

Hartnell College

Institutional Effectiveness Assessment Plan

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September 2002

Hartnell College

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Developed by: Institutional Effectiveness Assessment Subcommittee

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Hartnell College Institutional Effectiveness Assessment Plan

The purpose of institutional effectiveness assessment is to determine the degree to which Hartnell College fulfills its mission, vision statements, college goals, and purposes. This information may then be used to make improvements to programs and services. As a result, the college will be better able to meet the needs of the students and communities it serves.

The following plan outlines how the college will implement this process. For each area assessed, the plan delineates (1) those portions of the mission statement, vision statements, institutional goals, statement of function, and/or Partnership for Excellence (PFE) goals addressed, (2) intended outcomes, and (3) assessment procedures (how the outcomes will be assessed) and criteria for success. After the plan has been implemented, the table outlining the plan will show (4) a summary of assessment results, and (5) how the assessment results will be used to make improvements.

The areas assessed in the plan include: (1) transfer education, (2) general education, (3) career preparation, (4) developmental education, (5) workforce development and community education, (6) student and career development, (7) access, (8) retention, (9) campus diversity, (10) student goal attainment, (11) technology, and (12) personnel. There was no attempt to assess every possible area. Areas chosen are institutional in scope and/or are not assessed in other ways.

This draft plan was developed by the Institutional Effectiveness Assessment Subcommittee (IEAS), a standing subcommittee of the Institutional Planning Committee, in consultation with other members of the campus community. IEAS members include: Theresa Carbajal (past member), Charlene Frontiera, Denise Harris, Frank Henderson, Paul Herrera, Romero Jalomo, Vic Krimsley, Sandra Martinez, Chris Myers, Cathy Noble, Andrea Preppernau, Eloy Rodriguez (past member), Maria Tabor (past member), Ron Waddy, and Pam Wiese.

1. Transfer Education

Extended Statement of Institutional Purpose	Intended Outcomes	Assessment Criteria and Procedures	Assessment Results	Use of Results
<p>Mission Statement: Hartnell College provides the leadership and resources that ensures that all students...have a quality education and the opportunity to pursue and achieve their goals.</p> <p>Vision Statements: Hartnell College shall provide its...student population with equal opportunities for educational access and success.</p> <p>Institutional Goals: Promote the development of instructional and student services programs that enhance student learning . . .</p> <p>Continue to develop strategies and expand activities to enhance campus technology related to academic, administrative and student use.</p> <p>Statement of Function: Offer those courses</p>	<ol style="list-style-type: none"> 1. Increase the number of students transferring to four-year colleges and universities. 2. Grade point averages among Hartnell students transferring to four-year colleges will be similar to students who enrolled at the same four-year colleges as freshmen. 3. Increase the number of students who have completed a transfer-ready curriculum. 	<ol style="list-style-type: none"> 1. The number of Hartnell students transferring to four-year colleges and universities will meet or exceed the Partnership for Excellence success criteria 2. The average GPA of transfer students, one year after enrollment at California State University (CSU), is equal to or greater than that of students who enrolled at CSU as freshmen. 3. The number of students who are transfer prepared will meet or exceed the Partnership for Excellence success criteria. 		

<p>necessary for students to complete all general education and lower-division major requirements prior to the time of actual transfer.</p> <p>Guarantee course transferability through appropriate articulation agreements with the member institutions of the CSU and UC systems.</p> <p>Ensure equivalency of lower-division instruction with member institutions of the CSU and UC systems by engaging in curriculum development and by maintaining adequate communication with other institutions.</p> <p>PFE System Goals: An increase in the number of students who transfer from community colleges to baccalaureate institutions.</p>				
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2. General Education

Extended Statement of Institutional Purpose	Intended Outcomes	Assessment Criteria and Procedures	Assessment Results	Use of Results
<p>Mission Statement: We are responsive to the learning needs of our [diverse student] community and are dedicated to... prepar[ing] our students for productive participation in a changing world.</p> <p>Vision Statements: Hartnell College shall provide its...student population with equal opportunities from educational access to academic success.</p> <p>Hartnell College shall seek and dedicate resources to be a technologically advanced institution.</p> <p>Hartnell College shall anticipate and respond to change.</p> <p>Institutional Goals: Promote the development of instructional and student services programs that enhance student learning . . .</p>	<p>1. Students will compose an acceptable essay concerning a “current events” topic assigned using Standard Written English (SWE).</p> <p>2. Students will demonstrate the ability to accomplish basic mathematical functions through the level required to earn a degree or to transfer to a four-year college/university.</p>	<p>1a. The writing subscale of a standardized test selected by a committee of knowledgeable faculty and others will be administered to a sample of students, who declare an educational goal of obtaining a degree or transferring, during their first and last semesters at Hartnell. Mean post-test scores will be (1) significantly higher than mean pre-test scores, and (2) at or above the English 1A level.</p> <p>1b. Writing samples will be collected from a sample of students, who declare an educational goal of obtaining a degree or transferring, during their first and last semesters at Hartnell. Seventy-five percent of the post-test samples will pass the written standard rubric at the English 1A level, and the mean post-test score will be significantly higher than the mean pre-test score.</p> <p>2. The math subscale of a standardized test selected by a committee of knowledgeable faculty and others will be administered to a sample of students, who declare an educational goal of obtaining a degree or transferring, during their first and last semesters at Hartnell. Mean post-test scores will be (a) significantly higher than mean pre-test scores, (b) at or above the Math 121 level for degree seeking students, and (c) one level</p>		

<p>Continue to develop strategies and expand activities to enhance campus technology related to academic, administrative and student use.</p> <p>Expand and improve campus activities related to campus diversity, campus climate; specifically, as it relates to curriculum and staff development.</p> <p>Statement of Function: Offer those courses necessary for students to complete all general education and lower-division major requirements prior to the time of actual transfer.</p>	<p>3. Graduates/transfers will demonstrate critical thinking skills derived from a well-rounded general education.</p>	<p>above Math 123 for transfer students.</p> <p>3. The critical thinking subscale of a standardized test selected by a committee of knowledgeable faculty and others will be administered to a sample of students, who declare an educational goal of obtaining a degree or transferring, during their first and last semesters at Hartnell. Mean post-test scores will be (a) significantly higher than mean pre-test scores, and (b) at or above the success criterion selected by the committee.</p>		
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3. Career Preparation

Extended Statement of Institutional Purpose	Intended Outcomes	Assessment Criteria and Procedures	Assessment Results	Use of Results
<p>Vision Statements: Hartnell College shall excel in the . . . placement of students.</p> <p>Statements of Function: Accommodate technological change by cooperatively designing in-service training programs to maintain and update skills.</p> <p>Offer retraining programs to meet the needs of business, industry, government and non-profit agencies.</p> <p>PFE Goals: An increase . . . in the number of successfully completed Apprenticeship courses . . . Advanced-level Vocational courses . . . Introductory Vocational courses . . . [and] businesses [and] employees benefiting from training through contract education.</p>	<ol style="list-style-type: none"> 1. Students completing vocational certificates and degrees will be prepared to take and pass professional certification examinations. 2. Upon completion of vocational certificates and degrees, students will have the basic, entry-level knowledge and skills necessary to be successful in the workforce. 3. Employers will be satisfied with the level of competency of entry-level students completing vocational certificates and degrees. 	<ol style="list-style-type: none"> 1. At least four disciplines per year will administer job ready assessments or professional examinations to all students completing a certificate or degree. The percent of students receiving a passing score on professional certification exams will meet or exceed the state average. 2. One year after receiving a degree or certificate, ___% (percentage to be determined) of those students who are employed or are seeking employment in their field of study and/or area of training, and respond to a follow-up survey will specify that: <ol style="list-style-type: none"> a. they are employed in jobs that use the professional training received at Hartnell; and b. their classes satisfactorily prepared them for employment. 3. A survey of employers who hire Hartnell graduates receiving degrees and certificates will show that 75% of respondents are satisfied with the competency level of the graduates they hire. 		

4. Developmental Education

Extended Statement of Institutional Purpose	Intended Outcomes	Assessment Criteria and Procedures	Assessment Results	Use of Results
<p>Vision Statements: Hartnell College shall excel in the recruitment, retention, and placement of students.</p> <p>Institutional Goals: Promote the development of instructional and student services programs that enhance student learning, reduce attrition and increase FTES</p> <p>Statements of Function: Provide for the needs of students at whatever level they enter college.</p> <p>Provide developmental courses for students lacking basic skills...</p> <p>PFE Goals: An increase in the successful course completion rate for basic skills courses.</p> <p>An increase in the number of students completing coursework at least one level above their prior basic skills enrollment.</p>	<ol style="list-style-type: none"> 1. Improve student success in basic skills courses. 2. Increase the number of students completing course work at least one level above their prior basic skills enrollment. 3. Increase the number of basic skills students who earn degrees and certificates. 	<ol style="list-style-type: none"> 1. The successful course completion (grades of A, B, C, or Credit) rate for basic skills courses will increase by ___% (percentage to be determined) above the current rate. 2. Fifty percent of those students who successfully complete their initial basic skills course will complete course work at least one level above that initial course within two years. 3. The percentage of full-time basic skills students in the fall 2000 cohort who earn degrees and certificates within three years will be 5% higher than for the fall 1997 cohort. 		

5. Workforce Development and Community Education

Extended Statement of Institutional Purpose	Intended Outcomes	Assessment Criteria and Procedures	Assessment Results	Use of Results
<p>Vision Statements: Hartnell College shall enhance its local and global community partnerships and outreach activities.</p> <p>Statements of Function: Provide a variety of courses that respond to the cultural, vocational, avocational, and personal development needs of the District residents.</p> <p>Respond to local requests for seminars, workshops and other instruction . . .</p> <p>PFE Goals: An increase . . . in the number of . . . businesses [and] employees benefiting from training through contract education.</p>	<p>1. Students enrolled in Workforce and Community Development Center courses will be satisfied with the training or instruction they receive.</p> <p>2. The Workforce and Community Development Center will offer classes and training that meet the needs of the local businesses and community.</p>	<p>1. The typical rating on the Workforce and Community Development Center Course Evaluation questionnaire regarding the "value of this course" will be "very valuable" (7 or higher on a 9-point scale).</p> <p>2a. The number of businesses benefiting from training through contract education will meet or exceed the Partnership for Excellence success criterion.</p> <p>2b. The number of employees benefiting from training through contract education will meet or exceed the Partnership for Excellence success criterion.</p> <p>2c. The number of individuals receiving fee-based job training will meet or exceed the Partnership for Excellence success criterion.</p>		

6. Student and Career Development

Extended Statement of Institutional Purpose	Intended Outcomes	Assessment Criteria and Procedures	Assessment Results	Use of Results
<p>Mission Statement: Hartnell College provides the leadership and resources to ensure that all students shall have... the opportunity to pursue and achieve their goals. We are . . . dedicated to [preparing] our students for productive participation in a changing world.</p> <p>Vision Statements: Hartnell College shall provide its diverse... student population... opportunities for educational access and success.</p> <p>Hartnell College shall seek and dedicate resources to be a technologically advanced institution.</p> <p>Hartnell College shall excel in the recruitment, retention, and placement of students.</p> <p>Institutional Goals: Promote the development of instructional and student</p>	<ol style="list-style-type: none"> 1. Non-exempt students will complete Counseling 21 (Orientation) and demonstrate increased knowledge of academic programs, student services, and successful learning strategies. 2. Academic and career information will be readily available to all students. 3. Quantity and quality of provided resources and opportunities shall match student needs to support their educational and career goals. 	<ol style="list-style-type: none"> 1. At least ___% (percentage to be determined) of students completing the Counseling 21 knowledge test will pass it at the 75% level. 2. A representative sample of students completing a survey will rate the availability of academic and career information as being “very good” or “excellent”, on average. 3. A representative sample of students completing a survey will rate the quantity and quality of resources to support their educational and career goals as being “very good” or “excellent”, on average. 		

<p>services programs that enhance student learning, improve faculty competency, and increase FTES while maintaining quality.</p> <p>Continue to develop strategies and expand activities to enhance campus technology related to . . . student use.</p> <p>Statements of Function: Provide student support services including counseling, financial aid, testing, athletics, student activities, and recreational opportunities.</p> <p>Offer career services which assist individuals in exploring their career interests in developing educational programs best suited to their needs, interests, and potential for personal growth and obtaining employment within their fields of study.</p>				
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7. Access

Extended Statement of Institutional Purpose	Intended Outcomes	Assessment Criteria and Procedures	Assessment Results	Use of Results
<p>Mission Statement: Hartnell College provides the leadership and resources to ensure that all students shall have equal access to a quality education and the opportunity to pursue and achieve their goals.</p> <p>Vision Statements: Hartnell College shall provide its diverse communities and student population with equal opportunities for educational access and success.</p> <p>Hartnell College shall implement programs and services that recognize its culturally diverse community, and promote fair and ethical treatment of its entire population.</p> <p>Hartnell College shall excel in the recruitment, retention and placement of students.</p> <p>Institutional Goals: Complete work on the Facilities Master Plan and implement activities related to campus buildings.</p> <p>Continue to expand off campus offerings in South</p>	<p>1, Hartnell College will ensure that students from all segments of the community are actively recruited and enrolled.</p> <p>2. Students will perceive the college as being accessible.</p> <p>3. All programs and services provided by Hartnell College will be equally accessible by every person.</p>	<p>1a. Adult participation rates will be comparable to those at similar California community colleges.</p> <p>1b. Adult participation rates will be comparable (1) at Hartnell College and (2) to those at similar California community colleges among students from different ethnic groups, geographical areas, ages, genders, and disability statuses.</p> <p>2. The average rating on the Student Satisfaction Inventory will be “satisfied” or “very satisfied” for questions relating to feeling comfortable on campus, safety, and in areas of accessibility, including (1) physical access, (2) cyber access, (3) access to faculty, (4) access to services.</p> <p>3. Hartnell College will meet or exceed ADA requirements, as verified by a team of appropriate persons from both inside and outside of the college.</p>		

<p>and North County.</p> <p>Continue to implement strategies for the completion and funding of the King City campus.</p> <p>Promote the development of instructional and student services programs that enhance student learning and improve faculty competence, reduce attrition and increase FTES while maintaining quality.</p> <p>Expand and improve campus activities related to campus diversity, campus climate; specifically, as it relates to curriculum and staff development.</p>				
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8. Retention

Extended Statement of Institutional Purpose	Intended Outcomes	Assessment Criteria and Procedures	Assessment Results	Use of Results
<p>Vision Statements: Hartnell College shall excel in the recruitment, retention, and placement of students.</p> <p>Institutional Goals: Promote the development of instructional and student services programs that enhance student learning, improve faculty competence, reduce attrition, and increase FTES while maintaining quality.</p> <p>PFE Goals: Increase . . . the overall rate of successful course completions . . . [and] the rate of successful course completions for . . . transferable courses, . . . vocational courses, and . . . basic skills courses.</p>	<p>1. Student course retention will increase.</p> <p>2. Student persistence from semester to semester will increase.</p>	<p>1a. The course retention rates for (a) transferable courses, (b) vocational courses, (c) basic skills courses, and (d) total courses will meet or exceed the Partnership for Excellence success criteria.</p> <p>1b. Course retention rates will be comparable among students from different (1) ethnic groups, (2) ages, (3) genders, and (4) disability statuses.</p> <p>2. The fall to spring persistence rate for a cohort of students having educational goals of transfer, earning a degree or earning a certificate will:</p> <ul style="list-style-type: none"> a. exceed the average from the previous five years; and b. be comparable among students from different (1) ethnic groups, (2) ages, (3) genders, and (4) disability statuses. 		

9. Campus Diversity

Extended Statement of Institutional Purpose	Intended Outcomes	Assessment Criteria and Procedures	Assessment Results	Use of Results
<p>Mission Statement: Hartnell College provides the leadership and resources that ensures that all students shall have equal access to a quality education and the opportunity to pursue and achieve their goals. We are responsive to the learning needs of our community and dedicated to a diverse educational and cultural campus environment.</p> <p>Diversity Committee The Hartnell College Diversity Committee shall promote communication, equal opportunity efforts, cultural awareness and respect for divergent points of view on the Hartnell campus and beyond.</p> <p>Vision Statements: Hartnell College shall provide its diverse communities and student population with equal opportunities for educational access and</p>	<ol style="list-style-type: none"> 1. Student demographic characteristics will reflect the diversity of the district as a whole. 2. Hartnell College students, faculty, and staff will be afforded resources and opportunities, and the knowledge derived there from, to develop sensitivity to and awareness of diversity related issues. 3. The curriculum will promote ethnic and cultural understanding. 	<ol style="list-style-type: none"> 1. The Hartnell student body will be comparable to the district as a whole with respect to ethnicity, geographical location of residence, age, gender, and disability status. 2. A representative sample of students and employees completing a survey will rate the opportunity to develop sensitivity to and awareness of diversity related issues as “very good” or “excellent”, on average. 3a. The Curriculum Committee will approve at least one new course that promotes ethnic and cultural understanding by June 2003. 3b. At least one new course that promotes ethnic and cultural understanding will be offered to students by fall 2004. 		

<p>success.</p> <p>Hartnell College shall implement programs and services that recognize its culturally diverse community, and provide fair and ethical treatment of its entire population.</p> <p>Hartnell College shall enhance its local and global community partnerships and outreach activities.</p> <p>Institutional Goals: Design and implement an international/intercultural institute.</p> <p>Expand and improve campus activities related to campus diversity, campus climate; specifically, as it relates to curriculum and staff development.</p> <p>Statement of Function: Provide a variety of courses that respond to the cultural...and personal development needs of the district residents.</p>				
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10. Student Goal Attainment

Extended Statement of Institutional Purpose	Intended Outcomes	Assessment Criteria and Procedures	Assessment Results	Use of Results
<p>Mission Statement: . . . all students shall have . . . the opportunity to pursue and achieve their goals.</p> <p>Vision Statements: Hartnell College shall provide its diverse communities and student population with equal opportunities for educational access and success.</p> <p>Statements of Function: Transfer and general education. Occupational education. Developmental education. Community education. Student and career development.</p> <p>PFE Goals: . . . increase . . . the number of students who transfer . . .</p> <p>. . . increase . . . the number of degrees and certificates awarded.</p>	<p>1. Students will achieve their specified educational goal.</p>	<p>1. A survey will be used to assess the percent of former students specifying that their educational goal was achieved. Once this baseline is established, an annual increase will be realized in the number of students who attain their educational goal.</p>		

11. Technology

Extended Statement of Institutional Purpose	Intended Outcomes	Assessment Criteria and Procedures	Assessment Results	Use of Results
<p>Vision Statements: Hartnell College shall provide its diverse communities and student population with equal opportunities for educational access and success.</p> <p>Hartnell College shall seek and dedicate resources to be a technologically advanced institution.</p> <p>Hartnell College shall excel in the ... retention and placement of students.</p>	<p>1. All students shall have access to computers on campus.</p> <p>2. Hartnell's computing facilities and equipment will be state-of-the-art.</p>	<p>1a. There will be one personal computer for every 20 FTES.</p> <p>1b. ___% (percentage to be determined) of campus computers will be equipped with current, functioning office software.</p> <p>1c. Ten percent of all campus computer systems will be configured with industry-standard assistive computer technology.</p> <p>1d. Eighty percent of campus computers will be capable of accessing personal or campus e-mail accounts.</p> <p>1e. All campus computers will be protected with antivirus software.</p> <p>2a. Personal computers and assistive-computer technologies will be replaced on a three-year basis.</p> <p>2b. Specialized computer laboratories (network, multimedia, language) will be updated every two years.</p>		

12. Personnel

Extended Statement of Institutional Purpose	Intended Outcomes	Assessment Criteria and Procedures	Assessment Results	Use of Results
<p>Vision Statements: Hartnell College shall actively recruit, support and retain the best personnel.</p> <p>Institutional Goals: Promote the development of instructional and student services programs that enhance student learning, improve faculty competency, and increase FTES while maintaining quality.</p> <p>Continue to develop strategies and expand activities to enhance campus technology related to academic, administrative and student use.</p>	<ol style="list-style-type: none"> 1. Hartnell College will be successful in recruiting qualified job candidates. 2. Hartnell College will be successful in retaining employees. 3. Hartnell College employees will enhance job skills through staff development activities. 4. Strive toward representation of minority groups and women among faculty, classified staff, and administrative hiring pools in proportion to the relevant labor market. 	<ol style="list-style-type: none"> 1. Ninety percent of open positions will have an adequate pool size to meet hiring manager's needs, as assessed by a survey of hiring managers. 2. Hartnell College's average annual employee turnover rate will be less than or equal to the median turnover rate for: <ol style="list-style-type: none"> a. Hartnell peer institutions; and b. Hartnell over the last five years. 3a. ____ % (percentage to be determined) of Hartnell College faculty, classified staff, and managers will participate in staff development activities annually. 3b. ____ % (percentage to be determined) of classified staff will maximize salary incentives through attainment of additional academic units. 4. The proportion of underrepresented job applicants will equal or exceed the proportion of underrepresented persons in the relevant labor market. 		