

Hartnell College Foundation Board Retreat Summary

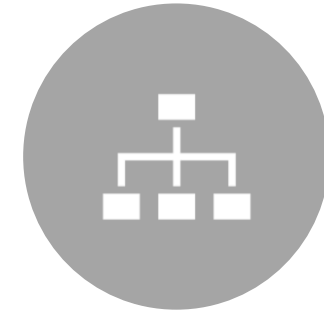
June 19, 2019

STUDENTS ARE AT THE CENTER OF OUR EFFORTS & OUR COMMUNITY

Retreat Outcomes



ACCOMPLISHMENTS



HCF'S GUIDANCE SYSTEM AND IT'S
ELEMENTS AND HOW THEY INTERACT
WITH HCC'S PLANNING SYSTEM



SHARED HIGH-LEVEL AGREEMENT ON
THE VISION FOR THE FUTURE



YOUR IDEAS FOR MOVING FORWARD

VISION

- Inspire philanthropy and partnerships that transform the lives of our students and strengthen our communities

MISSION

- Cultivate resources to champion student success

GUIDING PRINCIPLES

- Alignment with College
- Innovation
- Excellence
- Lifelong relationships
- Steward with integrity
- Responsive to community and industry
- Future oriented
- Diverse
- Local impact & beyond

HARTNELL COLLEGE

Accomplishments

STUDENTS FIRST

Every decision based on this question

STUDENT SUCCESS



DEGREE/CERTIFICATE COMPLETION

225% increase

...from 835 to 2,714 between 11/12 – 18/19



TRANSFERRING to CSU or UC Campuses

63% increase

...from 409 to 667 between 11/12 – 17/18



**IN-DISTRICT (HCCD) HIGH SCHOOL
GRADS ATTENDING HARTNELL**

54% increase

...from 883 to 1,361 between 11/12 – 18/19

PARTNERSHIPS

- Initiated a **CSin3** program
 - Partnership with California State University, Monterey Bay
 - Allows students to complete a B.S. in computer science in three years:
 - 93% student completion rate
 - 74% first-generation college students
 - 40% female
- Initiated a **Teacher Transfer Pathway** program
 - Partnership with California State University, Monterey Bay
 - Enables students to begin four-year education degree at Hartnell and continue seamlessly at CSUMB to earn a teaching certificate within five years
- Enlisted **Salinas Valley Memorial Healthcare System** as a funder and major partner in the new nursing and health sciences building, enabling increased enrollment in health care fields and helping to ensure top-quality facilities for clinical education

GROWTH & DEVELOPMENT

- 31% increase in Hartnell College employees from Fall 2012 to Fall 2018
 - up from 457 to 598
 - including a 39% increase in full-time faculty, from 89 to 124
- Leadership for passage of the Measure T bond measure on the November 2016 ballot
 - providing \$167 million for facilities expansion and modernization
 - Measure T will fund construction:
 - new Hartnell educational outreach centers in Soledad and Castroville
 - doubling in size of the King City Education Center
 - construction of a new state-of-the-art nursing and health sciences building on the Main Campus in Salinas
 - refurbishing of the main classroom buildings on the Main Campus
 - transformation of the central plaza on the Main Campus
- Five-year fundraising plan that more than tripled its five-year goal of \$14 million, raising \$45 million in four years

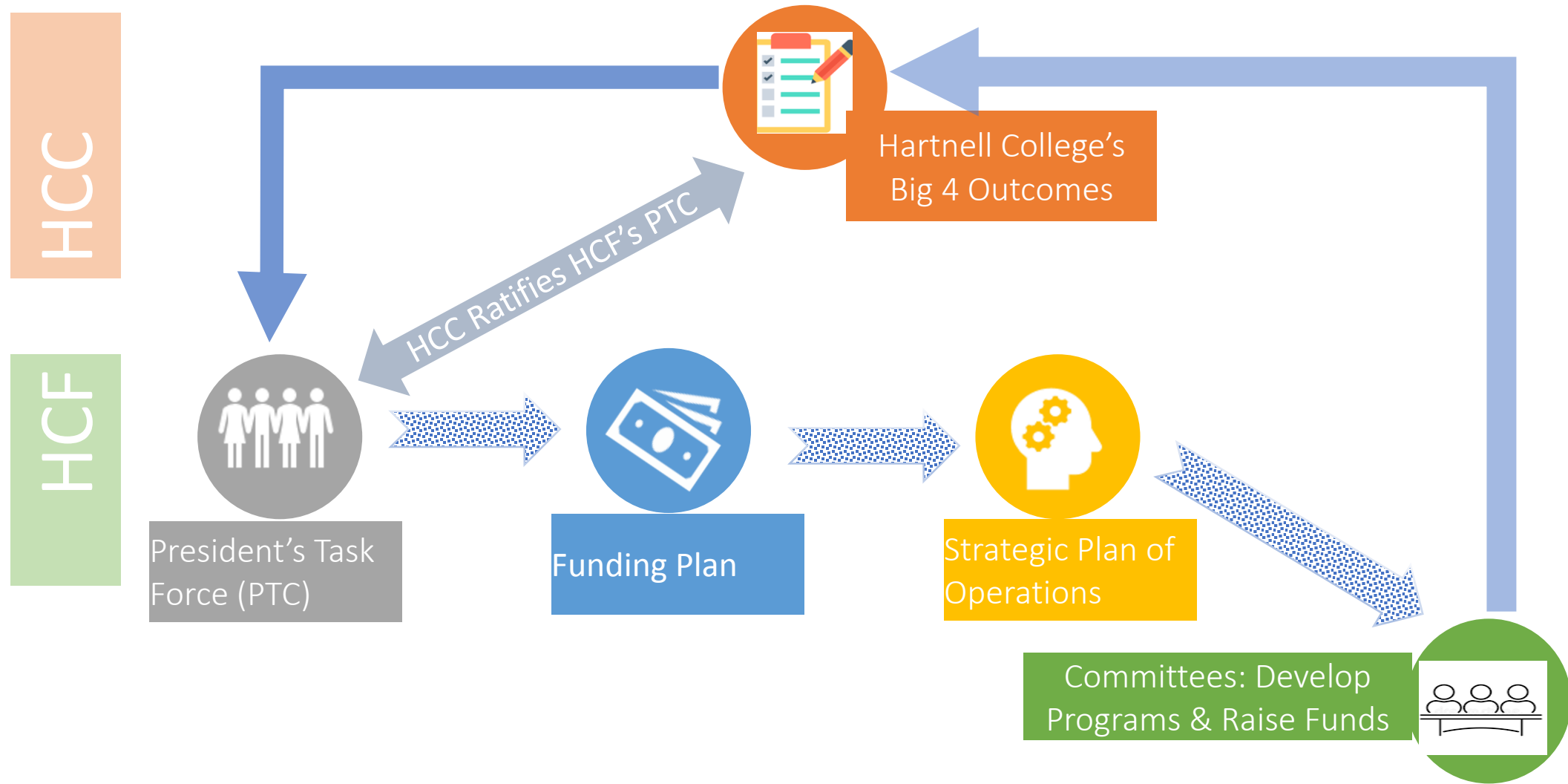
HCF GUIDANCE SYSTEM

Strategic Review

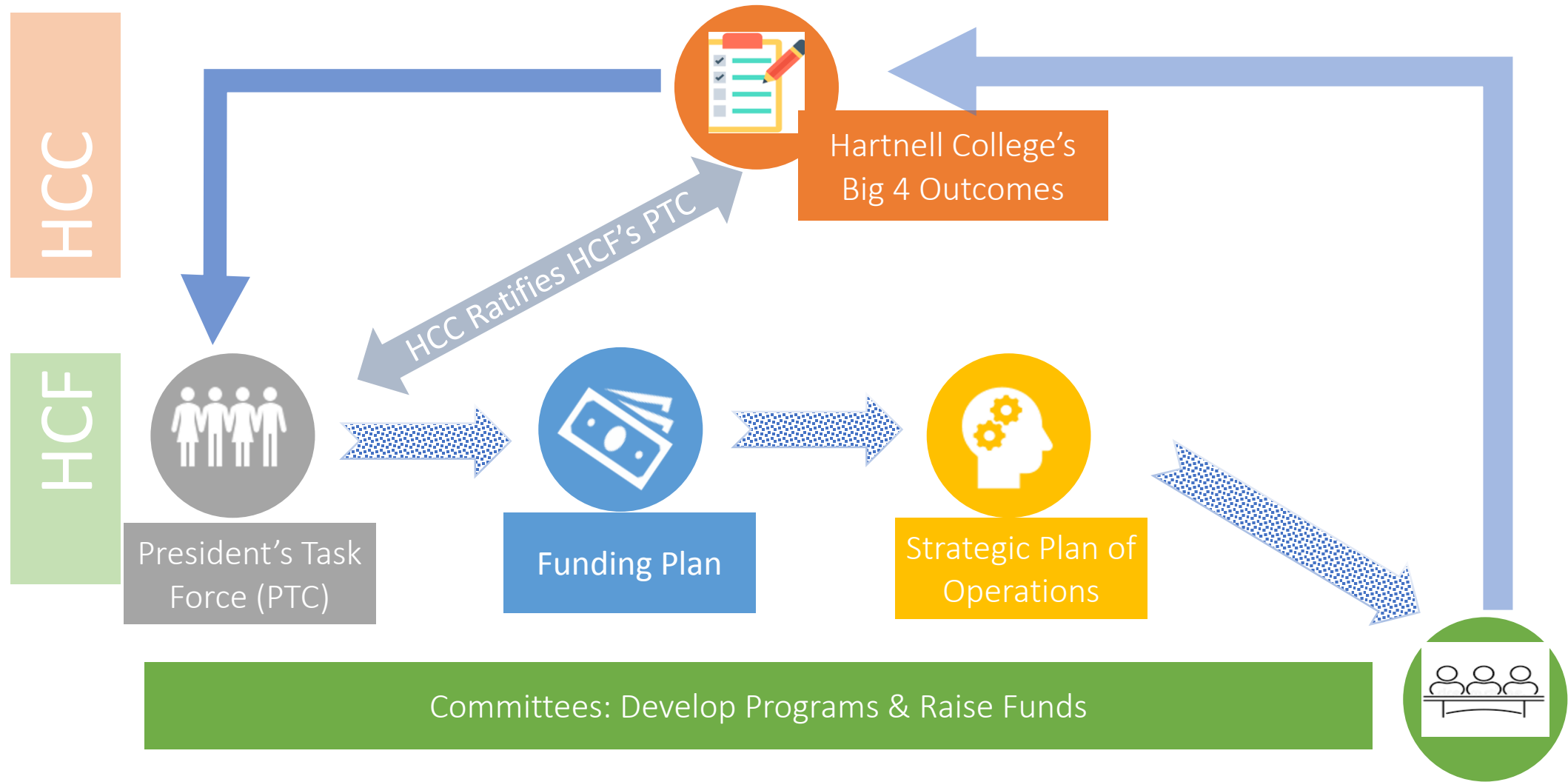
Alignment



HCF Guidance System: Planning Elements



HCF Guidance System: Planning Elements



The BIG 4

Hartnell College

Core Student Success
Outcomes

Re-Stated as Strategic
Plan Goals

Goal 1: Increase Student Completion

Goal 2: Increase Student Completion Efficiency

Goal 3: Increase Student Transfer to 4-Year
Institutions

Goal 4: Improve Student Employment Subsequent
to Training or Completion

Strategic Plan Goals & Metrics

Goal 1: Increase Student Completion

- Metrics:
- 1a. Certificates Awarded
- 1b. Degrees Awarded
- 1c. Graduation Rate

Goal 2: Increase Student Completion Efficiency

- Metrics:
- 2a. Time to Degree
- 2b. Units Earned per Degree

Strategic Plan Goals & Metrics (cont)

Goal 3: Increase Student Transfer to 4-Year Institutions

- Metrics:
- 3a. ADT Degrees Awarded
- 3b. Transfers to UC and CSU Systems
- 3c. Transfers to Other Systems

Goal 4: Improve Student Employment Subsequent to Training or Completion

- Metrics:
- 4a. Employment Rate
- 4b. Earnings
- 4c. CTE Students Employed in Field of Study

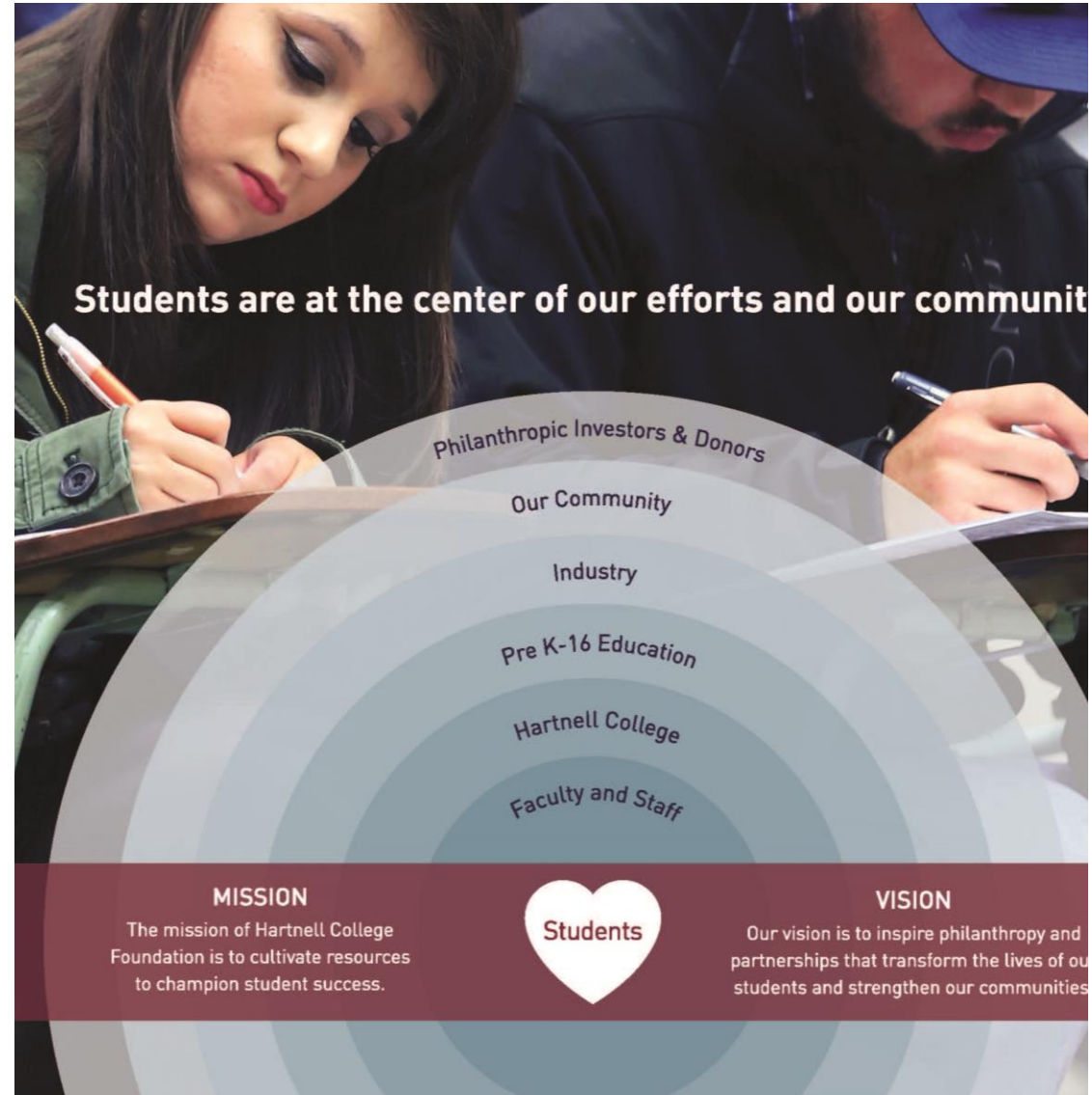
HCF GUIDANCE SYSTEM: Vision & Mission

VISION

...inspire philanthropy and partnerships that transform the lives of our students and strengthen our communities

MISSION

...cultivate resources to champion student success



HCF GUIDANCE SYSTEM: Guiding Principles

- Alignment with College
- Innovation
- Excellence
- Lifelong Relationships
- Steward with Integrity
- Responsive to Community & Industry
- Future Oriented
- Diverse
- Local Impact & Beyond

Guiding Principles

01. Alignment with College

Support the Hartnell College vision, mission and values as well as the strategic plan.

MISSION:

Focusing on the needs of the Salinas Valley, Hartnell College provides educational opportunities for students to reach academic goals in an environment committed to student learning, achievement, and success.

VISION:

Hartnell College will be nationally recognized for the success of our students by developing leaders who will contribute to the social, cultural, and economic vitality of our region and the global community.

VALUES:

Student First
Academic and service excellence
Diversity and equity
Ethics and integrity
Partnerships
Leadership and empowerment
Innovation
Stewardship of resources

STRATEGIC PLAN PRIORITIES:

1. Student Access
2. Student Success
3. Employee diversity and development
4. Effective Utilization of resources
5. Innovation and relevance for programs and services
6. Partnerships with industry, business, agencies and education

02. Innovation

Foster a culture of innovation, committed to pushing the boundaries of not just what is conceivable, but what is possible.

03. Excellence

Focus on high-quality work, nourish critical and creative thinking, and be responsive to our constituents — students, staff, faculty, industry, educational partners, community and donors.

04. Lifelong Relationships

Cultivate and nurture relationships with community members throughout their lifetime.

05. Steward with Integrity

Value and respect our philanthropic partners and the support they provide. This is reflected in the integrity with which we invest their financial and in-kind contributions.

06. Responsive to Community & Industry

Foster connections between students, staff, faculty, industry, educational partners and donors to build a community that supports successful students.

07. Future Oriented

Anticipate, understand and respond to future workforce needs through our relationships with industry and the community.

08. Diverse

Be responsive to all types of diversity and perspectives, including age, gender, culture, sector and socioeconomic. Celebrate the richness of the Salinas Valley and region.

09. Local Impact & Beyond

Connect with philanthropic opportunities throughout the Salinas Valley and outside of the region.



“ I learned philanthropy from my mom. She was always very involved in the community, especially with youth. She instilled a passion in me for helping youth and women and promoting education. I want my children to carry on my community spirit.

- Margaret D'Arrigo-Martin



President's Task Force Project Analysis and Selection Process

President's Task Force

- ENTITY: Hartnell College Foundation
- ROLE: Identify key initiatives appropriate for external support
- WHO: Committee with community leaders, key college Vice Presidents, Deans and college staff.
- HOW: Series of meetings presenting and ranking proposed initiatives. Ranking based on perceived need, impact, and ability to attract funding
- RESULT: Strategic plan for HCF that addresses important higher education needs throughout our community

PRESIDENT'S TASK FORCE

The Foundation has launched a President's Task Force to identify key initiatives appropriate for private support. Chaired by Margaret D'Arrigo-Martin, the task force includes 43 members. Four meetings were held with a different initiative presented at each meeting. Meetings also included a ranking of the 26 proposed initiatives according to perceived need for the projects in the community and their ability to attract private funding. In addition to community leaders, the Task Force included key Vice Presidents, Deans and college staff. Presentations on key initiatives include Andy Newton on the Math and Science Institute, Zahi Atallah on agriculture, Debra Kaczmar on Nursing and Allied Health, Danny Teresa on athletics and Joe Welch on Computer Science Information Technology.

The result of the Task Force's work will be a strategic plan for the Hartnell College Foundation that will address important higher education needs throughout our community. The top initiatives that have been identified are indicated to the right. Teams are now being put in place to carry this important work forward.



Top Initiatives

1. Agriculture Business and Technology Institute
2. The Western Stage - Theatre Arts
3. New Science Building, Instructional Equipment Fund
4. Sustainable Regional Infrastructure Program
5. Nursing and Allied Health - Interprofessional Education Center *
6. PHASE 3 of Athletics Complex Master Plan
7. Science and Math Institute - NASA SE-MAA
8. Science and Math Institute
9. Computer Science CSIT-In-3
10. South County - King City Education Center *

Funding Plan

- ENTITY: Hartnell College Foundation
- ROLE: Identify the plan for funding the specific initiatives under the strategic priorities and goals
- HOW: This is the resulting plan created by the President's Task Force efforts
- RESULT: A plan identifying the fundraising goals and overarching sources integrated into the Strategic Plan for Operation

Hartnell College Foundation and Office of Advancement		Advancement and Development			
Board of Trustees - Strategic Priorities and Goals		FUNDING PLAN			
1. Student Access		October 18 2017 - May 2 2019			
2. Student Success		Public	Public	Private	TOTAL
3. Employee Diversity and Development		Funding	Funding	Business	Public & Private
4. Effective Utilization of Resources		College	Competitive	Foundation	Raised to date
5. Innovation and Relevance for Programs and Services		Bond/Matc	Grants	Individual	
6. Partnerships with Industry, Business, Agencies & Education					
TOTAL FUNDING PLAN					
I. Fund for Major Facilities and Innovative Programming		\$0	\$2,575,000	\$4,049,859	\$6,624,859
	i. Agriculture Business & Technology Endowment	\$0	\$0	\$0	\$0
	ii. Agriculture Business & Technology	\$0	\$600,000	\$871,532	\$1,471,532
	iii. Instructional Equipment for New Science Building	\$0	\$0	\$43,215	\$43,215
	iv. Nursing and Allied Health Inter-Professional Ed Center	\$0	\$400,000	\$3,135,112	\$3,535,112
	v. Sustainable Regional Infrastructure Program	\$0	\$0	\$0	\$0
	vi. CSin3 Computer Science B.S. in three years CSUMB	\$0	\$500,000	\$0	\$500,000
	vii. Dept. of Ed Title V with CSUMB- Teacher Pathway Progra	\$0	\$1,000,000	\$0	\$1,000,000
	viii. State Development Grant - Teacher Talent Incubator	\$0	\$75,000	\$0	\$75,000
	ix. Center for university collaborations at Hartnell College	\$0	\$0	\$0	\$0
II. Fund for Student Success		\$0	\$4,047,975	\$1,429,971	\$5,477,946
	i. Merit Scholarships low income/high achievement students	\$0	\$0	\$512,635	\$512,635
	ii. First Generation Legacy Scholarships Endowment	\$0	\$0	\$101,451	\$101,451
	iii. Women's Institute (WELI)/Men's Institute (MILE)	\$0	\$0	\$189,164	\$189,164
	iv. School to College Bridge programs for K-16 success	\$0	\$2,575,000	\$626,721	\$3,201,721
	v. U.S. Department of Education, TRIO	\$0	\$1,097,975	\$0	\$1,097,975
	vi. CA Catalyst Fund	\$0	\$375,000	\$0	\$375,000
III. Fund for Salinas Valley STEM Harvest		\$0	\$1,468,758	\$1,146,825	\$2,615,583
	i. Science & Math Institute	\$0	\$0	\$55,250	\$55,250
	ii. K-12 STEM NASA Coding	\$0	\$0	\$1,040,905	\$1,040,905
	iii. National Science Foundation I-USE Hispanic Serving Institu	\$0	\$1,468,758	\$0	\$1,468,758
	iv. Planetarium fund for technology and student access	\$0	\$0	\$0	\$0
	v. STEM Research Internships	\$0	\$0	\$670	\$670
	vi. STEM Research Internships Endowment	\$0	\$0	\$50,000	\$50,000
IV. Fund for Excellence in Athletics		\$0	\$0	\$130,293	\$130,293
	i. Track and Field program equipment	\$0	\$0	\$0	\$0
	ii. Sports Complex lighting	\$0	\$0	\$0	\$0
	iii. New Synthetic Turf Football Field	\$0	\$0	\$0	\$0
V. Fund for the Arts		\$0	\$0	\$101,144	\$101,144
	i. Theatre Lobby renovation, main stage, equipment	\$0	\$0	\$79,959	\$79,959
	ii. Music Program Upgrades	\$0	\$0	\$9,434	\$9,434
	iii. Art Gallery Improvements	\$0	\$0	\$11,751	\$11,751
Fund for South County		\$0	\$0	\$360	\$360
	Trade and expansion of the King City Education Center	\$0	\$0	\$360	\$360
FUNDING PLAN FUNDRAISING TO DATE		\$0	\$8,091,733	\$6,858,452	\$14,950,185
Queue for Special Interests		\$0	\$0	\$0	\$0
	Digital Media/Makers Lab	\$0	\$0	\$0	\$0
	Centers	\$0	\$0	\$0	\$0
	Health - Child Screening at CDC	\$0	\$0	\$0	\$0
	Health - Student Wellness Center	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0

Strategic Plan for Operations

- ENTITY: Hartnell College Foundation
- ROLE: Identify the plan for funding the specific initiatives under the strategic priorities and goals
- WHO: HCF Staff & Board Representatives, approved by Board of Directors
- RESULT: A plan identifying the fundraising goals and overarching sources



Hartnell College Office of Institutional Advancement
and Hartnell College Foundation

Strategic Plan for Operations
2015-2018



HARTNELL COLLEGE



HARTNELL COLLEGE
FOUNDATION

Guidance System Planning Timeline

Surveys – College-wide (innovation & external funding needs assessment)	Aug '19
<i>New President</i>	Sep '19
President's Task Force (PTC) Planning / Funding Plan	Oct - Dec '19
College ratifies Presidents Task Force (PTC)	Jan or Feb '20
Strategic Plan of Operations	Feb – Apr '20

Board Member Input

What about your work on the HCF Board has really inspired you?

PEOPLE	DUTY
Enthusiasm of board members, STUDENTS, Leadership	Duty to college to payback
Relationships	Paying it forward
SUPPORT YOUNG PEOPLE/STUDENTS	COMMUNITY
Help & support kids/youth	Desire to better our community
Help 1st Gen college kids	Give back to local Salinas
Supporting youth in becoming leaders & professionals	Education inspires & supports our community
Human enhancement	Positive change
Inspiring environment for students – raising self-esteem	Raising responsible community members
SUCCESS	Connecting college story w story of community support
College success	Hope = Violence Reduction
Student Success	CONNECTIONS
Leadership	Collaboration
JOBS	Connecting resources
Jobs for students	Breaking down silos
Improve employment, outlook= industry knowledge	

What about your work on the HCF Board has really inspired you? (cont)

SPECIFIC PROGRAMS	
Center for Nursing	
NEW CENTERS/RENOVATIONS	
Renovate Bldg. D	
Soledad Education Center	
King City Addition	

What gifts do you bring...or where they would like to contribute more?

PERSONAL ENERGY	SPECIFIC SKILL SET
Passion	Accounting Expertise
Commitment	Understand CC System
Energy	Admin.
Integrity	Outside the box opinions
Purpose	History
Spirit / excitement	Comm Coll experienced student/staff/administrator
Focus	INDUSTRY
Drive	Ag Tech
Time & Access	Business perspective / approach
Empathy with donors and ability involve donors	Industry connections
	Business approach to philanthropy

What gifts do you bring...or where they would like to contribute more? (cont)

CONTRIBUTE MORE	PERSPECTIVES
Satellite campuses	Youth perspective
Healthcare expansion	Alumni perspective
Support for foundation programs	Knowledge of the needs of the college (STUDENTS)
Improved image in the community	
Improved student perception	

What's changed since we last planned?

COLLEGE	BUSINESS COMMUNITY (cont)
Plans for college expansion: KC, NC, Soledad	Career ready employees (grad rates of HC)
Pipeline to more & better employers	Business asking HC for students to work at their companies
More grants	Local leaders starting to notice our students
More students	Business acumen
Evening classes (increased campus safety)	Industry connection- appreciation
BUSINESS COMMUNITY	Support for local institutions developing their workforce
Higher level Ag students	Partnerships
Larger need for local employees	Talent creation (committees, internships, hosting)
Increased need for educated employees	

What's changed since we last planned? (cont)

STUDENTS	FACILITIES
Healthcare aspects	Buildings
Jobs	Satellite campuses in S. county- Soledad/ King City
Trained workforce	Matsui land grant
More individuals are seeking a higher education	
Impact	
Qualified workforce	
Employment awareness	
Better prepared workforce	
Want people to stay local with affiliated programs	
Seeing Hartnell get better, increase its accountability in community	
Creating (educating) workforce for local industry	

What's changed since we last planned? (cont)

MISC

Increased access – local / Helping more students

More opportunities for students

More focus towards students

Support

Increase in student success (moving in to higher ed)

Philanthropy

Increase in fundraising

Better community for college

Accreditation

Good ROI to donors and outcome measurement;
Student success + completion

Starting to notice our increasing gifts, resources

Community more positive awareness of college in
positive direction

Focus- Talent pool, access to better applicant pool

Good expansion health care, Ag, vocational training

Better alignment with college

Good expansion of night classes

Sustainability

Geographic reach of school

Alumni

Greater communication between divisions

Changing the narrative of Hartnell - Evolving college

Respect of each other's opinion

What's changed since we last planned? (cont.)

COMMUNITY	
Student success led to county success	Housing
More peace with stakeholders of college: Business and Community leadership	The possibility of a college education is real for many of our families regardless of income, geography or legal status (immigrant)
Improved quality of students in the workforce	As we reach out to get Monterey co. to donate, we attract further attention & support to see success with HC
Increased business engagement	Better prepared workforce
Improve reputation for Hartnell	Healthcare professionals
Matsui land	Community empowerment & involvement
Seeing Hartnell get better and joining the success	
Collaboration	

The BIG 4

Hartnell College

Core Student Success

Outcomes

Re-Stated as Strategic

Plan Goals

Goal 1: Increase Student Completion

Goal 2: Increase Student Completion Efficiency

2 YEARS, 100%

WANT STUDENTS TO COME HOME FOR JOBS

Goal 3: Increase Student Transfer to 4-Year Institutions

NEED SYSTEM TO TRACK & LEVERAGE

Goal 4: Improve Student Employment Subsequent to

Training or Completion