

## Keeping It Real

Let's be honest. When many of us think about strategic planning, we imagine documents on our bookshelves collecting dust, or glossy, marketing pieces that organizations produce mainly for compliance or fundraising purposes. Many plans fail to translate strategies into a doable action agenda that can bring about positive organizational change.

Hostos' Operational Plan for 2012-2013 represents our first collective effort to challenge this commonly held notion of strategic planning as "just going through the motions." It makes our Strategic Plan very real as it lays out many exciting undertakings for this year. We note 10 below to "watch for" – those that we feel most characterize the kind of transformation we're seeking on campus.

Efforts outlined in the operational plan generally fall into one or more of the following categories:

- **Celebration** – We're taking time to share Hostos stories with broader audiences, those that recount our many accomplishments since the College opened its doors 45 years ago, and honor those who have made it strong.
- **Innovation** – We're trying new approaches to address some of the biggest challenges to student success, including remedial and developmental education, first year success, and transfer to four-year colleges.
- **Investment** – We're building infrastructure in key areas to strengthen Hostos' administrative and programmatic capacity to serve students, faculty, staff, alumni, and the broader Bronx community.

This operational plan rolls out during an important foundational time for Hostos. Over the past few years, the college community banded together to put in place essential building blocks that can ensure our effectiveness and relevance as an institution of higher learning into the future. And these efforts paid off. Middle States renewed Hostos' accreditation status, CUNY approved our Master Plan, the college adopted a 5-year Strategic Plan to guide us through academic year 2016, and Academic Affairs and Student Development and Enrollment Management have collaboratively developed new strategies for tackling challenges to first-year student success, based on their Foundations of Excellence Self Study.

We're proud of the level of engagement by faculty, staff, students, community partners, and administrators to create what you'll read on the following pages.

### Reading the Operational Plan - How It's Organized

#### Hostos' 2012-2013 Operational Plan is divided into two sections:

**Seven College-wide Priorities:** This section describes coordinated, strategic efforts across divisions to make progress on the 7 initiatives prioritized for college-wide action:

1. Focus on 1<sup>st</sup> Year Student Success and Transfer
2. Rethink Remedial and Developmental Education
3. Build Articulated Pathways for Learning Between Degree and Continuing Ed Offerings
4. Build Faculty and Staff Management Skill Sets & Leadership
5. Align Planning and Assessment Systems
6. Institute Clear Program Planning and Review Cycles
7. Expand Workforce Partnerships

**Efforts Related to Other Strategic Initiatives:** Just because 7 college-wide priorities have been selected does not mean our work stops in other areas. This section describes efforts by divisions to make progress on other initiatives, such as assessing student learning outcomes, systematizing environmental scanning, transitioning students to employment, optimizing the College's physical infrastructure and technology, diversifying revenue streams, and strengthening marketing and branding efforts.

# Ten Things to Watch For at Hostos in 2012-2013

## 1. Celebrating 45 Years of Accomplishments

This milestone anniversary offers Hostos the opportunity to celebrate the college's many accomplishments in highly visible ways. Festivities include the annual golf outing, the alumni homecoming weekend, the 45th Anniversary Fall Concert featuring Danny Rivera and Cheo Feliciano and honoring Wally Edgecombe, the recently retired Director of the Hostos Center for the Arts & Culture, a 45th Anniversary Gala in the spring, and many other events sponsored by the Hostos Community College Foundation. To acknowledge this significant anniversary, Hostos is also rolling out an "I Am Hostos" storytelling campaign that will showcase the incredible faculty, staff, students, and alumni connected to the college. For information about these and other special events throughout the coming year, go to <http://www.hostos.cuny.edu/45anniversary/>.

## 2. Assigning Student Success Coaches to All First Year Entering Students

Hostos will launch the Student Success Coaches Initiative, an exciting innovation designed to meet the various support-services needs of our students so they can achieve greater academic success and degree completion. Starting this fall, every first-year entering student will be assigned a coach who will remain assigned to him or her as long as he or she stays enrolled at Hostos. The coaches will meet periodically with the new students to assess their interests and needs, help them set goals, and track their academic performance and progress. Coaches will also take action to help students overcome academic challenges and maximize their learning experiences. Our goal by the end of the 2014-15 academic year is for every Hostos student to have a coach who provides assistance in navigating the college. The Success Coach Initiative puts in place the kinds of comprehensive approaches recommended as a result of the Foundations of Excellence Self Study.

## 3. Launching Mathematics Pilots to Improve College Readiness

This year, Hostos will rollout several promising pilot efforts to rethink and redesign remedial/developmental education. With generous support from the Ford Foundation, faculty have developed a new Math 015 course, which combines content from Hostos' Math 010 Basic Math Skills course and Math 020 Elementary Algebra course and offers supports, such as counselors, to help students successfully navigate the course. Math 015 will be piloted this fall for students who have a "high-fail" on the numerical skills/pre-algebra and algebra section of the CUNY-required Compass mathematics examination test, giving these students the opportunity to accelerate through remedial-required coursework in one semester. An additional pilot will

offer peer tutors to students in Math 010 and 020 sections, so that students can supplement their instruction with assistance from others who have successfully completed these remedial/developmental courses. The National Science Foundation recently awarded Hostos a grant to support the restructuring of Hostos' Math 010 Basic Math Skills course, which will be redeveloped to incorporate new teaching techniques, such as gaming and animation, so that students can better grasp foundational mathematics concepts needed for college level study. Given that three-quarters of our students arrive needing remediation in mathematics, we expect these efforts to help us significantly strengthen student college readiness in the years to come.

## 4. Facilitating Seamless Transfer for Our Students with CUNY Pathways

In June 2011, the Board of Trustees of The City University of New York (CUNY) approved a resolution establishing the Pathways to Degree Completion Initiative. Pathways is designed to create a curricular structure that will streamline student transfers and enhance the quality of general education throughout CUNY. This academic year at Hostos, all general education courses submitted to Pathways (about 50) will have revised student learning outcomes to align these courses with national standards of general education adopted by CUNY faculty. As these course revisions are completed, Hostos will revise the college catalog, course marketing materials, and program websites, as well as provide professional development for faculty, advisors, and students to navigate our new framework. The Office of Academic Affairs has named Professor Félix Cardona as a Faculty Fellow who will facilitate the Pathways initiative, assisting departments with curriculum revisions and the development and implementation of the initiative. By fall 2013, we anticipate that all incoming freshmen with declared majors in liberal arts and associate in science degrees will be following the new CUNY-wide framework. At that time, current students will also have the alternative to opt into the framework if it facilitates their program completion or transfer.

## 5. Restructuring Planning and Assessment to Keep the College on Track with Its Goals

In response to recommendations from Middle States, this fall the college will turn its attention to building systems and processes that help it better plan and assess progress toward achieving its goals – in courses and programs, and across the institution in accordance with the Strategic Plan. A new Office of Institutional Research and Student Assessment will lead efforts to develop an institution-wide assessment process to evaluate our educational offerings (at the course and academic program levels), as well as non-academic programs (e.g., the Hostos Center for the Arts & Culture, which is scheduled to undergo an evaluation this year). The Office will also facilitate annual cycles of operational planning and assessment to implement the Strategic Plan, assisting divisions as they develop their component parts of the institutional plan, and providing data to help track results.

## 6. Transforming College-Wide Administrative Processes with CUNYfirst

CUNYfirst is a “Fully Integrated Resources and Services Tool” designed to streamline and standardize how everyday business is conducted throughout the University system. This technology-based tool will improve customer service to all college constituencies, from the students to the faculty and staff. It will impact all processes, from streamlining student registration and payment for classes to budgeting for and assessment of programs and services. New applications will upgrade or replace aging legacy systems and standardize many of the administrative activities undertaken across CUNY campuses. CUNYfirst will be implemented in phases. Base processes for business, HR academic structure, and financial aid have been created, and future modules such as accounts payable, payroll, and benefits are scheduled to be implemented within the next two years.

## 7. Academic Affairs and Continuing Education Joining Forces to Expand Educational Offerings

Some students come to Hostos through degree programs, others through Continuing Education. This year Continuing Education and Workforce Development (CEWD) and the Office of Academic Affairs (OAA) will collaborate, with facilitated support from environmental scanning consultants, to create more seamless and transferable connections between certificate to degree programs of study on campus. We will begin our efforts on the creation of new paths for those interested in pursuing careers in community health and then continue with other programs. CEWD and OAA will also work together to create career roadmaps that help students understand how to navigate existing articulations between Continuing Education and degree offerings, in areas such as nursing and for GED students. In coming years, OAA and CEWD will utilize the environmental scanning process to build more Continuing Education to degree (and vice versa) articulated programs, including those in Allied Health and Science, Technology, Engineering and Mathematics (STEM) to be housed in our New Science and Allied Health building, as designated in our Master Plan.

## 8. Forging Strategic Workforce Partnerships in Health Care and at Hunts Point

As the only public institution of higher learning in the South Bronx, the college is well positioned to serve as a community anchor in the provision of affordable, quality workforce training to area residents. But we cannot do this work alone. Hostos will work more strategically with other local workforce partners, deepening relationships with some long-time allies and reaching out to new employers, nonprofits, educational institutions, unions, and public and private sector institutions to invest in collaborative workforce development ventures such as co-sponsored training workshops and certificate programs. This year Hostos will spend time mapping existing workforce partner relationships and then seek out ways to deepen strategic connections with health care providers (to support

education and training in this major employment industry in the Bronx ), and with Hunts Point businesses (to support the growth of this neighboring economic hub close to the college).

## 9. Building Capacity of Bronx Nonprofits at New Hostos Center

With generous support from JPMorgan Chase and the New York Community Trust, the Center for Bronx Non-Profits (CBNP) will become operational this year, with its first executive director to be hired this fall. This collaborative venture with the Jewish Community Relations Council will provide a convening, training, and resource-sharing space that strengthens the capacity of local community leaders and non-profit organizations serving the Bronx. Activities envisioned will include monthly executive roundtables, “meet the grantmaker” style events, and training sessions on organizational management, fundraising, and board development. The Center will be housed at the new CEWD space in the Bronx Terminal Market building at the corner of East 149th Street and River Avenue. We will also work this year in creating an advisory board comprised of leaders of the non-profit community in the Bronx.

## 10. Investing in Physical Infrastructure to Expand Academic and Workforce Development Reach

With support from community leaders, the Bronx Borough President, City Council Members and CUNY, the Division of Continuing Education and Workforce Development (CEWD) now oversees the new Center for Workforce Development and Continuing Education, which is housed in the landmark Bronx Terminal Market building at the corner of East 149th Street and River Avenue. This new facility enables Hostos to expand popular programs, such as the GED and ESL programs, College for Kids, adult literacy, and job training in the fields of health and technology. New programs will include the Center for Bronx Non-Profits, CUNY CareerPATH, and the Young Men’s Initiative/IMPACT Peer Mentoring and the Bronx Workforce One Extension Center.

CUNY in the Heights, which offers continuing education and credit courses to the community, has moved into a state-of-the-art facility at the Inwood Center at 5030 Broadway in Manhattan’s Inwood/Washington Heights neighborhood. The new space features classrooms equipped with wireless connections and SMART Boards, computer labs, conference rooms and offices for 150 faculty and staff and will allow for the operation of programs year-round. More than 40 job skills certificate-based courses will be offered.

The fourth floor of the B Building will undergo extensive renovations to improve office space for the Office of Academic Affairs, Information Technology and the Mathematics Department, by making the space more efficient and providing more work stations for new faculty and staff hires. In addition, an improved air distribution system will connect the 4th Floor of the B Building with the 4th Floor of the C Building.

Undertaking what is identified in this year's operational plan will keep us highly engaged and energized in the months to come. Our journey will be challenging, but we are committed to pressing forward. We must join together to accomplish what we have set out to do. We owe it to ourselves and to our students.

We look forward to reporting out our progress over the course of the year.

