Hartnell College
Strategic Plan
2013 - 2018
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 College Board of Trustees reviewed and approved in <date>. (A copy of the strategic plan can be found on the college’s Institutional Planning and Effectiveness website [http://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 and 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.
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 first-time student, recent high school graduate participation rates from service area high schools and maintain them at or above the California Community College statewide average.

KPI 1A.1.1: Participation rates of high school graduates from service area high schools

Outcome 1A.2: Increase adult participation rates for all communities within the District and maintain them at or above the peer group average.

KPI 1A.2.1: Participation rates of adults in communities served by the District.

Outcome 1A.3: Establish pathways for local, nontraditional students to include GED testing and partnerships with adult schools and Regional Occupational Programs (ROP).

KPI 1A.3.1: To be determined through Project Management Action Plan details

Outcome 1A.4: Increase contract education and community education (fee-based) offerings.

KPI 1A.4.1: Number of workforce development trainings delivered through contract education

KPI 1A.4.2: Number of community education courses developed and delivered

Outcome 1A.5: Provide an inviting, welcoming, and supportive campus atmosphere for all student groups.

KPI 1A.5.1: Results of the “Community College Survey of Student Engagement” (CCSSE)

KPI 1A.5.2: Results of the “Survey of Entering Student Engagement” (SENSE)

Outcome 1A.6: Increase participation rates for historically underrepresented students.
KPI 1A.6.1: College participation rates compared to representation in the community (gender, race/ethnicity, disability, age)

Outcome 1A.7: By fall 2014, establish a mandatory orientation experience for all first-time degree- and certificate-seeking students.

KPI 1A.7.1: Percentage of students completing orientation experience
Strategic Priority 2
Student Success

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

Outcome 2A.1: Each year, Hartnell College will be at or above the peer group average for all student success measures on the California Community College Chancellor’s Office “Student Success Scorecard”

KPI 2A.1.1: Chancellor’s Office “Student Success Scorecard”

Goal 2B: Hartnell College will provide a supportive, innovative, and collaborative 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 all demographic groups for measures on the California Community College Chancellor’s Office “Student Success Scorecard”

KPI 2B.1.1: Chancellor’s Office “Student Success Scorecard”

Outcome 2B.2: By academic year 2017-2018, Hartnell College will be at or above the national benchmarks for measures of student engagement on the “Community College Survey of Student Engagement” and the “Survey of Entering Student Engagement.”

KPI 2B.2.1: Results of the “Community College Survey of Student Engagement” (CCSSE)

KPI 2B.2.2: Results of the “Survey of Entering Student Engagement” (SENSE)

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.

KPI 2B.3.1: Percentage of graduating students completing survey

KPI 2B.3.2: Action plans developed in response to results from survey
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.

KPI 3A.1.1: Establishment of the Diversity Development Committee that is representative of District constituencies

Outcome 3A.2: To help Hartnell College become an ever-more welcoming place for all members of the campus community, by the end of the 2015—2016 academic year, successfully establish Hartnell College as a place that embraces all underrepresented, disenfranchised, and other protected persons and groups.

KPI 3A.2.1: Campus climate surveys on diversity, to be administered initially by the end of the 2014-2015 academic year and then to be repeated once every three years

KPI 3A.2.2: Demographics of District employees in comparison to the demographics of the District population

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

KPI 3A.3.1: Establish a baseline in 2013-14 to quantify both the number of training activities and events provided and the amount of expenditures pertaining to diversity-related activities and events

KPI 3A.3.2: Establish targets for increasing the number of training and activities for subsequent years
**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:** By fall 2013, establish a Professional Development Committee.

**KPI 3B.1.1:** Establishment of the Professional Development Committee consisting of representation from all employee groups

**KPI 3B.1.2:** Development and implementation of policies, procedures, and processes for allocation of resources to employees for professional development activities and programs

**KPI 3B.1.3:** Development and implementation of an employee leadership development program by the 2014-15 academic year

**Outcome 3B.2:** In the 2013–2014 academic year, establish an educator-in-residence program. Beginning in the 2014–2015 academic year, each year an educator in residence will present to and work with college employees.

**KPI 3B.2.1:** Establishment of the educator-in-residence program

**KPI 3B.2.2:** Identification each year of the educator-in-residence

**KPI 3B.2.3:** Educator-in-residence presentations to and interactions with the college and its employees

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

**KPI 3B.3.1:** Repurposing of the existing Faculty Development Center to a Professional Development Center for use by all employee groups by the end of the 2013-14 academic year.

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

**KPI 3B.4.1:** Reestablish the annual Hartnell College Employee Recognition Ceremony by end of spring 2014.
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.

  **KPI 4A.1:** Completion of employee performance evaluations

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

  **KPI 4A.2:** Staffing level data

**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.

  **KPI 4B.1.1:** Clery Act reports
  **KPI 4B.1.2:** Accident reports
  **KPI 4B.1.3:** Emergency Preparedness plan
  **KPI 4B.1.4:** Implementation of campus safety and security improvements
  **KPI 4B.1.5:** Completion of employee safety training

**Outcome 4B.2:** Each year, be in compliance with federal, state, and industry standards for physical plants, ergonomic furnishing, grounds, buildings, and lighting.

  **KPI 4B.2.1:** Facilities compliance reports
  **KPI 4B.2.2:** Clarity of signage and maps that are intended to improve campus access and navigation
**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.

- **KPI 4B.3.1:** Annual Cal Recycle Report
- **KPI 4B.3.2:** Energy and maintenance costs
- **KPI 4B.3.3:** Installation/construction of energy-efficient systems
- **KPI 4B.3.4:** Quantity and quality of promotion activities

**Outcome 4B.4:** Develop an asset replacement and maintenance plan.

- **KPI 4B.4.1:** 5-year construction plan
- **KPI 4B.4.2:** Equipment replacement plan
- **KPI 4B.4.3:** IT equipment refresh plan
- **KPI 4B.4.4:** Scheduled maintenance plan

**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.

- **KPI 4C.1:** Semi-annual user satisfaction survey about information technology systems

**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:** Each year, maintain financial reserve levels that meet or exceed mandated levels and strive to have expense levels that compare favorably to regional and state benchmarks.

- **KPI 4D.1.1:** Financial reserve levels
- **KPI 4D.1.2:** Regional and state benchmarks pertaining to financial reserve levels
**Outcome 4D.2:** Supplement financial support for the college by means of public grants, private foundation grants, and individual gifts.

**KPI 4D.2.1:** Quantity of public grants, private foundation grants, and individual gifts

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

**KPI 4D.3.1:** CCFS 320 report

**Outcome 4D.4:** Utilize enrollment management best practices to ensure effective utilization of resources in meeting student educational needs.

**KPI 4D.4.1:** Average class size

**KPI 4D.4.2:** Class section fill rates

**KPI 4D.4.3:** WSCH/FTEF
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.

**KPI 5A.1.1:** Development and implementation of procedures for proposing new programs and/or services

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

**KPI 5A.2.1:** Completion (and timeliness of completion) of program reviews

**KPI 5A.2.2:** Completion (and timeliness of completion) of annual action plans

**Outcome 5A.3:** Systematically assess and, when necessary, revise Student Learning Outcomes (SLOs) and Service Area Outcomes (SAOs).

**KPI 5A.3.1:** Completion of SLOs assessments and revisions

**KPI 5A.3.2:** Completion of SAOs assessments and revisions

**Outcome 5A.4:** Document innovation and creativity that supports institutional effectiveness and student learning.

**KPI 5A.4.1:** Scorecard or inventory of innovation and creativity
Strategic Priority 6
Partnerships With Industry, Business, Agencies & Education

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 of existing programs and increase the number of K-12 outreach programs and pathways.

  KPI 6A.1.1: Program review of K-12 outreach programs and pathways

  KPI 6A.1.2: Number of students participating in K-12 partnership programs and pathways

Outcome 6A.2: Strengthen existing partnerships and create new partnerships with both public and private colleges and universities.

  KPI 6A.2.1: Number of articulation agreements

  KPI 6A.2.2: Number of joint and accelerated degree programs/agreements

  KPI 6A.2.3: Student transfer rates

Outcome 6A.3: Establish Hartnell College as a key regional source of talent for local employers.

  KPI 6A.3.1: Internship provider and student intern satisfaction surveys

  KPI 6A.3.2: Number of student internships

Outcome 6A.4: Strengthen existing and increase the number of collaborative regional economic development opportunities between the college and external partners.

  KPI 6A.4.1: Number of collaborative relationships