Midway In – How Are We Doing?

Highlights of our Progress Toward Our 2011-2016 Strategic Plan

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Félix V. Matos Rodríguez, Ph.D.
President
What The Report Covers

• Progress made on our 30 five-year outcomes
  
  – Baseline for 2011-12
  
  – Performance in 2012-13
  
  – Trend ratings – green, yellow, or red
What The Report Covers

• What’s Behind the Numbers
  – Organized by 5 goal areas
  – Narrative on work in each of 20 initiatives
  – Quotes that give perspective on our work
  – Some preview of what’s coming in each initiative
Progress on 30 Strategic Plan Outcomes
# Progress Made on 30 SP Outcomes

## Mostly “in the green”

<table>
<thead>
<tr>
<th>SP Outcome</th>
<th>2011-12</th>
<th>2012-13</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First year retention</strong> will reach 75%</td>
<td>64.7%</td>
<td>67.7%</td>
</tr>
<tr>
<td><strong>Six year graduation</strong> will reach 30%</td>
<td>22.8%</td>
<td>28.9%</td>
</tr>
<tr>
<td>Increased <strong>faculty and staff leadership</strong> skills and competencies...</td>
<td>240+ faculty and staff participate in prof devel</td>
<td>325+ faculty and staff participate in prof devel</td>
</tr>
<tr>
<td><strong>Planning and assessment</strong> processes inform day-to-day activities across campus</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; annual ops plan</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; annual ops plan (3&lt;sup&gt;rd&lt;/sup&gt; in development)</td>
</tr>
<tr>
<td>Credit and non-credit programs responsive to labor market and higher ed trends – using <strong>environmental scanning</strong> information and other higher ed data</td>
<td>No systematized env scanning</td>
<td>Env scanning infused in AP and non-APR</td>
</tr>
<tr>
<td>Recognized model and resources for use of <strong>technology</strong> to improve teaching, learning, and operations</td>
<td>167 faculty using Blackboard</td>
<td>195 faculty using Blackboard</td>
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</tbody>
</table>
Progress Made on 30 SP Outcomes

Some areas that need increased attention (yellow)

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<th>SP Outcome</th>
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<th>2012-13</th>
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<tr>
<td>1/3 of degree programs will have pathways from non-credit to credit</td>
<td>1 non-credit to credit pathways</td>
<td>2 non-credit to credit pathways</td>
</tr>
<tr>
<td>Increased student leadership competencies and programs</td>
<td>650 students in 7 programs</td>
<td>650 students in 7 programs</td>
</tr>
<tr>
<td>75% of degree and non-degree programs reviewed</td>
<td>2 APR self-studies</td>
<td>4 APR self-studies completed, 2 in process</td>
</tr>
<tr>
<td>100% of degrees offer career prep/placement supports and/or experiential learning</td>
<td>8 degrees (28.6% of all degrees) offer</td>
<td>10 degrees (35.7% of all degrees) offer</td>
</tr>
<tr>
<td>Hostos will increase classroom utilization by 30%</td>
<td>33.6% FTEs offered Friday, evenings, weekends</td>
<td>32.5% FTEs offered Friday, evenings, weekends</td>
</tr>
</tbody>
</table>
Progress Made on 30 SP Outcomes

Primary areas of focus for remainder of plan (red)

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<th>2012-13</th>
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<tr>
<td><strong>Second year retention</strong> will reach 60%</td>
<td>44.2%</td>
<td>41.9%</td>
</tr>
<tr>
<td><strong>Transfer rate for liberal arts students</strong> who graduate from Hostos will reach 55%</td>
<td>54.5%</td>
<td>52.6%</td>
</tr>
<tr>
<td>85% of students will demonstrate <strong>proficiency in all three skills</strong> areas prior to achieving their 30th credit</td>
<td>58.1% proficiency by 30th credit</td>
<td>51.1% proficiency by 30th credit</td>
</tr>
<tr>
<td></td>
<td>33.6% pass rate on reading</td>
<td>30.9% pass rate on reading</td>
</tr>
<tr>
<td></td>
<td>49.9% pass rate on math</td>
<td>33.5% pass rate on math</td>
</tr>
</tbody>
</table>
What’s Behind the Numbers – Highlights of What We’ve Done
First Year and Transfer (G1, I1)

- Major Areas of Focus
  - FOE
  - Summer Bridge
  - Success Coaches
  - Stronger articulations
  - Pathways
  - Single Stop
  - Vets/Reservists Services
  - Accessibility Resource Ctr

- What’s Coming
  - Early Warning System
  - Improved advisement training and coordination
  - Strengthened communications on transfer options
Remedial and Developmental Ed (G1, I2)

• Major Areas of Focus
  – Faculty-led innovations and pilots
    • ENG 94
    • MAT 10 and 15
    • Math XL
    • Supplemental instruction

• What’s Coming
  – Bring pilots to scale
  – Launch new pilots
  – Improve student placement
  – Test and assess what’s working or not and adjust
Cross-Disciplinary Scholarship (G1, I3)

- **Major Areas of Focus**
  - 50+ PDIs annually
  - Faculty grants creating curricular and pedagogical change
  - Hostos Teaching Institute

- **What’s Coming**
  - More PDIs promoting cross-disciplinary approaches
  - Expansion of Teaching Institute
Non-Credit to Credit Pathways (G1, I4)

• Major Areas of Focus
  – Collaboration on certificate-degree connections
  – New non-credit to credit (and vice versa) offerings
  – Financial incentives to encourage students and families to enroll

• What’s Coming
  – More non-credit to degree offerings (and vice versa)
    • HSE
    • Criminal justice
    • Allied health
  – More incentives
Student Leadership – All Levels (G2, I1)

• Major Areas of Focus
  – Expansion of leadership offerings (now 7 to 650 students)
  – Adoption of standards (CUNY Star leadership competencies)
  – Assessment of programs by standards

• What’s Coming
  – Cont’d expansion of offerings
  – Increase student participation
  – Measure impact of leadership programs on students
Faculty & Staff Mgmt/Leadership (G2, I2)

• Major Areas of Focus
  – OAA leadership retreats for faculty and HEOs (70 participated in 2012-13)
  – Expanded participation in prof development (325+ in 2012-13)
  – Focus college-wide on SP skills bldg for managers
  – Each division now with prof development plans

• What’s Coming
  – Expand what we’re doing college-wide, in divisions
  – Assess impact on faculty and staff
Cultural Competency Programming (G2, I3)

• Major Areas of Focus
  – Cuba study abroad
  – Hostos Design Lab
  – Cultural awareness via the arts
    • Edinburgh Fringe
    • Chain Reaction
    • Young Roots
    • Heritage Lecture Series
    • Conversing Bricks

• What’s Coming
  – Explore add’l study abroad and exchange
  – Connect HCAC cultural awareness programs to academic offerings
Bronx NP Leadership Development (G2, I4)

• **Major Areas of Focus**
  – Creation of CBNP
    • In Bronx Terminal Mkt
    • 1st Exec. Director hired
    • Bronx Fellows
    • NP mgmt and fundraising certificates
    • Convenings and trainings

• **What’s Coming**
  – Create advisory board
  – Expand offerings
    • Exec roundtables
    • “Meet the grantmakers”
    • More organizational development trainings
Planning and Assessment Alignment (G3, I1)

• Major Areas of Focus
  – New OIRSA office and staff
  – Annual operational planning/assessment
  – Trainings on planning and assessment
  – Institutional Assessment Plan (IAP) developed

• What’s Coming
  – IAP implementation
  – Continued alignment of all planning according to SP
Program Planning and Review Cycles (G3, I2)

• Major Areas of Focus
  – APR revitalized
  – Non-APR instituted
  – APR and non-APR impacting changes
  – 10-year schedule set

• What’s Coming
  – Stay on schedule
  – Increased emphasis on “closing the loop”
Assess Student Learning Outcomes (G3, I3)

• Major Areas of Focus
  – Course assessment continues
  – Course assessments being used to revise courses and curricula
  – Program assessment institutionalized
  – Gen Ed assessment jumpstarted

• What’s Coming
  – Pilot e-portfolio and capstone assignments
  – Continue cycle of ongoing assessment
Assist Bronx Institutions to Improve/Innovate (G3, I4)

• Major Areas of Focus
  – HCAC support to arts-based institutions
    • Offering facilities
    • Promotional support
    • Support for collaboration
    • Access to funding opportunities
  – CBNP trainings
    • Planning and assessment training to 51 CBO leaders
    • Excel trainings sold out

• What’s Coming
  – HCAC and CBNP collaboration to serve arts orgs
  – Expand CBNP offerings in org capacity building
Systematize Environmental Scanning (G4, I1)

• Major Areas of Focus
  – Env scanning now required in APR/non-APR
  – Builds on existing ES mechanisms on campus (e.g., CEWD’s ongoing labor market analysis)

• What’s Coming
  – ES to help lead to refined and new courses and programs
  – Program advisory boards
State-of-the-Art Offerings (G4, I2)

- **Major Areas of Focus**
  - Targeted Env Scans
    - Workforce development – informed CEWD programs and staffing
    - Allied health – led to Montefiore Med Ctr partnership, HERO HS
    - Food studies – exploring potential new degree

- **What’s Coming**
  - ES to explore more specialized degrees
    - Public Health Admin
Transition Students to Employment (G4, I3)

• Major Areas of Focus
  – More experiential learning opportunities
    • 553 student placed in last 2 years
  – More connections to employers via co-op ed
  – Alliance among job developers
  – Career Services now in CEWD

• What’s Coming
  – New program advisory boards
  – Expanded service learning as well as co-op ed
Expand Workforce Partnerships (G4, I4)

- Major Areas of Focus
  - Grant-funded workforce development programs
    - Jobs-Plus and HPOG
  - 10 training contracts w/employers and unions
  - Bronx-focused workforce partnerships (South Bronx Rising Together)
  - Partnerships to ensure student employment

- What’s Coming
  - Build CEWD’s overall workforce development capacity
  - Cont’d focus on healthcare and Hunts Pt
  - New connections with employers and the community at large
Model for Use of Technology (G5, I1)

• Major Areas of Focus
  – 195 faculty now using Blackboard
  – 43% courses using online resources (at min Blackbd)
  – 20 smart classrooms
  – CUNYfirst live
  – New freshmen tech orientation
  – One ID card

• What’s Coming
  – More tech-driven supplemental instruction
  – More e-learning options, (e.g., developmental)
  – Campus-wide collaboration portal
  – E-forms replacing paper
  – Business intelligence tools
  – Technology SP
Physical Infrastructure (G5, I2)

• Major Areas of Focus
  – 500 Grand Concourse 5th floor renovation
  – New CUNY-in-the-Heights building
  – Bronx Terminal Market new home for CEWD

• What’s Coming
  – Create Allied Health and Natural Science Complex
  – Renovate 4th floor of B Building
Diversify Revenue (G5, I3)

• Major Areas of Focus
  – $8.5 million+ raised in 45th Anniversary year
    • 33% more from individuals
    • Broader foundation base
    • More for scholarships – one online scholarships system

• What’s Coming
  – New giving structures to increase individual donor and alumni gifts
  – Rollout of $7 million, five-year comprehensive fundraising campaign
Marketing and Branding (G5, I4)

• Major Areas of Focus
  – More press releases
  – More use of tech and social media
    • Twitter and LinkedIn
    • Communications campaigns (e.g., I Am Hostos)
  – Op-eds placed
  – *Hostos at a Glance*
  – Internal news releases

• What’s Coming
  – Communications plan to fine-tune look, feel, message
  – New website is here!
And now for the moment that we all have been waiting for?
Our new and improved Hostos Website!

http://www.hostos.cuny.edu/home