



Hostos Community College : A Bridge to Student Success

STRATEGIC PLAN FRAMEWORK 2017-2022

PRE-ENROLLED STUDENTS

Entering College More Prepared

PRIORITIES

- Accelerate Application to Registration Process
- Clearly Communicate GenEd / Degree & Certificate Completion Requirements and Career Options
- Increase Student Success in Pre-Enrollment Offerings
- Support College Readiness through Community Organization, High School Partnerships, and Alumni Engagement

ENTERING STUDENTS

Getting Vested in College (0-20cr)

PRIORITIES

- Strengthen Student Advisement for All Incoming, Transfer, and Target Populations
- Provide Clear Roadmap for all Liberal Arts Students
- Promote Culture of "College Going" with First Year Experiences
- Accelerate Developmental Education Completion

CONTINUING STUDENTS

Keeping the Momentum Going (20-45 cr)

PRIORITIES

- Clearly Communicate Graduation Requirements
- Strengthen Outcomes of Gateway Courses
- Increase Momentum via High Impact Practices
- Develop Support System for Students Needing More Time

COMPLETING STUDENTS

Setting the Stage for their Future

PRIORITIES

- Facilitate Student Transfer & Employment through Better Aligned Supports
- Improve Communications of Employment & Transfer Opportunities
- Increase Financial Support for Graduating Students

INDICATORS OF SUCCESS

- ↑ students tested within 3 weeks of admissions to Hostos by __%
- ↓ late admit/tested students by __%
- Advance at least __% of entering developmental ed freshmen by one level
- ↑ early admissions and enrollment by __%

INDICATORS OF SUCCESS

- ↑ the percentage of students who exit remediation in their first year to __%
- ↑ the percentage of students who accumulate 20 or more credits to __%
- ↑ first-time, full-time retention to at least __%

INDICATORS OF SUCCESS

- ↑ the number of students on track for on-time graduation or certificate completion to __%
- ↑ the % of part-time students with >=30 credits to/by ____%
- ↑ 2-year retention to __%

INDICATORS OF SUCCESS

- 3-year graduation rate will reach __%
- Transfer rate for AA/AS/AAS graduates will reach >= __%
- First-term GPA in BA programs will reach ____
- % of students graduating with excess of 66 credits will decrease to __%
- ↑ employment rates for occupational programs by ____%
- Combined rate for completion, transfer or employment will ↑ to __%
- 6-yr graduation rate will ↑ to __%

ASSESSMENT/
SCANNING

COMMUNICATION

COMMUNITY
ENGAGEMENT

PROFESSIONAL
DEVELOPMENT

SYSTEMS
ALIGNMENT

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Strategic Plan Framework 2017-2022
May 25, 2017 DRAFT

Hostos' next five-year strategic plan centers on achieving better completion rates. Since the plan is focused on that student outcome – and how best to help students get there – we have crafted goals, priorities, and indicators of success related to that “journey.”

We have envisioned ways in which the college community can come together and more effectively act as a bridge that helps students “travel” toward completion and beyond. Toward that end, our new strategic plan contains four goals which correspond to four phases in a student’s progression toward completion.

Each goal has priority activity areas that emerged from earlier campus forum discussions and strategic planning committee meetings. These areas represent clusters of work we expect to undertake across the five years of the plan. Each goal also has indicators of success that will help us assess the extent to which the Hostos community is better serving students in that particular phase of their educational journey. Five structural underpinnings appear in the arches of the bridge. These represent areas of work that encompass all the phases – community engagement, communications, assessment, professional development, and systems alignment.

This framework will guide us, but the details of what the campus community will do will be determined each year by the community through the operational planning process. We look forward to working together toward greater student success!

Goal 1: Pre-Enrolled Students – Entering College More Prepared

Priorities:

- Accelerate time from application to registration for credit and non-credit programs through improved pre-enrollment systems and communications alignment
- Increase student success in pre-enrollment offerings (summer workshops, orientations, enrollment seminars, CUNYStart, MathStart)
- Clearly communicate to entering students what it takes to complete gen ed/degree requirements and certificate (credit and non-credit) options
- Provide more seamless college readiness supports by partnering with community organizations, high schools and alumni

Indicators of Success (5-year benchmarks HCC is striving for):¹

- Increase students tested within 3 weeks of admissions to Hostos by 30%
Baseline: *we will not be able to get data from admissions for another few weeks so this one is still blank*
- Advance at least 33% of entering dev ed freshmen by one level
Baseline: 20% triple, 23% double, and 57% single (f16 %'s of dev ed freshmen)
- Increase early admissions and placement (by July 1st) to 75%
Baseline: 62% (average of 2014-16 testing dates for entering fall freshmen)

¹ Baselines represent the most current data available at the creation of this plan. They are tied to the period time necessary for the data to mature.

Goal 2: Entering Students – Getting Vested in College (0-20 credits)

Priorities:

- Strengthen first-year and certificate student advisement for incoming students, students transferring in from other colleges or having credit equivalency, and additional target populations (e.g., weekend, evening, ESL students)
- Provide a clear roadmap for all Liberal Arts students, Hostos' largest degree cohort,
- Promote a culture of “college going” through increased student participation in first-year experiences (integrated, intrusive, sustained, maybe cohort-style)
- Accelerate student developmental education completion

Indicators of Success (5-year benchmarks HCC is striving for):

- Increase the percentage of students who exit remediation in their first year to 75%
Baseline: 52% (f15)
- Increase the percentage of students who accumulate 20 or more credits to 60%
Baseline: 27.1% (f14)
- Increase first-time, full-time retention to at least 85%
Baseline: 68% (f15)

Goal 3: Continuing Students – Keeping the Momentum Going (20-45 credits)

Priorities:

- Facilitate student graduation through improved communication of graduation requirements and deadlines
- Strengthen outcomes of gateway courses
- Increase student momentum through high impact practices found to benefit continuing students (e.g., experiential learning, service learning, undergrad research, internships, field experiences, etc.)
- Develop a targeted support system for students who need more time to complete degrees and certificates (credit and non-credit)

Indicators of Success (5-year benchmarks HCC is striving for):

- Increase the number of students on track for on-time graduation or certificate completion to 60%
Baseline: 20.7% (f14, students with ≥ 40 credits)
- Increase the percentage of part-time students with ≥ 30 credits to 50%
Baseline: 34.7% (f14)
- Increase 2-year retention to 75%
Baseline: 40.6 (f14)

Goal 4: Completing Students – Setting the Stage for their Future

Priorities:

- Facilitate student transfer and employment through better aligned completion supports
- Improve communications of employment and transfer opportunities for near completion degree and certificate (credit and non-credit) students
- Increase financial support for graduating students

Indicators of Success (5-year benchmarks HCC is striving for):

- 3-year graduation rate will reach 50%
Baseline: 19.4% (f13)²
- Transfer rate for AA/AS/AAS graduates will reach $\geq 80\%$
Baseline: 65.9% (AY14-15 grads)
- First-term GPA in BA programs will reach 2.7 or higher
Baseline: 2.67 (f15)
- Percentage of students graduating with excess of 66 credits will decrease to 10-15%
Baseline: 51.5% (average AY2010-11 through 2015-16 grads)
- Increase employment rates for occupational programs to 90%
Baseline: 82.1% (AY14-15 grads)
- 6-yr graduation rate will increase to 65%
Baseline: 27.3 (f10)

Crosscutting Priorities: Questions to be Asked and Addressed (as part of annual operational planning)

1. **Assessment:** How can we regularize data collection and analyses, as well as conduct targeted assessments that isolate student and systems challenges that impact our capacity to facilitate student completion? How do we undertake regularized environmental scanning to ensure our programs and services reflect state-of-the-art higher education practice and prepare students for employable careers?
2. **Communication:** How can we raise the public profile (within higher education, with accreditors, funders, other partners) of our excellent faculty, staff, and practice? How can we strengthen internal communications so that all faculty, staff, and students have the information to strengthen student completion? How do we communicate non-academic supports better?
3. **Community Engagement:** How can we better engage our campus community in decision-making that impacts completion? How can we better partner with external community stakeholders to improve student completion? How do we ensure that those providing non-academic supports (at Hostos and beyond) remain engaged in this core strategic planning work?
4. **Professional Development:** How can we provide professional development so that faculty and staff get the support they need to facilitate completion success? How do we orient new faculty and staff and provide ongoing reorientation as things change?
5. **Systems Alignment:** How can we better align systems internally to facilitate completion?

² 19.4% is the rate reported by the University; the actual rate for f13 is 22.1%.