

II. THE NEXT STEP

MISSION STATEMENT:

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.

A plan is nothing more than a “hoped-for” future based on past experiences. Planning, as suggested by Dr. R. DeHart, founding President of De Anza College is carried on to maintain or enhance the quality of an institution.

Quality is most generally defined in an institution as that “which optimizes achievement of its mission and purposes”. This statement means that the cornerstone of the context for quality—and therefore the planning that drives the institution toward that quality—is the College’s mission statement. This mission statement, which primarily describes the institution’s commitments, provides the basic principle from which the College proceeds to engage in constant, purposeful change and innovation. In 2004, the college community, through a campus survey conducted by the Institutional Planning Committee, reaffirmed its 1996 Mission Statement. In 2003, the college added an important element to its mission by adopting core values statements indicating that Hartnell College values:

1. **Student centered** environments that promote student growth and success, and where student input and academic freedom are valued.
2. **Quality instruction and support services** that are innovative, promote critical thinking, and engage and empower students to broaden their horizons and prepare for a successful future.
3. **Diversity** in all areas of campus life, including people and ideas.
4. **Respect** and appreciation for individuals and their background.
5. **Innovation, creativity, and adaptability** to meet the changing needs of our students and community through the use of technology and other methods.
6. **Collaboration** among students, employees, and the community.
7. **Community relations** that are fostered through an interdependent relationship, mutual respect, collaboration, and communication at the local, national, and international level.

8. **Leadership** within the internal and external college communities through the shared governance process, implementing best practices, taking risks, and assuring accountability.
9. **Ethical conduct** in all areas of campus life.
10. **Equal access** by all to instructional programs, support services, and facilities.

In addition, the college community participated in a visioning exercise in 2004 that resulted in the following proposed vision statement.

Hartnell College will be a global leader in community college education through dedication to our mission and core values, and by offering programs and services that foster student success and wellness.

At Hartnell, faculty and staff distinguishes itself through collaboration, commitment and action to fulfill the College's mission. Thus, programs are enhanced, expanded and tailored to serve the District's diverse population. The institution's strategies and purposes reflect this reality by supporting key principles that are reflected in the College's mission statement:

- access for a diverse citizenry.
- acquisition and transmittal of knowledge opportunities.
- development of responsible citizens.
- preparation of an educated workforce.
- development and support of human potential.

The graphic display on the next page illustrates the interrelationships of these principles and their application to the College. The strategies are broad in scope and are drawn partially from the plans outlined in this document which reflects our internal and external environments.

OUR MISSION IS DEFINED BY OUR INSTITUTIONAL PURPOSES	OUR PURPOSES ARE PURSUED THROUGH INSTITUTIONAL STRATEGIES	STRATEGIES AND PURPOSES GUIDE INSTITUTIONAL PROGRAMS	PROGRAMS ACHIEVE INSTITUTIONAL OUTCOMES
Access For a Diverse Citizenry	Open Admissions Low Fees Recruitment of Targeted Populations	Innovative Support Services Financial Aid, Counseling, Workforce Development, Career Counseling, Partnerships, Tutoring, Outreach, Scholarship	Student Success: Job Preparation, Transfer, Economic and Social Mobility, Realization of Personal, Social and Professional Goals, Access
Transmittal and Support of Knowledge and Skills Acquisition	Quality Staff and Programs Staff Development Program Innovation Funds Competency Standards Comprehensive Curriculum Trustee fund	Training/Certification, Teacher preparation Certificate, Associate, Transfer Ready, Job Certification, Cultural Enrichment	Employer Needs: Talented Workforce, Opportunity to Contribute to the Needs of Society, Certification, Access to Education
Development Responsible Citizens	Assessment of Student Needs Research	County Economic Development Work Force Preparation	An Educated Citizenry:
Training and Preparation for Success in a Globally Dependent Society	Identification and Support of Convenient Off-site Locations South County North County East Campus	Community Services Lecture/Forums Theater Art Gallery Planetarium Public Access Television Facilities Usage	Education and Constituent Certification All degree and certificate programs, diversity, international and inter cultural education programs
Growth and Development of Human Potential in all its various forms	Curriculum Innovations, Program Review and Development, Student Development Technological Innovative, Energy Efficient and Low Maintenance Facilities	Comprehensive Curriculum Vocational Education and Training Transfer General Education Life Long Learning Cultural Enrichment	
	Marketing and Communication of Information Related to the Purpose and Intent of the Institution	Staff and Student Excellence, Trustee Fund, Travel, Grant Writing	

To be realized these strategies should be embraced and translated by people within the College's units into goals and action plans that address the needs of the communities we serve.

Assuredly, some of these strategies will affirm existing plans as portrayed in this document, some will set new directions for the College, and still others will stimulate change resulting in a shift in emphasis and focus to remain relevant.

Explosive Demography:

Because the College's service area will continue to attract a predominately Latino and younger cohorts, as well as returning workers looking for certification continuing education courses and programs, the following strategies will be pursued:

1. Lifelong educational pursuits in career and professional development will receive increasing attention in college programs and services as has been true for programs designed for traditional age, post-secondary students.
2. Focused attention will be given to redesigning curriculum, program delivery systems, and student services to accommodate workforce preparation, needs and the largest emerging age cohorts between 20-39.
3. Curriculum development and services will be expanded to include courses and programs in both English and Spanish to assist students in achieving their goals.
4. Diversity programs will be given increased attention in support of a college environment that celebrates and validates our similarities and differences, i.e., racial, ethnic, and language diversity.
5. Innovative program development, leading to student success certification and to specific job acquisition skills will be targeted for Pilot testing.

High Technology:

The college strongly advocates and supports the use of technology in teaching and learning, training, distant learning, and administrative computing. To support this principle the following strategies will be pursued:

1. The College will support and expand its collaborative relationships with business, industry, and governmental agencies, including funding to create more opportunities for training, internships (faculty and students), and state-of-the-art learning laboratories, and first generation technology.
2. Community, business, and institutional assessment will be on-going, and appropriately focused. The results will be disseminated to inform the redesign of services and programs to best serve Hartnell's population of learners anywhere, any place, anytime.
3. Assessment of the College's Technology Plan will be reviewed annually and modified appropriately using the latest resource. Results will be used to inform budgetary planning and expenditures, instructional and student services delivery systems, and human resource planning.
4. All newly built and renovated facilities will include state of the art technology.

5. The college's management information systems will be fully automated and fully used by administrative staff to improve the collection and dissemination of useable data for effective planning and decision making.

Knowledge Acquisition:

Lately, all organizations, particularly institutions of higher education, are driven by the need for more information in real time and technologies to facilitate access. Thus, advances in technology offer many opportunities for new instructional delivery systems like web-based instruction and wireless instruction. Given this reality, the College will continue to pursue the following strategies:

1. Seek/support opportunities to act as a Beta Site to attract business and industries. This approach will help the College to operate at or near the cutting edge of emerging technologies while providing students with access to emerging job training and employment opportunities.
2. Finance educational and administrative computing to facilitate growth, teaching, learning, and institutional accountability.
3. Build and redesign facilities to accommodate and enhance the innovative use of technology in the teaching and learning processes.
4. Aggressively pursue funds for curriculum revitalization, staff development, and equipment improvement from external and internal sources to enhance student, program, individual, and institutional excellence.

Economic Development:

A major shift in the State's attempt to improve the economy has resulted in an ever expanding role for community colleges—i.e. work force preparation and economic development. As a result, the following strategies will be pursued:

1. Programs and courses will be re-engineered in collaboration with social service agencies and regional, local, national and international employers to facilitate internships, job preparation and placement of interested learners.
2. Through programs like Cooperative Education Work Experience, Americorp, and Teachers for Tomorrow, service learning activities will expand to support workforce preparation and development.
3. Expansion of the colleges Small Business Development Center in cooperation with Gavilian College.

Institutional Effectiveness:

New accreditation standards, local, national, and international competition; accountability, need for more information and sophisticated analysis to facilitate planning; dictate that we systematically and skillfully manage the College's systems processes. Therefore, the following strategies will be pursued:

1. The College will pursue steps to assess its shared governance model to determine its efficacy in facilitating campus communication and decision-making.

2. New systems to facilitate intra-communication will be examined and implemented to enhance communication.
3. A comprehensive, action-oriented institutional research and planning budget accountability model will be maintained and improved to assist staff in developing strategies and program priorities to keep the College viable and strong. (See Appendix A).
4. Program review will be improved and the results maintained on a database to be accessible to all campus constituencies.
5. The quality of programs—as measured by factors such as transfer readiness, completion rates; job placement, attrition, student/staff/employer satisfaction and transfer success—will be more carefully assessed and discussed to enhance the College’s effectiveness in meeting learner needs.

Collaboration and Consensus Building:

The 2000’s and beyond will dictate that institutions of higher education develop effective partnerships to accomplish their mission, vision, and goals. Limited funding, under prepared student populations and similar challenges will necessitate the need for seamless educational programs and training between business and industry, K-12, and four-year colleges and universities. Therefore, the following strategies will be pursued:

1. Cooperative endeavors with local high schools, community colleges, four-year institutions, business, and industry will be strengthened.
2. Models of success will be recognized locally and nationally through conferences, workshops and critical writings.
3. Grant development will be fully supported.
4. Efforts to develop an international education center will continue to be supported.

Employer Employee Relationships:

Cooperative work is essential to institutional effectiveness, organizational success and a high level of communication across all boundaries. It contributes to individual and institutional success in the knowledge/information age. Thus, the following strategies will be pursued:

1. Strategic talks throughout the College will be encouraged as the norm rather than the rule in order to mitigate against lack of information or misinformation.
2. Emphasis will be placed on teamwork and cooperation across all units under girded by recognition of achievement and contribution to the College’s success in serving the community of learners.
3. Shared governance will be strengthened to celebrate the value of community participation in establishing strategic direction and focus.
4. Publication and access to documents, minutes, budgets, and other pertinent material will be placed on the College’s web site for easy review and downloading by all constituents.
5. Support services to assist employees in making lifelong decisions regarding career choices and retirement will be continually assessed to offer the best services available.

6. College retreats will be encouraged and supported to enhance communication and institutional success.

The achievement of our purposes and aims are within the college. As of this writing every unit has revised its goals and objectives that helps to form the college educational and facilities master plan for 2004 and beyond. Collectively ours is a blueprint for the future. The challenges, which lie ahead, are many, but the College has the resources and the determination to make this transition a reality. Everywhere there is a plan and a human will to create and support the teaching learning process that contributes to the achievement of our student goals, hopes and aspirations and to serve all who can benefit.

