Strategic Planning Steering Committee Meeting
March 15, 2017 – NOTES

NEXT STEPS

- Cmte agreed – brainstorming today in right direction in terms of priorities (what Hostos will do). Goals (what Hostos will aspire for) still need some thinking – to craft in way that they're of a "higher order."
- President will work with the Provost, SVP, IR and Anna to consider ways to craft an overarching frame – present option(s) to Steering Cmte at next meeting.
- Cmte will discuss framework and prepare a draft to be presented to the college community at the next round of forums in early May.

Goals and Priorities – Brainstorming (from review of SWOT and Forum findings)

- Education excellence
- Make Hostos the preferred choice for students and community of all backgrounds
- Pre-college
    - Focus on pre-college readiness
    - Create venues such as summer immersion before the first semester and/or freshman seminar course and other scenarios to engage them in the college experience
    - Implement admission degree counseling

- Advisement/student supports
    - One clear and uniform advisement across campus
    - Increase support services efficiency
    - Enhance student services for evening and weekend students
    - Prepare all students pre-college to graduation (improve advisement)
    - Improve communication with students through advisement
    - Clear communication on path to completion
    - Student development
    - Rationalized advisement and mandatory new student orientation
    - Provide a culture of support for college-going skills/behaviors
    - Intensive advisement for all students – i.e., ASAP
    - Realign advisement structure

- Aligning institutional resources with student needs
    - Give students academic tools (netbooks, free or open textbooks)
    - Resource development – use funds to help students
    - Increase awareness of impact of course scheduling decisions
- Continuing Education (CE)
    - Contextualized certificate programs to prepare students for college
    - Articulate CE programs with degree programs
    - Develop CE curriculum to align degree programs – offer for-credit alternatives
- Developmental education
    - Remediation and research
    - Integrate resources to boost our developmental education programs
    - Improving and completing developmental/remedial education
    - Timely dev. ed interventions and assessment
    - Work closely with dev. ed to get them out faster
- Assessment/institutional effectiveness
    - All levels of assessment – course, program, institution
    - All constituencies engaged in assessment – students, staff, faculty
    - Integrated assessments that align planning to budget
    - Align resources with outcomes assessment
    - Environmental scanning – regularized "think" about where higher education and jobs are going (annually – to shape future)
    - Evaluation of specific student populations
- Facilitate credit accumulation
- Develop campus-wide culture committed to liberal arts education – writing, quantitative reasoning, critical thinking across curriculum
- Communications/marketing
    - Resource development/communications/marketing
    - Continuous OAA and SDEM town halls
    - Consolidate and disseminate requirement information
    - Work with Institutional Advancement closely to improve communication
    - Communication of college priorities and policies – operational plans and sharing results
    - Graduation campaign – marketing plan to students around completion
- Keep pushing to get our new building complex (fundraising)
- Faculty/staff development

- - - Create scaffolding faculty development initiatives integrating teaching strategies for developmental ed beyond developmental classes
    - Create staff development around "completion"
    - Faculty and staff development through OAA and SDEM town halls
    - Develop a comprehensive long-term faculty development program rooted in our ultimate goal of completion and understanding that faculty development outcomes happen over time
- Build bridges and pathways with community partners
- Focus on continuing students
  - Increase support services to continuing students
- Strengthen transition from 2-year college to 4-year college
- Transition students to employment
- Results
  - Increase % of full-time students
  - Passing all assessment exams in 1 year
  - Increase credit accumulation towards degree
  - Increase completion rates for non-dev. ed courses
  - Increase retention fall-to-fall and 2nd year retention
  - Timely intervention and assessments…
- Ultimate completion goal – 50%

Possible Framework Approaches

- 3 "higher order" goals – potentially related to Accelerating Time to Completion, Educational Excellence (Systems/Data/Assessment), and Communications/Engagement. With all priorities addressing all 3 goals (e.g., pre-college assessment and skills building, advisement, dev. ed, liberal arts/gen ed, 2nd year, transition to 4-year/employment, faculty/staff development
- 3 "higher order" goals – invest in quality time in educational pursuit, invest in excellence, invest in people, priorities are the "levers" of change to impact completion
- Higher order goals, priorities outlined along a student's journey to completion (e.g., pre-enrollment to transfer or employment). How could this cover things like advisement that may be needed along the way?
- Higher order goals – 6 priorities (1 for each mission theme)
- Tone of framework – Hostos as a "family"
- Framework potentially an infographic instead of a table
- Don't forget to include goals, priorities (initiatives?), and results!