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## Retention & Completion Task Force Operating Guide

### *Task Force Charge*

The Retention & Completion Task Force leads the development of a comprehensive, institution-wide retention strategy focused on persistence, progression, and completion. This group integrates academic support, advising, proactive interventions, and communication strategies to advance HCC's North Star goal for student success.

### *Primary Objectives*

- Develop a data-informed, equity-centered retention plan
- Strengthen early alert, advising, and student communication systems
- Expand embedded tutoring and academic supports
- Build a sustainable governance structure to monitor and drive retention outcomes

### *Key Milestones*

- May–June 2025: Convene task force; build project infrastructure and retention framework
- June–July 2025: Finalize retention strategy focus areas and design data collection processes (understand what is happening right now)
- July 2025: Establish data-sharing between Academic Affairs, Advising, and Student Services
- August–September 2025: Design full retention plan and identify initial priority strategies
- October–November 2025: Develop detailed implementation plans, resource needs, timelines
- December 2025: Launch communications campaign to internal stakeholders and students introducing the strategy
- January 2026: Begin formal implementation of approved retention strategies
- March 2026: Conduct early evaluation checkpoint to monitor initial implementation effectiveness
- Jul 2026–Mar 2027: Institutionalization Phase: Scale and refine strategies, build permanent governance processes, align with ongoing institutional planning

### *Change Management Focus*

- Foster cross-campus engagement in designing the retention strategy
- Prepare faculty, advisors, and support staff through communication and phased rollout plans

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- Build data-sharing and feedback mechanisms into the implementation process from the beginning
  - Institutionalize work to enable task force to sunset

#### *Dependencies*

- Retention plan design must precede all implementation work
- Communications rollout must precede active interventions with students
- Early feedback and KPIs must guide scaling and refinement decisions

#### *Reporting & Escalation Path*

- Reports to: Student Success Steering Committee
- Escalates to: Senior Leadership Team for institutional resource commitments and major policy shifts

#### *Participation Expectations*

- Biweekly meetings during planning and early implementation design (May–November 2025)
- Monthly meetings beginning January 2026 through full institutionalization
- Required contributions to plan design, implementation planning, and communication strategies
- Active engagement with evaluation, feedback, and refinement cycles