OAA</p>	<p>Increase the number of students that access Hostos support services, particularly during the COVID-19 pandemic</p> <p>A clear communication process will be implemented across the division. OAA will track, report and address any breakdown in process</p>		

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		<p>Research and implement best practices to build a sense of remote community for our students, and elicit their feedback to inform this critical work.</p> <p>Continue to communicate updates from the State, City and CUNY to the students, faculty and staff.</p> <p>Ensure that the college community has the appropriate and timely information necessary to fulfill their distance education/remote work requirements.</p>	<p>SDEM, OAA, Office of Communications</p> <p>IT</p> <p>IT</p>	<p>SDEM</p> <p>ADFIN, President's Office</p>		

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		<p>Provision the necessary hardware and communications tools for students, faculty and staff to support distance education/remote work.</p> <p>Provide EAP (Employee Assistance Program) information to assist faculty/staff experiencing personal difficulty during COVID-19</p> <p>--Communicate available COVID-19 resources to staff &amp; faculty</p> <p>--Process FFCRA cases during COVID-19</p> <p>--Collaborate with IT, OAA &amp; Legal to develop and implement remote model of Portfolio Review during COVID-19</p> <p>Review and provide COVID-19 related reasonable accommodations in compliance with ADA</p> <p>--notify staff and faculty of need to complete COVID-19 Return to Work Training in compliance with NY State mandates. Track completion. Follow up with those who are not in.</p>	<p>IT/EdTech</p> <p>ADFIN</p> <p>HR</p>	<p>All students, faculty and staff who have need of a computing device will be provided a protocol and opportunity to acquire a device on loan from the college. Additionally, students in need of a mobile hotspot for internet access will be provided one while supplies last</p>		

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	<p>Community Relations</p>		<p>DIA</p> <p>DIA</p>	<p>Our constituency continues to engage and attend events online; strong audience participation; meet fundraising goals per event</p> <p>Funds raised will help to alleviate student COVID-19-related emergency needs. Identify and secure experiential learning opportunities for students</p> <p>Continue to engage alumni through online events</p> <p>Increase alumni social media engagement by 10%</p> <p>Accrue a wider range of materials and data to assess alumni online engagement impact</p>		



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		<p>Support the deployment of the CUNY Health Screening App</p> <p>To ensure the safety of the Hostos community, every CDC/CUNY modality has been, and will continue to be employed. (Modalities include installation of MERV13/15 filters, purchase of reception and service counters, hands free faucets, flushometers and paper towel dispensers. Disinfecting wipes and hand sanitizer stations installed throughout the campus. Signage installed for social distancing and for instructional purposes. Electrostatic disinfection machines for large and small area disinfection. The use of CDC recommended cleaning solutions. Higher (after use) frequency cleaning.</p> <p>Assessment and Professional Development will include an added digital element such as Zoom or Microsoft meetings to comply with COVID-19 distancing requirements.</p>	IT	<p>ADFIN</p> <p>The campus adheres to CDC/CUNY modality and the campus remains safe during the next phases of the pandemic, and gradual reopening</p> <p>The community has confidence in the safety of the Hostos physical plant</p>		



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Professional Development	Invest in video and audio streaming equipment to be to pre-record and live-stream events.	Hostos Center for the Arts and Culture	DIA	Expand professional services to artists		
	Develop and implement an abbreviated self-paced course for faculty on online instruction.	EdTech	OAA	Regular surveys will be conducted of faculty who complete the course to facilitate continuous improvement and identify additional PD needs		
	Provide workshops on new online work/collaboration platforms.	IT	ADFIN	New workshops will be developed for Zoom and other digital collaboration platforms		
	The custodial staff will receive ongoing training on the use of electrostatic sprayers during the pandemic, as needed, from the supplier.	Campus Operations & EHS		Staff will be trained in use of disinfection techniques to keep facilities safe for students, staff and faculty		

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	Systems Alignment	<p>Sustain financial viability while managing a month-to-month budget.</p> <p>Submit to Public Safety and the College Administration, a theater and art gallery specific re-opening plan, aligned with the College's re-opening plan.</p> <p>In partnership with IT and SDEM, OAA will implement electronic versions of grade change and course waiver forms.</p> <p>Digitization of existing or historical manual/analog processes to support the new distance learning/remote work normal</p>	<p>Budget Office</p> <p>Hostos Center for the Arts and Culture</p> <p>EdTech</p> <p>IT</p>	<p>ADFIN</p> <p>DIA</p> <p>OAA</p> <p>ADFIN</p>	<p>Hostos' books will remain in the black despite budget uncertainties</p> <p>Implement best practices for a return to in-office and in-theater operations</p> <p>Student requests for grade changes and course waivers are addressed quickly and effectively</p> <p>Digital Faculty Portfolio review solution is deployed. Secure file exchange solution is deployed. Deploy e-Voting platform</p>	

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		<p>Expand the functionality and adoption of Succeed@Hostos to include additional offices and specific system tracking flags for COVID related issues.</p> <p>Work with IT to implement dropbox, efax and other technology tools to facilitate remote services to employees during COVID-19.</p> <p>Monitor activity on campus to ensure that all of the required University\College COVID-19 protocols are being followed in order to keep safe all those authorized to be on campus.</p>	<p>HR/IT</p> <p>Public Safety</p>	<p>At least 3 additional campus offices will be brought online and new configurations and features such as SMS texting of alerts configured –</p> <p>The University Health Check is being used to access campus</p> <p>College Nurse or Health &amp; Safety Officer is contacted if and when an employee, student or guest cannot present a pass from the University Health Check App</p> <p>Faculty &amp; students receive assistance in downloading University Health Check App</p>		

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				<p>IT is contacted to assist employees or students in person (when available) who support in downloading University Health Check App or resetting CUNY First Account to access the University Health Check App</p> <p>Persons are wearing a proper face mask\covering when they arrive enter the building and whenever they are in close proximity to others</p> <p>Required social distancing of 6 ft is maintained throughout the college</p> <p>Everyone that is cleared by a college nurse\screener receives a wrist band with the official color of the day</p>		

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				<p>Any incident involving medical illness on campus with possible symptoms of COVID-19 is reported immediately to Campus Nurse and Health &amp; Safety Officer</p> <p>Anyone who may become ill on campus displaying COVID-19 symptoms is contained with college issued containment kit</p> <p>COVID-19 Reopening Plan is implemented in a systematic, clearly coordinated and communicated manner. Safety of the Hostos community is ensured</p>		

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		<p>Notify vendors that electronic invoicing is the best option in a pandemic. [umbrella: use of digital platforms to ensure business continuity]</p> <p>Work with departments to develop appropriate physical plans for implementation in Phases 2 – 4 that comply with Hostos’ approved COVID-19 Reopening Plan.</p> <p>Develop processes for planning and implementation of COVID-19 Reopening Plan.</p> <p>Coordinate efforts to ensure total number of employees on campus is restricted to maximum capacity as per the College’s Reopening Plan. Review and track numbers on campus and location to ensure social distancing and maximum occupancy requirements are being adhered to --Work in coordination with Environmental Health and Safety Director to follow up with employees who fail health screening. Notify other HR Directors of employees with failed screenings who work at other CUNY campuses in addition to Hostos.</p>	<p>Accounts Payable</p> <p>Campus Planning</p> <p>HR</p>			

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<b>Strengthen the culture of assessment</b>	Assessment	Gen Ed and Academic Assessment Plans will be finalized/updated, and implemented including communication and faculty training/support plans.	OIERA, OAA, IEC, assessment task forces	Pres. Office	Assessment plans will be implemented and completed; supporting infrastructure including PLOs and assessment schedules will be 85% updated	
		Update <i>IE at Hostos</i> report and communicate results.	OIERA	Pres. Office	Reports will show systematic improvement based on evidence of college-wide assessment practices – 25% improvement overall	
		Support the function of OIERA by provisioning an online collaboration and report dissemination platform.	IT	ADFIN	Deploy SharePoint and PowerBI based report access and distribution platforms to OIERA and Departments	

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	Communications	<p>OIERA will redesign the architecture and update content of its website, as well as review and organize institutional data to align with current policies and processes, and support Middle States Self-Study efforts.</p> <p>Draft and implement new Institutional Effectiveness Plan (IEP).</p>	OIERA	President's Office	<p>OIERA's website will reflect Hostos' IE infrastructure</p> <p>Updated IEP will include new Gen Ed, Academic, and AES assessment plans as well as alignment between assessment and planning</p>		
	Community Relations	<p>OIERA will take part in regular President's States of the College, providing overview and analysis of institutional data, and answering questions from the college community.</p> <p>Regular contributions to El Semanario will inform the community about activities related to assessment, institutional research, and strategic/operational planning.</p>			<p>Activities and policies related to institutional effectiveness will be shared with the community on a regular basis, contributing to increased understanding of how ground level work aligns with and supports institutional efforts</p>		



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	Professional Development	Workshops to support unit- and program-level annual and periodic assessment will be provided; templates and other guiding resources will be updated on the OIERA website.	OIERA	President's Office	90% of units seeking support will be served via workshop (vs one-on-one session)		
	Systems Alignment	<p>Completed APRs will be organized in a single location with access granted to all relevant offices. Instructions for completing APRs will be collated in a single document.</p> <p>Academic Program Review (APR) process will be reviewed and revised and new guiding templates and instructions will be drafted.</p>	<p>OIERA, OAA</p> <p>OIERA, OAA</p>	President's Office, OAA	<p>All APRs are accessible to staff in OAA and OIERA. APR instructions will be consolidated and made available publicly online</p> <p>Revised APR process will meet CUNY and Middle States expectations, and will be implemented in AY21-22</p>		

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		<p>AES and academic assessment data (annual and periodic) will be collected and organized by OIERA as per best practices</p> <p>Retention will be systematically addressed by expanding the role of the StarFish Taskforce/Committee to serve as the Early Alert Taskforce. The Taskforce will examine the existing tools (StarFish, OEIRA's report) and will come up with ways of simplifying reporting and improving the communication flow between all advisement units with regards to quickly and effectively identifying students who have high potential of falling behind.</p>	<p>OIERA, OAA, SDEM, CEWD, ADFIN, DIA, IT OIERA, StarFish Committee, SDEM? Others?</p>		<p>Guided by best practices, OIERA will organize past and current assessment data to support Hostos self-study efforts.</p> <p>Communication informed by complex data will be streamlined to improve the usability of data to prioritize outreach to vulnerable students. Retention of all student cohorts increases by 2%.</p>		
<p><b>Sustain and advance college-wide MSCHE Self-Study efforts</b></p>	<p>Assessment</p>	<p>Liaise with departments and programs completing AES, APR and year-end reports to identify needed supports. Facilitate access to supports.</p>	<p>OAA, OIERA</p>	<p>OAA</p>	<p>All units in the Division of Academic Affairs will complete scheduled reports. Target: 90% compliance</p>		

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	Communications	<p>CEWD will promote MSCHE Self-Study efforts in the CEWD catalog and through its social media and marketing efforts.</p> <p>MSCHE self-study updates, including deadlines and current activities, will be included on every Academic Council and CCD agenda.</p> <p>Deploy a digital platform to facilitate MSCHE Collaboration and Evidence Gathering.</p>	<p>Continuing Ed Communications</p> <p>OAA, All departments</p> <p>IT</p>	<p>CEWD</p> <p>OAA</p> <p>ADFIN</p>	<p>MSCHE Self-Study information is disseminated to CEWD students and the general public</p> <p>Faculty and staff in the division will be aware of all MSCHE activities</p> <p>Updated SharePoint-based platform as a common repository for Working Group efforts as well as for Evidence collection and tagging</p>		
	Community Relations	Self-study Co-chairs will organize and facilitate 2x/semester open forums to share information about the self-study process, and to solicit feedback and questions.	Self-Study Co-chairs		Attendance will exceed 120 for each Open Forum		
	Professional Development	Student members of self-study working groups will be oriented to the Middle States accreditation process.	Dean of Students, Self-Study Co-chairs, Honors Committee, SGA	SDEM	Student members of the self-study process will be prepared to contribute meaningfully to the process		

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	Systems Alignment	Evaluation of evidence will take place in a staged process in Fall20.	Working Groups, Steering Committee, OIERA, Library faculty		Evidence will be evaluated in a systematic manner to ensure it is complete/demonstrates compliance, is of high quality (using a rubric), and is organized		
<b>Build connections between Bronx-based organizations and employers and Hostos programs by convening a Community Advisory Council</b>	Assessment	Solicit proposed members and evaluate balance of perspectives and sectors; convene meetings.		President's Office	Meetings held in 2020-2021		
	Communications	Disseminate updates about the CAC to the Hostos community.		President's Office	Weekly bulletin and other modalities used to share updates about the CAC		
	Community Relations	Set agendas that strengthen student success – academically and in careers.		President's Office	Agendas set that promote academic and career success		
	Professional Development	Identify additional opportunities to connect employers with students (e.g., via mentoring).		President's Office, OAA	Additional connections made between employers and academic programs		

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	Systems Alignment	Ensure connections between Community Advisory Council and divisions.		President's Office, Cabinet	Hostos representatives included in meetings		
<b>Learn how, and act, to advance Diversity, Equity and Inclusion (DEI) at Hostos</b>	Assessment	Evaluate existing tools used to assess DEI at Hostos, CUNY and beyond. Research additional tools to support ongoing DEI work.	Cabinet, OCD, OIERA	President's Office	Develop strategy and schedule for assessing DEI at Hostos		
	Communications	Information about policies/laws to advance DEI and actions to support them are shared college-wide.		Cabinet	DEI recommended actions are shared via <i>El Semanario</i> , Academic Council and other existing venues		
	Community Relations	Engage students, faculty and staff in shaping DEI vision for Hostos.		Cabinet	Facilitated opportunities for feedback and discussion are held		
	Professional Development	Support ongoing workshops about, and implementing, policies/laws to advance DEI (i.e. use of preferred pronouns; accessibility guidelines for webpages).		Cabinet	Workshops held, policies set		
	Systems Alignment	Support activities, such as the creation of clubs and open forums that promote inclusion.		President's Office	Additional activities (e.g., clubs) undertaken		