



**Strategic Planning Steering Committee Meeting
February 15, 2017 – NOTES**

1. **DISCUSSED KEY STUDENT SUCCESS DATA TRENDS** (posted on the SP website) and how they are relevant to the new five-year plan focused on completion. Major discussion points:
 - Remedial outcomes –
 - IR analyses have shown how students getting out of remedial education more quickly do significantly better. This is supported by national studies on the topic. Accelerating remediation is key to student success.
 - Remedial student outcomes at Hostos have improved – for 2015-16 at 47.42% of student needing remediation fully proficient in a year, up from 35.00% in 2011-12. That's positive (showing progress), but there's also clearly a need to continue addressing remedial student needs. Especially in the 2nd semester (OAA finding that's an issue).
 - 2 yr-retention rate
 - No real movement in the 2-year retention rate since 2011-12. Do we need a separate strategy for addressing needs in the 2nd year?
 - Issue here – maybe the focus is more on accelerating credit accumulation
 - 3-year grad rate
 - Big change in three-year rate, from 10.30% in 2011-12 to 20.22% in 2015-16.
 - To what extent is that because of programs implemented?
 - Have we plateaued or is this an upward trend?
 - Transfer rates
 - Rates not substantially changed since 2011-12.
 - Need to do more to support continuing students, including those in liberal arts
 - If we help students do better earlier (e.g., via remediation) they may transfer sooner. How do we make sure that's part of Hostos' success story in the future?
 - Communications – a number of programs are underway to improve student success outcomes – we need to better get the word out
 - Need better cohort-level data to understand what's happening (e.g., on subsets of remedial students, students not passing, etc.)
 - Need indicators that reflect the whole student body. For example, first-time, full-time makes sense for first year students they need to be FT to get financial aid. But then so many Hostos students go part-time. We need to talk about and address that.
 - How do we keep students on track – especially during their last semester to graduation (e.g., maybe more systematically advising them – advisement tailored to student in different cohorts and/or points in their time at the college)?

- Where Hostos needs to fortify student supports appear in some stages we should consider:
 - 85-90% students enter with 1 or more remedial needs (1/3 triple remedial). Big focus in year 1 for students is helping them remediate within a year.
 - Then it's really about accelerating credit accumulation. Especially for students in the 30-45 credit "risk" category.
 - Then there's facilitating graduation – helping students on the cusp of that.
 - Advisement – maybe tailored toward different needs at different stages – is key throughout a student's journey.

2. **DISCUSSED FINDINGS FROM THE PRR PREPARATION PROCESS** that are relevant to the new five-year plan focused on completion. Major discussion points:

- Communications – lots of talk about the need for consistent communications systems. How can we help people know better what's happening, and keep folks focused on the bigger picture? How when we're implementing change can we better drive and sustain it, in a coordinated way?
- Developmental ed – how do we keep students in it and doing it – as well as getting advisers to give good guidance?
- Assessing institutional effectiveness – there's a lot of assessment coming from OAA – we don't necessarily have hard data from other divisions. On the OAA side, there's also a shift underway, from course to program-based assessment.
- Advisement – how ensure advisors utilize protocols and policies versus do what they think is best for the student (i.e., sometimes the data tells us that there's a way to advise but advisors don't always follow that)
- In PRR report – working on how to show how Hostos assesses toward its mission. With streamlined operational planning, has an unintended consequence made that harder to do?

3. **DISCUSSED FINDINGS FROM THE RECENT FORUMS** (posted on the SP website) and how they are relevant to the new-five year plan focused on completion. Major discussion points:

- Have we led too much from a data perspective – i.e., with the 50% completion goal – which can cause tension (people not feeling grounded in the passionate reasons for doing the work)? How can we help people get the principles/passion driving the completion focus for the new plan?
- What are other ways we can incorporate people into the strategic planning process?
- In general the forum findings weren't surprising.
- Advisement
 - A lot of work has gone on in advisement. But we still need structural changes to move forward.
 - How do we better engage faculty in advisement? What do they need to be better engaged?
- Cross-divisional efforts – how do we get better buy-in in areas (e.g., advisement) that truly must be cross-divisional to work better?

- Communications – how do we address this?
 - What really is the communications issue? We need to assess what people want in communications.
 - Is it that we're becoming a more mature organization and people are experiencing those growing pains?
 - Is it about more about getting information or more about giving input into decision making? How can communications help us help people see their roles in student success?
 - Do we need to have more regularized forums that allow for give and take discussion?
 - How do we ensure consistency on messaging and maximize communications opportunities, using different vehicles to deliver and receive information?
 - How, for the strategic planning process, do we help make people feel part of it and accountable to it? If we can model good communications via strategic planning, that's a start.
- Time appears a common denominator in what lies ahead – e.g., reducing time in remediation, accelerating credit accumulation, facilitating progress toward graduation once close to completing degrees, etc.

4. NEXT STEPS

- Model more consistent, transparent, inclusive (give and take) communications via strategic planning – particularly via regularized communications from the President's office:
 - Post the minutes from SP cmte meetings as they go – Dolly/President's Office
 - Share the Forum data (to be finalized after the last session) – IR/President's Office
 - Share the IR student success trends – IR/President's Office
 - Send regularly scheduled reminders to go out to whole campus every 5-6 working days re: strategic planning (anything from posting about recent activity to reminders of upcoming public forums or to email us at the website with input!) – IR/President's Office
 - Create a blog that people can weigh in on? – President?
- Each VP to take a more assertive role to get information about strategic planning out
 - Each VP decide approach – just make sure there's give and take on strategic planning in your area (e.g., build into regular meetings updates on what's happening/opportunities for folks to share ideas, ask for input at various points, etc.) – VPs (making sure to circle back and share input with SP cmte)
- Do a communications survey to gather ideas on improving communications.
 - Focus on how do we better communicate as we continue to grow from a 1 building, 1,000 student body to what we are now?
 - IR create survey and each VP send out to his/her area
- Prep next SP meeting – focused on SWOT analysis and identifying priorities. Do we also need to circle back to mission? – AP to prep agenda