Growing Leaders through Opportunity, Engagement, and Achievement

Approved: Board of Trustees | October 1, 2013
Strategic Plan 2013-2018:
Growing Leaders through Opportunity, Engagement, and Achievement

Vision Statement
Hartnell College will be nationally recognized for the success of our students by developing leaders who will contribute to the social, cultural, and economic vitality of our region and the global community.

Mission Statement
Focusing on the needs of the Salinas Valley, Hartnell College provides educational opportunities for students to reach academic goals in an environment committed to student learning, achievement, and success.

Values Statements

Students First
We believe the first question that should be asked when making decisions is “What impact will the decision have on student access, learning, development, achievement, and success?”

Academic and Service Excellence
We commit to excellence in teaching and student services that develop the intellectual, personal, and social competence of every student.

Diversity and Equity
We embrace and celebrate differences and uniqueness among all students and employees. We welcome students and employees of all backgrounds.

Ethics and Integrity
We commit to respect, civility, honesty, responsibility, and transparency in all actions and communications.

Partnerships
We develop relationships within the college and community, locally and globally, that allow us to grow our knowledge, expand our reach, and strengthen our impact on those we serve.

Leadership and Empowerment
We commit to growing leaders through opportunity, engagement, and achievement.

Innovation
Through collaboration, we seek and create new tools, techniques, programs, and processes that contribute to continuous quality improvement.

Stewardship of Resources
We commit to effective utilization of human, physical, financial, and technological resources.
For over 90 years, Hartnell College has responded to the changing educational needs of the Salinas Valley and beyond. As the College moves forward toward its 100th anniversary in 2020, postsecondary education has become even more important as a pathway to opportunity for individuals of all ages and backgrounds, and as a resource for employers seeking skilled, credentialed workers. As this strategic plan was being developed, California community colleges were just coming out of a sustained period of reduced resources. There is hope that the disinvestment in education has been reversed and that the next several years will see a reinvestment in education for the State of California. Regardless, Hartnell College will remain vigilant in protecting access, academic excellence, and opportunity through innovation, creativity, and collaboration. The cooperative efforts of all stakeholders working together will allow the College to achieve extraordinary results in support of student success. Hartnell’s strategic planning process is a primary vehicle through which we will shape the College’s mission, vision and future.

In creating the plan, the College involved strategic planning groups comprised of faculty, staff, administrators, and students. The SPGs centered their work around the six “strategic priorities” adopted by the Board of Trustees of the Hartnell Community College District. The SPGs developed goals, targeted outcomes, and key performance indicators aligned with the strategic priorities. These components comprise the Strategic Plan 2013-18: Growing Leaders through Opportunity, Engagement, and Achievement.

As part of our integrated planning efforts, the College engaged in a review and revision of the College’s vision and mission statements. Additionally, the College developed values statements that set forth what we believe and how we conduct ourselves. The vision, mission, and values statements are the foundation for planning and decision-making. These new statements are included in the strategic plan.

Approved by the Board of Trustees in October 2013, the strategic plan serves as Hartnell College’s ‘compass’ for the next five years. By working together to achieve the bold and far-reaching goals set forth in the plan, I am confident that we will grow the next generation of leaders for our communities, our state, the nation, and the world.

I extend heartfelt thanks to everyone who contributed to this collaborative and cooperative process.

—Willard Clark Lewallen, Ph.D.
Introduction

During the fall of 2012, Hartnell College began developing a strategic planning process that would result in the formulation of the college’s first strategic plan. This plan captures the sum and substance of the college’s commitment to excellence in maximizing student access and success; attracting and retaining a strong employee workforce; being a leader in providing higher educational opportunities and in furthering workforce and regional economic development; and maintaining strong relationships with the community.

The culmination of much hard work undertaken by many individuals from all areas of the college, Hartnell College’s strategic plan is centered around the six strategic priorities for the college established by the Board of Trustees in October 2012. In light of the college’s commitment to engage in fully integrated planning, the strategic plan will be the centerpiece around which all major decisions at the college—such as new program development, faculty and staff hires, and budget allocations—will be focused.

Equally committed to inclusivity, the college ensured that all of its internal constituent groups would play a major role in developing the strategic plan. To this end, representatives from management, faculty, classified staff, and students participated as members of the Strategic Planning Groups (SPGs). Each SPG was charged with the task of developing one or more goals that would reflect the particular strategic priority on which that group was focusing, as well as “targeted outcomes” that would identify specific achievements related to the goal(s) and “key performance indicators” that would be used to measure the extent to which each achievement had been effected. After the SPGs completed their work, a draft of the strategic plan was reviewed by a wide range of groups and individuals both internal and external to the college. Salient feedback obtained during this review process was accounted for in the creation of this, the final draft of the plan, which the Hartnell CCD Board of Trustees reviewed and approved on October 1, 2013. A copy of the strategic plan can be found on the college’s Institutional Planning and Effectiveness website www.hartnell.edu/ipe/strategic_planning.

We invite you to peruse this document and, if you have not already done so, to join all of us at the college in dreaming big about the college’s present and future greatness—and in becoming partners with us as we work to ensure that our dreams become realities for our students, staff, and community friends and partners.
Strategic Planning Groups

Deeply thankful to all of the individuals who took time out of their busy schedules to participate as members of the Strategic Planning Groups, the college gratefully acknowledges the following colleagues and commends them for their outstanding contributions in making this a reality.

Student Access SPG
Mitzi Alexander (Chair; Faculty)
Manuel Bersamin (Management)
Paul Casey (Management)
Silvia Millan-Vossler (Faculty)
Bronwyn Moreno (Classified)
Jeremiah Pressey (Student)
Kris Tina Summers (Classified)

Student Success SPG
Jason Hough (Chair; Faculty)
Ann DeJesus-Riley (Faculty)
Renata Funke (Management)
Stephanie Low (Management)
Kathy Mendelsohn (Faculty)
Hermelinda Rocha-Tabera (Faculty)
Jimmy Stephens (Student)
Laura Zavala (Classified)

Employee Diversity & Development SPG
Liz Estrella (Chair; Faculty)
Melissa Chin-Parker (Management)
Millicent Madrigal (Faculty)
Terri Pyer (Management)
Wayne A. Ross II (Student)
Belinda Saechao (Classified)
Pam Wiese (Faculty)

Effective Utilization of Resources SPG
Joseph Reyes (Chair; Management)
Sharon Alheit (Management)
Jesus Edeza (Student)
Steve Otero (Classified)
Nancy Schur-Beymer (Faculty)
Nora Torres-Zuñiga (Confidential)
Ron Waddy (Faculty)
Dustin Wood (Classified)

Innovation and Relevance for Programs & Services SPG
David Beymer (Chair; Faculty)
Larry Adams (Faculty)
Mary Dominguez (Management)
Andy Newton (Management)
Rex Niduaza (Student)
Leda Polio (Classified)

Partnerships with Industry, Business, Agencies & Education SPG
Zahi Kanaan-Atallah (Chair; Management)
John Anderson (Faculty)
Jorge Camacho (Student)
Mary Cousineau (Faculty)
Jackie Cruz (Management)
Molly Lewis (Management)
Bob Maffei (Faculty)
Margie Wiebusch (Classified)
Ginny Williams (Faculty)

The strategic planning process was overseen by Dr. Richard J. Prystowsky, interim dean of institutional planning and effectiveness and Dr. Willard Lewallen, superintendent/president, and was assisted by Langston Johnson, the college’s research analyst.
The Plan at a Glance

STRATEGIC PRIORITY ONE
Student Access

STRATEGIC PRIORITY TWO
Student Success

STRATEGIC PRIORITY THREE
Employee Diversity and Development

STRATEGIC PRIORITY FOUR
Effective Utilization of Resources

STRATEGIC PRIORITY FIVE
Innovation and Relevance for Programs and Services

STRATEGIC PRIORITY SIX
Partnerships with Industry, Business, Agencies, and Education
STRATEGIC PRIORITY 1

Student Access

GOAL 1A: Hartnell College will provide higher education, workforce development, and lifelong learning opportunities—with seamless pathways—to all of the college’s present and prospective constituent individuals and groups.

Outcome 1A.1: Increase the first-time student, recent high school graduate enrollment rates from service area high schools and maintain the rates at or above the California Community College statewide average.

Outcome 1A.2: Increase the enrollment rates for adults 25 years and older for all communities within the District and maintain the rates at or above the California Community College statewide average.

Outcome 1A.3: Increase enrollment rates for historically underrepresented students.

Outcome 1A.4: Provide an inviting, welcoming, and supportive campus atmosphere for all student groups.
STRATEGIC PRIORITY 2

Student Success

GOAL 2A: Hartnell College will provide a supportive, innovative, and collaborative learning environment to help students pursue and achieve educational success.

Outcome 2A.1: Hartnell College will improve its level of student engagement.

Outcome 2A.2: Systematically assess and, when necessary, revise Student Learning Outcomes (SLOs) and Service Area Outcomes (SAOs).

Outcome 2A.3: By 2017-18, Hartnell College will be at or above the statewide average for all student success measures on the California Community College Chancellor’s Office “Student Success Scorecard”

GOAL 2B: Hartnell College will provide a supportive, innovative, and collaborative learning environment that addresses and meets the diverse learning needs of students.

Outcome 2B.1: By academic year 2017-2018, Hartnell College will achieve approximately equal success rates among ethnic and racial groups and in gender.

Outcome 2B.2: By academic year 2017-2018, Hartnell College will be at or above national benchmarks for measures of student engagement.

Outcome 2B.3: By academic year 2013-2014, 75 percent of all graduating students (degree and/or certificate) will complete a satisfaction survey designed to gather information on their educational experiences at Hartnell College.
STRATEGIC PRIORITY 3

Employee Diversity and Development

GOAL 3A: Hartnell College is committed to 1) increasing diversity among its employees; 2) providing an environment that is safe for and inviting to diverse persons, groups, and communities; and 3) becoming a model institution of higher education whose respect for diversity is easily seen and is fully integrated throughout its policies, practices, facilities, signage, curricula, and other reflections of life at the college.

Outcome 3A.1: During 2013-14, establish a Diversity Development Committee.

Outcome 3A.2: To help Hartnell College become an increasingly welcoming place for all members of the campus community, successfully establish the college as a place that embraces all underrepresented, disenfranchised, and other protected persons and groups.

Outcome 3A.3: Increase diversity related employee professional development and training opportunities.

GOAL 3B: To attract and retain highly qualified employees, Hartnell College is committed to providing and supporting relevant, substantial professional development opportunities.

Outcome 3B.1: Establish a Professional Development Committee by fall 2013.

Outcome 3B.2: Establish an educator-in-residence program in the 2013-14 academic year. Annually thereafter through the 2017-18 academic year, an educator in residence will present to and work with college employees.

Outcome 3B.3: By the end of the 2013-14 academic year, establish a Center for Professional Development.

Outcome 3B.4: Recognize employees annually in support of excellence and inclusivity.
STRATEGIC PRIORITY 4

Effective Utilization of Resources

GOAL 4A: To support its mission, Hartnell College is committed to the effective utilization of its human resources.

Outcome 4A.1: Provide feedback to all employees through consistent completion of performance evaluations.

Outcome 4A.2: Staffing levels compare favorably to appropriate regional and state benchmarks.

Outcome 4A.3: Organizational structure and job classifications fulfill organizational needs.

GOAL 4B: Hartnell College is committed to having its physical plant, furnishings, and grounds maintained and replaced in a planned and scheduled way to support learning, safety, security, and access.

Outcome 4B.1: Provide for the safety of all persons participating in college activities.

Outcome 4B.2: Be in compliance with federal, state, and industry standards for physical plant, ergonomic furnishings, grounds, buildings, and lighting.
Outcome 4B.3: Actively promote sustainable and energy-conserving activities in general, and a formalized campus recycling and energy conservation program in particular, throughout all District sites.

Outcome 4B.4: Regularly update asset replacement and maintenance plans.

GOAL 4C: Hartnell College will maintain a current, user-friendly technological infrastructure that serves the needs of students and employees.

Outcome 4C.1: Information technology systems will meet the needs of students and employees.

GOAL 4D: Hartnell College is committed to maximizing the use and value of capital assets, managing financial resources, minimizing costs, and engaging in fiscally sound planning for future maintenance, space, and technology needs.

Outcome 4D.1: Maintain financial reserve and expense levels that compare favorably to regional and state benchmarks.

Outcome 4D.2: Supplement financial support for the college through public grants, private foundation grants, and individual gifts.

Outcome 4D.3: Meet or exceed funded FTES target each year.

Outcome 4D.4: Utilize enrollment management best practices to ensure effective utilization of instructional resources.
Strategic Priority 5

Innovation and Relevance for Programs & Services

Goal 5A: Hartnell College will provide programs and services that are relevant to the real-world needs of its diverse student population, while also developing and employing a culture of innovation that will lead to improved institutional effectiveness and student learning.

Outcome 5A.1: Systematically develop programs and services that meet the needs of the local community.

Outcome 5A.2: To maintain quality, relevance, and currency, systematically review all programs and services according to established assessment cycles.

Outcome 5A.3: Document innovation and creativity that supports institutional effectiveness and student learning.
GOAL 6A: Hartnell College is committed to strengthening and furthering its current partnerships and to establishing new partnerships, in order to secure lasting, mutually beneficial relationships between the college and the community that the college serves.

Outcome 6A.1: Strengthen the quality and increase the number of K-12 outreach programs and pathways.

Outcome 6A.2: Establish pathways for nontraditional students to include GED testing and partnerships with adult schools and Regional Occupational Programs (ROPs).

Outcome 6A.3: Increase contract education and community education (fee-based) offerings.

Outcome 6A.4: Strengthen existing partnerships and create new partnerships with both public and private colleges and universities.

Outcome 6A.5: Establish Hartnell College as a key regional source of talent for local employers.

Outcome 6A.6: Strengthen existing collaborative regional economic development partnerships and increase the number of collaborative regional economic development opportunities with external partners.