

IX. ASSUMPTIONS AND IMPLICATIONS FOR CATEGORIES VII AND VIII

Numerous conclusions and assumptions can be drawn from the information included in Categories VII and VIII, related to both external factors, such as economic development activities, and internal factors, such as student ethnic profile. These, in turn, have implications for how Hartnell College plans its future.

A. Student Enrollment:

Assumption: As population growth slows in the next decade, enrollment at Hartnell College may also slow. However, during the current economic downturn, there are more incentives for people to enroll in higher education because jobs are scarce.

Implication: To counter the potentially negative results of these factors on enrollment, additional effort will be needed to increase Hartnell's adult student population. This can be accomplished through a variety of strategies, including focused recruitment activities and utilizing alternative instructional delivery approaches, and maximum use of technology for course delivery.

Assumption: The increase in the number of part-time students attending Hartnell will continue to outpace the rise in full-time equivalent students (FTES). In addition, the percentage of full-time students attending Hartnell will continue to decrease.

Implication: To counter this trend, efforts will be made to increase student load, to recruit more recent high school graduates, to encourage more students to attend full-time, to diversify the student population age-wise, and to revise and develop new curriculum.

Assumption: Population growth in South County will continue to outpace growth in the central and northern parts of the College District.

Implication: This growth pattern may have implications for potentially higher Hartnell student enrollments in South County. Hartnell will need to develop adequate facilities, plan for innovative programming and create partnerships to meet this growth.

Assumption: Hartnell's student body will continue to reflect the demographics of the area's population, which includes a greater proportion of Latino students.

Implication: The college must continue to implement strategies and address the specific needs of Latino students, many of whom are first generation college students from low-income families.

B. INSTRUCTIONAL PROGRAMS:

Assumption: The agricultural industry in general, and viticulture in particular, will continue to dominate economic development in the Salinas Valley.

Implication: Hartnell College should continue to explore ways that it can meet the employee and training needs of these and related industries. This can be accomplished, in part, through cultivation of business training partnerships, expansion of the agriculture training curriculum, and promotion of the College's Economic Development Initiatives.

Assumption: Small businesses will continue to be an important part of the local economy.

Implication: The College should continue to develop training programs that will meet the needs of small business owners and their employees. Hartnell can share resources and offer cooperative training with the Private Industry Council (PIC) and other business groups. The proposed Applied Technology Center at the East Campus (Alisal) can be developed to provide more training for business owners throughout the county.

Assumption: Commercial construction will result in continued expansion of retail businesses. Consequently, retail trade is an industry that will continue to be a major part of the economics in the District.

Implication: Hartnell can expand course offerings to meet the needs of the retail industry through offering additional business courses in areas such as customer service. These additional business courses would, in turn, result in increased FTES and revenue.

C. Facilities and Equipment:

Assumption: Demands for more programs, courses, and services in outlying areas, will continue to expand throughout the next decade.

Implication: To best utilize new and expanding facilities, the College will need to explore collaborative ventures with other institutions. As an example, if Hartnell expands its facilities in Soledad and King City, it should investigate the possibility of collaborating with four-year educational institutions, such as California State University (San Luis Obispo and Monterey campuses) or Golden Gate University to offer joint programs and/or lease space to them.

Assumption: The increased use of sophisticated, rapidly changing technologies in industry will necessitate the need for Hartnell College to acquire and replace expensive equipment to support many of its instructional programs.

Implication: The college will need to explore creative ways to address costs effectively, as well as to develop a plan to replace aging equipment, such as establishing agreements with other community colleges in the region, specifying that each institution specialize in different instructional programs having high equipment costs, which could serve students from the entire region. Working collaboratively with local businesses to utilize their specialized equipment during off-hours for Hartnell courses. Also, the College must provide means for constantly updating staff on the effects of new technological advances on the curriculum and instructional delivery systems.

Assumption: Hartnell College is progressing toward maximizing the use of existing facilities.

Implication: As this occurs, it becomes increasingly important to assess how facilities are being used and to develop a plan to accommodate the addition of new instructional programs.

D. Resource Development and Allocation:

Assumption: State funds continue to provide insufficient support for the College's programs and services.

Implication: Hartnell must continue to work with the Hartnell College Foundation and external grantors to ensure acquisition of needed funding. If Hartnell is to meet community needs, it must attract additional resources to invest in and upgrade the College infrastructure and to develop new programs.

