Every year brings new challenges and opportunities, and right now, “transition” is on many of our minds. As we search for a new president, we intend to stay the course. We face the year with even greater determination to finish what we collectively set out to accomplish when we embarked on our 2011-2016 strategic plan.

Producing our midpoint strategic plan report gave us a pretty good picture of how far we’ve come and how far we still need to go. Leadership and professional development opportunities have multiplied on campus. Hostos’ engagement on workforce development, from student job placement to partnerships with Bronx employers, has expanded substantially. Banding together to address key infrastructure issues, such as technology, fundraising, communications, and space has yielded us much fruit, from more money to greater internal effectiveness. We have created systems for ongoing planning and assessment, and our collective focus on student success has begun to produce better student outcomes.

As the following bullets show, our 2014-15 Operational Plan builds on notable achievements over the past few years. Then it intensifies our work in some areas, including how we more systematically improve student success, particularly college readiness, and how we use data to improve all that we do.
1. Succeed@Hostos program, an academic early warning system, will be implemented in 50+ Math and English course sections, facilitating our capacity to identify and support students with academic challenges.

2. The roll out of a new classroom assignment management system will help optimize classroom utilization and a fully-online space management system will help with booking of non-classroom spaces.

3. Students have access to the fully implemented Online Scholarship System, through which over 1,000 students have already applied for scholarships.

4. In everything we do, we will continue to seek ways we can better utilize data as part of institutional decision-making practices – something that prepares us for the arrival of our new president in 2015-16, and positions us for a successful periodic review with Middle States in 2017.
Seven College-Wide Priorities: This section describes coordinated efforts across divisions to make progress on the 7 strategic plan initiatives prioritized for college-wide action this year (the asterisked initiatives reappear from previous years):

1. **Focus on 1st Year Student Success and Transfer**

2. **Rethink Remedial and Developmental Education**

3. **Build Faculty and Staff Management Skill Sets and Leadership**

4. **Expand Workforce Partnerships**

5. **Establish Hostos as a Model for Use of Technology**

6. **Optimize Physical Infrastructure to Meet Student Needs**

7. **Align and Expand the College’s Marketing and Branding Efforts**

Efforts Related to Other Strategic Initiatives: Our work at Hostos is not limited to the 7 college-wide priorities. This section describes efforts by divisions to make progress on other strategic plan initiatives, such as building articulated learning pathways between non-degree and degree programs, assessing student learning outcomes, advancing cultural competency programming, developing next generation student leadership, and diversifying revenue streams.

CUNY-Hostos Strategic Alignment: We’ve included a chart that shows how our 2014-15 CUNY Performance Management Process goals and targets and our 2014-15 operational plan are aligned.

We look forward to reporting out our progress!