



Hostos

Community College



HOSTOS
NAMED TOP 10 FINALIST
FOR THE 2015 ASPEN PRIZE
FOR COMMUNITY COLLEGE
EXCELLENCE

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Hostos Operational Plan 2014-15 Executive Summary October 2014

STAYING THE COURSE

Every year brings new challenges and opportunities, and right now, “transition” is on many of our minds.

As we search for a new president, we intend to stay the course. We face the year with even greater determination to finish what we collectively set out to accomplish when we embarked on our 2011-2016 strategic plan.

Producing our midpoint strategic plan report gave us a pretty good picture of how far we’ve come and how far we still need to go. Leadership and professional development opportunities have multiplied on campus. Hostos’ engagement on workforce development, from student job placement to partnerships with Bronx employers, has expanded substantially. Banding together to address key infrastructure issues, such as technology, fundraising, communications, and space has yielded us much fruit, from more money to greater internal effectiveness. We have created systems for ongoing planning and assessment, and our collective focus on student success has begun to produce better student outcomes.

As the following bullets show, our 2014-15 Operational Plan builds on notable achievements over the past few years. Then it intensifies our work in some areas, including how we more systematically improve student success, particularly college readiness, and how we use data to improve all that we do.

SOME 2013-14 RESULTS

Positive Indicators:

- **Six-year graduation rate increased to 29.5%**, up by .6 percentage points from 2012-13 and almost at our 5-year goal of 30% by 2016.
- **Transfer rate for AA/AS has reached 57.2%**, up by 4.6% percentage points from 2012-13 and surpassing our 5-year goal of 55% by 2016.
- **Transfer rate for AAS at 33.2%**, the same rate as 2012-13 and surpassing our 5-year goal of 33%.

Staying Focused:

- **First-time, full-time retention was 60.5%**, down 7 percentage points from 2012-13, making our focus on college readiness and 1st year success all the more pressing.

SERVING OUR STUDENTS IN 2014-15

1. First year student success and transfer

- All fall 2014 entering freshmen are assigned Student Success Coaches – which means 3,483 students (more than 50% of our enrolled student body) have coaches that will stay with them through graduation.
- An expected 200 or so entering freshmen will be able to participate in First-Year Seminar course sections and will have access to an expanded number of accelerated developmental English classes.
- A “Reverse Transfer System” – the first in New York – was recently launched by Hostos, Lehman College and Bronx Community College that allows our students to take credits they earn at Lehman College and advance them toward an associate degree at Hostos.
- To help students stay on track and graduate on time, Hostos has launched several retention programs, including the Summer Success 101: Student Financial Literacy and Retention Program, and the Aspen Ascend Fund Two-Generation Program.

2. College readiness (remedial and developmental education)

- With its \$2.6 million, 5-year Title V grant from the U.S. Department of Education, students will now have access to ADELANTE, a program designed to enhance and accelerate progress through the developmental sequence (as well as expands faculty development and research immersion).
- An expected 350+ entering freshmen can participate in pre-testing workshops before taking the reading, writing, and math skills test exams. Students who do not pass these exams after attending pre-testing workshops will be invited to one-week immersion workshops and offered the opportunity to test again.
- Given that on average 84% of CLIP completers matriculate in college, 90+% make strong gains on the CUNY reading and writing tests, and 80+% skip at least 1 ESL level at enrollment – Hostos has instituted Pre-CLIP to address the needs of ESL incoming freshmen who also have poor literacy skills in their native language.

3. Faculty and staff management skill sets and leadership

- 50 faculty are expected to complete the year-long Hostos Teaching Institute – a new professional development series through which faculty can participate in interactive workshops to strengthen their teaching practice.
- Staff and faculty will have access to more PDIs from Human Resources on topics such as customer service, conflict management, and effective management practices.

4. Workforce partnerships

- The Center for Bronx Nonprofits will roll out a 3-year strategic plan and launch a series of new initiatives for Bronx nonprofits, from an executive management certificate, to a Bronx nonprofit-focused TV show.
- With a \$600,000, 3-year U.S. Department of Health and Human Services - Health Resources and Services Administration grant, CEWD will roll out the Health Careers Opportunity Program to meet growing community needs for Certified Nurse Assistants, Health Information Technicians, and Dental Assistants.
- With \$300,000 in funding from the Stavros Niarchos Foundation, Hostos has created Hostos Community Heroes, a new 2-year pilot program designed for students, faculty, and alumni, who are veterans interested in enrolling in either for credit or in non-degree certificate training programs.
- With \$1 million in funding support from JPMorgan Chase, Bronx youth can participate in an 11-week program that provides career exploration, training and then healthcare-related employment placement support – a collaborative program of Phipps Neighborhoods, Montefiore Health System and Hostos.

5. Hostos as a model for use of technology

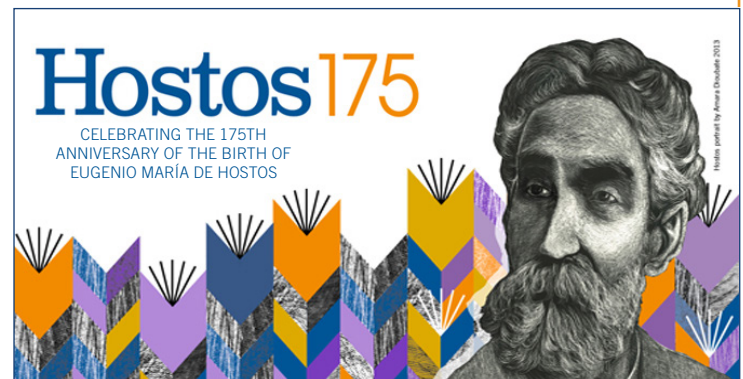
- The Succeed@Hostos program, an academic early warning system, will be implemented in 50+ Math and English course sections, facilitating our capacity to identify and support students with academic challenges.
- The roll out of a new classroom assignment management system will help optimize classroom utilization and a fully-online space management system will help with booking of non-classroom spaces.
- Students have access to the fully implemented Online Scholarship System, through which over 1,000 students have already applied for scholarships.

6. Physical infrastructure to meet student needs

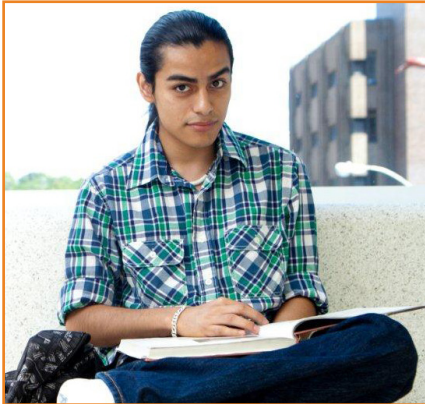
- As part of Governor Cuomo’s CUNY 2020 initiative, Hostos has received \$2.2 million for allied health training and employment. We also secured a portion of a \$4.6 million grant to design a new media jobs incubator and innovation lab with Lehman College and Macaulay Honors College.
- The creation of a schematic design for the new Allied Health Complex will commence with our newly hired architect for this project.
- Planning for a “green” replacement for the Savoy roof will begin – one that can filter out pollutants, decrease run-off, and improve building temperature regulation.

7. College’s marketing and branding efforts

- We will celebrate our faculty, staff, and institutional accomplishments, from multiple faculty awards, to Title V and being selected as a top 10 finalist for the Aspen Prize for Community College Excellence.
- We will build on our award-winning marketing and branding strategies, including the I AM HOSTOS campaign and the 45th Anniversary Book, and continue to refine communications strategies across campus.



In everything we do, we will continue to seek ways we can better utilize data as part of institutional decision-making practices – something that prepares us for the arrival of our new president in 2015-16, and positions us for a successful periodic review with Middle States in 2017.



READING THE DETAILED OPERATIONAL PLAN – HOW IT'S ORGANIZED

Seven College-Wide Priorities: This section describes coordinated efforts across divisions to make progress on the 7 strategic plan initiatives prioritized for college-wide action this year (the asterisked initiatives reappear from previous years):

1. Focus on 1st Year Student Success and Transfer*
2. Rethink Remedial and Developmental Education*
3. Build Faculty and Staff Management Skill Sets and Leadership*
4. Expand Workforce Partnerships*
5. Establish Hostos as a Model for Use of Technology*
6. Optimize Physical Infrastructure to Meet Student Needs
7. Align and Expand the College's Marketing and Branding Efforts*

Efforts Related to Other Strategic Initiatives: Our work at Hostos is not limited to the 7 college-wide priorities. This section describes efforts by divisions to make progress on other strategic plan initiatives, such as building articulated learning pathways between non-degree and degree programs, assessing student learning outcomes, advancing cultural competency programming, developing next generation student leadership, and diversifying revenue streams.

CUNY-Hostos Strategic Alignment: We've included a chart that shows how our 2014-15 CUNY Performance Management Process goals and targets and our 2014-15 operational plan are aligned.

We look forward to reporting out our progress!

Hostos Community College

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