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## XI. INSTRUCTIONAL DIVISIONS

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### A. OFFICE OF INSTRUCTION

#### *PROGRAM DESCRIPTION:*

The Office of Instruction administers the entire instructional program of the College, which consists of four academic divisions, an Academic Learning Center, a Workforce and Community Development Center, an Emeritus College, a Library and Media Center, Computer Learning Centers, a Math Engineering Science Achievement (MESA) Center, a Center for Teacher Education, and a Regional Health Occupations Resource Center (RHORC).

The Office of Instruction provides leadership for program development; program review; curriculum development, including both transfer and occupational education; development of class schedules and the College catalogue; full-time and adjunct faculty hiring and evaluation; professional standards; the instructional budget; accreditation; contract administration; and partnerships with local high schools and universities.

#### *STATEMENT OF PHILOSOPHY:*

The Office of Instruction works in a positive and collaborative fashion with all offices on campus in order to facilitate the smooth operation of all College activities that relate to instruction and student learning. The Office of Instruction provides leadership in promoting and achieving the implementation of new and updated curriculum, utilizing modern teaching methodologies and technologies to serve the needs of the community.

#### *ON-GOING GOALS:*

1. Provide the highest quality college instruction.
2. Provide a comprehensive academic curriculum that leads to successful transfer to four-year colleges and universities.
3. Promote and develop modern and relevant occupational education programs geared to the needs of the community.
4. Provide state-of-the-art equipment and supplies for all instructional programs.
5. Encourage learner-centered activities in instructional strategies.
6. Support implementation of modern instructional methods that utilize state-of-the-art instructional technologies.
7. Develop distance learning opportunities for students.
8. Encourage long-term commitments to the development of library and media collections and to the access of electronic technologies.
9. Encourage curricular efforts that support cultural diversity and internationalization.
10. Increase enrollment and retention of students.
11. Ensure instructional excellence through a broad range of on-going professional development activities.

12. Improve the College's Weekly Student Contact Hour (WSCH) productivity while assuring quality instruction.
13. Enhance the number and quality of full-time and adjunct faculty.
14. Support partnerships with local high schools and universities to provide seamless transitions from high school through Hartnell College to university baccalaureate degree completion.
15. Provide leadership and coordination of the College's accreditation activities.

*SHORT-TERM GOALS:*

1. Establish a process to ensure course offerings that satisfy community and student needs.
2. Develop a comprehensive curriculum for transfer, occupational, and basic skills education that is performance outcome-based.
3. Support the development of the Center for Teacher Education.
4. Provide leadership and training for faculty in curriculum approval processes.
5. Provide leadership and training for infusing multiculturalism into the curriculum.
6. Provide leadership and training for faculty in assessing student learning outcomes.
7. Provide leadership and training for faculty on learning styles and teaching methodologies, and encourage learner-centered classroom environments.
8. Train faculty in the use of the many modern electronic technologies currently available.
9. Expand faculty and staff mentoring programs for professional growth.
10. Increase sensitivity to and offer more curriculum for the Latino community.
11. Establish a uniform standard for offering classes in languages other than English.
12. Provide on-going support of the King City Center and the creation of a comprehensive curriculum for the King City Center.
13. Implement and encourage distance learning opportunities.
14. Create a pipeline to local high schools through innovative programs such as MESA, Tech Prep, and the Center for Teacher Preparation.
15. Cooperate with the Office of Student Services to develop a District-wide Enrollment Management system that includes active recruitment of high school graduates, strategies for improving retention, and efficient scheduling of classes.
16. Implement curriculum approval and program review processes that are working smoothly and kept up-to-date.
17. Support activities related to implementation of the college's facilities construction program.

*MEDIAN-TERM GOALS:*

1. Support long range facilities planning activities leading to development of a comprehensive college-wide facilities blueprint.
2. Continue to develop off campus facilities in South County to include Soledad and investigate sites for activities in North County.
3. Develop a course scheduling management strategy that achieves 525 WSCH/FTES by 2010.
4. Support activities leading to construction of a new Learning Resource Center.
5. Support development of the Natividad site with expansion of new programs, such as a dental hygiene program.
6. Provide technologically equipped classrooms for students.

7. Promote distance learning and satellite offerings.
8. Encourage, support, and offer courses through new technologies.
9. Facilitate the development of new paradigms for students to learn and to accomplish their goals and earn their degrees.
10. Support efforts that result in partnerships with local businesses and industries for the delivery of educational programs that lead to gainful employment.

*LONG-TERM GOALS:*

1. Develop educational programs to recruit and train students from diverse backgrounds as community college instructors.
2. Provide interdisciplinary programs that remove the barriers that separate traditional educational programs and provide integrated educational opportunities that better prepare Hartnell students for the workplace.
3. Provide modern facilities that are capable of utilizing state-of-the-art educational technologies.
4. Support long-range development of East Campus with facilities designed to create an Applied Technology Program.

*STAFFING PLAN:*

Staffing in the Office of Instruction consists of one academic administrators — the Vice President of Instruction — and three classified staff — an Executive Assistant, an Instructional Operations Specialist – Scheduling, and an Instructional Operations Technician. The current staffing adequately meets the needs of the office through the year 2006.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Reliable computer networks for internal and external systems.
2. Completion of the new Learning Resource Center.
3. Construction of a new Center for Assessment and Lifelong Learning (CALL Building).
4. Continue to support development of classrooms appropriately equipped technologically.
5. Expansion of the college's video conferencing center and computer laboratory.
6. Technology to support the virtual college.
7. Adequate hardware and software to produce graphics for catalogues, schedules, and other Instruction Office documents.
8. An applied technology center that can provide state-of-the-art training facilities for occupational education.

*TARGETS FOR CHANGE:*

1. Acquisition and implementation of modern instructional technologies.
2. Diversification of faculty and staff.
3. Development of off-campus sites.

4. Development of a systematic method for achieving and maintaining program development and renewal.
5. Increase in enrollment and retention of students in all campus segments.

*BUDGET IMPLICATIONS:*

1. Increased costs for acquisition and maintenance of technology hardware and software.
2. Increased costs for faculty training.
3. Increased costs for additional faculty to sustain existing programs and develop new ones.

**B. ACADEMIC SENATE**

*PROGRAM DESCRIPTION:*

The Academic Senate is a legal entity of the College that has been established by Title 5 of the Education Code Section 53200. The Senate is guided by a Steering Committee that is composed of its Academic Senate President, First Vice President, Second Vice President, Past President, Secretary/Treasurer, and one at-large-member. The Senate receives an annual budget from the District that is used to provide clerical support, to purchase office supplies, and to allow members to attend Senate conferences. The primary purposes of the Senate is to advise the Board of Trustees on academic and professional matters, to promote the general welfare of the Hartnell College District and its faculty, to work toward the development and improvement of professional standards, and to provide for continuous study of faculty and college problems. More specifically, Section 53200 of Title 5 lists the following eleven areas that fall under the purview of the Academic Senate:

1. Curriculum, including establish prerequisites.
2. Degree and certificate requirements.
3. Grading policies.
4. Educational program development.
5. Standards or policies regarding student preparation and success.
6. Faculty roles and involvement in an accreditation process.
7. College governance structures, as related to faculty roles.
8. Policies for faculty professional development activities.
9. Processes for program review.
10. Processes for instructional planning and budget development.
11. Other academic and professional matters as mutually agreed upon.

*STATEMENT OF PHILOSOPHY:*

The Hartnell College Academic Senate operates under the guidance of the California State Academic Senate. The Senate operates under the College Governance Policy and sets goals on a yearly basis. The Senate utilizes a democratic process and senators are elected to office from one of the five academic divisions on campus. The Senate utilizes the Resolution Process as well as other tools to accomplish its goals. The main function of the Senate is to advise the Board of Trustees on academic and professional matters that are not covered by collective bargaining. Furthermore, the Senate sets

standards for ethics among the faculty and defends a faculty member's right to practice academic freedom. The Academic Senate works closely with the Student Senate and the Classified Senate to set and carry out its goals.

*SHORT-TERM GOALS:*

1. Work with the nursing department toward developing an appropriate admission process for the nursing program.
2. Complete a position paper regarding teaching classes in a language other than English. The paper will include policy recommendations and will be presented for Senate adoption by June 2002.
3. Reaffirmation and update our mutual agreement with the governing board's designee on a procedure for reaching mutual agreement on academic and professional matters.
4. Complete revision changes on the Attendance Policy
5. Work with Sabbatical Committee on completing procedures to be followed for Sabbatical Leave Request
6. Provide training for new senators and faculty on college governance

*LONG-TERM/IN-PROGRESS GOALS:*

1. Continue to work with the Classified Senate and the Student Senate (HCAS) on diversity issues.
2. Increase Senate involvement in professional development for faculty.
3. Develop strategies to nurture and develop future faculty leaders, especially within the Senate.
4. Continue to improve communication with the HCFA and the faculty.
5. Work with faculty and the Office of Instruction toward alignment of Hartnell disciplines with the disciplines listed on the state's Minimum Qualifications for Hire document. Produce a document which identifies, for each Hartnell discipline, the corresponding discipline or disciplines on the state's list. To be completed by June 2002.
6. Work with the Office of Instruction to review and update the policy on prerequisites, co-requisites and advisories. Develop a policy regarding the enforcement of prerequisites, co-requisites and advisories.
7. Review the college philosophy and requirements on general education. Work with the Office of Institutional Research to evaluate the philosophy and requirements.
8. Begin to gather information from the Chancellors Office regarding proposed new legislation on Community College graduation requirements.
9. Work with the counseling faculty on its tenets and mission statement

**C. FINE ARTS, LANGUAGE ARTS, AND SOCIAL SCIENCE DIVISION**

*PROGRAM DESCRIPTION:*

The Fine Arts, Language Arts, and Social Sciences Division provides instruction on the main campus, as well as off-campus sites, in (1) the arts: painting, sculpture, music, dance, theater, and photography;

(2) in language and literature: foreign languages; English as a Second Language (ESL); composition; American, English, and world literatures; and speech; and (3) in the social sciences: sociology, psychology, philosophy, history, political science, and ethnic studies. The Division provides developmental instruction for students who need to improve their skills and college level instruction that leads to the work force, to completion of a certificate program, to an associate degree, or to transfer into a baccalaureate program at a four-year institution.

## **1. Fine Arts**

### *STATEMENT OF PHILOSOPHY:*

Fine and Performing Arts include courses in art, dance, multimedia, music, photography, speech, and theatre. The pedagogy of these disciplines enables students to aspire both objectively and subjectively, while developing the ability to define and communicate emotional and intellectual responses to their life experiences. Instruction in these courses cultivates intellect, imagination, sensibility, and sensitivity. Where applicable, students receive instruction and training for the development of viable skills and knowledge necessary for success. Students are motivated to refine their affective as well as their cognitive and physical faculties through studying great works of the human imagination; participating in individual practical, aesthetic, and creative activities; and developing the ability to critique their experiences intellectually. The program offers a careful representation of multicultural artistic perspectives in order to broaden the student's global understanding. Participation in this course of study results in an enhanced understanding of the interrelationship between the self, the creative arts, and the environment.

### **a. Music**

#### *PROGRAM DESCRIPTION:*

The music discipline provides instruction in: general education courses in music, beginning classes in music performance, day performance ensembles for musical novices, day performance ensembles for musicians from the K-12 system, evening performance ensembles for advanced young students and community members, music theory classes for music majors, and electronic music classes for musical novices.

#### *DISCIPLINE PHILOSOPHY:*

The music discipline believes that all students can benefit from instruction in music and is dedicated to providing courses at levels appropriate to the College's student population. All students should have opportunities to perform their music. Hartnell's musical ensembles enrich the cultural life of the campus and community and serve an important public relations function for the College as well as for recruiting.

### *ON-GOING GOALS:*

Continue to serve Hartnell's student population with the following courses:

1. Beginning classes in performance—piano, guitar, and voice.
2. Day ensembles for novices—College Choir.
3. Day ensembles for graduate of K-12—jazz ensemble, wind ensemble, and Chamber General education—music appreciation, music fundamentals, and ethnic musics in the United States.
4. Evening ensembles—Community Chorus, band, and orchestra.
5. Music theory classes—two-year sequence of harmony and musicianship.
6. Electronic music—four electronic music classes for beginning and advanced levels of training.

### *SHORT-TERM GOALS:*

1. Make the flourishing vocal program a permanent part of the College by adding a full-time vocal music faculty person.
2. Expand ensembles to include mariachi and new music.
3. Expand the Hartnell College World Music and Dance Institute as well as the student-led Music Club.

### *MEDIAN-TERM GOALS:*

1. Bring the program up-to-date and increase service to nontraditional music students by in-creasing course offerings in electronic music.
2. Expand the electronic music laboratory.
3. Add a full-time faculty person and a classified laboratory/equipment manager.

### *LONG-TERM GOALS:*

1. Expand offerings in music appreciation to include jazz appreciation, women composers, history of rock and pop, and music of Mexico and other countries.
2. Expand performance classes to include beginning wind and beginning percussion instruments.
3. Expand ensembles to include an adult beginning band and/or orchestra.

### *STAFFING PLAN:*

Currently, the music discipline has one full-time and six adjunct faculty. Its needs are as follows:

#### Short-term:

1. Hire a full-time faculty in vocal music.
2. Hire adjunct faculty for Mariachi.

Median-term:

1. Hire a full-time faculty in Electronic Music.
2. Hire a classified laboratory/equipment manager.

Long-term:

1. Hire adjunct faculty for Music Appreciation.
2. Hire adjunct faculty for Beginning Instruments.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

Median-term:

1. Create a new Electronic Music Musical Instrument Digital Interface (MIDI) laboratory by connecting PA 143 and 145.
2. Create ten workstations (computer + synthesizer).

Long-term:

1. Improve practice areas and upgrade computer equipment used to record electronic music.

*TARGETS FOR CHANGE:*

1. Develop a computer classroom in the Visual Arts Facility.
2. Integrate traditional art skills with new technology.

*BUDGET IMPLICATIONS:*

1. Two new full-time faculty positions in music.
2. A full-time laboratory/equipment manager.
3. A new Electronic Music Musical Instrument Digital Interface (MIDI) laboratory.
4. Improve practice areas and upgrade computer equipment used to record electronic music.

**b. Speech**

*PROGRAM DESCRIPTION:*

The speech discipline offers classes that prepare Hartnell's students for the 21st Century. With the development of multimedia projection systems, the students learn to present public presentations using the materials and equipment appropriate for an electronic society. The discipline offers public speaking, introduction to communication, introduction to organizational communication, intercultural communication, and voice and diction.

### *DISCIPLINE PHILOSOPHY:*

The speech discipline supports the College's mission by providing access for students and helping them to achieve success. The 21st Century brings an increased emphasis on the development of effective public and private communication. To compete in this environment, students need to understand the basic skills of communication and to learn these tenets in either public, organizational, or interpersonal courses. The student must also become competent with multimedia technology, often not possible due to equipment costs. Therefore, it is the position of the discipline to make equipment available to students so that they might have the experiences necessary to develop multimedia-enhanced presentations. This discipline will become active in developing courses that use teleconferencing, computers, and electronic presenters so that students acquire skills that allow them to compete successfully in society.

### *ON-GOING GOALS:*

1. Continued introduction of technology to student presentations.
2. Outreach to the business community.
3. Expand course offerings.
4. Develop Communication Certificate.

### *SHORT-TERM GOALS:*

1. Upgrade communication classrooms with similar electronic presentation capabilities.
2. Develop further the Introduction to Organizational Communication course to be run as a teleconference course.
3. Develop broader curriculum to address the cultural diversity of the campus.
4. Provide staff development for full-time and adjunct faculty.
5. Expand curriculum to include a nontransferable degree course that prepares ESL students for Speech 1A and Speech 3.

### *MEDIAN-TERM GOALS:*

1. Maintain appropriate technology in the classrooms.
2. Develop Interpersonal and Small Group curriculum.

### *LONG TERM GOALS:*

1. Develop instruments that better define Hartnell's student population and student needs.
2. Develop curriculum to address the changing needs of the District's population.
3. Develop partnerships with local businesses to supply communication training for their staffs that will enhance business productivity.
4. Address the changing educational requirements of the State of California.
5. Replace and renovate equipment to allow redevelopment and expansion of the communication curriculum.

6. Continue to write grants to support the curriculum.
7. Develop staff training activities to upgrade faculty skills.

*STAFFING PLAN:*

1. Hire a second full-time speech faculty member to replace the retired speech instructor. This person should be hired to teach the intercultural, argumentation, and small group courses.
2. Offer increased staff development opportunities to address diversity, changing student populations, and technological advancement.
3. Provide on-going staff development for adjunct faculty who frequently need training to be able to implement technological and curricular changes.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Continue to purchase equipment that will help train speakers for the next Century.

*TARGETS FOR CHANGE:*

1. Develop closer ties with the local business community.
2. Develop a course focused on ESL student needs.
3. Modernize both speech facilities by introducing advanced technology.
4. Develop a Distance Learning curriculum.

*BUDGET IMPLICATIONS:*

1. One full-time faculty member.
2. Maintenance and repair of equipment.

**c. Theater Arts**

*PROGRAM DESCRIPTION:*

The Theater Arts discipline at Hartnell College has historically been centered around *The Western Stage*, a professionally oriented training theater founded by the District and run as a nonprofit corporation by *The Western Stage Auxiliary Corporation*. The discipline also offers courses that satisfy the fine arts requirement for an associate degree from Hartnell. The discipline offers a laboratory course curriculum for *The Western Stage*, which provides practical instruction in performance, management, and technical theater. Students who are enrolled in the laboratory courses are the performers, technicians, and managers who present, design, build, and manage the plays and musicals presented by *The Western Stage*. In addition, students work on many outreach activities for the college and the community at large.

### *DISCIPLINE PHILOSOPHY:*

Theater is an exploration of the human condition, a uniquely collaborative and powerful medium for cultural expression. The Theater Arts discipline provides both educational and cultural enrichment to the student body as well as to the people of the Central Coast region. The Theater Arts discipline, through *The Western Stage*, develops and creates an annual public season of plays and musicals, pursues diverse community outreach, supports projects for youth, and develops new works of literature for the theater. These plays and projects are chosen to reflect the multicultural nature of the college and the community. The collaboration between Hartnell College and *The Western Stage* provides students the opportunity to learn their craft within a professional context. Students study under established artists and practiced experts in all aspects of the technical and artistic process.

### *ON-GOING GOALS:*

1. Revitalize the Theater Arts curriculum and Associate of Arts degrees to better serve the general student population and attract students into the program. This has short, median and long term components as described below.
2. Continue to support the Young Company, a K-12 educational program.
3. Promote positive relationships with rest of the campus community.
4. Continue to expand public relations and marketing efforts to promote awareness of the opportunities that are available for students and audiences at *The Western Stage*.
5. Continue to support *The Western Stage* Auxiliary Corporation in stabilization of funding through grants, donations and sponsors.

### *SHORT-TERM GOALS:*

1. As part of the curriculum revitalization: create a comprehensive curriculum proposal.
2. Publicize the revitalized Theater Arts curriculum as it is implemented.
3. Broaden the available and qualified pool of adjunct faculty.

### *MEDIAN-TERM GOALS:*

1. As part of the curriculum revitalization, write course descriptions for new course offerings, and a revised Associate degree which reflects the revised curriculum and work with the Curriculum Committee to implement them.
2. With the Center for Teacher Education, establish one or more courses regarding the use of theater techniques in the classroom.
3. Develop additional collaborative projects similar to the Steinbeck Chair project, which involves The Western Stage, Hartnell College, the National Steinbeck Center, the Salinas Public Library, and Partners for Peace.
4. Secure a new rehearsal and performance space for the Young Company to replace the soon to be demolished former Salinas Women's Club.

*LONG-TERM GOALS:*

1. Continue to implement and refine the Theater Arts curriculum revitalization plan.
2. Hire a full-time faculty instructor.
3. Complete a survey of facilities and capital equipment to develop a plan for needed repairs and acquisition of modern equipment.
4. Hire a full-time theater technician to oversee and maintain the electrical system of the Performing Arts building and to serve as facilities manager.

*STAFFING PLAN:*

1. Expand the pool of adjunct faculty.
2. A full-time faculty position in Theater Arts.
3. Full time theater technician.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. The antiquated rigging system of the main stage theater replaced with modern equipment.
2. Restroom facilities and access to the PA building remodeled and brought up to American Disability Act (ADA) standards.
3. The studio theater remodeled.

*TARGETS FOR CHANGE:*

1. Increase participation of matriculated Hartnell students.
2. Improve physical facility.
3. Broaden audience appeal.
4. Increase outside funding support.

*BUDGET IMPLICATIONS:*

1. Full-time Theater faculty position.
2. Full-time theater technician
3. Rigging system replacement.
4. Studio theater remodel.
5. Restroom facilities and building access brought up to ADA requirements.
6. New facility for the Young Company.

**d. Visual Arts**

*PROGRAM DESCRIPTION:*

The Visual Arts discipline provides instruction in painting, sculpture, music, dance, theater, photography, graphic design/computer graphics, and multimedia. The discipline provides stu-

dents with instruction that leads to an associate degree, to transfer to a four-year institution, or to meet the demands in the job market in the areas of graphic design/computer graphics, multimedia, and photography.

*DISCIPLINE PHILOSOPHY:*

The discipline provides students with the training, insight, opportunity, motivation, and facility to understand and communicate by using the visual arts to gain significant social insight and historical knowledge. These attributes enable students to analyze, understand, and express their views in profound visual terms.

*ON-GOING GOALS:*

1. Maintain studio facilities and equipment in good working condition.
2. Replace and upgrade equipment to meet new technologies and standards.
3. Maintain the diversity and breadth of course offerings.
4. Continue to attract students from all segments of the diverse population that Hartnell serves.

*SHORT-TERM GOALS:*

1. Hire one full-time faculty members to maintain high levels of enrollment in the Visual Arts and to exploit the growth potential and student overflows. The additional full-time position would cover art and photography, and further support multimedia program development.
2. Slide library reorganization. Upgrade the filing system of 1976 and introduce higher resolution slides to the collection, to include digital technology.
3. Art library expansion. Expand the holdings of art related materials for immediate student use, including three computer stations. Catalogue the current holdings.
4. Develop a computerized catalogue for College Art Collections. Digital and scanned images would greatly facilitate inventory and condition reports.
5. Replacement of dilapidated ceramic equipment, especially potter's wheels, and kilns to utilize greater energy efficiency.
6. Hire instructional aides for the ceramics and photography classes to support program expansions.
7. Redesign and upgrade the darkroom and photography studio with state-of-the-art technology. The current darkroom was developed in 1976 and, although some equipment has been replaced, other equipment is damaged beyond repair.

*MEDIAN-TERM GOALS:*

1. Expand art history offerings to include surveys of Meso-American, South American, African American, and Native American art. This would necessitate a new position in art history and additional instructional materials, such as slides, videos, and software.

2. Re-engineer the heating and ventilation system in VAF 113 to correct current acoustic problems.
3. Apply sheet-rock over the existing Art Gallery walls to provide a smooth, flat surface for exhibitions and displays.
4. Construct a kiln, with security fencing, for Raku firing and storage in the VAF courtyard.
5. Reestablish an evening Instruction Assistant position.

*LONG-TERM GOALS:*

1. Re-floor the main Art Gallery floor with high quality vinyl such as Pergo flooring.
2. Increase storage facilities for the Art Gallery and Studio materials.
3. Hire a slide librarian to accommodate the increased demand for multimedia materials for the expanded art history program.

*STAFFING PLAN:*

To meet the growing needs of education in the arts, it will be necessary to add one full-time faculty position. One is needed to expand course offerings in art and photographic technologies. Ultimately, another position in art history will enable the College to offer a broader range of courses. Support of this expansion will require technical support in the form of Instruction Assistants in ceramics, photography, and media and slide services.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

The Visual Arts Building was constructed in 1976. Its overall condition is good, but studios and equipment show much wear and tear. Replacement and upgrade are needed. The major need is to reintegrate the traditional art forms with newer technologies, especially computers. To do this, the concept of an on-site computer laboratory needs to be reestablished. Planning and search for funding is already underway for this project.

The specific equipment needs are:

1. Digital and traditional cameras.
2. Two photographic quality flatbed scanners for color, grayscale, and line art.
3. Two LaserJet color printers that can reproduce photographic quality.
4. Six (6) potters wheels.
5. Twelve (12) potters stools.
6. VCR and television monitor for digital video/audio capture and output.
7. One video blue screen or green screen system with lights.

*TARGETS FOR CHANGE:*

1. Develop a computer classroom in the Visual Arts Facility.
2. Integrate traditional art skills with new technology.

The Visual Arts discipline will continue to respond to the growing needs of the Hartnell community and its diverse population. New means of instruction will be integrated into the curriculum and utilized, while maintaining a commitment to sound teaching of art fundamentals and basic visual skills.

*BUDGET IMPLICATIONS:*

1. Funds for new and replacement equipment to utilize traditional and new technologies.
2. Sufficient supply budgets to ensure availability of instructional materials.
3. Funds available for establishment of a new computer laboratory and reconfiguring the existing media storage for classroom use.
4. Sufficient funds for technical and instructional staffing so instruction programs may grow and develop.

## **2. Language Arts**

### **a. English**

*PROGRAM DESCRIPTION:*

The English discipline is part of the Language Arts curriculum. It offers both transfer and developmental courses that encompass freshman composition, developmental composition and reading, critical thinking, literature, creative writing, journalism, and film appreciation. Virtually all of the composition and critical thinking courses are offered each semester, day and evening, and during the summer. Either English 101 or English 1A is required for every certificate or associate degree, and for all students transferring to degree programs at four-year institutions. Critical thinking courses are part of associate degree requirements as well as transfer requirements. Literature courses answer the need for lower division major preparation courses in several humanities majors as well as humanities requirements in General Education. They also provide sources of cultural enrichment for the College community.

*DISCIPLINE PHILOSOPHY:*

The English discipline believes that competence in reading, writing, and thinking skills is necessary for success in both the academic world and the world-at-large. All students can profit from the offerings, no matter at what level they begin. The discipline provides opportunities to improve these skills for all students in the District. The discipline supports the College's mission by increasing student access to all college programs and by helping students succeed at whatever academic challenge they have undertaken.

The English discipline values active, collaborative learning, critical thinking, and a multicultural focus that acknowledges both the students' diverse backgrounds and the increasingly diverse world in which they will play a part.

### *ON-GOING GOALS:*

1. Maintain the quality of the existing discipline.
2. Increase accessibility for students.
3. Provide accurate placement to increase student success.
4. Offer courses required to fulfill English major requirements.
5. Offer courses relevant to Hartnell's culturally diverse student population.
6. Ensure the breadth and effectiveness of the discipline by increasing the number of full-time instructors.
7. Increase enrollments in the literature courses.
8. Design curriculum to respond to the cultural diversity of Hartnell.
9. Forge more effective cooperation between the composition courses and the reading and writing laboratories that support them.
10. Evaluate and update literature offerings.
11. Establish and maintain connections with other disciplines in order to support writing across the curriculum.

### *SHORT-TERM GOALS:*

1. Implement the State-validated placement test for composition courses.
2. Establish a predictable, regular, timely schedule of courses required for the English major.
3. Diversify the methods of presenting the discipline by making well-planned use of technology where appropriate.
4. Develop and offer classes at King City, Soledad, the East Campus, and through distance learning.
5. Create connections and articulation with *The Western Stage* and *El Teatro Campesino*.
6. Create connections and articulation with The National Steinbeck Center.
7. Establish a structured format to articulate with adjunct faculty.
8. Update the lower division curriculum to assure its currency with the curricula of Hartnell transfer institutions.
9. Devise more effective means for preparing under-prepared students for success in both the academic and working worlds.
10. Establish a larger percentage of full-time to adjunct faculty.
11. Establish articulation with feeder high schools.
12. Complete an informational handbook for new adjunct faculty.

### *MEDIAN-TERM GOALS:*

1. Continue close working relationships with Hartnell's adjunct faculty as well as the English faculty from the feeder high schools.
2. Continue community outreach to recruit and to develop partnerships.
3. Update curriculum to reflect the needs of the College's diverse population for transfer, employment, or leisure.

*LONG-TERM GOALS:*

1. Upgrade and maintain technology in the classrooms.
2. Develop interdisciplinary curriculum and experiential projects in the related fields of theater, broadcast media, film, and journalism.
3. Evaluate campus or community partnership for revisions in courses or programs.

*STAFFING/STAFF DEVELOPMENT PLAN:*

1. In the short term, the English discipline will add at least two full-time, tenure track positions. In the long term, Hartnell needs as many as five additional instructors to present and support the discipline properly.
2. Adjunct faculty members need to be selected, mentored, and evaluated carefully.
3. The English faculty needs more training in utilizing technology to make teaching and student learning more effective.
4. Courses using technology will require skilled technical assistance from technicians or qualified student workers.
5. A part-time staff member will be needed to implement/manage the new placement procedure.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Additional equipment (and training) for computer-assisted instruction.
2. Software for grading and record keeping for composition instruction.
3. Equipment and support for a discipline web-site, as well as other web-sites linked to distance education.
4. Telephones in classrooms for security and technical support.
5. Multimedia presentation equipment.

*TARGETS FOR CHANGE:*

1. More effectively help under-prepared students successfully reach their educational goals.
2. Expand offerings of and increase enrollments in literature classes.
3. Expand offerings to include other media that are language and literature based; i.e., journalism, radio, and television.

*BUDGET IMPLICATIONS:*

1. Hire at least two full-time faculty members.
2. Hire a part-time staff person to manage the placement procedure.
3. Purchase more technology and software for the classrooms.

## **b. English as a Second Language (ESL)**

### *PROGRAM DESCRIPTION:*

The English as a Second Language (ESL) discipline offers a variety of levels and skill development for nonnative speakers of English.

### *DISCIPLINE PHILOSOPHY:*

The ESL discipline strives to provide a variety of courses that will meet the needs of Hartnell's diverse student population so that those students planning to continue an academic preparation will receive the necessary skills to succeed academically and so that those students who wish to communicate in a social or occupational setting will develop the necessary skills.

### *ON-GOING GOALS:*

1. Support the integration of technology into the ESL program.
2. Continue communication with administration, staff, and other disciplines to support ESL students and accomplish department goals.

### *SHORT-TERM GOALS:*

1. Overhaul course offerings and prepare paperwork to submit to the curriculum committee (This project includes: improving student retention and persistence, updating curriculum to reflect current second language acquisition knowledge and student needs, establishing a listening/speaking strand, supporting the language lab, developing student learning outcomes, and approving textbooks).
2. Provide software for language lab.

### *MEDIAN-TERM GOALS:*

1. Revise or replace placement instrument to fit new course offerings. Work with readers and counselors on placement issues.
2. Institute plan to communicate with adjuncts to maintain consistency across course selections
3. Clarify application/documentation process for ESL students.
4. Coordinate with Financial Aid Services to increase ESL student access to financial aid.
5. Improve articulation with Salinas Adult School and area high schools.
6. Coordinate efforts (together with Student Services) in marketing of the ESL program.
7. Increase Spanish television and radio spots.

*LONG-TERM GOALS:*

1. Support more full-time ESL faculty; in particular, full-time evening instructors.
2. Create and ESL outreach-bridge coordinator's position.
3. Establish vocationally- oriented classes.
4. Work with administration, the Academic Learning Center, and the English discipline to recognize, provide correct placement exams, and develop proper classes for Generation 1.5 students.
5. Revisit learning communities.
6. Adapt curricular offerings as needed.

*STAFFING PLAN:*

1. Hire more full-time ESL faculty; in particular, full time evening instructors.
2. Hire an ESL outreach-bridge coordinator's position.
3. Continue to support IT-staff for labs.
4. Increase lab staff as need. Insure that lab staff is trained in ESL instructional techniques.
5. Maintain ESL tutors and provide special training in ESL instructional techniques.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Provide software for language lab.
2. Continue to update/service language lab equipment and operating system.
3. Update classrooms for ESL classes (Internet access, document camera, multiple white boards).
4. Monitor progress of future buildings and promote inclusion of ESL student study areas, labs, and other access to technology.
5. Provide on-going staff development for adjunct and full time faculty.

*BUDGET IMPLICATIONS:*

1. Fund software for language lab. Plan for software updates and future software acquisitions.
2. Fund language lab equipment and operating system updates and service.
3. Fund continued IT support of language lab.
4. Fund the update of ESL classrooms with Internet access, document cameras, and multiple white boards.
5. Fund staff development for adjunct and full time faculty.
6. Fund ESL training for lab staff and tutors.
7. Hire more full-time ESL faculty.
8. Hire and ESL outreach-bridge coordinator.
9. Fund increase lab staff as needed.
10. Fund outreach and marketing efforts.
11. Fund ESL placement and marketing efforts.

12. Fund incentive for adjunct ESL instructors to allow them to participate more fully in the department.

**c. French Language and Culture**

*PROGRAM DESCRIPTION:*

French Language and Culture promotes the study of the French language and diverse cultures of countries where French is spoken. This is accomplished through formal classes and ancillary activities, such as the French Club, to provide for a diverse (alternative) language study program at Hartnell. Communicative based instruction is encouraged.

*DISCIPLINE PHILOSOPHY:*

The discipline promotes French language skills and the cultural understanding of France and other countries with large French speaking populations.

*ON-GOING GOALS:*

1. Maintain four semesters of French study at Hartnell and conversational French during the day.
2. Continue to organize and offer student travel programs to French speaking countries.

*SHORT-TERM GOALS:*

1. Add a one-to-three unit laboratory class to supplement the lecture component of French.
2. Complete the multimedia laboratory in C-359 so the course outlines, which require one hour of language laboratory a week, can be met.

*MEDIAN-TERM GOALS:*

1. Update the curriculum.
2. Increase recruiting throughout the District.

*LONG-TERM GOALS:*

1. Develop a published schedule to offer second-year and conversational classes on a regular basis.
2. Create a course, taught in English, on the influence of the French people in the United States and the Americas—a course that will fulfill the ethnic studies requirement at Hartnell.

*STAFFING PLAN:*

1. Create a laboratory assistant position to staff the multimedia laboratory in C-359 so that students can complete the French laboratory class.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

Complete installation of the multimedia laboratory hardware and software in C-359.

*TARGETS FOR CHANGE:*

1. Develop courses for the language laboratory.
2. Strengthen third and fourth semester course enrollment.

*BUDGET IMPLICATIONS:*

1. Hire a laboratory assistant.
2. Finish the multimedia laboratory in C-359.

**d. Spanish**

*PROGRAM DESCRIPTION:*

The Spanish discipline offers a varied academic and vocational language program. The curriculum is designed to provide Spanish language instruction and cultural understanding through a broad spectrum of courses that meets the needs of a linguistically and ethnically diverse student population. The curriculum also provides an exposure to the literature and the arts of the Spanish speaking world.

*DISCIPLINE PHILOSOPHY:*

The Spanish language discipline recognizes bilingualism and multiculturalism as values that promote cultural awareness and sensitivity, while fostering an appreciation for and an understanding of diverse cultures in society. To this end, the curriculum is designed to provide a broad spectrum of language and literature courses that meet the language needs of a linguistically and ethnically diverse student population.

*ON-GOING GOALS:*

1. Continue to refine the placement procedures.
2. Continue to increase enrollment in advanced Spanish courses.
3. Meet community needs in various occupational programs.

*SHORT-TERM GOALS:*

1. Create a major and certificate in Spanish.
2. Develop Spanish 3X and 4X for Chicano students.
3. Offer courses that meet the language needs of the District's work force; for example, Spanish for medical personnel, law enforcement, teachers, and business.
4. Develop a multimedia language laboratory and offer self-instruction laboratory courses.
5. Select and acquire the appropriate and necessary software for a functional laboratory.

*MEDIAN-TERM GOALS:*

1. Continue updating the curriculum.
2. Maintain and upgrade the laboratory software.

*LONG-TERM GOALS:*

1. Expand the course offerings in literature.
2. Offer more academic courses taught in Spanish across the curriculum for the benefit of Hartnell's Spanish speaking community.

*STAFFING PLAN:*

1. Hire at least one full-time faculty members to meet the expanding needs of the discipline.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Software for the language lab in Spanish.

*TARGETS FOR CHANGE:*

1. Develop courses designed for the language lab.
2. Develop workforce development courses to meet community and industry needs.

*BUDGET IMPLICATIONS:*

1. Hire at least one full-time faculty member.
2. Hire instructional laboratory specialist.
3. Software in Spanish for the language lab.

### 3. Social Sciences

#### *STATEMENT OF PHILOSOPHY:*

The various disciplines of the Social Science Department provide the student with a challenging academic program that is suited for a successful academic and professional career. The subject matter addressed in each discipline, although specific to the course in that academic area, has basic common denominators with the others, so that students understand the interdisciplinary nature of the program. The nature of the program is such that all individuals understand that issues that affect them in their community are multidimensional and are thus approached from various angles.

#### **a. Anthropology**

##### *DISCIPLINE DESCRIPTION:*

The field of anthropology—cultural, linguistics, archaeology, physical—is an academic discipline that studies the various aspects of human culture, both past and present. This academic area helps students understand themselves as members of a social group and as participants of society in general. As such, the discipline provides a multidisciplinary approach that enriches almost every other area of study. Therefore, the students who enroll in anthropology classes not only fulfill an academic requirement for transfer purposes because most universities require it, but they also enrich their knowledge about something they will use throughout their professional and personal lives.

##### *DISCIPLINE PHILOSOPHY:*

The discipline provides a wide range of study of human culture with the premise that students become better learners with a wider breadth of knowledge.

##### *ON-GOING GOALS:*

1. Bring related disciplines to the field, so that students learn how mathematics, biological science, history, or political science contribute to the study of human culture.
2. Empower the community by dealing with issues that affect students in their daily lives, by incorporating community-based projects into the lesson plans, and by designing bilingual classes.

##### *SHORT-TERM GOALS:*

1. Use the field of anthropology as a heuristic device that will empower the students in the learning process.
2. Integrate subject matter that makes sense to the students of today. That is, develop lessons that involve multimedia, CD-ROMS, or the Internet.

*MEDIAN-TERM GOALS:*

1. Create a program that caters to the student of the future by designing on-line classes that are more interactive and community-based.
2. Develop an academic program that deals with issues related to the students, particularly those affecting the rising Latino community.

*LONG-TERM GOAL:*

1. Develop a program that caters to community needs, so that classes are multicultural and bilingual and scheduled during hours when most working students can enroll.

*STAFFING PLAN:*

1. Create a full-time position for an anthropologist with innovative teaching method to incorporate the goals listed above.
2. Hire a computer laboratory assistant devoted to the discipline's needs, so that students can develop multimedia projects.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Classroom equipped with a computer, an overhead projector for the computer, and a laptop for the instructor.
2. Classroom tables large enough for student groups of four to eight and more maps.
3. Four to six digital cameras, two or three digital video cameras, and four to six tape recorders for group projects.
4. Ten archaeological tool kits for the archaeology classes.
5. Videos, slides, and CD-ROMS that deal with anthropological issues. Currently there are none.

*TARGET FOR CHANGE:*

1. Use technology in course development.

*BUDGET IMPLICATIONS:*

1. A full-time anthropology instructor.
2. A computer laboratory assistant.
3. The equipment listed above.
4. Funds for other equipment needs that will arise.
5. Funds for guest speakers, museum trips, and exhibitions of the students' works.

**b. Economics**

*PROGRAM DESCRIPTION:*

The economics discipline is part of the social science transfer curriculum. The basic principles of the discipline are offered on a regular basis, day and evening, during all semesters and the summer session. Most of the students are business majors who plan to transfer to four-year institutions. Students need a challenging class, since they will take the intermediate principles course immediately after transfer.

*DISCIPLINE PHILOSOPHY:*

The discipline emphasizes a theoretical view of human behavior, a strong economics foundation for business and transfer students.

*ON-GOING GOAL:*

1. Keep the course material updated.

*SHORT-TERM GOAL:*

1. Work with Student Services in recruitment efforts at the seven feeder schools in the District.

*MEDIAN-TERM GOAL:*

1. Expand the curriculum into international economics.
2. Expand the curriculum into personal economics.

*LONG-TERM GOAL:*

1. Expand course offerings and enhance the classroom experience with appropriate technology.
2. Develop web-based micro and macro economics courses.

*STAFFING PLAN:*

1. Hire one full-time faculty member as enrollment increases.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

Provide easy student access to computers for on-line research, discussion groups, and instructor queries.

*BUDGET IMPLICATIONS:*

1. A laboratory assistant for economics students on computers.

**c. Political Science**

*PROGRAM DESCRIPTION:*

The discipline studies the theory and practice of government and politics with special emphasis on American government. Hartnell College offers the course that fulfills the State requirement for graduation at the University of California and California State University systems, to demonstrate competency in the United States Constitution, and California State and local governments.

*DISCIPLINE PHILOSOPHY:*

Political science and the study of American government play a formative role in developing concepts regarding citizenship, civic responsibilities, and government. All of these concepts and attitudes play important roles for students in a democratic form of government.

*ON-GOING GOALS:*

1. Continue to familiarize students with political processes.
2. Maintain internships for students involved in political processes.
3. Present speakers to promote political awareness.

*SHORT-TERM GOALS:*

1. Hire a full-time faculty member.
2. Develop internships in County, State, and Federal offices for student development.
3. Contact the World Affairs Council to develop ties for student involvement.
4. Contact the Monterey Institute of International Studies to develop curriculum, guest speakers, and student involvement.
5. Contact California State University, Monterey Bay, to establish articulation links.
6. Introduce new methods of instruction, including cooperative and collaborative learning.

*MEDIAN-TERM GOALS:*

1. Continue to develop internships both locally and nationally.
2. Update curriculum.
3. Refine collaborative teaching strategies.

*LONG-TERM GOALS:*

1. Broaden curriculum to include courses in comparative government and political theory.
2. Establish permanent internships with congressional offices and State government of-  
fice.
3. Sponsor election forums on political races and important issues.
4. Update the technology used in classrooms.

*STAFFING PLAN:*

Hire a full-time faculty member.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Reconstruction of classrooms so that collaborative learning can take place.
2. Provide smart-classroom technology in all lecture facilities.

*TARGETS FOR CHANGE:*

1. Develop an internship for students.
2. Articulate the program with California State University, Monterey Bay.
3. Introduce collaborative learning to classroom.

*BUDGET IMPLICATIONS:*

1. A full-time faculty position.
2. New technology in the classrooms.
3. Replacing desks with tables in some classrooms to enhance collaborative learning.

**d. Psychology**

*PROGRAM DESCRIPTION:*

Psychology is the scientific study of behavior and mental processes. One of its goals is to integrate information gained through research into practical applications to promote human welfare. Currently, three full-time and 11 adjunct faculty members teach between 22 to 26 sections of psychology per semester. The most frequently offered courses include the introduction to general psychology, human sexuality, personal and social adjustment, and psychology of human relations.

*DISCIPLINE PHILOSOPHY:*

The discipline is committed to providing curricular excellence to assist Hartnell's students in meeting their goals of earning a certificate, an associate's degree, or of transferring to another college or university. The discipline also helps its students to understand and appreciate diver-

sity, to apply critical thinking skills to their lives, and to empower them in their personal, academic, and professional development.

*ON-GOING GOALS:*

1. The further integration of issues of diversity into all courses.
2. The integration of computer technology into courses where they are most effective; that is, teach students how to use the Internet for research.
3. Continue to support and develop the Crisis Counseling Service for Hartnell College students.

*SHORT-TERM GOALS:*

1. The addition of at least one full-time faculty position in order to strengthen and diversify the psychology program.
2. The creation of a Hartnell psychology web page with hot links connected to relevant psychology-related sites.
3. Support the efforts on campus by serving on and/or being a resource to the Mental Health Crisis Team (part of the campus Emergency Preparedness team).

*MEDIAN-TERM GOALS:*

1. Continued integration of technology into instructional programs.
2. Evaluation of the discipline in relation to community needs.
3. Support the creation of the Psychiatric Technician program along with the Regional Health Occupational Resource Program (RHORC).

*LONG-TERM GOALS:*

1. Increase the frequency and diversity of course offerings.
2. Additional faculty and staff positions to support the psychology program.

*TARGETS FOR CHANGE:*

1. Creating the Alcohol and Other Drug certificate program.
2. Supporting and being a resource for the campus Mental Health Crisis Team.

*STAFFING PLAN:*

The College needs to hire at least one additional full-time faculty member to keep up with the high demand for psychology courses. Many of the psychology classes have the maximum number allowed for enrollments (49 students per class), and the popularity continues to grow. This interest is also reflected nationally. Currently, psychology is the number two major chosen by undergraduates. The addition of a full-time faculty member would provide stability and a

greater opportunity to increase community involvement through partnerships and internships for Hartnell students.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

The discipline needs computer hardware, software, related technology, and supplies in each of its classrooms to incorporate an interactive medium to maximize and facilitate student learning. This would include using PowerPoint presentations, multimedia CD-ROMS, DVD players and being connected to the Hartnell network, which would allow a direct link to the Internet and other resources.

*BUDGET IMPLICATIONS:*

1. Computer, related technology, and supplies to support the needs described above in Facility Development/Equipment Needs.
2. Faculty training in the use of computer technology.
3. Faculty training to attend conventions, conferences, workshops, and seminars on ways to become more effective in teaching students with diverse learning styles.
4. An additional full-time faculty position as warranted by increasing enrollments.
5. An additional staff position to assist in technology related projects, as well as support the discipline.

**e. Sociology**

*PROGRAM DESCRIPTION:*

Sociology is the study of society and human behavior in social settings. One full time and several adjunct faculty members currently teach the sociology offerings. Of the eight courses described in the College catalogue, the most frequently offered are introduction to sociology, introduction to social problems, marriage and family relations, and sociology of minority relations.

*DISCIPLINE PHILOSOPHY:*

The discipline is committed to offering an exemplary curriculum that provides students with the following: general education requirements for transfer, the associate degree and certificates, development of an understanding and respect for cultural diversity, and facilitation of personal and academic development, including the ability to apply critical thinking skills to social issues. Students who take sociology courses will develop a better understanding of the diverse social world in which they live, from small groups (such as families and work groups) to the larger society. This will enable them to be more successful family members, workers, and citizens.

*ON-GOING GOALS:*

1. Update curriculum.
2. Increase the use of technology in the classroom and in research.

*SHORT-TERM GOALS:*

1. The further integration of diversity issues into all courses.
2. The integration of computer technology into appropriate courses to facilitate research.
3. The creation of a sociology web-site as an information and recruitment tool.

*MEDIAN-TERM GOALS:*

1. Evaluate the use of technology in course offerings.
2. Continue development of curriculum.

*LONG-TERM GOALS:*

1. Increase the frequency and diversity of course offerings.
2. Add a full-time faculty position in order to accomplish the above and to reflect the changing demographics of Hartnell's District.

*STAFFING PLAN:*

Hire a full-time and adjunct faculty as warranted by enrollments.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

Hardware and software to meet faculty and student needs as they occur.

*TARGETS FOR CHANGE:*

1. Development of a sociology web page.
2. Continue staff development.

**D. MATHEMATICS AND SCIENCE DIVISION**

*PROGRAM DESCRIPTION:*

The Mathematics and Science Division consists of four major discipline groupings: animal health technology, mathematics, science, and nursing and health services. The division provides instruction in animal health technology, astronomy, biology, chemistry, geology, medical laboratory technician, emergency medical technician, phlebotomy, mathematics, registered nursing, vocational nursing, meteorology, oceanography, physics, and engineering.

### *STATEMENT OF PHILOSOPHY:*

The Mathematics and Science Division agrees with and supports the philosophy, functions, goals, and objectives of the College. The Division believes in people, their worth as individuals, their right to pursue their goals and dreams, and their capacity to develop to their fullest potential. The division is committed to achieving and maintaining the objectives of teaching a diverse student body, and to using the most effective teaching methods and technology. The following Division mission statement reflects this philosophy:

“The Division of Science and Mathematics strives to promote competence and self-confidence in all of its students through quality, up-to-date instruction and relevant use of technology . . . [The Division] will accomplish this mission with all . . . students, regardless of gender, race, or ethnicity. [The Division] will also serve as a community resource for the education and advisement of the community in all of the disciplines within our scope.”

### **1. Animal Health Technology**

#### *PROGRAM DESCRIPTION:*

The Animal Health Technology (AHT) program provides students with a comprehensive two-year training curriculum, designed to prepare them as competent veterinary technicians and award them associate of science degrees. The diverse course work meets the standards required for accreditation by the foremost national authority, the American Veterinary Medical Association (AVMA), and qualifies graduates to sit for licensure examination by the State of California.

#### *DISCIPLINE PHILOSOPHY:*

The Animal Health Technology program is committed to achieving and maintaining the objectives of teaching a diverse student body, using appropriate technology. Within the Division Mission Statement, the following are identified as relevant goals for students to develop through the Animal Health Technology curriculum:

- Critical thinking and reasoning skills.
- The familiarity with technology necessary for work in their careers.
- Work as registered veterinary technicians.

#### *ON-GOING GOALS:*

1. Upgrade medical knowledge and advancing technologies in the classroom to instill the necessary skills to be successful in the work force.
2. Teach critical thinking and analytical skills for perceptive evaluation in clinical applications.
3. Provide courses that meet graduation requirements for an associate degree and of the accreditation standards dictated by the AVMA.
4. Continue to prepare students to pass licensure examinations at high passing rates.

5. Promote self-confidence and humanness, and a realization of the necessity for lifelong learning.
6. Assist students with academic preparedness on an individual basis and assure them that their personal success is important.

*SHORT-TERM GOALS:*

1. Develop, support, and implement an extensive recruitment and marketing plan for the program.
2. Increase the student applicant pool.
3. Develop a student handbook specific to the AHT program.
4. Increase counseling efforts for the students with a more comprehensive educational plan, drafted at initial registration with regular follow-up appointments to keep the students apprised of their status regarding classes and requirements that have been met and what must still be completed for graduation.
5. Increase awareness of the AHT program on campus and in the community.
6. Provide more time and support for professional development for faculty relative to medical and computer technology.
7. Establish a college consortium to teleconference the program to other community colleges that do not currently offer such a curriculum. With lectures transmitted, students would only have to commute to Hartnell several weekends each year to complete intensive, day-long laboratories.
8. Continue to replace obsolete equipment, such as dentistry units and blood analyzing machines.
9. Acquire newer technology equipment for use in the classes, such as fiber-optic, endoscope, and ultrasound.
10. Upgrade student access to computer aided instruction and the Internet.
11. Increase funding for supplies.
12. Increase funding available for repair of equipment and building maintenance.
13. Secure two faculty positions to support the program as required by AVMA. One full-time veterinarian and one full-time veterinary technician.

*MEDIAN-TERM GOALS:*

1. Develop a new teaching facility at the East Campus, jointly utilizing some space with the Health Sciences discipline.
2. Develop a functional veterinary teaching hospital at East Campus in association with the teaching facility. This hospital would be run by a nonprofit agency, and its primary functions would be as a facility to provide clinical training for AHT students, guest lectures from practicing experts, and more intensive large and small animal experiences for students.
3. Develop distance learning and coordination of curricula with the other community college AHT programs. All schools would have the same courses and the same lectures (transmitted via distance education), but each would run its own laboratories and clinic at its

home campus. Each of these campuses could then simultaneously broadcast to secondary sites relatively close to its home district.

*LONG-TERM GOALS:*

1. Maintain and upgrade technology.
2. Continue distance-learning cooperation with other college AHT programs.
3. Explore teaching strategies to attract a diverse student population.

*STAFFING PLAN:*

1. Hartnell's staffing is will be adequate with two full-time and three adjunct faculty members. Each adjunct faculty member teaches one class per year.
2. If long distance teleconference courses are successfully implemented, there will be a need to hire adjunct faculty to run weekend laboratories and technical support staff to handle the increased media/technology tasks associated with running such a program. Support staff in the form of secretarial assistance will be required to handle the increased paper-work and contacts.
3. Any increase in the number of students will necessitate an increase in the number of colony animals as well as increased costs for housing, feed, maintenance, and supplies.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Develop a new teaching facility at the East Campus, jointly utilizing some space with the Health Sciences discipline.
2. Develop a functional veterinary teaching hospital at East Campus in association with the teaching facility. This hospital would be run by a nonprofit agency, and its primary functions would be as a facility to provide clinical training for AHT students, guest lectures from practicing experts, and more intensive large and small animal experiences for students.
3. Continue to replace obsolete, worn-out equipment, such as dentistry units and blood analyzing machines.
4. Acquire newer technology equipment for use in the classes, such as fiber-optic, endoscope, and ultrasound.
5. Upgrade student access to computer aided instruction and the Internet.

*BUDGET IMPLICATIONS:*

Many of these goals and anticipated changes will require substantial funding. A concentrated effort to obtain grant funding from multiple sources will be necessary for implementation. Increased funding for supplies and equipment repair will also be necessary. Finally, the College should investigate partnerships with business (i.e. pharmaceutical companies) to provide additional financial support for the program along the lines of the SVMH-Hartnell partnership for the registered nursing program.

## 2. Mathematics

### *PROGRAM DESCRIPTION:*

The mathematics discipline offers a full range of courses, including basic skills courses for students who need to improve their mathematics proficiency in order to take college-level courses, and a full complement of lower division college-level courses. Instructional offerings address the specific and particular needs of the students as they study at Hartnell College and prepare for the workforce or transfer to a four-year institution. These include:

1. Mathematics education for all students in all majors.
2. Critical thinking and problem solving skills.
3. Fulfillment of graduation requirements.
4. Preparation of “employer ready” graduates by providing a solid mathematics foundation.
5. Provision for the needs of nontraditional students, including courses in Spanish.
6. Basic skills courses for those who need to prepare themselves for college level course work.

### *DISCIPLINE PHILOSOPHY:*

The mathematics discipline is committed to achieving and maintaining the objectives of teaching a diverse student body, using appropriate technology. Within the Division Mission Statement, the following are identified as relevant goals for students to develop through the mathematics curriculum:

- Critical thinking and reasoning skills.
- Numerical skills.
- An ability to analyze information.

The faculty will provide:

- Instruction and activities designed to support different learning styles and perspectives.

### *ON-GOING GOALS:*

1. Prepare students with necessary skills to be successful in the workforce of the 21st Century.
2. Teach critical thinking and problem solving skills with practical applications.
3. Provide courses that meet associate degree requirements.
4. Provide quality mathematics courses to students from various fields of study.
5. Provide basic skills courses to students who require them.

*SHORT-TERM GOALS:*

1. Provide workforce training.
2. Continue to work with science faculty to revitalize the engineering discipline.
3. Offer basic skills training and problem solving education.
4. Focus on integration of the Secretary's Commission on Achieving Necessary Skills (SCANS) competencies in mathematics courses.
5. Update the computer laboratories and have them more accessible for mathematics courses.
6. Continue to train faculty in state-of-the-art technologies.
7. Prepare students for professional placement, an associate degree, or transfer to a four-year institution.
8. Incorporate career development and transfer skills into all mathematics classes.
9. Focus on different approaches to teaching.
10. Develop curriculum to incorporate MESAAEWs (Academic Excellence Workshops) as part of the credit curriculum.

*MEDIAN-TERM GOALS:*

1. Revise and evaluate methodologies for a full range of technology.
2. Support and update appropriate equipment, computer hardware, and software.
3. Create courses for distance learning.
4. Increase access for students and the community.

*LONG-TERM GOALS:*

1. Develop faculty to become student mentors and case managers who use an array of learning resources and technology to deliver essential information.
2. Move from "courses" to instructional modules designed not in terms of semesters and credit hours but in terms of content and educational goals.
3. Move to more competency-based assessment.
4. Focus on the needs of students, i.e., performance based instruction, as in AEWs (Academic Excellence Workshops).

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Using Title V funds, increase the number of classrooms equipped for distance learning and supported with state-of-the-art computer hardware.
2. Update computer-based mediated instructional laboratories for teaching basic mathematics skills courses.
3. State-of-the-art graphing calculators, laptop computers, and projection units for classroom instruction.

### *STAFFING PLAN:*

Hiring more full-time mathematics faculty members is critical. Including the Mathematics Laboratory in the Learning Skills Center, 50% of the mathematics sections are taught by the eleven full-time faculty members. The addition of new full-time mathematics faculty members would increase this percentage to the state mandated 75%.

### *TARGETS FOR CHANGE:*

1. Increase the number of full-time mathematics faculty
2. Develop the division's distance learning capability.
3. Upgrade teaching methodology and technology.
4. Provide training in distance education for faculty.

### *BUDGET IMPLICATIONS:*

1. Hire new full-time faculty members in mathematics.
2. Continue to upgrade technology in all the disciplines.
3. Train faculty in the use of this new technology.
4. Construct one additional computer-based classroom for delivering selected mathematics courses via computer-mediated instruction.

## **3. Science**

### *PROGRAM DESCRIPTION:*

The Science Division offers a full range of courses in the life and physical sciences. These include biology, chemistry, engineering, geology, meteorology, oceanography, and physics. Biology encompasses the traditional specialties, including anatomy, botany, microbiology, physiology, and zoology. Additional disciplines within the area focus on specialized offerings such as water technology. Instructional offerings address the specific and particular needs of the students as they study at Hartnell and prepare for the workforce or transfer to a four-year institution. These include:

1. Quality science education for all students in all majors.
2. Critical thinking and problem solving skills.
3. Fulfillment of graduation requirements.
4. Preparation of "employer ready" graduates by providing a solid foundation in the sciences.
5. Provision for the needs of nontraditional students.
6. Hands-on laboratory experience that emphasizes problem-solving and applied laboratory exercises.

### *DISCIPLINE PHILOSOPHY:*

The Science disciplines are committed to achieving and maintaining the objectives of teaching a diverse student body, using appropriate technology. Within the Division Mission Statement, the following are identified as relevant goals for students to develop through the science curriculum:

- Critical thinking and reasoning skills.
- Numerical skills.
- An ability to collect, analyze, and communicate information.
- An ability to make connections between concepts and worldly phenomena.
- The familiarity with technology necessary for work in their respective careers.
- Knowledge and skills that will increase their understanding and enjoyment of their world.

The faculty will provide: *“Instruction and activities designed to support different learning styles and perspectives, where possible and appropriate.”*

### *ON-GOING GOALS:*

1. Prepare students with necessary skills to be successful in the workforce of the 21st Century.
2. Teach critical thinking and problem solving skills with practical applications.
3. Provide courses that meet associate degree requirements.
4. Provide quality science courses to students from various fields of study.
5. Assist students in meeting professional goals that relate to professional licensure and employer needs.

### *SHORT-TERM GOALS:*

1. Provide workforce training.
2. Continue to revitalize the engineering discipline.
3. Offer introductory science training and problem solving education through MESA, ACCESS and other grant funded programs.
4. Focus on integration of the Secretary’s Commission on Achieving Necessary Skills (SCANS) competencies in science courses.
5. Continue to update and expand the science and computer laboratories.
6. Increase laboratory and internship opportunities for students.
7. Continue to train faculty in state-of-the-art technologies.
8. Prepare students for professional placement, an associate degree, or transfer to a four-year institution.
9. Focus on different approaches to program delivery.
10. Develop partnerships with local businesses.

#### *MEDIAN-TERM GOALS:*

1. Revise and evaluate teaching methodologies that utilize a full range of technology.
2. Support and update equipment and software.
3. Create courses for distance learning.
4. Increase access for students and the community.
5. Write grants to support purchase of equipment, remodeling, faculty development and training for students and faculty.

#### *LONG-TERM GOALS:*

1. Working with MESA, ACCESS and student services to develop faculty to become student mentors and case managers who use an array of learning resources and technology to deliver essential information.
2. Move from “courses” to instructional modules designed not in terms of semesters and credit hours but in terms of content and educational goals.
3. Move to more competency based assessment.
4. Focus on the needs of students.
5. Develop and maintain interactive relationship with high school faculty.

#### *FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Classrooms equipped for distance learning and supported with state-of-the-art computer hardware.
2. A science classroom/laboratory equipped with computers, software, and peripherals to allow computer-mediated instruction as a tool in providing state-of-the-art instruction.
3. Continued upgrading of laboratory facilities and equipment to meet the changes in technology.
4. State-of-the-art computers and an appropriate array of projection equipment to allow display of demonstrations and computer-based presentations for classroom instruction.
5. Renovate the science building, as feasible, to increase utility of chemistry and geology laboratories and add an engineering classroom and a student science center in Merrill Hall.

#### *STAFFING PLAN:*

In the science area, a full-time faculty member in engineering is still needed if the science area is to reach its full potential. The current minimum staffing level of eight full-time faculty members in the science disciplines is less than adequate to maintain the current WSCH production.

#### *TARGETS FOR CHANGE:*

1. Continue to revitalize the engineering discipline and hire a full-time engineering faculty member.
2. Develop the Division’s distance learning capability.

3. Upgrade teaching methodology and technology.
4. Develop technical support for physical science.

*BUDGET IMPLICATIONS:*

1. Hire four new full-time faculty members.
2. Continue to upgrade technology in all the disciplines.
3. Train faculty in the use of all new technologies.
4. Increase the supply budget to fully support new and expanded curricula.
5. Provide faculty with greater opportunities to travel to workshops and conferences in order to remain current in their knowledge of technology.

**4. Nursing & Health Services**

*PROGRAM DESCRIPTION:*

Nursing and Health Services at Hartnell College provides students with a comprehensive two-year curriculum, designed to prepare them as competent, level-entry practitioners and award them associate of arts degrees. The diverse and intense coursework meets the standards required for accreditation by the California State Boards of Registered Nursing and Vocational Nursing & Psychiatric Technicians, and qualifies graduates to sit for the National Council Licensure Examination (NCLEX). Successful testing provides licensure.

*DISCIPLINE PHILOSOPHY:*

Nursing and Health Services is committed to achieving and maintaining the objectives of teaching nursing and health care content to a diverse student body, using the latest technology. Within the Division Mission Statement, the following are identified as relevant goals for students to develop through the Nursing curriculum:

- Critical thinking and reasoning skills.
- The familiarity with technology necessary for their career
- Work as licensed nurses, or in other allied health occupations.

*ON-GOING GOALS:*

1. Prepare students with the necessary skills to be successful in the professional workplace of the 21st Century.
2. Teach critical thinking, problem-solving skills, and related clinical expertise.
3. Provide courses that meet associate degree requirements.
4. Provide quality health and nursing courses to students from various related fields of study.
5. Assist students in meeting requirements and goals related to professional licensure.
6. Assist students in building on basic skills to enhance professional preparation and employability.

*SHORT-TERM GOALS:*

1. Continue search for adequate laboratory space.
2. Hire a Director, a program administrative assistant, a program assistant and one additional faculty member. This will meet the minimum staffing and management requirements of the Board of Registered Nursing.
3. Actively seek suitable clinical placements for students; a liaison between the College and existing clinical sites has been appointed.
4. Develop and sustain an early-intervention “safety-net” system for at-risk students with academic and/or clinical difficulties.
5. Focus on integration of computer skills and use of available programs in establishing computer workstations in the laboratory.
6. Meet and exceed the criteria for Board of Registered Nursing Accreditation Site visit in the spring of 1999.

*MEDIAN-TERM GOALS:*

1. Move Nursing and Health Services to East Campus or other suitable off-campus location. The facilities costs at Natividad are extremely high and the program is rapidly outgrowing that facility.
2. Expand health occupations offerings to include specific medical technician training, emergency medical training, and refresher training for nurses and other health professionals.
3. Plan a fund-raising effort to ensure a new complex to house the Nursing and Health Services classrooms, laboratories, and possible space needs merger with AHT.
4. Plan the size of classrooms to include the probability of web-based offerings from San Jose State University or other institutions where local nurses and students would have most components of a bachelor of science program readily available.
5. Consider inclusion of a family practice walk-in clinic at the new East Campus location to serve the people of East Salinas (buildings owned by Hartnell and a clinic run by a non-profit organization). Students would gain their initial clinical experience on-site with access to the entire gamut of health problems that a large residential concentration offers.

*LONG-TERM GOALS:*

By the year 2010, the new Applied Sciences Complex (Nursing, AHT, Laboratory Technician) should be operating smoothly. The Alisal district will be well served by both the College, with its relevant course openings, and by the nursing and AHT clinics. The population that utilizes the clinics will make the connection between needed health services and desired educational services, which will benefit everyone.

Given the current demographic indicators, a fully functioning educational system and a major health entity will be operational and available to the Alisal neighborhood, with easy access for a majority of consumers. Reason indicates that the professionals being prepared in this environment will also reflect the rich diversity that Salinas offers.

*STAFFING PLAN:*

1. The immediate need for Nursing and Health Services includes one full-time faculty member for the RN program. As the efforts at retention succeed, the negative aspects of overusing adjunct faculty becomes apparent. Stability and consistency are difficult to maintain (in the health sciences) when instructional staff has little or no cohesiveness.
2. Maintain the search for a new program director, an administrative assistant and a program assistant to support the faculty and staff at Natividad.
3. When the new complex is in place, additional staff, both classified and certificated, will become an integral planning component.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Larger facilities to maintain current operations and to meet the expanded health educational needs.
2. Expanded nursing laboratories.
3. The repair, restoration, and refurbishing of classrooms, laboratory, and offices.

*TARGETS FOR CHANGE:*

1. Increase in full time faculty to ensure consistency and stability with one-on-one faculty to student approach.
2. Increase laboratory space to allow for additional standing beds to provide a clinical atmosphere learning environment.
3. Include at least three additional computer stations in the above-mentioned laboratory where students may run applicable programs that require immediate application skills at the bedside.
4. Physically move this program off-campus to a location where it can grow within a population that is under-served at present.

*BUDGET IMPLICATIONS:*

1. One full-time faculty member.
2. Extension of present laboratory and remodeling a classroom facilities.
3. New complex at East Campus.

**E. OCCUPATIONAL EDUCATION DIVISION**

*PROGRAM DESCRIPTION:*

The Occupational Education Division includes a broad and diverse range of courses and curricula. While there are a number of ways to classify the many disciplines in this Division, the following will assist the reader in understanding the various programs offered.

## **1. Industrial and Engineering Technologies:**

### *Fabrication:*

- Welding Technology
- Industrial Refrigeration
- Construction Technology
- Drafting Technology

### *Industrial and Mechanical Technologies:*

- Industrial Technology
- Industrial Mechanics
- Mechanical Technology
- Agricultural Production
- Industrial Refrigeration

### *Automotive Technologies:*

- Auto Collision
- Automotive Technology
- Diesel Technology

### *Electronic Technologies:*

- Electronics Technology
- Electronic and Computer Repair

### *Business:*

- Business Administration
- Business Technology
- Accounting
- Real Estate
- Agricultural Business

### *Computer Technologies:*

- Computer Science
- Management Information Systems
- P/C Network Support
- Web Design
- Digital Media
- Multimedia Technology

*Public Safety:*

- Administration of Justice and Corrections
- Fire Science

*Education:*

- Early Childhood Education
- Instructional Aide
- Bilingual Education
- Family & Consumer Education

*Community Economic Development:*

- Cooperative Education
- Work Force Development
- Economic Development
- Food Services.

The Division provides educational programs to meet transfer requirements to four-year colleges and universities into specific majors, career education leading directly to employment in the job market, and continuing education to provide skills for upgrading and promotion. The Associate of Arts and the Associate of Science degrees are granted in specific fields of study. An extensive array of certificates and “fast track” programs are also available. Several professional and industry certifications, such as smog certification, welding certifications (American Welding Society [AWS] and Inter-industry Conference on Auto Collision [I-CAR]), industrial safety, and hazardous materials management certifications lead to employment in their respective fields.

*STATEMENT OF PHILOSOPHY:*

The Occupational Education Division provides programs and instruction to meet the learning needs of a diverse community to prepare students for productive participation in a changing world.

*ON-GOING GOALS:*

1. Promote and provide opportunity for faculty development.
2. Create and upgrade the curriculum and provide programs to meet the educational and training needs for all segments of the community.
3. Unify and align the Division’s educational and training endeavors to achieve the College’s mission and vision.
4. Create and implement strategies to meet the needs of the Hartnell College community.
5. Design and implement the necessary financial strategies to ensure adequate funds to achieve the Division’s objectives.
6. Develop laboratories, classrooms, and instructional equipment to provide a learning environment to achieve the highest quality instruction.

### *SHORT-TERM GOALS:*

1. Create and maintain viable curriculum programs, performance standards, and evaluation strategies for each of the disciplines of the Division.
2. Create the means for all faculty to attend conferences and training seminars in order to stay current with emerging knowledge and technology.
3. Develop one to three business partners per discipline, yearly.
4. Develop comprehensive business and marketing plans for each discipline.
5. Provide pre-employment courses and certificates.
6. Provide training to meet current workforce needs.
7. Increase full-time equivalent students (FTES) by an average of 7% per year during the next three years.
8. Provide soft skills competency training.
9. Continue to revitalize the advisory committees for every discipline and assign the committee members to assist in establishing vision, program, and curriculum policy and direction.
10. Develop internship programs for every discipline with business and industry in the private and public sectors.
11. Develop a user-friendly web page for every discipline and for the Occupational Education Division.
12. All faculty will develop a web page by 2004-05.

### *MEDIAN-TERM GOALS:*

1. Review the role and function of the Occupational Education Division in relationship to the College's mission, vision and goals.
2. Procure and maintain state-of-the-art instructional technology for each of the technology and computer science laboratories.
3. Obtain the necessary funding through a variety of sources to accomplish all of the Division's goals.
4. Establish business partnerships committed to taking the stewardship for transforming and maintaining each laboratory with state-of-the-art technology.
5. Obtain financing in order to ensure opportunities for faculty development.
6. Create new and innovative programs to meet the needs of all segments of the College community.
7. Achieve recognition by local employers as a key enabler of capability development for their business organizations.
8. Become a major force in workforce development for local industries and the community that the College serves.
9. Achieve exemplary program status throughout the California Community College System.
10. Become the educational and training institution of choice for 100 percent of local community members who will seek to advance their education and vocational training.
11. Develop a monitoring system to follow up on the professional progress of Hartnell alumni.
12. Develop job placement strategies to enable placement for Hartnell students and graduates.

*LONG-TERM GOALS:*

1. Develop a replacement plan and funds for repair and purchase of equipment.
2. Obtain state-of-the-art information technology computer resources for all disciplines.
3. Increase the program's financial resources.
4. Hire sufficient personnel to meet the needs of the Occupational Education Division.

*STAFFING PLAN:*

1. Hire sufficient personnel to provide pre-employment courses and certificates that meet District needs.
2. Hire full-time faculty members to replace retiring and departing faculty, and to provide for program extension.
3. Ensure that each discipline always has at least one full-time faculty member.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Upgrade and maintain equipment on an on-going basis.
2. Increase computer hardware and software resources.
3. Increase supply money annually for every discipline.
4. Revise the budget process to allow more flexibility in program operation.
5. Explore the opportunities for program extension on East Campus and other satellite facilities.
6. Convert every Occeed Classroom into a Smart Classroom.

*TARGETS FOR CHANGE:*

1. Student preparation for job entry.
2. Curriculum modification to maintain currency with industry standards.
3. Courses and programs maintained and increased to provide personal growth and enrichment.
4. Provide state-and-industry-mandated trade licensing and certification.
5. Increase FTES.
6. Develop, upgrade, and implement a business plan for every discipline.

*BUDGET IMPLICATIONS:*

1. Seek and establish funding sources and strategies to accomplish goals.
2. Provide faculty reassigned time to assist in the development of strategies and sources for funding.
3. Establish the organizational infrastructure to facilitate procurement of private and public funds.

The goals and objectives above are global in nature, and pertain to the entire Occupational Education Division. In addition, however, the various disciplines and programs have unique goals and objectives that are more specifically addressed below:

## 2. **Industrial Technologies:**

### *STATEMENT OF PHILOSOPHY:*

The Industrial Technology disciplines provide a learning environment in which a diverse student population can prepare to enter, or update skills in, an ever-changing world of work.

### *ON-GOING GOALS:*

1. Promote and provide opportunity for faculty development.
2. Create and upgrade the curriculum and provide programs to meet the educational and training needs for all segments of the community.
3. Unify and align the Discipline's educational and training endeavors to achieve the College's mission and vision.
4. Create and implement strategies to meet the needs of the Hartnell College community.
5. Design and implement the necessary financial strategies to ensure adequate funds to achieve the Discipline's objectives.
6. Develop laboratories, classrooms, and instructional equipment to provide a learning environment to achieve the highest quality instruction.
7. Continue to comply with national and international performance standards.
8. Continue to implement Secretary's Commission on Achieving Necessary Skills (SCANS) competencies in all aspects of the curriculum.

### *MEDIAN-TERM GOALS:*

1. Provide pre-employment courses and certificates as initiated by local employers.
2. Provide training to meet the needs of local business and industry.
3. Create web pages for each Industrial Technology discipline.
4. Explore the need and possibility for internship programs for each discipline.
5. Increase enrollment in all the industrial technology areas by an average of 10% per year for the next three years.
6. Implement strategies to make our industrial and engineering technologies accessible to students from Gavilan, Cabrillo, and Monterey Peninsula Colleges.
7. Promote newly developed Construction Academy to increase both traditional and non-traditional FTES enrollments ongoing.
8. Provide financial resources for staff development for faculty to achieve competencies in contemporary computer applications in Construction classes and distance learning methodologies.
9. Commence process to perform review and evaluation as required by Chancellor's Office.
10. Continuously upgrade advisory committees with industry professionals with contemporary knowledge of changing industry trends.

11. Evaluate the progress made annually and project new goals and strategies assistance discipline advisory committees.
12. Improve upon and implement effective marketing strategies via brochures, multimedia, print media, web page and television.
13. Expand internship program which, places construction students in relevant job experiences.
14. Develop three new business partners per year for program consultation.

### *SHORT-TERM GOALS*

1. Procure and maintain state-of-the-art instructional technology for each Industrial Technology course that utilizes computers.
2. Obtain the necessary funding through a variety of sources to accomplish all of the discipline's goals.
3. Establish business partnerships committed to taking the stewardship for transforming and maintaining each laboratory with state-of-the-art technology.
4. Participate in and obtain financing for quality professional staff development programs that ensure opportunities for all faculty members to maintain knowledge of current discipline developments.
5. Create new and innovative programs to meet the needs of all segments of the College community.
6. Become regarded by local employers as a key enabler of capability development for their business organizations.
7. Create and maintain viable curriculum and programs for each Industrial Technology discipline.
8. Achieve exemplary program status throughout the California Community College System.
9. Become the post-secondary educational and training institution of choice for 100 percent of our local community members and feeder high schools.
10. Establish a web-based presence with local employers to provide job placement and awareness opportunities for students and employers.
11. Create internship programs in each discipline.
12. Develop distance-learning courses in both Scheduling and Estimating classes.
13. Increase safety and reduce physically rigorous construction activities by purchasing a forklift.
14. Continue to promote the Construction Academy to increase both traditional and non-traditional FTES enrollments.
15. Perform program review and evaluation required by Chancellor's Office.
16. Continuously upgrade advisory committee with industry professional with contemporary knowledge of changing industry trends.

### *LONG-TERM GOALS:*

1. Procure the sources of funding for the repair and replacement of new industrial and information technology equipment.
2. Increase the financial resources necessary to achieve the goals of every occupational education discipline.

3. Increase computer resources for each discipline.
4. Hire sufficient personnel to continue or expand each discipline.
5. Continuously develop and upgrade the curriculum and programs to provide education and training to produce top quality transferring students, employees, employers and citizens.

*STAFFING PLAN:*

1. Hire sufficient personnel to provide pre-employment courses and certificates that meet District needs.
2. Hire full-time faculty members to replace retiring and departing faculty and to provide for program expansion or extension.
3. Hire or reassign faculty members for discipline coordinators.
4. Ensure that each discipline always has at least one full-time faculty member.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Upgrade and maintain equipment on an on-going basis.
2. Increase computer hardware and software resources.
3. Increase supply money annually to keep pace with inflation.
4. Revise the budget process to allow more flexibility in program operation.
5. Revise the procedure for handling purchase requisitions to make the process more efficient and timely to meet instructional needs.
6. Explore the opportunities for program expansion on East Campus and other satellite facilities.

*TARGETS FOR CHANGE:*

1. Student preparation for job entry.
2. Curriculum continually modified to maintain currency with industry.
3. Courses and programs maintained and increased that provide personal growth and enrichment.
4. Provide state-and-industry-mandated trade licensing and certification.
5. Increase FTES in each discipline.
6. Develop and implement a business plan that contains a portion that improves articulation with local high schools.

*BUDGET IMPLICATIONS:*

1. Creatively seek and establish funding sources and strategies to accomplish each discipline's goals.
2. Provide faculty reassign time to assist in the development of strategies and sources for funding.
3. Establish the organizational infrastructure to facilitate procurement of private and public funds to support each discipline.
4. Procure soft and hard money and technology through business partnerships.

### 3. Welding Technology

#### *SHORT TERM GOALS*

1. Repair and upgrade electrical wiring and conduits to welding power sources. This is a priority safety item that requires immediate attention.
2. Replace two outdated and failing GTAW power sources.
3. Develop and administer in-service sessions for part-time faculty to promote compliance with American Welding Society (AWS) Standards for training of personnel.
4. Replace ceiling tiles and repaint surfaces in the Welding Lab for better visibility for safer operation of equipment.
5. Begin the process to perform program review and evaluation as required by Chancellor's Office.
6. Continuously upgrade advisory committees with industry professional with contemporary knowledge of changing industry trends.
7. Yearly evaluate the progress made annually and project new goals and strategies with assistance of the discipline advisory committees.
8. Improve upon and implement effective marketing strategies via brochures, multimedia, print media, and web page for Welding programs.
9. Expand internship program, which places welding students in relevant job experiences.
10. Develop three new business partnerships per year with local companies in welding and industrial technology industries.

#### *MEDIAN-TERM GOALS:*

1. Revise curriculum as necessary to promote compliance with AWS (American Welding Society) standards.
2. Create a smart classroom, which consists of a computer, overhead projection capability and Internet access for teachers and students.
3. Upgrade two selected welding booths to promote better access for students with disabilities.
4. Develop the online Industrial Refrigeration curriculum.
5. Complete process of program review and evaluation as required by Chancellor's Office.
6. Continuously upgrade advisory committees.
7. Improve upon and implement effective marketing strategies for the Welding program via brochures, multimedia, print media, and web page.
8. Continue to articulate welding program with local R.O.P program and high schools.
9. Increase capacity of outside storage and workspace for welding lab classes.
10. Replace outdated welding power sources and electrical conduits as needed.

#### **4. Drafting Technology**

##### *ON-GOING GOALS:*

1. Continue to evaluate and modify, as appropriate, the pedagogical methods in order to ensure ultimate instruction and learning environment for all students.
2. Test and evaluate emerging versions of Auto Cad and other computer aided drafting software (ADT for Architectural Drafting, Mechanical Desktop, and Solid work for Mechanical Drafting, and or CAD for electronics drafting) and incorporate them into the Drafting Technology program accordingly.
3. Get faculty to attend relevant technology conferences and activities to keep up-to-date on the most recent advancements/issues in drafting and computer technologies.
4. Modify courses as appropriate to include the most current topics in drafting/computer aided design (CAD) technologies.
5. Continue to evaluate and modify laboratory activities relevant to current technology in order to enhance students' analytical and problem solving abilities, as well as providing beneficial hands-on industrial design and teamwork skills.
6. Continue to enhance outreach activities to the community, high schools, and businesses in order to foster the industrial and engineering technology programs as well as Tech Prep Program opportunities.
7. Develop business partnerships and explore the expansion of the advisory committee and internship program in order to add a variety of perspectives to the drafting technology program.
8. Develop a one-year sabbatical plan for Parviz Entekhabi to learn/research methodologies for drafting technology utilized in industry, other colleges, and universities. Evaluate Hartnell's drafting technology program and modify accordingly with grant findings.

##### *MEDIAN-TERM GOALS:*

1. Evaluate current drafting technology hardware (i.e., computers, printers, networks) and facilities (i.e., classroom design, wiring), yearly.
2. Facilitate staff development activities for faculty to ensure contemporary knowledge of CAD software; estimated cost \$3,000 per year.
3. Perform program review and evaluation as required by Chancellor's Office.
4. Continuously upgrade advisory committees with industry professional with contemporary knowledge of changing industry trends.
5. Evaluate the progress made annually and project new goals and strategies with assistance of VTEA and discipline advisory committees.
6. Improve upon and implement effective marketing strategies via brochures, multimedia, print media, web page and television; estimated cost \$5,000.

*SHORT-TERM GOALS:*

1. Continuously revise and improve the existing program curriculum and program for Drafting Technology and divide into learning modules, which reduces course units from five to three units as recommended by the Drafting Advisory Committee.
2. Replace the Smart Classroom Power Point projector (completed).
3. Create a smart classroom, which consists of a computer, overhead PowerPoint capability and Internet access for teachers and students (completed).
4. Upgrade CAD lab with new computers by 2003-2004. (Eight new computers procured, complete objective during 2004-05)
5. Facilitate staff development activities for faculty to ensure contemporary knowledge of CAD software; VTEA contribution \$3,000 per year.
6. Perform biennial program review and evaluation required by Chancellor's Office.
7. Continuously upgrade advisory committees with industry professional with contemporary knowledge of changing industry trends.
8. Evaluate the progress made annually and project new goals and strategies with assistance of VTEA and discipline advisory committees.
9. Develop skills acquisition certificates (completed).
10. Improve upon and implement effective marketing strategies via brochures, multimedia, print media, web page and television.
11. Expand internship program, which places drafting students in relevant job experiences.

**5. Mechanical Technologies**

*SHORT-TERM GOALS:*

1. Assess and redesign the degree and certificate programs during 2004-06.
2. Increase enrollment in the industrial technology areas by 10% per year through the development and implementation of effective marketing strategies.
3. Explore ways to increase faculty participation in conferences to stay abreast of emerging and innovating technologies.

**6. Agriculture**

*PROGRAM DESCRIPTION:*

The agricultural discipline is committed to provide the highest quality service to the students, the community, and the agricultural industry by offering an agriculture education program that meets the needs of all participants. The curriculum prepares students to transfer to a four-year school. Hartnell offers associate of science degree and certificate programs in agricultural business, and agriculture production. The next major goal is the development of an AS degree and certificate program in agriculture Mechanics.

### *ON-GOING GOALS:*

1. Recruit agriculture students from throughout the district and the tri-County area.
2. Sustain the business partnerships with the agribusiness industry.
3. Work with advisory committees to evaluate and redefine the vision, and direction for the agriculture programs.
4. Create and upgrade the curriculum and provide programs to meet the educational and training needs for all segments of the community.

### *SHORT-TERM GOALS:*

1. Continuously design and implement effective marketing and recruiting strategies to attract students into the Agriculture program from the Try-County region.
2. Complete a viable Agricultural Production degree and certificate program by June 2001 (completed).
3. Increase enrollment in the Agriculture Business program by 20% per year during the next three years.
4. Develop the East Campus facilities to support the agricultural instruction program. Objective at East Campus not viable, instead we developed a partnership with ALBA)
5. Define and obtain the needed tools and equipment to support instruction of all three agricultural programs. (70% completed)
6. Create a smart classroom for the Ag. Program. (Done)
7. Continue to procure funding for staff development.
8. Procure equipment to implement Agriculture Science and Agriculture Production Classes. (70% completed, ongoing).
9. Continuously upgrade advisory committees with industry professionals.
10. Evaluate the Ag program and produce a program review report, 200304. (Completed)
11. Develop skills acquisition certificates in Agriculture. (Done)
12. Improve upon and implement effective marketing strategies via brochures, multimedia, print media, web page and television.
13. Expand internship program and place students in relevant job experiences.
14. Hire one tenured faculty member to teach Ag Business and Ag Science, 2004.
15. Implement USDA \$300,000 Ag Ambassadors grant.
16. Implement new grant if granted and being development of Ag Mechanics Program.

### *MEDIAN-TERM GOALS:*

1. Follow through with the articulation process with the high school systems and four-year schools.
2. Seek for new sources of funds to include State, Federal and private funds. .

### *LONG-TERM GOAL:*

1. Maintain a financially viable agricultural program.

## **7. Automotive Collision Technology**

### *SHORT-TERM GOALS*

1. Articulate the Auto Collision curriculum with the Inter-Industry Conference on Auto Collision (I-CAR) in the areas of Paint, Welding, Body and Fender one per year.
2. Ensure yearly staff development in I-CAR certifications.
3. Develop skills acquisitions certificates under I-CAR curriculum. (Done)
4. Yearly improve upon and implement effective marketing strategies via brochures, multimedia, web page and television.
6. Perform program review and evaluation as required by Chancellor's Office during 2001-02, and thereafter every four years.
7. Continuously upgrade advisory committees.
8. Evaluate the progress made annually and project new goals and strategies.
9. Expand internship program, which places Auto Collision students in relevant job experiences.

### *MEDIAN-TERM GOALS*

1. Expand internship program, which places Auto Collision students in relevant job experiences.

## **8. Automotive Technology**

### *ON-GOING GOALS:*

1. Provide training in automotive technologies to meet the needs of the diverse auto collision and automobile technology repair facilities in the community.
2. Continuously evaluate the Automotive Technologies standards and modify and realign the curriculum and programs to meet the changing needs of the industry.

### *SHORT-TERM GOALS:*

1. Assure that the Auto Collision discipline becomes Inter-industry Conference on Auto Collision (I-CAR) goal qualified.
2. Assure that Automotive Technology becomes CATTS and NATEF/ASE Master Certification in all eight areas.
3. Develop three certificate track programs in the areas of painting, sheet metal, and frame for the auto collision division.
4. Develop a monitoring system to follow up on the professional progress of Hartnell alumni.
5. Commence teaching emission control classes at the East Campus, utilizing the State Referee's technology. (Ongoing)
6. Procure automotive instructional equipment to ensure currency in automotive instructional technology for the next three years; estimated costs are \$70,000 per year. This includes:

- A. Oscilloscopes with DIS and COP capabilities to meet BAR requirements for clean air car courses, ongoing.
  - B. Digital grafting multi-meter with KV capabilities, ongoing.
  - C. Scopes capable of working on conventional electronic DIS, and coil over plug types of ignition systems to meet contemporary BAR requirements, ongoing.
  - D. Exhaust gas analyzer with five gas capabilities, ongoing.
7. Improve upon and implement effective marketing strategies via brochures, multimedia, web page and television.
  8. Ensure staff development in CATTs, NATEF and ASE industry standards, ongoing.
  9. Expand internship programs and place automotive students in relevant job experiences annually.
  10. Perform review and evaluation as required by Chancellor's Office.
  11. Continuously upgrade advisory committees.
  12. Evaluate programs and produce program review reports as require by the Chancellors office and college policy, ongoing.
  13. Develop three new business partners per year.
  14. Articulate Auto 50 with all local high schools and R.O.P programs. (Completed)
  15. Establish business partnership with AC Delco and GMC/NAPC.

*MEDIAN-TERM GOALS:*

1. Articulate the Automotive Technology curriculum with CATTs (California Automotive Technology Training Standards and NATEF (National Automotive Technicians Education Foundation) industry standards.
2. Revitalize the Diesel Mechanics curriculum (completed) and ongoing.
3. Procure a complete fleet of new automobiles form manufacturers through business partnerships by 2005.
4. Convert the Auto Tech lecture classroom into a SMART classroom (completed).

**9. Electronic Technology**

*ON-GOING GOALS:*

1. Promote and provide opportunities for faculty development by attending seminars on new emerging electronic technologies.
2. Access emerging technologies and develop curriculum to address changing needs in areas such as automotive computerized electronics, fabrication, and manufacturing.

*SHORT-TERM GOALS:*

1. Develop three business partnerships with industry per year to obtain instructional equipment and support for staff development.
2. Review the electronic technology program and curriculum and realign with contemporary emerging technologies.
3. Increase enrollment by 10%, every year.

4. Develop a user-friendly web page for the discipline.
5. Build ergonomically designed workbench for wheelchair-bound student.
6. Commence process to perform program review and evaluation as required by Chancellor's Office.
7. Review and upgrade the Electronic Technology curriculums.
8. Continuously upgrade advisory committees with industry professional with contemporary knowledge of changing industry trends.
9. Evaluate the progress made annually and project new goals and strategies.
10. Improve upon and implement effective marketing strategies via brochures, multimedia, print media, web page and television.
11. Expand internship program, which places Electronics students in relevant job experiences.
12. Procure electronic telecommunication equipment and develop curriculum to teach telecommunication classes.
13. Develop a job placement strategy to enable placement for our students and graduates.
14. Develop a certificate program in the Federal Communications Commission (FCC) and California Consumer Affairs by 2005.
15. Acquire radio frequency technology such as high frequency scopes, signal generator and spectrum analyzers for technical training in Radio Frequency (RF) to include ship radar, TV cable, satellite systems and wireless networks in 2000-2003.
16. Develop new curriculum to teach radio frequency courses for technician training in 2005.
17. Obtain 12 Pentium PC's and develop a net wok to improve Electronics Lab instruction in 2001-2002, two networks in place.
18. Convert the electronics lab into a Smart classroom by 2004-05.
19. Make financial resources available for faculty to acquire new capabilities in CD titles, software, Development and applications of distance learning instruction; VTEA contribution \$3,000 per year.
20. Expand internships for students, three per year.

## **10. Business**

### *STATEMENT OF PHILOSOPHY:*

The Business discipline dedicates itself to providing students with the skills required by the workplace or the transfer institution.

### *ON-GOING GOALS:*

1. Provide opportunities for faculty development.
2. Curriculum development consistent with philosophy statement and Secretary's Commission on Achieving Necessary Skills (SCANS) competencies.
3. Help students develop strong goals and work ethic.
4. Update a classroom a semester with state-of-the-art technology.

*SHORT-TERM GOALS:*

1. Develop and schedule self-paced courses.
2. Procure a copy machine for faculty and student use.
3. Equip C261 and C267 with multimedia equipment, including a ceiling projection unit. (Accomplished)
4. Purchase ergonomically designed chairs for rooms C267, C275, and C261 by 2005.
5. Increase student enrollment by 7%, yearly.
6. Reactivate and staff the Tech Prep program to recruit students from high schools and middle schools.
7. Assess the feasibility of a Business Academy.

*MEDIAN-TERM GOAL:*

1. Develop a full-scale business academy at East Campus.

*LONG-TERM GOAL:*

1. Assess the value and feasibility of reinstating department chairs.

## **11. Computer Technologies**

*STATEMENT OF PHILOSOPHY:*

Recognizing the demands of global technology, the Computer Science and Information Science (CSS) discipline will continue to be an educational computer and technology leader in Monterey County providing Hartnell students with:

- The best student-centered computer curriculum
- The latest computer technology and tools
- Up-to-date software
- Networks that utilize the latest methods of educational instruction delivery
- Relationships with industry
- Certified faculty
- Certified student education and training in order to be competitive in the global computer industry in the “Millennium and Beyond”

*MISSION STATEMENT:*

To fulfill its computer technology leadership role in Monterey County, the Hartnell College Computer Science and Information Systems (CSS) discipline will use the latest technology to commit resources for instruction to students:

- Vocational Education students
- Continuing Education students
- Transfer students
- General Education students

Achievements of this Mission shall be accomplished by:

- Reorganizing the CSS discipline and creating a modular approach to the curriculum
- Providing the budget and resources to meet the needs of the Vision and Mission statements
- Promoting a spirit of collaboration and innovation among students, faculty, and staff in CSS
- Developing student/client-centered curriculum
- Providing faculty leadership that is trained, certified, and a user of the latest technology
- Creating, establishing and promoting partnerships with local, state, national, and international industries
- Creating technology consortiums with public and private agencies and institutions in the Tri-County area
- Providing internships and Cooperative Work Experience Education that lead to full-time jobs
- Modifying and changing curriculum to match student and industry needs
- Providing a curriculum that is rigorous, utilizes the latest technology, and is certification compliant
- Providing a full online curriculum that leads to certification and degrees in CSS
- Creating computer advisory committees that reflect industry and educational partnerships
- Teaching a diverse and changing student population
- Using technology to reach “high risk” students
- Developing articulation agreements with California State and University of California colleges and universities
- Developing articulation agreements with local high schools
- Committing to hiring more full-time instructors
- Improving in the ergonomic factors and environment of computing facilities
- Supporting and expanding student resources, laboratories, and online access
- Aligning curriculum with computer industry standards
- Providing an evening/weekend curriculum that leads to certificates and degrees

*ON-GOING GOALS:*

1. Develop curriculum that meets student and industry needs.
2. Work with advisory committees for curriculum development.
3. Create partnerships with industry employers and manufacturers.
4. Update and expand articulation agreements with high schools and colleges.

5. Promote faculty development.
6. Acquisition of software and hardware.

#### *ONE-YEAR GOALS:*

1. Continue to provide for staff development for faculty to achieve certification in CISCO Network Operating System, Oracle and A+; estimated cost \$25,000 per year, VTEA contribution \$10,000.
2. Create partnerships with industry employers and manufactures, three per year.
3. Improve and create new curriculum to teach classes in Geographical Information Systems and Wireless Technologies.
4. Continue to develop and implement effective marketing strategies to increase enrollments of non-traditional students in the CSS field by 10%, yearly.
5. Hire four new full-time faculty members, one per year.
6. Continuously upgrade advisory committees with industry professionals with contemporary knowledge of changing industry trends.
7. Evaluate the progress made annually and project new goals and strategies with assistance of VTEA and discipline advisory committees yearly.
8. Improve upon and implement effective marketing strategies via brochures, multimedia, print media, web page and television; VTEA contribution \$5,000.
9. Expand internship program which places CSS student in relevant job experiences.
11. Develop three new business partners per year for program consultation.
12. Develop certificate and degree in Database Management.

#### *MEDIAN-TERM GOALS:*

1. Develop internship and CWEE opportunities.
2. Provide ample evening and weekend courses for degrees and certificates.
3. Expand computer laboratory facility.
4. Complete development of degree and certificate programs in Network Administration (CISCO, Network Administrator, and NT/Windows paths), Oracle Database (application and administration paths) and Flash.
5. Upgrade of computer technologies and software in four computer labs, one per year.
6. Create partnerships with industry employers and manufactures, three per year.
7. Improve lab technology for A+ computer instruction laboratory and certification during the 2004-2005 year.
8. Integrate CAD, multimedia, electronics and CSS to optimize the use of technology and lab space.
9. Develop and implement effective marketing strategies to increase enrollments of traditional and non-traditional students in the CIS field for 2004-2005.
10. Continuously upgrade advisory committees with industry professional with contemporary knowledge of changing industry trends.
11. Evaluate yearly progress made and project new goals and strategies.
12. Expand internship program, which places CSS students in relevant job experiences.

*LONG-TERM GOAL:*

1. Establish Hartnell as a certification site for industry.

*STAFFING PLAN:*

1. Explore the feasibility of creating a discipline chairperson position.
2. Develop an active pool of part-time instructors.
3. Add at least one more instructor.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Lecture rooms connected to network.
2. Computer laboratories specifically designed and approved to meet industry certification standards.
3. Two (2) wireless PC systems for use at off-campus locations

*TARGETS FOR CHANGE:*

1. Implementation of effective marketing strategies.
2. ITUG
3. Track success of graduates and students leaving the program.
4. Establish partnerships with industry.
5. Develop internship opportunities.
6. Continue to work with the advisory committee.
7. Provide for certification of faculty.
8. Develop articulation agreements with local high schools and CSUMB.
9. Use network and portable PCs in lecture classrooms.
10. Revise curriculum to meet student and industry needs.

**12. Public Safety (Administration of Justice, Corrections, Fire Science)**

*STATEMENT OF PHILOSOPHY:*

The Public Safety disciplines aim at developing training and education for occupations and professions involved in providing safety and security for the citizens of Hartnell Community College District and California. These include Law Enforcement, Fire Science, Correctional Science.

*SHORT-TERM GOALS:*

1. Revise certification for Correctional Peace Officers Standards and Training (C-POST) curriculum.
2. Assess the need for and plan the implementation of a Private Security Program.
3. Increase student enrollment by 7% for ADJ and Corrections by developing and implementing effective marketing strategies.

4. Develop curriculum for interactive, multimedia, self-paced, computerized courses authorized by Peace Officers Standards Training (POST).
5. Develop a complete paralegal degree/certificate program during 2004-05 and process through the Chancellor's Office for approval.
6. Upgrade, articulate and certify the Administration of Justice (ADJ) courses with the California Commission for Peace Officer Standards and Training (POST) annually.
7. Ensure ongoing staff development that prepares ADJ faculty to teach online courses.
8. Yearly expand internship program, which places ADJ students in relevant job experiences.
9. Improve upon and implement effective marketing strategies via brochures, multimedia, web page and television.
10. Perform program review and evaluation as required by Chancellor's Office. (Accomplished 2002-03, ongoing)
11. Continuously upgrade the advisory committees with industry professionals with contemporary knowledge of changing industry trends.

*MEDIAN-TERM GOALS:*

1. Consolidate all public safety programs under a coordinator of public safety.
2. Assess the feasibility of establishing a police academy in collaboration with the Monterey County Sheriff's Department and Salinas Police departments.
3. Reassess local prison system environment and develop creative ways to reinstate an educational program at Soledad Prison.
4. Develop curriculum to offer an AA degree and certificate program via distance learning during 2003-2004. (Accomplished, this is the first discipline that is now offering a complete certificate in DE mode)
5. Develop curriculum to teach self-paced ADJ/POST courses.
6. Procure licensing and software to teach self-paced ADJ/POST courses in 2004-2005.
7. Yearly expand internship program which, places ADJ students in relevant job experiences.
8. Perform program review and evaluation as required by Chancellor's Office.

**13. Early Childhood Education (ECE)**

*STATEMENT OF PHILOSOPHY:*

The Early Childhood Education provides the leadership of the child care and education community in ensuring that all students shall have access to a quality education and opportunities to pursue and achieve their individual goals as educators of young children.

*SHORT-TERM GOALS:*

1. Define and established clear tracks for Certificate and Associate of Arts Degree Program for Early Childhood Education (ECE). (Accomplished)
2. Define and established a Certificate Program to parallel with State Licenses and Teaching Credentials. (Accomplished)

3. Assess the feasibility of two parallel associate of art degrees track programs, one with transferable classes and the second with parallel classes in the 100 series. (Accomplished)
4. Hire one more faculty to commence teaching during the 1999-2000 academic year. (Accomplished)
5. Establish a philosophy, develop and evaluate performance standards for the ECE discipline.
6. Review and update ECE courses to meet new state adopted competencies in early childcare and education for children ages 0-8 years, Continue.
7. Develop new coursework to meet new licensing regulations, new mandates in ECE requirements, and child care trends and needs for 2004-2005.
8. Develop new coursework in the following areas: infant/toddler with special needs, early literacy for children 0-5 years, playground safety, and Montessori. 2004-05
9. Sustain increase access to education and training at more convenient times and locations to allow students to complete their child development permits and ECE certificates by improving the effectiveness of scheduling. Accomplished.
10. Organize child observation courses and assignments in the late afternoons and evenings. (Accomplished)
11. Increase more “hands on” interactive workshops and seminars conducted by ECE experts and guests from the State Department of Education, colleges, universities, agencies, and programs starting in 2000-2001; ECE Seminar Institute grant. Continue.
12. Expand different areas of specializations for ECE teachers, site supervisors and program directors. Continue.
13. Continue to provide monies for faculty development to attend seminars, conferences, and workshops on specific ECE topics.
14. Update informational sheets/brochures about ECE certificate programs starting in 2004-05.
15. Develop web page describing the ECE program and educational options starting in 2004-2005.
16. Yearly expand internship program which, places ECE students in relevant job experiences.
17. Improve upon and implement effective marketing strategies via brochures, multimedia, web page and television.
18. Perform program review and evaluation as required by Chancellor’s Office. Accomplished in 2001-02, repeat process according to policy.
19. Continuously upgrade advisory committees with industry professional with contemporary knowledge of changing industry trends.
20. Evaluate the progress made on annually and project new goals and strategies.
21. Create Learning Community Program with learning skills center, ESL, students with disabilities, ECE and Spanish dependent for ECE students. 2004-05.
22. Review and update ECE courses to meet new state adopted competencies in early childcare and education for children ages 0-8 years, ongoing.
23. Develop and implement late afternoon or evening practicum for working students.
24. Coordinate skills acquisition courses paralleling ECE coursework to increase bilingual literacy competencies and meet permit and certificate requirements.

25. Conduct survey of students who are employed, have received a promotion, or have changed careers after completing an certificate and /or A.A. degree beginning in 2001-02.
26. Seek additional funding resources to support staff development on ongoing basis.
27. Update informational sheets/brochures about ECE certificate programs.
28. Expand ECE web page for the ECE program 2004-05.
29. Yearly expand internship program which, places ECE students in relevant job experiences.

## **14. Construction Technology**

### *PROGRAM DESCRIPTION:*

The Construction Technology discipline provides a learning environment in which a diverse student population can prepare to enter, or update skills in, the ever-changing construction industry. Classes are offered that allow students: to prepare for transfer to four year university programs, to prepare for entry level positions in the construction industry, to assist those that wish to upgrade their skills for job advancement and, to train homeowners to learn skills of general interest or for home improvement.

### *ON-GOING GOALS:*

1. Promote and provide opportunity for faculty development.
2. Create and upgrade curriculum and provide programs to meet the educational and training needs for all segments of the local building industry.
3. Work with local building industry leaders to provide a skilled workforce and meet other training needs.
4. Develop laboratories, classrooms, and instructional equipment to provide a learning environment to achieve the highest quality instruction.
5. Continue to comply with State, national and Associated General Contractors' performance standards.
6. Continue to implement Secretary's Commission on Achieving Necessary Skills (SCANS) competencies in all aspects of the curriculum.

### *SHORT-TERM GOALS:*

1. Develop a construction academy with Mission Trails ROP.(Completed)
2. Apply and receive accreditation for joint academy from Associated General Contractors of America (AGC). (Completed)
3. Develop certificate program for training of building inspectors. (Completed)
4. Provide training to meet the needs of local business and industry.
5. Develop strategies to make our construction technology discipline accessible to students from Gavilan, Cabrillo, and Monterey Peninsula Colleges.
6. Increase enrollment in all construction technology areas by an average of 10% per year for the next three years.
7. Reapply for accreditation of joint academy from AGC in September 2004.

8. Apply for certification from NARI (National Association of the Remodeling Industry)
9. Develop a partnership with CHISPA and the City of Salinas to build affordable housing within our community. This would create a paradigm shift for the house construction portion of our program, which will eliminate the need to sell a spec house each year.
10. Create perceptorship programs for our students.

*MEDIAN-TERM GOALS:*

1. Obtain a stable source of funding through a variety of sources to accomplish all of the discipline's goals.
2. Create new and innovative programs to meet the needs of all segments of the college community and local construction industry.
3. Become regarded by local employers as a key provider of high quality trained employees.
4. Establish business partnerships committed to hiring our program graduates and providing financial support to the improvement of our programs.
5. Become a major force in the economic development of our local construction industry and the community the College serves.
6. Achieve exemplary program status throughout the California Community College System.
7. Work with local civic leaders to develop a plan where the program can assist with the local problem of a lack of affordable housing.
8. Work with college administrators to develop a procedure whereby proceeds from the sale of each spec house can be kept in a separate fund so the program can become self-sufficient and self-supporting for the yearly construction of its housing project.

*LONG-TERM GOALS:*

1. Develop a plan for funding, replacement and repair of new and existing equipment.
2. Develop a plan to increase the financial resources for the construction discipline.

*STAFFING PLAN:*

1. Hire sufficient personnel to provide pre-employment courses and certificates that meet District and local industry needs.
2. Hire full-time faculty members to replace retiring and departing faculty and to provide for program expansion or extension.
3. Hire or reassign faculty members for discipline coordinators.
4. Ensure that the construction discipline always has at least one full-time faculty member.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Develop a plan to ensure the integrity and security of the house building area on the west end of the technology building.
2. Develop a clean up area for all classes that use cement and concrete products.
3. Obtain certification for OSHA compliance to be able to teach safety to local contractors.

## **F. PHYSICAL EDUCATION/ATHLETICS DIVISION**

### *PROGRAM DESCRIPTION:*

Physical Education, Health Education & Athletic Division provides an environment to enhance “learning beyond the classroom” and adds to the overall college experience for the entire student body. Our division is committed to the physical and health education needs of students and the community. In addition, we seek to provide, for all students, the information necessary to implement lifelong fitness which will enhance the quality of responsible living.

Physical Education, Health Education and Athletic Division offers basic and advanced courses designed to prepare students for an Associate of Science Degree in Physical Education or an Associate of Science Degree or Certificate in Alcohol and Drug Program Specialist. Students seeking a Bachelor’s Degree can follow the appropriate courses of study to transfer to a four-year college or university and complete degree requirements in physical education recreation, health, coaching, or athletic training.

The Adaptive Physical Education support services are handled through the Disabled Students Programs and Services (DSP&S). The discipline provides the opportunity for students to learn skills, develop total fitness, and participate in activities that provoke carry over interest, physiological results and wholesome social interchange.

The Athletic Department currently offers twelve intercollegiate sports that compete in the Coast Conference. These sports are: Men’s Baseball, Men’s and Women’s Basketball, Men’s and Women’s Cross Country, Football, Men’s and Women’s Soccer, Women’s Softball, Men’s and Women’s Track & Field, and Women’s Volleyball.

Our athletic governing body is The Community College League of California’s Commission on Athletics (COA). It is an integral part of California’s extensive Community College System. As authorized by the State Legislature, the Education Code provides the COA the opportunity and authority to establish the rules and regulations to administer the activities of nearly 25,000 men and women student/athletes in the state.

### *STATEMENT OF PHILOSOPHY:*

Physical Education, Health Education and Athletic Division is committed to student success. A wide range of classes are offered to teach student skills and attitudes that will help them live a longer, healthier, and more productive life. Our classes help to integrate movement concepts to help students move more efficiently and effectively. Our health and athletic classes offer awareness of cultural, and ageism differences and have developed exercise and movement experiences to suit our communities needs.

### *ON-GOING GOALS:*

1. Develop curriculum and provide instruction to enhance the lifetime fitness, lifetime activity, health, and wellness of the students, faculty, staff and community.

2. Improve every student's overall physical and mental well being through physical activity, athletics, and education.
3. Offer a wide variety of courses that meet student needs and transfer requirements.
4. Maintain the facilities and athletic equipment at high standards to ensure safety and student interest.
5. Update instructors' knowledge within their fields to provide the students with current and functional knowledge.
6. Upgrade and revise the curriculum in order to meet the needs of a diverse student population.
7. Evaluate the interest and need for the development of certificate programs.
8. Prepare athletes to move to the next level in their sport.
9. Maintain compliance to Title IX regulations within the athletic department.

*SHORT-TERM GOALS:*

1. Return of parking lot back into tennis courts.
2. Improve and upgrade equipment in the Fitness Center and Physical Education activity classes to upgrade current standards, student interest and safety.
3. Continue to update and keep current the Athletic website.
4. Redesign Physical Education and Adaptive Physical Education websites.
5. Analyze and update mission statements for Physical Education, Health Education and Athletics.
6. Increase use of technology in activity classes, Fitness Center and Athletics.
7. Continued offerings of courses on satellite campuses, i.e., East Campus, King City, and Soledad. Expand courses when applicable.
8. Expand curriculum to meet the ever changing needs of our student population.
9. Establish an equipment line item budget to replace old damaged and/or out-dated equipment.

*MEDIAN-TERM GOALS:*

1. Evaluate the interest and need for the development, approval and implementation of certificated programs.
2. Reinstate the Men's and Women's Swimming and Water Polo programs.
3. Continue to upgrade and phase out outdated, broken and/or old equipment.
4. Expand and enhance/redesign our Athletic playing fields i.e., synthetic turf, stadium bleachers, bathrooms etc. . . . to meet the needs of and provide the necessary resources for athletic teams and activity classes. Synthetic turf is the best option to enable the field to be used year round and requires less maintenance, time and cost.
5. Establish an Annual Athletic Hall of Fame Banquet.
6. Improve heating unit in Auxiliary Gym.
7. Return parking lot back into athletic fields.

*LONG-TERM GOALS:*

1. Build a state of the art Athletic Field House to include an athletic training room, offices, strength and conditioning lab, smart class rooms, conference room, movement classroom, ticket booth, and concessions/BBQ area. This will enable the faculty in the Physical Education, Health

Education and Athletic Division to strengthen the continuum of opportunities in health and physical activities from sports to fitness that are offered to Hartnell College students.

2. Hiring of a Sports Information Director.

### *STAFFING PLAN:*

The Physical Education, Health Education and Athletic Division consists of one Dean, eleven full-time faculty/coaches, one full-time faculty/athletic trainer, two full-time faculty in Adaptive Physical Education, one full-time administrative assistant, one full-time clerical assistant, numerous adjunct faculty/coaches, one male and one female full-time classified equipment manager. In order to expand the curriculum and continue to upgrade and plan for the future needs of the department, the staff needs are:

1. Four new full-time instructor positions are needed on the main campus. Two positions can be combined with coaching. One full-time Health Education instructor is needed. The fourth position needs to be for a Fitness Center Director.
2. A second full-time Athletic Trainer is needed to reduce the number of hours that the current person is working beyond scheduled hours and provide additional coverage for expansion of athletic teams.
3. Numerous work study positions are needed in the Fitness Center, equipment room, athletic events, and/or Adaptive Physical Education classes.

### *FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

#### **Facility Development**

1. The most visible and used areas on the Hartnell College campus are the Physical Education and Athletic Facilities. These areas need to be addressed on a continuing bases as they stand out in the community.
2. Build athletic field house that would include offices, athletic training room, conference room, strength and conditioning lab, two (2) smart class rooms, ticket booth, concession and BBQ area.
3. Resurface football, soccer, softball, baseball fields with synthetic turf.
4. Create more storage options in P.E. building and out on athletic fields for sports that use the facilities, i.e., baseball, softball, soccer, football, track.
5. Create more office space in main P.E. building.

#### **Equipment Needs**

##### **Fitness Center**

1. Wall mounted stereo and receiver cabinet, in wall speakers, DVD player, CD player, MP3 player, satellite radio, cadence and paging system.
2. Re-upholstering of old existing weight benches.
3. Medicine balls and rack.
4. A/C cooling system in Fitness Center.
5. Expansion of Fitness Center - add stretching room, spinning room, and cardio room.
6. New treadmills and precor cardio machines.

### **Health/Assessments**

1. One (1) Leg and shoulder dynamometer.
2. Two (2) Skindex body composition calipers.
3. Six (6) Adult CPR manikins.
4. Three (3) Height and weight scales.
5. Four (4) Blood pressure cuffs.

### **Athletic Training Room**

1. Three (3) Combo therapy units (ultra sound and electric skin).
2. Two (2) Hydrocollator (large).
3. One (1) Exercise bike.
4. One (1) John Deere Gator.
5. Four (4) Treatment tables.
6. Two (2) Taping tables.
7. One (1) Ice machine and bin.
8. One (1) Large whirlpool.

### **Main Gym**

1. Thirty-six (36) padded cushioned folding chairs for volleyball and basketball games.
2. One (1) Shooting gun for basketball.
3. New bleachers with seat backs.

### **Auxiliary Gym**

1. Add heating/A/C system in gym.
2. Electronic scoreboard.
3. Twelve (12) new aerobic steps and platforms for aerobic classes.
4. Neoprene dumbbells and storage rack for aerobic classes.

### **Pool**

1. Rehabilitation pool for Adaptive Physical Education classes.
2. Slip resistant aquatic matting for pool deck.

### **Football Field**

1. Two (2) new goal posts for football.
2. Two (2) power sleds for football.
3. Five (5) hitting dummies for football.
4. Twenty-five (25) new hurdles for track and field.
5. Upgrade or replacement of P.A. system on track.
6. Five sets (5) bleachers.
7. Bathrooms out at fields six (6) female, six (6) male bathrooms out at track.
8. One (1) John Deere Gator.

### **Baseball Field**

1. Dugouts upgraded –benches
2. Fenced in bleachers, ticket booth, concession stand, scoreboard, score booth.

3. Foul poles.
4. Locker room.

### **Softball Field**

1. Dugouts upgraded – benches.
2. Fenced in bleachers, ticket booth, concession stand, scoreboard, score booth.
3. Foul poles.
4. Locker room.

### **Soccer**

1. Two (2) Goal post.
2. Team room for home team and visitors.
3. Home team and visiting team dugouts/benches.
4. Bleachers.

### **Tennis Courts**

1. Seven (7) Tennis nets.
2. Fourteen (14) Tennis posts.
3. Wind and privacy screens.
4. Resurfacing of all courts and painting.
5. Planting of trees outside of courts to cut down on amount of wind.

### ***TARGETS FOR CHANGE:***

1. Develop a student/athlete study skills lab.
2. Integrate athletic and computer technology teaching tools.
3. Develop closer ties with local business community.
4. Develop King City and East Campus and integrate Physical Education activity courses.
5. Improve Physical Education facility.
6. Increase outside funding support.
7. Improve athletic fields and build a new stadium.
8. Effectively help our student/athletes successfully reach their educational goals.
9. Develop curriculum and current trends in lifetime fitness.
10. Increase student-workers in Fitness Center.
11. Continued staff development.
12. Better publicize the department's certificate program and associates degrees.
13. Develop a student-athletic training program with California State University, Monterey Bay.

### ***BUDGET IMPLICATIONS:***

1. Five (5) New full-time faculty positions  
Two (2) Faculty/coaching Physical Education positions  
One (1) Full time athletic trainer  
One (1) Fitness Center Director  
One (1) Full time Health Education faculty member
2. Work-study students for help with Fitness Center and athletic programs.
3. Line item equipment budget.

4. Improve athletic playing fields i.e., synthetic turf, stadium bleachers, etc.
5. Funds available for the establishment of a computer student/athlete study skills laboratory
6. Maintenance and repair of equipment.
7. Restroom facilities on athletic fields that are ADA accessible.
8. Sufficient funds for technology and instructional staffing so programs may grow and develop.
9. Hire a Sports Instruction Director who will be responsible for fundraising for the department.
10. A new strength and conditioning laboratory.
11. Purchase new equipment for Fitness Center.
12. Faculty training in the use of computer technology.
13. Faculty training to attend conventions, conferences, workshops and seminars on ways to become more effective instructors.
14. Continued renewal of First Aid/CPR requirements.
15. Lifeguard and teacher recertification for swimming pool.
16. Equipment and budget for East Campus and King City Physical Education Facility.
17. Athletic training room equipment.

## **G. WORKFORCE AND COMMUNITY DEVELOPMENT CENTER**

### *PROGRAM DESCRIPTION:*

The 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 Kinship Care Education and Independent Living Programs, and contracts for training and services with the Monterey County Department of Social Services.

### *STATEMENT OF PHILOSOPHY:*

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. To complete this mission and these goals, the Center endorses and demonstrates the following values:

1. We value people as our most important resource.
2. We recognize and value diversity of cultures and ideas.
3. We maintain academic excellence and bring joy to learning.
4. We endorse learner-focused education and training.
5. We support innovation and judicious risk-taking.
6. We believe in teamwork, partnerships, and ethical behavior.
7. We complement and support other Hartnell programs and services.

### *ON-GOING GOALS:*

1. Anticipate the need for, develop, and provide not-for-credit programs that supplement the credit offerings to address the unmet learning needs and interests of the community, including:
  - a. Vocational training and professional development courses.
  - b. Recreational and avocational classes.
  - c. On-site contract training for area businesses.
  - d. Training and services for public agencies.
2. Present these programs in a variety of nontraditional formats to a diverse population.
3. Explore instructional delivery systems, using emerging technologies.
4. Identify and acquire alternate funding sources.
5. Understand the characteristics and implications of adult learning theory.
6. Increase external partnerships to leverage resources and provide better programs and services to our community.

### *SHORT-TERM GOALS:*

1. Develop new instructional and service areas.
2. Expand on-site and specialized courses for business, industry, nonprofit organizations, and government agencies which will provide the greatest area for expansion.
3. Maintain, strengthen, and continue to develop our working relationship with the Department of Social Services.
4. Increase presence on Hartnell's website and the use of the Internet for promotion, communication, registration, instruction, and evaluation.
5. Increase efficiency of Pathways distribution by reducing the number of copies printed and mailed by targeting certain zip code and carrier routes.

The following programs (with goals) are targeted for development or expansion:

1. *Contracts or Grants:* Develop new programs, particularly relating to Foster and Kinship Care Education and Independent Living Programs. Establish partnerships with local agencies to provide training and services.
2. *Customized Training:* Increase contract education.
3. *Specialized Services – Conference Coordination:* Promote services for conference coordination. The Center has done this in the past for the California State Department of Pesticide and currently does so for the Ammonia Safety Committee. Review the financial aspects of our Ammonia Safety contract.
4. *On-Line Courses:* Include course offerings through the Internet and e-mail.
5. *Certificate Programs:* Add new fee-supported training programs. Work with other instructional administrators to convert these programs to credit or non-credit as appropriate. Potential new programs include medical coding, marketing, public relations, office skills, and book keeping.

*MEDIAN-TERM GOALS:*

1. Develop a presence throughout the community, particularly in King City.
2. Provide courses through alternative delivery systems, including Internet and teleconference.
3. Become a regional resource for the application of technology and distance learning.
4. Establish Hartnell's Workforce and Community Development Center as a primary source for computer technology and software training courses, customized training for business, short-term vocational training, and professional development through a strong relationship with businesses and public agencies.

*LONG-TERM GOALS:*

1. Continue to design and develop innovative training programs to meet performance objectives of local businesses.
2. Increase the technical knowledge of the local workforce.
3. Collaborate with employers, organizations, and agencies to promote the economic development of the Salinas Valley.
4. Continue to offer a variety of personal development courses to enrich the lives of District residents.

*STAFFING PLAN:*

1. Add temporary staff and qualified trainers to handle new training and workforce development activities, only as needed.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

1. Increased space, including:
  - a. Office space.
  - b. A dedicated computer laboratory for training on the main campus
  - c. New off-campus sites for workforce training.
  - d. A professionally furnished conference room with state-of-the-art technology.
2. Equipment, including:
  - a. Computers and peripherals for technology training.
  - b. Audiovisual equipment, such as projection systems
  - c. Office equipment:
    - (1) Computers and peripherals, including laptop computers.
    - (2) An improved telephone system.

*TARGETS FOR CHANGE:*

1. Emphasis from personal development courses to workforce training, particularly in the areas of computers, communication, and technology skills.
2. Increase presence in the economic development of the entire District by increasing partnerships with business and developing and marketing Hartnell programs and services.

### *BUDGET IMPLICATIONS:*

The Center will be self-supporting through enrollment fees and contract training fees, and possibly grants. Growth will generate resources necessary to cover increases in staffing, technology, and marketing.

## **H. ACADEMIC LEARNING CENTER**

### *PROGRAM DESCRIPTION:*

The Academic Learning Center (ALC) is an instructional program and a multi-discipline center consisting of a Computer Laboratory, Language Laboratory, Mathematics Laboratory, Reading and Writing Laboratory, and a Tutorial Center. In the past these labs have been located in the Annex and CAB buildings. When the new Center for Assessment and Life-long Learning (CALL) building opens in 2008, all these labs will move under one roof. In the meantime, the Computer and Language Laboratories will remain in the CAB building, while the other labs move to a swing space in the old library building. Furthermore, the ALC offers services at East Campus and King City Center through the East Campus Reading and Writing Lab and the King City Center Learning Skills Lab.

The Academic Learning Center provides developmental instruction for academically under-prepared students and alternative instructional environments for students seeking more individualized or self-paced programs of study. It provides supplemental and stimulating instruction for students interested in developing particular computer, language and mathematics skills. Moreover, the Tutorial Center provides peer-tutoring and supplemental instruction for a variety of courses through individual and group sessions for gateway courses that have been historically difficult for many students to pass either in order to get to a specific major or for transfer purposes.

The Academic Learning Center laboratories serve as many as 2000 students each semester. In fall 2005, the labs served a total of 1,868 actively enrolled students for a total of 39,146 contact hours:

- Computer Lab 338 students, 6309 contact hours
- Language Lab 78 students, 1419 contact hours
- Math Lab 410 students, 9770 contact hours
- Reading and Writing Lab 248 students, 7724 contact hours
- Tutorial Center 672 students, 11069 contact hours
- East Campus 56 students, 1270 contact hours
- King City 66 students, 1585 contact hours

ALC labs and centers promote retention of students who might otherwise drop out or not succeed in gate keeping courses for their desired certificate, degree or transfer coursework. In addition, during the academic year from summer 2004 through spring 2005, FTES for all the positive attendance courses offered by the ALC totaled 119.83.

*DEPARTMENT PHILOSOPHY:*

The ALC strives to provide a friendly, comfortable, open, and intellectually stimulating approach to developmental, supplemental, and multidisciplinary instruction in an individualized, self-paced environment rich in multicultural, multimedia, and computer-assisted instructional materials.

*CURRENT STAFFING:*

Full-time faculty and staff in the ALC include the following:

- ALC Director (shared with Distance Education program)
- Tutorial Coordinator
- Secretary (shared with the Distance Education program)
- Computer Lab Instructor
- Language Lab (ESL) Instructor (shared with the ESL department)
- Math Lab Instructor
- Math Lab Instructional Specialist
- Reading Lab Instructor
- Reading Lab Instructional Specialist
- Writing Lab Instructional Specialist

Part-time faculty and staff in the ALC include the following:

- Main office clerk (40 hours / 11 months)
- Math Lab Instructional Specialist (40 hours / 11 months)
- Reading and Writing Lab Instructional Specialist (30 hours / 11 months)
- Writing Lab Instructional Specialist (40 hours / 11 months)
- Adjunct instructors
- NIC instructors from various departments
- Student workers

Under the auspices of Computer Services and Library/Media Services, three computer network technicians provide support for ALC computers (as required for network maintenance, software installation, and resolution of configuration conflicts).

*STAFFING NEEDS:*

1. To keep an optimal Instructor/Specialist-to-student ratio, the ALC anticipates the need to hire a full-time Writing instructor, a Computer Lab Instructional Specialist and/or Instructional Assistants, a Tutorial Center Instructional Specialist and/or Instructional Assistants.
2. Staffing inequities across the labs should be evened out through reassignment and joint assignments.
3. The ALC needs the dedicated services of a half-time Computer/Network Technician.
4. The ALC secretary position shared between the ALC and Distance Education should be upgraded to Administrative Assistant, and the part-time clerk position should become a shared full-time secretary position.

5. An Instructional Technologist position assigned 50% to the ALC and 50% to Distance Education should be created.

#### *STAFF TRAINING:*

1. Training for ALC faculty and staff should be regular and ongoing, consisting of no less than two workshops per semester. The workshops or training sessions should include, but not be limited to, the following topics: instructional strategies for at-risk students, tutorial techniques for individual or small group instruction, multimedia, Internet, Internet navigation, research, and computer-assisted-instruction, cross-cultural curriculum and curriculum development, recognition of learning disabilities, instructional strategies for working with disabled students, and software specific operating procedures.
2. Instructional Specialists should be cross-trained in labs within their subject specialty.
3. All peer tutors should receive accredited training, which may be concurrent to their tutoring assignment, during the first two semesters of their employment.

#### *FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

The ALC's main campus labs are transitioning from their current locations in the Annex and CAB buildings. Eventually, these labs will be located in the CALL building. While the Annex is demolished, the Annex labs will move to a swing space in the Old Library Building. The Old Library needs to be remodeled to accommodate the labs and provide connection for the existing lab technologies. In addition, the increased space in the CALL building provides for greater service possibilities as long as staffing, equipment and technology keep pace with anticipated growth.

Continuous computer hardware and software upgrades on the main campus and at off-campus sites are required to keep pace with market and societal forces. The development and establishment of off-campus facilities and distance education instructional modes will include the expansion of basic skills instruction to these sites. These upgrades and expansion will require continued investment in computers, software, and personnel for the effective operation of the programs to the benefit of at-risk student populations.

#### *TARGETS FOR CHANGE:*

1. Improve staffing distribution and cross-train staff for equitable coverage across labs.
2. Increase faculty and staffing to continue providing optimal instructional personnel to student ratios in all labs as services, use, and enrollments increase.
3. Develop lab curricula and student support workshops.
4. Extend services to outreach locations such as East Campus and King City Center
5. Integrate all the ALC services into a cohesive department in a division under leadership shared with the Distance Education program.
6. In cooperation with partner institutions, develop a Center for Basic Skills or Developmental Education instruction to research, train and provide access to better instructional methods, curricula, and materials for Basic Skills / Developmental programs offered by the ALC and a variety of grant-funded programs on campus.

7. Extend services via distance education technologies.

*ON-GOING GOALS:*

1. Increase student retention by implementing frequent student contact and innovative modes of instruction to meet student learning needs.
2. Maintain an optimal Instructor/Specialist-to-student ratio, in the range of 8 to 12 students per instructional employee, at all ALC sites.
3. Develop and revise curriculum for courses following curriculum approval guidelines.
4. Complete program reviews every five years.
5. Train ALC faculty and staff on multimedia, instructional and non-instructional software.
6. Conduct at least two faculty and staff training sessions per semester on pedagogy and curriculum for at-risk, disabled, and ESL students, curriculum development, computer-assisted instruction, or learning and critical thinking strategies.
7. Cooperate with campus-wide academic computing systems personnel to coordinate instructional software upgrades and computer hardware upgrades.
8. Ensure that software and network access is available to students across all lab location so that students working at East Campus and King City Center have access to equivalent software, hardware, and course tracking as is available at main campus labs.
9. Provide student and work-study employees with training and professional development to improve the services offered and promote an educationally enriching work experience.
10. Provide increased lab and tutorial services and outreach to students at East Campus, King City Center, and studying at a distance.
11. Develop financial resources and budgetary support to maintain equipment and technology necessary to the functioning and innovative instruction offered by the ALC.

*SHORT TERM GOALS:*

1. Develop and implement consistent policies across all labs.
2. Fill the vacant full-time Writing instructor position for the writing side of the Reading and Writing Laboratory.
3. Develop and offer a series of Math, Computer Skills, and Study Skills workshops.
4. Move the writing workshops offered by the Tutorial Center to the Reading and Writing Lab.
5. Use the new CSEA Classification for Instructional Assistant to increase lab support staff in the Computer Lab, Math Lab, Reading and Writing Lab and Tutorial Center.
6. Increase cooperation between and develop distinct roles for the Language Lab and Reading and Writing Lab.
7. Implement a learning style inventory for student intake across all labs.
8. Implement tutor training across all labs for all student employees.
9. Move the Annex-based labs to the Old Library Building swing space.

*MEDIAN-TERM AND LONG-TERM GOALS:*

1. Offer writing, study skills and math workshops via teleconferencing to the King City location.

2. Connect ALC network to East Campus and King City Center lab locations to ensure access to software and tracking of students using multiple locations.
3. Analyze the demand for and provide appropriate Computer Lab and Math Lab services at East Campus and King City Center.
4. Develop distance learning tutoring service.
5. Identify MAT 205 and 206 skill sets, assessments, and curricula in order to implement individualized instruction indicated in curriculum outline.
6. Upgrade software licenses, instructional materials, and websites, and ensure ADA compliance in all lab equipment and materials.
7. Obtain equipment and furnishings for new locations in the CALL building.
8. Hire a half-time Instructional Technologist for the ALC.
9. Hire a full-time Instructional Specialist to support the Computer Lab and Language Lab.
10. Foster greater support of foreign language instructional programs (Spanish, French, and Japanese) in the Language Lab.

*BUDGET IMPLICATIONS:*

1. Replacement and repair costs of printers and computer hardware: \$75,000 / year (approx.).
2. Acquisition of computer hardware and printers as services and enrollments grow: \$250,000 over the next two years (approx.).
3. Software upgrades and licensing: \$25,000 / year (approx.).
4. Added staff and faculty positions: \$100,000 / year (approx.).
5. Remodeling swing space: unknown.

**I. Distance Learning**

*PROGRAM DESCRIPTION:*

The Hartnell Community College District serves the entire Salinas Valley, an agriculture region in Central California some ten to twenty miles wide and one hundred miles long. The College is a Hispanic Serving Institution with an overall population of approximately 10,000 students and with over 65% of the student constituency representing diverse ethnic and cultural backgrounds. The majority of the students are first generation college attendees coming from homes where Spanish is the primary language. They are also working students; and as such, have to arrange education around their work schedules. As housing prices in the Salinas area continue to climb, these students are driving farther and farther from more affordable cities such as Chualar, Gonzales, Soledad, Greenfield, and King City to attend Hartnell. With rising gas costs, commuting to Hartnell's main campus is becoming cost prohibitive. Accordingly, Hartnell must find a way to make education more attainable for these students by changing the content, time, and location of course offerings. Furthermore, Hartnell College should work aim to develop online education programs competitive in the global education market. Such programs can enrich the experience of students in the Salinas Valley by providing them with opportunities to interact with students from other areas.

Because of this changing student environment, Hartnell Community College faces multiple challenges:

1. To meet the needs of student populations in rural, semi-rural, and the urban environments to have local access to low-enrollment and/or otherwise unavailable courses and degree programs and certificates.
2. To deliver courses to remote geographical parts of the District so students not able to commute to the main campus can have equal access to offered education.
3. To deliver courses, certificate programs, and degree programs that a single rural community cannot afford to offer.
4. To deliver asynchronous education to students who cannot, for one reason or another, attend classes on campus at the times they are offered.
5. To create global distance learning opportunities for Hartnell's partner institutions.

To meet these challenges, Hartnell College is pursuing several distance education alternatives:

1. Internet web-based courses
2. Courses taught via two-way interactive video and audio using videoconferencing technology.
3. Courses taught via multi-point interactive video and audio using videoconferencing technology.
4. Courses taught using a mixture of web-based delivery and two-way interactive video and audio using videoconferencing technology.

At this point in time, Hartnell College offers 32 distance education courses. The certificate in administration of justice can be completed entirely online with a few visits to the college for orientations and exams.

#### *STATEMENT OF PHILOSOPHY:*

Hartnell College is committed to meeting student needs for the types, locations, and frequency of courses offered through distance learning. The College strives to support this mode of delivery by providing and supporting course management software, faculty development for teaching in various modalities, and staff and administrative personnel who support the distance education program.

#### *CURRENT STAFFING:*

Distance Education does not have any dedicated full time staff or faculty positions. The following positions on campus support Distance Education:

1. a director, shared with the Academic Learning Center (ALC)
2. a secretary, shared with the ALC
3. an instructional technologist who supports the College's course management system under the direction of the Educational Technologies division (50% grant funded)
4. the support of two instructional technologists assigned to the Faculty Resource Center and Disabled Student Programs and Services

5. the support of the web page administrator under the direction of the Educational Technologies Division

#### *STAFFING NEEDS:*

To better integrate the Distance Education program as a co-equal branch in a department with the ALC, the Distance education program requires dedicated staff, support specialists and faculty. In particular, the following recommendations:

1. Create a full-time administrative assistant position to be shared by Distance Education and the ALC. Retain the full-time shared secretary position, which should replace the ALC clerk position.
2. Create an Instructional Technologist position assigned 50% to Distance Education and 50% to the ALC.
3. Create a full-time Distance Education project coordinator position for data collection and analysis, state-mandated reporting, grant and contract development and support, student help desk coordination, online student services coordination, web portal development, and other Distance Learning project support.
4. Release two faculty members 50% each to support distance learning curricula development and program design.

#### *STAFF TRAINING:*

All faculty who offer distance education courses must have sufficient initial training to ensure successful instruction via distance education media. Moreover, distance education faculty should have regular in-service training and updates. Staff must also receive training to support distance education faculty and students.

1. The Distance Education department should provide monthly training workshops and quarterly distance education orientations.
2. The Distance Education department should provide several workshops every year focused on staff support of distance education programs and courses.
3. The Distance Education department should offer training programs via online, teleconferencing and in person workshop formats.

#### *FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

The College must stay abreast of new and developing technologies so that the College continues to play a leading role in the delivery of distance education. This includes regular evaluation of the Course Management System contract and performance in order to upgrade the software or select new features as they become available. In addition, video conferencing equipment must be maintained and upgraded. Various student support service offices must also have adequate teleconferencing and internet service capabilities to support access to their services by distance education students. Faculty who offer distance education courses, student services staff, and distance education support staff must have

up-to-date computer equipment from which to work. Students should have access to sufficient and up-to-date computers on campus in order to have equal access to distance education courses.

*ON-GOING GOALS:*

1. Develop and maintain a high quality of distance education instruction that maintains the same standards as traditionally offered courses and addresses multiple intelligences, learning styles and the needs of disabled students.
2. Develop and promote clear and consistent policy and language regarding distance education course offerings.
3. Develop and maintain the infrastructure to support distance education to sites such as King City, Soledad, Greenfield, East Campus, and other remote locations by establishing and implementing appropriate personnel positions to support and maintain the College's selected course management system (CMS), two-way teleconferencing equipment, virtual student services, and staff development.
4. Ensure website, CMS, and teleconferencing equipment compliance in accordance with ADA regulations and work with Assistive Technology Specialist on-campus to develop training for compliance in distance education.
5. Provide access to student services, such as counseling, tutorial services, library services, etc., to distance education students through distance technologies.
6. Offer between 5 and 10% of the college's courses online or via other distance education modalities
7. Provide a robust selection of distance learning courses to meet the requirements of an online degree and online certificate programs.
8. Coordinate with the CSU Monterey Bay distance education program and other institutions to offer transfer and combined programs.

*SHORT-TERM GOALS:*

1. Involve all stake holders in discussions of recommended distance education policies, including but not limited to hybrid course offerings, web enhanced offerings, course development procedures, training requirements, scheduling advisories and announcements, and presentation format and consistency.
2. Implement unified Distance Education policy, guidelines, and standardized procedures, including defining the use and format of "hybrid" and "web-enhanced" courses, and publish a faculty handbook.
3. Streamline the curricula approval process for distance education classes by revising course outline forms and clarifying terminology.
4. Identify priority certificate and degree programs for Distance Education offering and promote development of distance education curricula to support those programs.
5. Promote development of curricula using videoconferencing technology.
6. Provide adequate staff and sufficient professional assistance to meet the demands of increasing instructional offerings delivered via distance education modalities. Hire an administrative assistant (shared with the ALC), an instructional technologist (shared with the ALC), and provide two 50% release time faculty members

7. Promote a technologically sophisticated staff and faculty by offering staff development and training through Faculty Resource Center (FRC) Instructional Technologists and the recommended establishment of an Instructional Technologist for Distance Education.
8. Evaluate the performance of the current CMS, compare to the services and costs of other CMS options, and re-select or renew accordingly.
9. Provide instruction to students on how to use the technologies to maximize student success and provide a student help desk to answer questions both in person and online.
10. Provide additional classroom access to videoconferencing technology on the main campus and at satellite locations.
11. Provide access via telephone, teleconferencing, or website to student services for distance learners to promote enrollment of students who cannot come to campus, including admissions, financial aid, counseling and advising services, assessment, and the cashier's office.
12. Increase the accessibility of student support services, such as the library and tutorial center, for distance education students.

*MEDIAN AND LONG TERM GOALS:*

1. Develop curricula and increase the selection of courses which meet degree, certificate, and transfer credit requirements.
2. Hire a Distance Education project coordinator to develop and manage grant funding and contract opportunities for the Distance Education program among other program support duties.
3. Provide computer lab and email account access to all Hartnell students to promote enrollment in distance education courses and access to course materials at all Hartnell locations.
4. Provide access to additional student services and support services via distance education modes.

*BUDGET IMPLICATIONS:*

The costs of maintaining distance learning capabilities needs to be identified and incorporated as a line item in all affected budgets. The initial impact will be significant because of the development of full time additional staffing needed. The college must develop on-going, long-term, financial resources and budgetary support for technology maintenance and upgrading. In order for the Distance Education program to meet the local and global challenges listed, budget accounts supporting the Distance Education department must be created for personnel and personnel development, capitol acquisitions, upgrading and repair, and software licensing and upgrading. Any cost savings from less costly or more efficient software purchases or contract should be assigned to the distance education department in order to increase the programs and support offered to students and faculty. Estimated required funding:

Additional or upgraded staff positions: \$75,000 per year

Faculty release time: \$50,000 per year

Infrastructure and capitol acquisitions, upgrading, and maintenance: \$50,000 per year

Software licenses and CMS contract: \$100,000 per year.

## **J. KING CITY EDUCATION CENTER**

### *PROGRAM DESCRIPTION:*

The King City Education Center opened in King City in May 2002 and is an off-site center of the main campus located in Salinas California. The college's district is 100 miles long and the center was established to provide increased services and instruction to the south county community at the southern end of the district. Instructional and student services are planned to meet the needs of the community.

### *STATEMENT OF PHILOSOPHY:*

Hartnell College provides the leadership and resources to ensure all students have equal access to a quality education. The King City Education Center provides educational opportunities and student services to south county communities to assure the college's mission is met and ensure student access and success.

### *ON-GOING GOALS:*

1. Increase educational opportunities for completion of associate degree / certificates and transfer.
2. Increase access to all student services.
3. Collaborate with local businesses and organization to provide training and college classes to employees.
4. Maintain the King City Education Center as a resource that is valued by the community.
5. Continue to promote a student-centered educational establishment.
6. Develop local partnerships to support student growth and development.
7. Market Hartnell College resources through regular news articles, periodicals and radio announcing class offerings and student services.
8. Continue and increase hiring of qualified adjunct faculty to teach in south county.
9. Promote distance education courses using 2-way video conference systems located at the Salinas campus, Natividad center and the King City Education Center. Coordinate with the Office of Instruction on adding this instructional modality to additional courses, encourage adjunct faculty to offer classes as video conferences and promote training of faculty for appropriate instruction.
10. Maintain a safe and accessible college center for students and community.

### *SHORT-TERM GOALS:*

1. Coordinate with Student Services to improve services to students by scoring and reading STAAR assessments that are completed at the King City Center.
2. Improve notification to students the availability of EOPS (Extended Opportunity and Program Services) services.
3. Establish Hartnell College South County Educational Advisory Committee including members of all cities in the southern Monterey county area and a representation from education, medi-

cal, state and federal institutions, private businesses, correctional facilities and Hartnell faculty and staff.

4. Identify economic market of south county coordinating with AMBAG, chambers of commerce and other organizations.
5. Increase marketing strategies by creating a marketing plan.
6. Increase outreach to area elementary, middle and high schools meeting regularly with all south county high school counselors and students.
7. Promote regular presentations at local Department of Social Services offices and other public organizations.
8. Research local occupational training needs by attending occupational training workshops on employment trends and working with AMBAG and other organizations for survey data.
9. Coordinate with the college's nursing program and any allied health trainings to expand offerings to south county
10. Increase physical education classes in south county.
11. Review and re-establish Math lab classes for students and hire an adjunct math faculty to assure continuity of this program.
12. Continue to monitor and increase offerings and available hours of the reading/writing lab.
13. Promote and develop occupational educational programs to meet the needs of the community. Research south county economic growth and related employment and available area training.
14. Assure the Center's technology is up-to-date and available to faculty and students.

#### *MEDIAN-TERM GOALS:*

1. Offer the psychiatric technician program from West Hills College at the King City Center.
2. Provide Disabled Student Services and Programs for students with special needs in south county.
3. Improve advertising to all south county students all Hartnell and other college scholarships and book grants available to them.
4. Coordinate and plan a long term administrative justice program for correctional employees to advance at the Soledad Correctional Training Facility and state prison.
5. Meet with all south county major businesses to discuss business growth and employee training needs.
6. Establish and promote use of the King City Center as a video conference location for fee-based use by area businesses.
7. Establish the King City Center as a meeting location for community and state activities coordinating with local businesses and state offices for their use as a meeting or classroom location assuring a rental fee is established and another income resource.
8. Meet with other California Community College offsite directors to discuss expansion and meeting student and community needs.

#### *LONG-TERM GOALS:*

1. Collaborate with Hartnell's administration the potential of establishing a second college in the Salinas Valley within 10 – 15 years in Soledad.

2. Meet with administrators at Cuesta College's north campus located at Paso Robles for guidance on establishing a new college.
3. Continue research on the demographics and growth potential of south county.
4. Establish the King City Center as a resource for continuing education testing in various vocations to include agriculture, viticulture, food service, medical and many more.
5. Establish and coordinate with the Dean of Humanities, a customized Human Services certificate /degree for area residents. Meet with the Department of Social Services to survey the needs of their employees.
6. Establish and coordinate with the Dean of Occupational Education an automotive training program in south county. Review the Salinas campus automotive program, south county training and employment needs and coordinate with high school instructors and administrators.
7. Provide health professional courses and programs in the distance learning and classroom modality.

*STAFFING PLAN:*

1. Hire a part-time permanent CSEA computer / phone technician to assure continuity of computers and information systems programs and available service to students and staff for assistance.
2. Increase hiring of full-time faculty in south county in areas such as early childhood education, administration of justice, history and other humanities.

*FACILITY DEVELOPMENT/EQUIPMENT NEEDS:*

All hardware to include computers, monitors, and power sources must be purchased and reinstalled every four to five years. The King City Center's computers were installed in 2002. Therefore there must be a major purchase no later than 2007.

*TARGETS FOR CHANGE:*

Increase students served in south county from approximately 1400 to 3000 by year 2010.  
 Increase annual enrollments in south county from approximately 3000 to 5000 by year 2010.  
 Increase FTE's in south county from currently 300 to 450 by year 2010.

*BUDGET IMPLICATIONS:*

The King City Education Center and instructional and student service programs for south county are supported by the main campus areas to include facilities and maintenance support, students services, information systems, library and faculty salaries. Increase in course offerings and services would impact adjunct salaries, travel and student services budgets. The budget for the King City Education Center provides for 12 months of staffing and maintenance of the Center. FTE growth will generate additional funding and should support marketing, increased technology and staffing.

