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## I. EXECUTIVE SUMMARY

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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 and Planning, 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.

In 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 directly influenced 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.

Since that time, the plan has been updated to reflect changes that have occurred at the national, state and local levels. Additionally, it 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 design of a plan that helps to shape our 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 primary purpose of the Educational and Facilities Master Plan is to help the District:

1. Develop facilities plans that support the anticipated needed courses, programs, and services of the District for the next decade that 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.
3. Develop and expand partnerships with business and industry locally and globally.
4. Anticipate the changing 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. Support faculty and staff development in preparation for the delivery of instructional programs

and student services that will meet the needs of students in the 21st Century.

7. Identify and implement strategies that generate alternative sources of income that are independent of traditional tax based funds.

#### *BOARD OF GOVERNORS' BASIC AGENDA:*

The basic agenda, as adopted by the California Community College Board of Governors in 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.

#### *MISSION AND VISION STATEMENTS:*

In 1997, the Hartnell Community College District adopted a new mission and vision statements to provide a pathway for the College's entrance into the 21st Century. In 2004, the college community reaffirmed its mission statement, which 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 core values, a vision statement, and goals that are designed to promote the institution's effectiveness and which are fully explained in Section II of this document.

#### *GROWTH, POPULATION, AND LABOR MARKET TRENDS:*

According to 2000 census data, 71% of the population is ethnic minorities, including Latinos (61%), Asian Americans (5%), African Americans (3%), 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 2020, Hartnell's enrollment is predicted to grow by 2,687. The largest proportion of new students will come from South County, with Soledad and Gonzales leading the way. The lowest rate of increase will be in the central part of the district.

As economic factors 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/GRANTS:*

To remain current with the latest strategies associated with recruitment, retention, and graduation of students, Hartnell College must maintain viable and innovative programs. Thus, it must continue to expand its efforts to attract funding from external sources. These resources will allow the College to create opportunities for innovations in instruction; create pathways for the development of new activities; purchase hardware and software for faculty and staff needs; expand instruction; increase student services; contribute to the overall effectiveness of internal and external communication; document student outcomes; permit other innovative practices; and most importantly enhance the College's ability to attract students from multi-cultural backgrounds.

The College, through the Office of Grant Development, International Education, and Policy Support, will continue its efforts to attract projects and grants related to building infrastructure, delivering programs technologically at the local and global levels, and enhancing student access and success.

*INSTRUCTIONAL PROGRAMMING BEYOND THE YEAR 2006:*

The foundation for the College to serve its constituents is effective teaching and learning, student support, economic support, and instructional programs and to demonstrate the College's current thrust and future path to what is relevant. To demonstrate our efforts, only a few highlights are identified below.

The new Library and Learning Resource Centers (LRC) is now operational. Provided within this new facility are over 200 student computers, 22 individual study rooms many of which are rich in state-of-the-art learning technologies, a distance learning classroom, an information competency laboratory, a faculty and staff resource center and a technology rich community room. The new LRC also supports wireless and video-on-demand technologies making it collectively, in the words of Mr. Robert Smith (Director, Stanford University's Center for Innovation and Training), "A world class library in its design and technologies.

The College has installed a state-of-the-art multimedia laboratory to provide for programs in computer graphics in order to train workers for jobs in television and other media.

Computer aided multimedia curriculum and programming will continue to be improved for the College's Academic Learning 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 have been added in Music, Art, History, Sciences.

A new teaching facility for the Animal Health Technology (AHT) program, the health professions, and other vocational programs is planned for the East Campus.

Science and mathematics have revitalized the engineering discipline and focuses on the integration of the Secretary's Commission on Achieving Necessary Skills (SCANS) competencies in all mathematics courses. Science and computer laboratories have been added, MESA.

#### *WORKFORCE AND COMMUNITY DEVELOPMENT:*

The Workforce and Community Development Center offers not-for-credit fee supported courses that are not provided by Hartnell's state supported curriculum. The Center provides short-term vocational training; classes for the business and professional community – both on campus and at company sites; community and cultural events; and recreational and personal development courses.

The Center also coordinates community use of college facilities, and manages the Hartnell English Institute, the Planetarium, the Foster and Kingship Care Education and Independent Living Programs, as well as contracts for training and services with the Monterey County Department of Social and Employment Services.

The Workforce and Community Development Center provides quality training and educational services necessary to develop a more efficient local workforce and to enhance the quality of life of the District's residents.

#### *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 out-reach 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. Early innovative projects that will continue to expand include America Reads, CalWorks, Cooperative 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.

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).

The District has completed its planned construction facilities projects resulting in a State supported Library and Information Technology Resources Center. The new, state-of-the-art building addresses the College's need for a high tech library, a multimedia center, center for learning technologies and in-

novations, audio visual network services, library classroom and learning laboratory, a reference/research laboratory, and a technology learning center to support campus needs.

Development of “smart” classrooms to provide faculty an opportunity to incorporate distance learning and new technologies into classrooms and instruction has resulted in 42 smart classrooms. The intent is to expand open learning and distance education possibilities through the use of interactive videoconferences and satellite uploading capabilities.

#### *INFORMATION SERVICE AND TECHNOLOGY 2004 AND 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.

#### *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 all programs, managerial control of programs and services, and payment of faculty and staff. The College’s Management Information system administrative software is used to improve efficiency and accuracy, and streamline the budget process and to assist in providing timely budget variances and corrective actions necessary for effective budgeting and preparation. On-line purchasing, learning, which include the Center for Assessment and Lifelong Learning (CALL) and administrative/instruction building on the Main Campus, an Applied Technology Center located on East Campus, an Educational Learning Center located 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 should be explored.

#### *INSTITUTIONAL RESEARCH AND PLANNING:*

The College’s Institutional Research and Planning Office supports end users’ requests and provides 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 Institutional Research and Planning Office, the College has been able to provide accurate data that have contributed greatly to increasing grant-funding projects, program changes, and long range planning.

Future plans involve maintaining an Institutional and Research web page as well as an online Fact Book so that the local, national, state, and global communities can access information on the performance of the institution. In addition, the department continues to assist in the development of the college's data warehouse and Executive Information System (EIS), an automated system that allows direct access to data by faculty, managers, and classified staff. Moreover, the department is expected to produce a plan that demonstrates more college involvement in local planning and partnerships for sharing needed data, particularly as it relates to demographic changes, educational growth and employment.

Additionally, steps have been taken to integrate Hartnell's data with comparable federal and state data, and similar community colleges, as appropriate.

#### *HARTNELL FOUNDATION/INSTITUTIONAL ADVANCEMENT:*

Hartnell Community College Foundation adopted a 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.*

During 2005 and 2006, the Foundation formed the President's Task Force. This group of 60 campus and community leaders defined the private fundraising priorities for the campus over the next four years in the form of the Hartnell College Funding Plan. The Hartnell College Foundation Board then accepted the Funding Plan and launched the quiet phase of the first major comprehensive capital campaign. A number of committees are being created to carry out the campaign, and the Foundation Board will be expanded as well. Major components of the campaign include funding for the Library and CALL building, scholarships, the revitalization of the Ag Program, the expansion of health sciences, nursing, science, the arts and athletics. The initial goal for the campaign is to raise \$12 million over the next four years.

#### *HUMAN RESOURCES AND EQUAL EMPLOYMENT OPPORTUNITY:*

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 Datatel integrated information management system, called Colleague, to facilitate the close working relationship between the Office of Human Resources and other offices across the campus, especially that of Fiscal Services to assure accurate accounting of District data.

*MARKETING AND PUBLIC INFORMATION:*

The Office of Institutional Advancement will include a new Marketing Supervisor in the upcoming year and the reassignment of the College's webmaster to the Office of Institutional Advancement, thus creating a marketing team. A new marketing image and campaign will be devised, a media sponsor program will be developed and further development of the web are some of the major goals.

*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 District's teaching and learning process and to sustain a viable administrative computing program to address needs, and local, state and national demands. In this context, Hartnell College shall seek and dedicate resources to become a technologically advanced institution.

