



## 2016-2017 Operational Plan Executive Summary – March 2017

### Closing the Loop: Continuous Improvement

As we approach our 50<sup>th</sup> anniversary, we remain committed to our founding principles: accessible, high-quality education for all, coupled with social and economic mobility for our students and their families.

From humble beginnings, the college has flourished – our 2016 graduating class was the largest in Hostos' history. We ascribe this to our 2011-16 Strategic Plan: Rooted in our Mission, Our Compass to the Future. We continue to make progress toward our goal: increasing the number of students who graduate on-time, prepared to transfer to other institutions of higher learning, or to enter their chosen professions.

At the end of 2016, Hostos extended its Strategic Plan for another year. Feedback from the Aspen Institute and our own internal data indicated that we needed to focus our energies upon fewer and more inclusive objectives. We carefully examined what we were doing and how we were doing it – an ongoing procedure that is part of our dedication to continuous improvement. Our Strategic Plan has provided us with the opportunity to look back at where we were and to plan effectively for the future.

For more information,  
please visit  
[www.hostos.cuny.edu/  
strategicplan](http://www.hostos.cuny.edu/strategicplan)

We are acutely aware that every bit of data we collect and examine represents a human being who dreams of a better life. The decisions we make stem from this awareness. We observe, we adjust, we change; this is how we close the loop between our objectives and the ways in which we achieve them. Our vision remains constant.

The same three cross-divisional priorities were chosen for the 2016-17 Operational Plan during the Strategic Plan extension. Each of them contributes to our overarching completion agenda, which plays a crucial role in all of our decision-making processes.

### Three Cross-Divisional Priorities Continued

**Priority 1. Streamline advisement so that it is academically sound, administratively efficient, and seamlessly responsive to student needs (Strategic Plan Goal 1, Initiative 1 – First Year Student Success and Transfer).**

#### Activities:

- Aligned organizational structures for advisement
- Developed common assessment processes and tools so that students experience advisement seamlessly
- Developed and coordinated communications materials that help students navigate advisement supports

**Priority 2. Fine tune and scale up pre-enrollment and developmental math options as a first step in defining a comprehensive completion agenda on campus (Strategic Plan Goal 1, Initiative 2 – Developmental Education).**

Activities:

- Scaled up Quantway, Statway, and Supplemental Instruction (SI)
- Scaled up pre-enrollment options—CUNYStart, Summer Start, Freshmen Summer Immersion, Enrollment Seminars, and High School Equivalency (HSE) prep—that build math competencies prior to enrollment
- Scaled up small group interventions—Math 22, Math Lab, and Math Workshops—for students needing alternative paths to success
- Developed and coordinated communications materials that help students navigate developmental math supports

Results have been striking:

- Pass rates for Math workshop M10 showed a 9.8% increase (from 51.8% in January 2015 to 61.6% in January 2016.)
- Math Workshop M20 showed a 12.5% increase (from 36.5% to 49% in the same period). 67% (3,400) students were enrolled in a non-traditional math class last year
- 75% of M10 and 20 sections offered Supplemental Instruction

Additionally, 655 students were enrolled in Accelerated Study in Associate Programs (ASAP). Cohort 7 had a 55.9% three-year graduation rate, and Cohort 8 had a 46.3% two-year graduation rate. Three-year graduations have risen dramatically: from 12.6% for Academic Year 2013-14 to 20.6% for Academic Year 2014-15. This increase is pleasing, but our sights are set on a much larger number: a three-year graduation rate of 50% by 2022. This is an ambitious goal, but it is neither impossible nor beyond our present capabilities to achieve. Projections indicate that the three-year graduation rate for the next cohort will be 20.22%. Over all, Hostos has seen a 35% increase in total degrees earned from 2010 to 2015.

**Priority 3. Construct a prototype, scaffolded pathway that provides students interested in a construction career with aligned non-credit to associate degree to bachelor's degree options (Strategic Plan Goal 1, Initiative 4 – Build Articulated Pathways).**

Activities:

- Created two new non-credit-to-credit programs
  - ✓ The first is in Construction Management and Technology. We identified construction-related courses on the non-credit side; matched the non-credit curriculum with degree curriculum offerings; consulted with faculty to determine what can be articulated with associate degree options, including how credit could be offered to students taking the construction-related non-credit courses; collaborated with the New York City College of Technology to determine what can be articulated with its construction-related bachelor's degree offering.
  - ✓ The second is part of our Health Sciences offerings. The Division of Continuing Education and Workforce Development (CEWD) and the Office of Academic Affairs finalized a credit articulation agreement from CEWD's Health Information Technology (HIT) and Medical Billing and Coding Certificate Programs into the Office Technology's AAS Degree in Medical Office Assistant (MOA).

CEWD students will receive six credits upon completion of the HIT Certificate Program and nine credits upon completing the Medical Billing and Coding Certificate towards their MOA Degree. Recruitment of eligible CEWD students for the MOA Degree Program began in spring 2017.

We intend to create more non-credit-credit programs as resources allow.

## Cornerstones of our 2016-2017 Operational Plan: Continuous Improvement

First-year student success and transfer, remodeled developmental education, and articulated pathways between credit and non-credit programs – are the cornerstones of our 2016-2017 Operational Plan. We continue to test and re-design as necessary our Advisement system and our developmental education offerings. Significant steps have been taken to implement our construction program, which will serve as a model for further credit / non-credit courses. Further goals include the enhanced use of technology and the improvement of transfer outcomes. Transfers from Hostos to baccalaureate programs have increased from 66.7% in 2009 to 73% in 2013-14. Enrollment remains at near-record levels (7,285 students in fall 2016) – the College has experienced a 13.2% increase in enrollment from 2010 to 2015.

Hostos continues to excel. As reported in January 17, 2017 edition of *The New York Times*, a study by the Equality of Opportunity Project indicated that Hostos boasts the highest “intergenerational social mobility rate” among two-year CUNY institutions. The study was based on information collected from 30 million college students and demonstrates how a college education can help students move up the socio-economic ladder. “This data proves the value of a community college education,” Hostos President David Gómez said in response to the *Times* article. “There are higher education opportunities for all students, regardless of their class, location, or ethnicity. Hostos is proud to serve a diverse population and offer each student the tools to improve their lives and the lives of their families.”

Department and divisional leaders, in collaboration with the President, are charged with moving our 2016-17 Operational Plan forward, but everyone has a role to play in ensuring student completion. We contribute our individual strengths toward a shared goal. Things are going well at Hostos. We are determined to make them even better.

*Quality, affordability, diversity, and empowerment:* these are our guiding principles. Firmly rooted in the South Bronx, we take great pride in playing a role in the intellectual, social, economic, and cultural development of the diverse communities that constitute the borough we call home.

## We Continue to Collaborate, Commemorate and Celebrate!

We continue to be motivated as we approach our 50<sup>th</sup> Anniversary with our 50% Completion Agenda. As we move forward with our 2016-17 operational plan, we all play a role in facilitating student completion. Thank you for doing your part.

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I AM HOSTOS

