

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 and 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 suggests 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. Our 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.

With the institutionalization of a planning-budget-accountability model, the College will continue to judge its effectiveness in meeting the principles outlined in its mission statement.

At Hartnell, faculty and staff distinguish themselves through collaboration, consensus, commitment and action to fulfill the College’s mission by sustaining and expanding programs that are tailored to serve the District’s diverse population. Institutional strategies and purpose reflect this reality.

Five of these principles are reflected in the College’s mission statement:

- * create access for a diverse citizenry;
- * transmit knowledge that include the arts;
- * develop responsible citizens;
- * prepare an educated workforce;
- * facilitate 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 and a willingness to form partnerships and teams to achieve the Mission, Vision, Goals and Objectives and Core Values of Hartnell College.

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.

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

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 predominately Latino and younger cohorts, as well as returning workers looking for certification, continuing education courses and programs to support this interest, the following strategies will be pursued:

1. Lifelong educational pursuits in career and professional development will continue in college programs and services as has been true for programs designed for traditional age, post-secondary students.
2. Expanded 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. Expanded curriculum development and services will include more courses and programs in both English and Spanish to assist students in achieving their goals.
4. Increased attention to diversity programs and international activities will be given in support of a college environment that celebrates and validates its similarities and differences, i.e., racial, sexual orientation, ethnic, and language diversity.
5. Expanded innovative program development, leading to student success including certification, AA, AS degrees, and specific job acquisition skills to meet constituent needs.
6. Targeted populations will be examined to offer programs and services leading to increased enrollments.

High Technology:

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

1. The College will continue to expand, where appropriate, its partnerships with business, industry, and governmental agencies 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 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 2007 and Beyond Technology Plan will be completed, reviewed periodically and modified appropriately. Results will be used to inform budgetary planning and expenditures, instructional and student services delivery systems, and human resource planning, as appropriate.
4. All newly built and renovated facilities will, to the extent possible, include smart classrooms and state of the art technology.

5. The College's management information systems will be fully automated and integrated to improve the collection and dissemination of accurate data for appropriate monitoring, evaluation, effective planning and teaching, college wide learning, and decision making.

Knowledge Power:

Within the last decade, all organizations, particularly institutions of higher education, are driven by the need for information in real time. Simultaneously, the advances in technology, which not only require program and staff renewal, offer many opportunities for new instructional delivery systems like web-based instruction. Therefore, the College will continue to pursue the following strategies:

1. Beta Site to attract business and industries will continue and, when appropriate, expanded to assist the College in remaining at or near the edge of emerging technologies and provide students with access to emerging job opportunities.
2. Educational and Administrative computing will be adequately financed to facilitate growth, teaching, learning, and institutional accountability.
3. Facilities will be continually redesigned to accommodate and stimulate the use of technology in the teaching and learning processes.
4. Funds for curriculum revitalization, staff development, and equipment improvement will be aggressively sought from external and internal sources to enhance student, program, individual, and institutional excellence.

Economic Development:

A major shift in the State's continuous effort to improve the economy has resulted in a need for community college's work force preparation and development. As a result, the following strategies will be pursued:

1. Programs and courses, where appropriate, will be re-engineered in collaboration with social service agencies and regional, local, national and international entities to facilitate internships, job preparation and placement of interested learners.
2. Through Cooperative Education Work Experience, Americorp, and Teachers for Tomorrow service learning will expand to support workforce preparation and development.

Institutional Effectiveness:

New accreditation standards, local, national, and international competition; accountability; institutional effectiveness; need for more information and analysis to facilitate planning; informed change and qualitative responses require more attention to the College's systems processes. Therefore, the following strategies will be pursued:

1. The College will pursue steps to assess and strengthen its shared governance process to determine its efficacy in facilitating campus communication and participation in decision-making.
2. Renewed systems to facilitate intra-communication to help improve the dissemination of information will be investigated.

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. A quantitative program review will continue to be used and the results maintained on a database that will be accessible to all campus constituencies for program review.
5. The quality of programs—as measured by student learning outcomes; transfer readiness; completion rates; job placement; attrition; student/staff/employer satisfaction; and transfer success—will be more carefully assessed. The results will be published for discussion, review, and where appropriate, implementation 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. Furthermore, limited funding, common student populations and similar challenges will necessitate the need for seamless educational programs and training between business and industry, the community, K-12, community colleges and four-year institutions. 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 and evaluated to market accountability and outcomes.
2. Models of success will be presented locally and nationally through campus forums 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:

High levels of cooperation across all boundaries are essential 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. Continued emphasis will be placed on teamwork and cooperation across all units undergirded by recognition of achievement and contribution to the College’s success in serving the community of learners.
3. Shared governance will be strengthened to recognize and celebrate the value of community participation in strategic direction and focus.
4. Publication and access to documents, minutes, budgets, and other pertinent material will continue
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.

Before these strategies can be translated into action plans by the College's units, thoughtful guidelines need to be established that include the institution's responsibility to create realistic budget priorities in order to support the changes suggested.

Nearly every unit that contributed to the *Educational and Facilities Master Plan* expressed the need to upgrade the training of current staff to develop and design new programs to improve and/or expand the College's facilities both on and off campus.

Many units expressed the need to revitalize the College's marketing strategies; to engage in the creation of new partnerships beyond those already established; to seek outside funding; and every unit expressed the need to invest in an effective technological infrastructure beyond that which exists.

Coupled with the need for the institution to prioritize its budget allocation from the State is the need for the College to establish program accountability models that are fashioned to respond directly to State-mandated assessment programs such as *Partnerships for Excellence* and transfer incentive mandated programs.

Hartnell College's *Educational and Facilities Master Plan* is a blueprint for the future. The challenges that lie ahead are many, but the College has the resources and the determination to make this transition a reality.