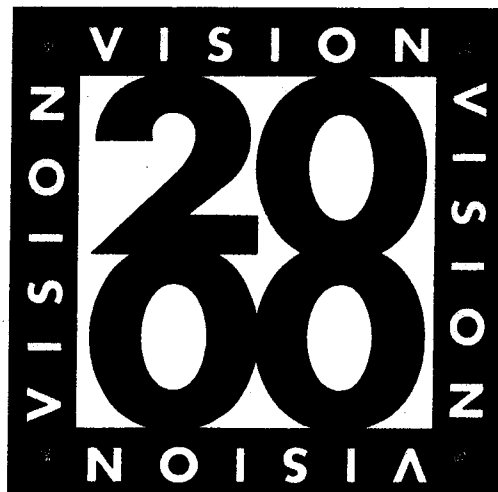


**HARTNELL COLLEGE'S
EDUCATIONAL
AND FACILITIES
MASTER PLAN**



1999-2010

I. EXECUTIVE SUMMARY

This Educational and Facilities Master Plan was developed in collaboration with the members of the Hartnell Community College faculty, staff, students, administration, and community. Open discussions and interviews were conducted to ensure compatibility between present and planned programmatic functions and facilities planning within the District.

Statistical information contained herein has been provided by the Hartnell Community College District Office of Institutional Research, the United States Census, the Chancellor's office of the California Community Colleges, the California Department of Finance, the California Post-Secondary Education System, and other research organizations.

From 1995-96, Hartnell Community College engaged in a series of discussions aimed at planning to plan. Through the Institutional Planning Team, the College created an Educational Master Planning Team to obtain a sense of the campus' educational, facility, and staffing needs; program changes; and demographic sets. Throughout the process, groups of individuals involved included students, faculty, the Academic and Classified Senates, classified staff, administrators, Board of Trustees, and the community. Discussions within the College units allowed the College's Institutional Planning Team and Educational Master Planning Team to gather information and gain perspectives on the expectations of the role that the College should have in the Hartnell Community College service area. In turn, these perceptions had a direct influence on the development of the Educational and Facilities Master Plan, which represents the present and future development of educational programs, support services, and facilities of the District.

The extent to which this plan has provided a sense of vision and a guide for multi-year planning for facilities is a tribute to the many individuals and groups who participated. Hartnell College is indebted to faculty, staff, and students in the designing of a plan that will help to shape the future.

PURPOSE:

The Educational and Facilities Master Plan promises a commitment to making the College this State's "Best Choice—Past, Present and Future."

The information conveyed in the Educational and Facilities Master Plan has a primary purpose of helping the District to:

1. Develop facility plans that support the anticipated courses, programs, and services of the District for the next decade but are flexible enough in design to permit change in the physical structures as program delivery changes.
2. Develop alternative strategies for the use of technology in the delivery of educational services and resources on a local, national, and international level as these address the needs of all learners.

3. Develop and expand partnerships with business and industry within the service area as well as globally.
4. Keep pace with and anticipate the changing individual needs of students and those of the larger communities served by the District.
5. Identify and develop planning strategies for new off-campus educational centers to be located in growing population centers of the District.
6. Facilitate faculty and staff development in preparation for the delivery of instructional programs and student services that will meet the needs of the students entering the 21st Century.
7. Identify strategies for the generation of alternative sources of income that are independent of traditional tax based funds.

BOARD OF GOVERNORS' BASIC AGENDA:

The new basic agenda, as adopted by the California Community College Board of Governors in March, 1996, describes four challenges for the community college system if it is to meet the needs of the State's learners.

1. Delivering high quality education in a manner that results in measurable student success.
2. Responding to the expanding educational needs of its diverse population.
3. Adapting to the changing educational needs of Californians in order to be relevant and timely.
4. Enhancing the physical infrastructure of California community colleges so that they are better organized and better utilized.

NEW MISSION AND VISION STATEMENTS:

In 1997, the Hartnell Community College District adopted a new mission and vision statement to provide a pathway for the College's entrance into the 21st Century. The College's new mission statement reads as follows:

Hartnell College provides the leadership and resources to ensure that all students shall have equal access to a quality education and the opportunity to pursue and achieve their goals. We are responsive to the learning needs of our community and dedicated to a diverse educational and cultural campus environment that prepares our students for productive participation in a changing world.

The mission statement is supported by a set of vision statements and goals that are designed to promote the institution's effectiveness and which are fully explained in Section III of this document.

GROWTH, POPULATION, AND LABOR MARKET TRENDS:

Population projections show that both the total population and adult population in the District will grow by 28% between 1998-2010. The growth rates vary widely from 10% in unencumbered areas to 65% in King City.

According to 1990 census data, 59% of the population are ethnic minorities, including Latinos (50%), Asian Americans (6%), African Americans (2%), and American Indians (1%).

ECONOMIC FORECAST:

Enrollment increases will depend heavily on new programming and educational activities in the southern and northern parts of the District's services area.

By the year 2010, Hartnell's enrollment is predicted to grow by 2,540. The largest proportion of new students will come from South County, with King City and Gonzales leading the way. The lowest rate of increase will be in North County.

As the economic factors continue to improve, there is greater need for job-specific training; it is predicted that more students will be searching for new degree and certificate programs at Hartnell.

SPECIAL PROJECTS:

To remain current on the latest strategies that support the recruitment, retention, and graduation of students, and to maintain a viable and innovative program, Hartnell College must continue to expand its efforts to attract funding from external sources. These resources will allow the College to increase staff development activities, remodel classroom facilities, expand the College's ability to attract students from multi-cultural backgrounds, create opportunities for innovations in instruction, create pathways for the development of new activities for the purchase of hardware and software for faculty and staff needs, and contribute to the overall effectiveness of internal and external communication.

The College will continue its efforts to attract projects related to building infrastructure, delivering programs technologically at the local and global levels, and enhancing student access and success.

INSTRUCTIONAL PROGRAMMING BEYOND THE YEAR 2000:

The foundation for the College to serve its constituents is effective instructional programs and student support services to demonstrate the College's current thrust and future path. Only a few highlights are identified.

The College continues to work towards installing a state-of-the-art multimedia laboratory to provide for new programs in computer graphics in order to train workers for jobs in television and other media.

A new computer aided multimedia curriculum and programming is planned for the College's Learning Skills Center that will greatly contribute to the pedagogy for at-risk and English as a Second Language (ESL) students.

New courses to increase enrollments for non-traditional students will be facilitated by increasing offerings in electronic music enhanced by the development of an Electronic Music Laboratory.

The College plans to establish a consortium to facilitate teleconferencing of Animal Health Technology (AHT) programs to other community colleges that do not offer courses in this area. A new teaching facility for the AHT program located at the East Campus and plans for utilizing joint space with the Health Science Department for Registered Nursing and Licensed Vocational Nursing are under discussion by faculty and administrators.

Science and mathematics plan to revitalize the engineering discipline and focus on the integration of the Secretary's Commission on Achieving Necessary Skills (SCANS) competencies in all mathematics courses. Along with this focus will be an update of the science and computer laboratories and development of a curriculum in Marine Technology.

WORKFORCE AND COMMUNITY DEVELOPMENT:

Plans call for transitioning the College's Office of Community Education into the Center for Workforce and Community Development. In the new structure, programs will be increased to provide more pre-vocational certificate programs, customized training, computer training, specialized services, distance learning, agriculture, and short courses and on-line courses designed to prepare the workforce of the 21st Century.

This area will help to establish Hartnell's prominence in computer and software training courses, customized training for business, short-term vocational training, and professional development through a strong relationship with the business sector.

The Center will increase its presence in the economic development of the community by increasing partnerships with business and aggressively developing and marketing its services. The Center will be self-supporting through enrollment fees and contract training. Growth of the program will generate resources necessary to cover increases in staffing, technology, and marketing.

STUDENT SERVICES:

Student Services at Hartnell delivers a wide variety of support services and programs that complements instructional programs and provides educational and cultural resources to students and faculty. It facilitates student success through comprehensive support services in a variety of areas including outreach and recruitment, admission and records, registration, orientation, and financial aid.

Expansion of these services and others through the integration of technology will aid the development of Student Services as a "One-Stop-Shop" with satellites at remote locations throughout South County and North County. The results will be increased specialized job training programs, internships, and placements. This expansion will facilitate counseling services to all new, continuing, and potential students, including non-traditional students.

Student Services will continue to demonstrate its impact through improved recruitment, retention, graduation and transfer rates, and increased State allocation through a constant and growing Full-Time Equivalent Students (FTES).

Early innovative projects that will continue to expand include America Reads, CalWorks, Cooperative Education, and Career Placement.

LIBRARY AND COMPUTER LEARNING CENTERS:

The Library Learning Resource Center consists of a Media Center, Audio-Visual Network Services, and the Center for Learning Technologies and Innovation. The unit is committed to providing and making accessible the best possible resources and services to Hartnell's diverse students, faculty, and staff.

The District plans to build a new 43,000 square foot State supported Library and Information Technology Resources Center, totaling nearly \$19 million, to replace an inadequate building. The new, state-of-the-art building will address the College's need for a high tech library, a multimedia center, center for learning technologies and innovations, audio visual network services, library classroom and learning laboratory, a reference/research laboratory, and a technology learning center, all of which are spread across the campus.

Future plans call for restructuring the current television studio facilities to improve video tape production and to provide live television broadcasts in offerings linked with KMST TV, which is owned and operated by the Monterey County Office of Education.

Development of a "smart" classroom to provide faculty an opportunity to incorporate distance learning and new technologies into classrooms and instruction will continue. The intent is to expand open learning and distance education possibilities through the use of interactive video conferences and satellite uploading capabilities.

INFORMATION SERVICE AND TECHNOLOGY 2000 & BEYOND:

With the support of the Board of Trustees and federal funding obtained through a Title III grant, the College has created a technology infrastructure that allows for receiving and transmitting voice data and video over a fiber optic cable that facilitates instructional, student services, and administrative services.

Support of such activities to improve institutional effectiveness and communication using technology includes e-mail, on-line registration, web-based instruction, teleconferencing, and distance learning. It will also link Hartnell College to the new digital high school being formed in the Salinas Union High School District and North Monterey County High School and will facilitate partnerships with California State University Monterey Bay (CSUMB) through our 1995 Higher Education Learning Partnership (HELP) initiative and through the State's network infrastructure.

Datatel, a new integrated software package, is near completion and will form the final nexus for enhancing institutional effectiveness and success.

ADMINISTRATIVE SERVICES:

Administrative Services is dedicated to providing excellent services to assist faculty and staff in delivering quality educational programs. Services include budgeting and accounting for managerial control of programs, reproduction of educational materials, and payment of faculty and staff. The Datatel administrative software system is being implemented to streamline the budget process and to assist in providing timely budget variances and corrective actions necessary for effective budgeting and preparation. On-line purchasing, tracking and management, and purchasing of materials will highlight the new system.

In addition, maintenance and facilities planning plans, constructs and maintains the District's educational and administrative facilities.

The College's Five-Year Facility Plan outlines both the long-term needs and the short-term needs of the College.

Among these plans are plans for a new facilities to accommodate student learning which include a new Library Learning Resource Center, an Applied Technology Center located on East Campus, an Educational Learning Center located in King City and in Soledad, as well as plans for investigation of a state-of-the-art student services complex. A satellite in North County based on assessment of educational needs and interests is also being explored.

INSTITUTIONAL RESEARCH AND PLANNING:

The College's Institutional Research and Planning Unit provides useful, accurate, and timely information for decision making across the campus, as well as addressing the needs for state, national and local reporting involving data collection, interpretation, and utilization. Specifically,

services include *ad hoc* studies, information dissemination, institutional reports, mandated projects, planning, special projects, and technical assistance.

Through the efforts of the Office of Institutional Research, the College has been able to provide accurate data that have contributed greatly to increasing grant funding projects in the amount of \$2.3 million.

The area will continue to address the needs of the Western Association of Schools and Colleges Accreditation Report calling for development and implementation of the planning process, conducting needed institutional research and integrating planning with institutional research, and budgeting.

Future plans involve creating and maintaining an Institutional and Research web page as well as an annual Fact Book so that the local, national, state, and global communities can access information on the performance of the institution.

Additionally, steps are being taken to integrate Hartnell's data with comparable federal and state data, as well as with similar community colleges. Hartnell is well on its way to developing an automated system that allows direct access to data by faculty, administration, and classified staff.

HARTNELL FOUNDATION/INSTITUTIONAL DEVELOPMENT AND SCHOLARSHIPS:

Hartnell Community College Foundation adopted a new mission statement in 1996 as follows:

The Hartnell College Foundation will actively support and advise the College in developing activities, programs and facilities, will cultivate bequests and donations and will responsibly administer funds, property, bequests, annuities and other instruments in the best interests of the College, the District and the Foundation.

The work of the Foundation has resulted in a new approach to fund raising, identification of institutional needs, participation in the development of the King City Center, increase in scholarship giving, and reinvestment of funds to enhance the interest rate.

HUMAN RESOURCES AND STAFF DIVERSITY:

The primary function of the Human Resources and Staff Diversity Office is to establish and maintain effective legal procedures and processes to recruit, select, hire, evaluate, and train the District's diverse workforce.

The Office continues to work at diversifying the faculty and staff through creative outreach activities and strict adherence to Labor Code, State and Federal Law. Human Resources and Staff Diversity constantly strives to make the personnel system visible, fair, and responsive to the employees of the District.

The Office utilizes the College's new Datatel system, called Colleague, to facilitate close working relationships between the Office of Human Resources and other offices across the campus, especially that of Fiscal Services.

MARKETING AND PUBLIC INFORMATION:

Reorganization plans will result in the dissemination of information electronically to communicate the successes of the institution as well as plans for the future. With the use of new technology, the Office of Public Information will become the Office of Electronic Information Dissemination with activities related to the creation of an internal newsletter to promote external and internal communication with all agencies interested in the College's services.

TECHNOLOGY MASTER PLAN:

The focus of technology management at Hartnell Community College District is to plan, acquire, implement, maintain, and manage—in a cost effective manner—those strategic technology and information resources necessary to facilitate the teaching and learning process of instructors and students. In this context, Hartnell College shall seek and dedicate resources to become a technologically advanced institution.