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
  o Give students academic tools (netbooks, free or open textbooks)
  o Resource development – use funds to help students
  o Increase awareness of impact of course scheduling decisions
• Continuing Education (CE)
  o Contextualized certificate programs to prepare students for college
  o Articulate CE programs with degree programs
  o Develop CE curriculum to align degree programs – offer for-credit alternatives
• Developmental education
  o Remediation and research
  o Integrate resources to boost our developmental education programs
  o Improving and completing developmental/remedial education
  o Timely dev. ed interventions and assessment
  o Work closely with dev. ed to get them out faster
• Assessment/institutional effectiveness
  o All levels of assessment – course, program, institution
  o All constituencies engaged in assessment – students, staff, faculty
  o Integrated assessments that align planning to budget
  o Align resources with outcomes assessment
  o Environmental scanning – regularized “think” about where higher education and jobs are going (annually – to shape future)
  o 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
  o Resource development/communications/marketing
  o Continuous OAA and SDEM town halls
  o Consolidate and disseminate requirement information
  o Work with Institutional Advancement closely to improve communication
  o Communication of college priorities and policies – operational plans and sharing results
  o 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!