

**Hostos Community College: A Bridge to Student Success**  
**DRAFT of Strategic Plan Framework 2017-2022**  
**May 2017**

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 through improved pre-enrollment systems and communications alignment
- Increase student success in pre-enrollment offerings (summer workshops, orientations, enrollment seminars, CUNYStart, MathStart)
- Provide more seamless college readiness supports by partnering with community organizations and high schools

*Indicators of Success (5-year benchmarks HCC is striving for – targets to be added once all benchmarks are clarified):*

- Increase students tested within 3 weeks of admissions to Hostos by \_\_\_%
- Decrease late admit/tested students by \_\_\_%
- Advance at least \_\_\_% of entering dev ed freshmen by one level
- Increase early admissions and enrollment by \_\_\_%

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

### *Priorities:*

- 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
- Strengthen first-year and certificate student advisement through aligned advisement systems
- Clearly communicate to entering students what it takes to complete degrees and certificates
- Provide a clear roadmap and advisement for all Liberal Arts students, Hostos’ largest degree cohort

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

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

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

### *Priorities:*

- Facilitate student graduation through improved communication of graduation requirements and deadlines
- Tailor advisement to different student groups based on their progress toward completion and student educational needs and goals
- Strengthen outcomes of gateway courses
- Increase student momentum through best practices approaches for continuing students (e.g., experiential learning, service learning, undergrad research, internships, field experiences, etc.)
- Provide clear pathways for students transferring in from other colleges or having credit equivalency
- Develop a targeted support system for students who need more time to complete degrees and certificates

### *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 \_\_\_%
- Increase student participation in exogenous programs by \_\_\_%
- Increase the percentage of students who satisfy Gen Ed requirements to \_\_\_%
- Increase the percentage of part-time students with  $\geq 30$  credits to/by \_\_\_%
- Increase 2-year retention to \_\_\_%

## 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 students
- Increase financial support for graduating students

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

- 3-year graduation rate will reach \_\_%
- Transfer rate for AA/AS graduates will reach  $\geq$  \_\_%
- First-term GPA in BA programs will reach \_\_
- Percentage of students graduating with excess of 66 credits will decrease to \_\_%
- Increase employment rates for occupational programs by \_\_%
- Combined rate for completion, transfer or employment will increase to \_\_%
- 6-yr graduation rate will increase to \_\_%

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

1. **Professional Development:** How can we provide professional development so that faculty and staff get the support they need to facilitate completion success?
2. **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?
3. **Systems Alignment:** How can we better align systems internally to facilitate completion?
4. **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?
5. **Communications:** 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?