Mission, Vision and Values of Hartnell College
Review and Analysis of Survey Results
September 3, 2013

Introduction
During the second week of March, 2013, all full and part-time employees of the college were provided the opportunity to respond to survey items about the college’s mission, vision and values. The purpose of this survey was to gain perceptions of and input from internal constituents regarding current or modified statements that best represent the college at the institutional level. The survey was administered as one element of an ongoing review of governance, administrative and related processes, structures and policies.

The survey consisted of 32 total items, including 11 closed end and 21 open end questions as follows:

- 1 question (closed end) about the respondent’s employment classification.
- 3 questions (1 closed end, 2 open end) pertaining to each of the college’s 9 vision statements and its mission statement (30 items). Respondents were asked to rate each statement; provide an example of how programs, services, outcomes, and/or activities support each statement; and provide recommendations for improving each statement.
- 1 question (open end) concerning recommendations for values statements.

Survey results are reviewed, analyzed and interpreted in this report.
**Number of Respondents and Responses to Items**

A total of 107 respondents completed one or more survey items. Respondents included 56 (52%) faculty members, 33 (31%) classified staff, and 18 (17%) administrators/managers (the first survey item). Faculty therefore represented just over half of all respondents. Numbers and percentages of persons responding to specific survey items are shown below.

<table>
<thead>
<tr>
<th>Item</th>
<th>No. Responses</th>
<th>% of Total (107)</th>
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<tbody>
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<td>1</td>
<td>107</td>
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<tr>
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<tr>
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Except for the first item (respondent’s employee classification), the ten statement ratings (closed end items 3, 6, 9, 12, 15, 18, 21, 24, 27, 30) received the greatest number of responses, with approximately one-third of respondents each. Open end items generally received far fewer responses, though the second item (vision statement concerning providing diverse
communities and student population with equal opportunities) and final item (recommendations for values statements) each garnered responses from one-fifth of the total respondents.
Summary of Ratings
Ratings – the extent of agreement that each statement accurately reflects the college’s priorities and future – for the 9 vision statements and the mission statement are provided below with the number of respondents for each rating – strongly agree, agree, disagree, and strongly disagree.

<table>
<thead>
<tr>
<th>Vision</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>(SA+A)</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>(D+SD)</th>
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<tbody>
<tr>
<td>Vision 1</td>
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<td>3</td>
<td>(7)</td>
</tr>
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<td>16</td>
<td>(26)</td>
<td>6</td>
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<td>(9)</td>
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<tr>
<td>Vision 3</td>
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<td>(10)</td>
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<td>Vision 6</td>
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<td>13</td>
<td>(22)</td>
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<td>(13)</td>
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<tr>
<td>Vision 7</td>
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<td>2</td>
<td>(7)</td>
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<tr>
<td>Vision 8</td>
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<td>(8)</td>
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<td>Vision 9</td>
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<td>(6)</td>
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Whereas far greater agreement than disagreement resulted (SA+A vs. D+SD) for all statements, the first vision statement (providing diverse communities and the student population with equal opportunities for educational access and success) shows the strongest agreement (SA; SA+A vs. D+SD) compared with all other statements relative to the perception that it accurately reflects the college’s priorities and future. Ratings for vision statements 3 (actively recruiting, supporting and retaining the best personnel) and 6 (anticipating and responding to change) were least strong.

When asked for open end responses to examples and recommendations for improvement, individual respondents frequently referred to either the extent of institutional support as they perceived it and/or appealing (unappealing) aspects of that particular statement. Respondent perceptions that a specific vision statement has not been supported as an institutional priority does not necessarily imply that the vision is any less appealing to those respondents, but they may nonetheless have expressed sentiment against that statement due to their belief that the vision will continue to receive inadequate support for ensuring its achievement.
Open End Responses to Vision and Mission Statements: Method of Content Analysis

Responses to items requesting examples were initially placed into two categories: those that support the specific vision or mission statement, and those that are contrary to (do not support) the statement. Only the former responses were listed for these survey items; the latter responses were listed for the survey items pertaining to recommendations for improving statements, specifically, included under either “How to reach vision/make it more reflective of priorities and/or future” or “Why vision is not an accurate reflection of priorities and/or future.”

Responses to items requesting recommendations for improving statements were aggregated into the following categories along a continuum from agreeing with to recommending elimination of the statement:

a. No recommendation/agree with statement.
b. Modifications to or suggestions for statement phrasing.
c. How to reach vision/make it reflective of priorities (or purposes, in the case of mission).
d. Why vision is not an accurate reflection of priorities (or purposes, in the case of mission).
e. Recommend statement elimination/disagree with statement.

In limited instances, responses to items requesting recommendations for improvement provided specific examples that served to support the statement; these responses were alternatively listed under that item instead.

Because information obtained via open end items is particularly meaningful relative to the specific ideas, perceptions, and sentiments expressed, written responses received from individuals as provided in the following sections of this report are:

- Quoted and abridged for summary purposes.
- Italicized when they refer to current, modified or suggested phrasing of statements.
- Separated into more than one category when they prominently cut across categories.
- Otherwise modified only to correct spelling/grammatical errors and typos.
- Largely non-redundant, i.e., not included if the content was expressed in a different response.
Vision Statement 1
Hartnell College shall provide its diverse communities and student population with equal opportunities for educational access and success.

Vision Statement 1: Examples of Supporting Programs, Services, Outcomes and/or Activities
• “Accommodations are provided for students who need them.”
• “Partnerships with other local schools... partnered with CSUMB to offer a fast track to completion of requirements to qualify for higher degree pursuits.”
• “Hispanic-serving institution designation.”
• “Tutoring and Supplemental Instruction.”
• “Counseling Services, Financial Aid Services, Scholarships, ... Athletics, Student Clubs, Internships, Math Academy, Summer Bridge, ACE...”
• “Distance education, having three campuses, having weekend and evening programs.”
• “STEM program aggressively recruits students from underrepresented and underserved groups.”
• “DSPS provides students with extra time and academic support as needed.”
• “The library is open more hours than any of the other local community college libraries or public libraries... The library provides space to study and meet in groups, the opportunity to use computers, and to get research assistance. Many library resources are available off-campus... Electronic books, newspaper, magazine, and academic journal articles are available.”
• “Programs such as HEP, ACE, TRIO, EOPS, etc. all help to remove barriers from students who might otherwise not be able to pursue a college degree.”
• “The MESA program and Title V grants.”
• “Hartnell’s outreach programs, such as the NASA Project, help enhance the opportunity of high school students from Alisal and other east Salinas schools to see college as a real option that can increase economic opportunity.”
• “No barriers of specific exams (e.g., SATs) prior to admission... low cost relative to other types of colleges.”
• “Veteran’s Services...”

Vision Statement 1: Recommendations for Improvement
a. No recommendation/agree with statement.
• “I have no problem with the statement.”
• “None.”

b. Modifications to or suggestions for statement phrasing.
• “If it is inclusive, HC will make sure all learners have access to knowledge and learning.”
• “We are part of one community rather than a number of diverse communities. ‘Hartnell College shall provide its community and diverse student population with ...’”
• “Make it more aspirational... ‘Hartnell will be widely regarded as an inclusive and welcoming environment in which every community member will feel both nurtured and challenged to grow and learn, no matter what their starting point is.’”
c. How to reach vision/make it more reflective of priorities and/or future.
   - “I do not believe all programs are given enough administrative support. The ACE (Academy for College Excellence) Program... is not given enough budget or support from the school to grow.”
   - “Transfer students who tend to be better prepared do not have enough higher course offerings in the Humanities.”
   - “… providing more forums for students to express their needs.”

d. Why vision is not an accurate reflection of priorities and/or future.
   - “… the Student Success Task Force has taken the community out of the community colleges by focusing on degrees and certificates and limiting course repetition to 3.”
   - “Without basic skills labs, computer labs with better hours, more counselors, and more tutoring available this statement is not true.”
   - “We are not there yet! As a Hispanic serving institution ... I have not seen results, e.g., an English language institute specifically to teach English to second language learners to begin with.”
   - “The College cannot possibly provide all ‘communities’ with educational opportunities.”
   - “The college is clearly not focusing on the demographic of the students it serves... we have lost sight of the vocational aspect that a community college has served in the past.”
   - “… since 2006 we have seen a complete disregard for maintaining math and writing labs and learning centers, a key retention area for struggling students.”

e. Recommend statement elimination/disagree with statement.
   - “There are too many vision statements.”
Vision Statement 2
Hartnell College shall implement programs and services that recognize its culturally diverse community, and provide fair and ethical treatment of its entire population.

Vision Statement 2: Examples of Supporting Programs, Services, Outcomes and/or Activities
• “Many clubs, services, and programs help HC students achieve their goals by opening up the possibilities via mentorship, community activities, or service learning.”
• “ESL programs, hiring sensitivity to the value of bilingual employees, following rules and procedures that are applied equally.”
• “Courses are provided that explore cultural diversity. The speaker program brings in speakers that are from diverse backgrounds and have accomplished incredible things.”
• “The student senate has made efforts ... to recognize diversity of students by providing various student activities such as programs provided during Black History Month, etc.”
• “Bilingual staff.”
• “Materials in Spanish.”

Vision Statement 2: Recommendations for Improvement
a. No recommendation/agree with statement.
   • “None.”

b. Modifications to or suggestions for statement phrasing.
   • “… give equal support to other under-served stakeholders.”

c. How to reach vision/make it more reflective of priorities and/or future.
   • “… hire faculty and administrators that reflect the community it serves.”

d. Why vision is not an accurate reflection of priorities and/or future.
   • “I am not aware of any current programs specific to recognition of our culturally diverse community ...”
   • “HCC has veered too much toward developmental education, and programs like ACE, so well prepared – often middle class – students with transfer aspirations wind up short changed ...”
   • “Take one look at how diverse, ESL learners, a huge section of the Salinas Valley are treated ... These students are not treated with the same respect that English learners are treated with the same respect that English learners are treated and often times, they avoid complaining because they ignore their rights. ... they may require an increased effort on our part to ‘get them to the promised land,’ but that is our responsibility and we need to ask ourselves, are we greeting them properly at the admissions office, the first line of defense in? ... we’re not giving culturally diverse groups a true opportunity to be successful because the support systems that used to keep students in the game are no longer present.”

e. Recommend statement elimination/disagree with statement.
“While this vision statement reflects the college’s priorities and future, I consider this as part of Vision 1.”

“Vision statements are forward looking. Don’t we already provide fair and ethical treatment of our population?”
**Vision Statement 3**

*Hartnell College shall actively recruit, support and retain the best personnel.*

**Vision Statement 3: Examples of Supporting Programs, Services, Outcomes and/or Activities**

- “HC personnel are the best.”
- “Hiring interview committees attempt to recommend applicants who are student centered and use data driven decision making processes.”
- “Hartnell often hires adjunct faculty with a proven work experience into its permanent faculty.”
- “Academic Senate seeks to find the best faculty to serve on hiring committees.”
- “We are hiring new instructors and have a range of Masters and Doctorate level faculty.”
- “In prior years, I don’t believe the vision statement was supported. In the current year, there are efforts being made to support this vision statement.”

**Vision Statement 3: Recommendations for Improvement**

a. No recommendation/agree with statement.
   - “This is a good vision for the college.”
   - “None needed.”

b. Modifications to or suggestions for statement phrasing.
   [None provided.]

c. How to reach vision/make it more reflective of priorities and/or future.
   - “Support adjunct faculty to rise beyond the stigma of part-time status... Work and prep time are not compensated sufficiently... Likewise, employment benefits such as decent, preventive medical coverage needs attention.”
   - “Need to establish professional development programs to help staff improve skills and remain current; career pathways throughout the institution.”
   - “The college needs to finalize negotiations so online instructors can be evaluated! Part-timers also need to be evaluated.”
   - “There needs to be reviews of how employees on an administrative level are conducting their work, not just review of the faculty.”
   - “Make Hartnell a ‘first choice’ for academic employees by sweetening the pay and benefits.”
   - “The turnover from the top down has been tumultuous, but has the potential for success if we strengthen the current structures or rethink the current structures for more creativity and success.”
   - “The current hiring system needs to be reevaluated to determine whether we need to make changes that will strengthen the vision statement. Support of best personnel requires the District to invest more to assure we retain the best personnel. The District needs to establish a continuous training structure that will support the vision statement.”
• “Simplify and streamline the hiring process. Find ways to retain the best personnel, including privileges such as attending national education conferences. Improve office spaces.”
• “Hartnell College could do a better job in supporting its staff, faculty and administrators through training for our own success. Training would help create a culture of empowerment and success in the Hartnell employee community. Training would also build the Hartnell community into a more powerful, successful group that would better prepare our students for their success by modeling success ourselves.”

d. Why vision is not an accurate reflection of priorities and/or future.
• “Implementation has been uneven.”
• “Hartnell advertises the job openings but it is difficult to find the right people for the job and retain them.”
• “The college does very little to actively retain the best personnel (with a few exceptions). The hiring process is lengthy and confusing, which limits the number of applicants.”
• “I hope this future will change from the present.”
• “Hartnell’s upper management and the board’s lack of maintaining an ethical ‘separation of power’ from its administrators has continually shown dysfunction and fomented distrust. The fact that faculty have yet to have a solid contract, in stark contrast to community colleges such as Gavilan, MPC and Cabrillo, who have somehow managed to retain talent by respecting their staff with pay that is commensurate with their skills.”

e. Recommend statement elimination/disagree with statement.
• “It’s probably more of a nice, probably meaningless statement rather than an aspiring vision per se. I don’t see that we will plan to offer substantially higher salaries than other community colleges, for example, to accomplish this.”
Vision Statement 4
Hartnell College shall seek and dedicate resources to be a technologically advanced institution.

Vision Statement 4: Examples of Supporting Programs, Services, Outcomes and/or Activities
- “A dedicated computer lab that serves all students enrolled in various courses. The college is improving as an accessible hub of learning with computer stations in common areas such as the library and student center.”
- “The Library Resource Center is equipped with more modern and up to date technology – both hardware and software. The Alisal and King City centers have smart classrooms and some here at the main campus.”
- “recent hires and investments in technology.”
- “Staff in technology roles advocate and attempt to implement use of, and teaching of, current and cutting edge technologies.”
- “Library access to computers is helpful to students. Etudes with training is available as a resource to present information online.”
- “Alisal campus seems pretty ‘technologically advanced.’ Multimedia program/lab has a good reputation ...”
- “IT Techs and Coordinators work hard to update and upkeep technology across campus.”
- “Alisal campus has great computer labs with relatively new equipment and technological resources to aid in teaching.”
- “Over the past three years the District has set aside funds in support of overhauling the entire IT system.”
- “Wired classrooms, ability to post assignment on line.”

Vision Statement 4: Recommendations for Improvement
a. No recommendation/agree with statement.
   - “None needed.”

b. Modifications to or suggestions for statement phrasing.
   - “remove ‘technologically advanced.’ Something more in line with ‘the technology needed for future success on the job and in the classroom.’”

   - “It seems our IT department is short of staff to do all the tasks they need to do.”
   - “HC should upgrade all its computer systems to meet the demands of a connected campus and world ... if the school does not cultivate adjuncts to do the work of transforming old paradigm courses to evolve into new, online courses; how can such a goal realize success? It can be done but those from all academic areas who would be willing to take on such transformative tasks must be included in the planning and decision making processes to develop the desired changes, fully.”
   - “Revisit the commitment on a frequent basis.”
   - “The science and math departments in the Main Campus do need to be updated.”
• “I would like to see a specific schedule published for computer hardware and software updates – something like what CSUMB has; it runs well into the future. All employees can check the schedule to see when they, specifically, will be upgraded.”
• “Some of main campus computer labs are missing the latest technology.”
• “The District is currently revising its five year plan. Greater input is needed by staff and faculty in this planning process.”
• “Get more information to faculty on available resources in their field – maybe a library with disks is now obsolete, but giving faculty a list of where free downloads can be obtained would be very helpful ...”
• “Increase the number of SMART classrooms, increase the access to wireless internet.”
• “Upgrade technology in and out of classrooms.”

d. Why vision is not an accurate reflection of priorities and/or future.
• “We are spending too much on ‘new’ technology.”
• “Hartnell has some technology, but is far from advanced.”
• “I would like to see changes that accurately reflect this vision statement.”

e. Recommend statement elimination/disagree with statement.
• “Not really a vision statement, but a good idea.”
Vision Statement 5
Hartnell College shall support a learning environment that rewards creativity, innovation, and risk-taking.

Vision Statement 5: Examples of Supporting Programs, Services, Outcomes and/or Activities

• “Application for grants that support experimentation is encouraged.”
• “The variety of activities during the school and in the summer, such as the Math Academy. The Summer Youth Bridge Program, the internship with the Post Naval Graduate School and the 3 year CIS degree program with the CSUMB.”
• “Certain courses require students to do their own projects. STEM supports internships in science and engineering.”
• “Activities currently taking place at Alisal Campus, such as the NASA Project and a number of other grant funded projects ...”
• “There are creative teaching strategies and the students for the most part are being asked to think creatively.”

Vision Statement 5: Recommendations for Improvement

a. No recommendation/agree with statement.
   • “No recommendations at this time.”

b. Modifications to or suggestions for statement phrasing.
   • “HC shall support an environment for staff and students that rewards creativity, innovation, and risk-taking.”
   • “Hartnell is a dynamic community of learners who are challenged to imagine a future that improves the world.”
   • “Hartnell College shall strive for an environment ...”

c. How to reach vision/make it more reflective of priorities and/or future.
   • “HC should consider instituting peer mentor programs for faculty cultivation and success ...”
   • “HC should provide ample opportunities for stakeholders to experience and share their sources of creativity in the arts, in business, and in their personal lives. Originality in a Shakespeare interpretation can help the college’s image as a creativity incubator.”
   • “… the college should take more risk by increasing other disciplines like history. Many times the disciplines that receive the most instructors are science, math, and other tech driven disciplines ... There needs to be more full time instructors for other disciplines which will make the school much more well rounded.”
   • “… provide courses that foster innovation (more elective courses).”
   • “Many improvements for safety have been suggested and scrapped ...”
   • “… students who represent the demographics of the community ... could be more engaged in doing survey or other social or scientific research that could directly benefit the community, e.g., by creating reports for credit that would support grant funding efforts.”
   • “By listening to faculty and to take seriously their input, not just lip service.”
d. Why vision is not an accurate reflection of priorities and/or future.
   • “Academia should have a knack for capturing its tacit knowledge and converting that into explicit forms that can be useful ... HC can do much more to insure attainment of desirable outcomes such as academic success and prosperous futures for all stakeholders.”
   • “Where? When?”
   • “Can’t think of anything.”
   • “Many employees are stuck in the past and are too negative to think creatively.”
   • “I have not seen that in 20 years.”
   • “We need more action on this one.”
   • “I don’t feel the faculty are supportive of creativity, innovation, and risk-taking UNLESS it pertains to their own area of expertise or project. They have a bias and dismiss other programs that might not help their program get where it needs to be. Hartnell College lacks the environment to foster success of all programs.”
   • “It will take a lot to make this happen, including culture change, overcoming hurdles inherent in collective bargaining agreements, and many other structural aspects of the institution, as well as inertia.”

e. Recommend statement elimination/disagree with statement.
   • “Eliminate.”
Vision Statement 6
Hartnell College shall anticipate and respond to change.

Vision Statement 6: Examples of Supporting Programs, Services, Outcomes and/or Activities
- “Program Review, creation of the Office of Institutional Effectiveness, partnerships with industry, contract education, response to the Salinas Valley Vision 2020, the new Respiratory Care Practitioner Program.”
- “The switch to a more vibrant platform for online classes in Etudes ... The possibility of an environmental science program in biology would help educate to important changing conditions on our planet.”
- “Grants, Alisal Campus?”
- “Over the past five years the College has responded well to state budget reductions for community colleges. Through the Resource Allocation Committee (RAC), staff and faculty have made the necessary financial adjustments needed in order to continue providing student access.”

Vision Statement 6: Recommendations for Improvement
a. No recommendation/agree with statement.
   - “None needed.”

b. Modifications to or suggestions for statement phrasing.
   [None provided.]

c. How to reach vision/make it more reflective of priorities and/or future.
   - “Planning.”
   - “Maintain strong ties to local business and industry. Nurture reciprocal relationships.”
   - “… focus more attention on teaching effectiveness and student retention …”
   - “In response to the constrained economic reality today, HCC needs to make cuts to programs – especially big expensive athletic programs like football – that are not central to the academic piece of the mission.”
   - “… the culture of any group is highly resistant to change unless they are led by example, given the tools to see why the change is necessary, and show them the rewards of buying into the change.”
   - “Continue to develop the tools that will allow College to respond to future change without creating too much disruption of student learning.”
   - “… communicate better with each other so that we know far enough in advance to plan for changes that are happening.”
   - “Hartnell must get its house in order, keep a stable breadth of managers and stop management shuffle and chaos that has so hampered any progress.”
   - “By having people who understand and know what to do; to have a realistic plan to execute it.”

d. Why vision is not an accurate reflection of priorities and/or future.
• “We are used to being in crisis mode. We do understand that change happens, often capriciously. We need to have better planning and a clearer understanding of procedure so that we really do anticipate, rather than just react to, change.”
• “... change is good but hard to accept and transformation is difficult to implement.”
• “We’ve had too much change lately and no consistency.”
• “Institutionally and academically, I don’t see much growth.”
• “Hartnell has been unable to adapt to change for over a decade.”

e. Recommend statement elimination/disagree with statement.
• “Most of these questions are administrative and do not have much to do with my role as I see it at the moment. In-service time will help in answering many of these types of questions.”
• “eliminate.”
• “While this sounds good, it’s too broad to have any substantive meaning. The statement about creativity and innovation is better.”
Vision Statement 7
Hartnell College shall be a valuable resource and facilitator of change for its communities.

Vision Statement 7: Examples of Supporting Programs, Services, Outcomes and/or Activities
• “Many clubs, services, and programs help HC students achieve their goals by opening up the possibilities via mentorship, community activities, or service learning … HC relationships with local colleges have driven changes that benefit the whole Monterey Peninsula.”
• “Response to the Salinas Valley Vision 2020, Contract Ed services.”
• “Sustainability and Green building programs provide models for the community to learn from.”
• “The main campus physical resources including the library, the tennis courts, soccer fields, track, etc., are used by members of the community who are not students. Western Stage contributes to the cultural life of Salinas.”
• “Everyday we impact the community and provide services to reach out to the community, such as Cyber Patriots and Technovation.”
• “ACE … The Social Justice Research Class provides a real-life community based project to help facilitate the change in a community.”
• “The College provides public access to college facilities for various community events.”
• “I think Hartnell is one of the institutions in which a person in Salinas can change for the better.”
• “Advisory committees, the new RCP program, the nursing program.”
• “There are several programs in place that offer glimmers of change such as the Green Construction program and the efforts made by departments such as Physics to engage the community and get it excited about the community.”

Vision Statement 7: Recommendations for Improvement
a. No recommendation/agree with statement.
[No general comment provided.]

b. Modifications to or suggestions for statement phrasing.
• “its communities’ seems a little ambiguous; perhaps that is the intent?”
• “The main issue with this one is that the college already does this. Perhaps we need to do more, and we should be a bit more specific in focusing this statement.”

c. How to reach vision/make it more reflective of priorities and/or future.
• “HC should continue evolving its mission to be a viable, academic bridge among other community services organizations and groups. Student clubs should be encouraged to use their skills and talents to assist outreach programs that serve the many.”
• “More outreach beyond the ag community. Provide forums for groups that are opposed to the ag agenda.”
• “The College needs to bring back Community Education.”
• “A service learning program similar to CSUMB, but more guided under specific goals, could be great …”
• “... increase partnerships with various groups in the community.”

d. Why vision is not an accurate reflection of priorities and/or future.
• “I don’t believe Hartnell reaches out to its community ... many people sit behind a desk and make decisions without stepping out to the people that make up the school or that should.”
• “Hartnell is situated in an agriculture community and as such should be at the FOREFRONT and cutting edge of innovation. By that token, we have failed entirely to form strong relationships with the ag and ag manufacturing community and tout among the best ag studies programs in California.”

e. Recommend statement elimination/disagree with statement.
• “How can the College anticipate change in Vision 6 and be a facilitator of change in Vision 7?”
**Vision Statement 8**

*Hartnell College shall enhance its local and global community partnerships and outreach activities.*

**Vision Statement 8: Examples of Supporting Programs, Services, Outcomes and/or Activities**

- “We have seen good work in this area, particularly in the STEM and agricultural areas.”
- “Many clubs, services, and programs help HC students achieve their goals by opening up the possibilities via mentorship, community activities, or service learning.”
- “Various campus clubs are involved in local outreach to K-12 schools.”
- “Outreach to business partners and the community through the Foundation.”
- “Educational programs where the high schools, Hartnell, and CSUMB connect as a pathway for students to receive computer science degrees ... is beginning to happen.”
- “Boronda program.”
- “Alisal Campus.”
- “Advisory committees ...”

**Vision Statement 8: Recommendations for Improvement**

a. No recommendation/agree with statement.
- “It is o.k.”

b. Modifications to or suggestions for statement phrasing.
- “‘Enhance’ is not an inspirational verb. ‘Global’ is so overused by educational institutions, many of whom do almost nothing on a global or international basis. There’s something to ‘outreach activities’ that resonates ...”
- “Remove ‘global community’ and replace it with ‘regional.’ Our online classes are the closest thing to global, but how many people take them outside of the US?”

c. How to reach vision/make it more reflective of priorities and/or future.
- “ENCOURAGE THE LEARNING AND USE OF ENGLISH IN ITS NEIGHBORING COMMUNITIES.”
- “… provide outreach for all types of students, not just a minority.”
- “… offer a class or a course to community members.”
- “Improve communication with general public in District.”

d. Why vision is not an accurate reflection of priorities and/or future.
- “We used to have the Japanese ag students from Miyagi College come to Hartnell and we used to actively recruit international students ... With reduced financial resources, perhaps its time to focus inward more.”
- “We need to do more of this, particularly on the local level.”

e. Recommend statement elimination/disagree with statement.
- “eliminate.”
Vision Statement 9
Hartnell College shall excel in the recruitment, retention, and placement of students.

Vision Statement 9: Examples of Supporting Programs, Services, Outcomes and/or Activities
- “… some good outcomes with transfers, scholarships, and awards.”
- “Student support services seem to be beneficial to students.”
- “Partnership with CSUMB and the Post Naval Graduate School.”
- “… the sports teams seem to be doing a good job.”
- “Title V STP program is enrolling Hartnell College as participant in a statewide student tracking system. MESA monitors students for multiple years. SEMAA monitors and tracks students through their public education years and recruits to Hartnell College.”
- “Improvement has been made in the performance of students in math and science through the work of the Math and Chemistry Academies.”
- “Outreach to schools. The library provides orientations and tours to students from primary to secondary ... initiated a program allowing AP high school students the ability to apply for and be given ‘prospective’ Hartnell student IDs so they can check out books, use computers in the library, and access Hartnell Library databases from off-campus.”
- “ACE student retention.”
- “Everything done by A&R.”

Vision Statement 9: Recommendations for Improvement
a. No recommendation/agree with statement.
   [No general comment provided.]

b. Modifications to or suggestions for statement phrasing.
   [None provided.]

c. How to reach vision/make it more reflective of priorities and/or future.
   - “more aggressive marketing and outreach to potential students, collaboration with the high schools in the area.”
   - “… explore instruments and/or procedures to better place students and provide avenues to achieve that with adequate personnel and facilities.”
   - “Recruit from all surrounding communities, particularly the City of Seaside because it has no college in the main city.”
   - “WE have several High Schools around that WE could draw on in the sports area and WE do not open the availability.”
   - “Gain the support of the counselors to help recruit students for ACE instead of having them discourage students from joining ACE because ‘it’s not a program for them.’
   - “With Student Success program implementation the College will establish procedures directed at improving recruitment, retention and placement of students.”
   - “… provide better services, particularly in the area of counseling, to students.”
   - “Need tutoring services open in the evenings and Saturdays. Students are more likely to succeed if they get help early on.”
• “Just need more resources.”

d. Why vision is not an accurate reflection of priorities and/or future.
• “Unable to provide examples to support the vision statement.”
• “Hartnell has one of the lowest retention rates in the state and its classes do not accommodate student learning efficiency because they are too overcrowded ... There cannot be efficient discussions in class that are vital for student learning and critical thinking development. Students get lost, frustrated, and don’t last long or don’t do well.”
• “We have a long way to go with retention. Recruitment is not currently a major function. And placement seems way beyond measurable reach but for limited academic programs. ‘Excel’ means that we will/plan to be truly great at all three. It IS nonetheless a vision.”
• “Hartnell’s position in the community is tarnished due to a lack of program and class availability ... hence, the exodus of students to move readily available classes and programs at programs such as Cabrillo and MPC.”

e. Recommend statement elimination/disagree with statement.
[No general comment provided.]
**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. We are responsive to the learning needs of our community and dedicated to a diverse educational and cultural campus environment that prepares our students for productive participation in a changing world.*

**Mission Statement: Examples of Supporting Programs, Services and/or Activities**

- “We are working hard on programs and initiatives to increase student success. We are having some dialogue to assess the results of our efforts, need to have more.”
- “The array of program offerings, the number of student support services, the variety of extracurricular activities available to students, scholarships, financial aid and support from the Foundation.”
- “Night classes are very helpful for the many students who want to use education to improve their living situation, while still supporting themselves.”
- “ACE gives anyone that is willing to do the work and look at what makes them successful a chance.”
- “With the establishment of Board development workshops, the Board members acknowledge their responsibility in providing the leadership needed to support student success.”
- “… teaching faculty the ACE Foundations course has enabled faculty to be more aware of the students’ needs.”
- “How we create our schedule, the courses we offer at other sites (King City, Alisal, etc.), advisory committees.”

**Mission Statement: Recommendations for Improvement**

a. No recommendation/agree with statement.
   - “none.”
   - “No improvement needed.”
   - “None needed.”

b. Modifications to or suggestions for statement phrasing.
   - “‘Provides the leadership ... to ensure’ seems awkward. Are we saying that the college is a leader in doing this?”

c. How to fulfill mission/make it more reflective of purposes and/or intended population.
   - “Hire new leadership who are in line with the new president’s vision ... Push Humanities, transfer, expand the successful nursing program, and downplay HCC as a version of adult school.”
   - “Implementation of stated mission does require continued evaluation and improvement.”
   - “… more input from students as to what will be valuable to them in this very difficult and changing world.”
   - “… we must ‘know ourselves’ in order to better ourselves.”
• “... involve all cohorts at the table.”

d. Why mission is not an accurate reflection of purposes and/or intended population.
• “If it is indeed a changing world, Hartnell has been slow to adapt to it.”

e. Recommend statement elimination/disagree with statement.
• “Mission statement covers similar topics as vision statements.”
• “... discard it. It sounds nice and idealistic enough, but I’ve never seen it.”
Open End Responses about Prospective Values Statements: Method of Content Analysis

Responses to the item requesting recommendations for values statements were aggregated into the following categories:

A. Wording of Values and Values Statements
B. Ideas Supporting Development of Values and Values Statements
C. Values Statements Not Needed

The specific values – words and short phrases extracted from comments per A. above – were compared with one another and sorted into groups based on a common factor (similarity). Each group was subsequently labeled.
Recommendations for Values and Values Statements

A. Wording of Values and Values Statements

- “Hartnell College is a diverse learning centered community based on integrity and respect. Starting with leadership, we use teamwork to achieve excellence.”
- “Inclusiveness: We value and foster open communication and ongoing collaboration among all constituents. Learning Experience: We value safe, supportive and lifelong educational experiences that prepare students to compete in the global market.”
- “Fairness, Integrity, Innovation, Excellence.”
- “Academic Excellence, High Standards of Academics, Competitiveness.”
- “Hartnell should stand for embracing diversity, not just culturally, but socioeconomically and pushing to rid the community of discrimination … However, it needs to demonstrate it, not just say it.”
- “We value and encourage innovation and creativity. We are deeply committed to continuously improving a top quality educational environment.”
- “We value mutual respect, honor the dignity of each individual and foster a civil and ethical environment. We value personal and professional ownership that generates accountability.”
- “I also suggest the value of curiosity or inquiry. ‘We value the spirit of inquiry to investigate, question, challenge, and explore new opportunities in the world in which we live and work.’”
- “Respect the individual. Be accountable. Lead by example.”
- “People: We value our students, faculty, staff, administration, and our communities. We recognize that education is a human endeavor; it is personal and hinges on the mutual respect and trust of the learners, the providers, and the communities they serve. Integrity: We hold our academic and fiduciary responsibilities to the highest professional and ethical standards. These areas are measured for accountability in order to maintain the trust of our students and community. Education: Education is the reason our institution exists, both for its own sake and for the benefit of the local, state, and national economy. People who are educated are more geographically and economically mobile, and better able to contribute to society as a whole. Courage: We value the courage to learn, teach, and lead with the moral and mental strength to do what is right as students, faculty, staff even in the face of personal or professional adversity. Diversity: We respect and embrace the strengthening power of diversity. We recognize and delight in the differences between people and cultures; this helps us function better in our increasingly diverse community. Tradition: Our traditions are the precious heritage that defines who we are, where we come from, and why we should be proud.”
- “If anything, it needs to be based on access for everyone.”

B. Ideas Supporting Development of Values and Value Statements

- “Hartnell needs an overall goal for what it wants to accomplish, what it wants to be known for. For example, Cal Poly San Luis Obispo’s model is ‘Learn by doing’ and therefore its staff and faculty are expected to give students hands-on, real life experiences which in turn challenge the students in a multi-sensory approach.”
- “Keep the jargon … to a minimum.”
• “If we can come up with a meaningful, and not political, statement about diversity, that might be valuable. I am very much in favor of a statement about valuing excellence.”

• “Would need to think about this for the college as a whole. The Hartnell nursing program has 4 core values: caring, competence, collaboration, and curiosity.”

• “Many college statements have seemingly interchangeable value statements. If we’re going to adopt some, please make them specific and thoughtful, rather than pleasant sounding notions that really don’t relate to who we are or want to become…”

• “Hartnell’s value statements should focus on drawing upon the community it aims to serve … we must focus that talent in a way that ultimately strives to keep a healthy talent pool close to home. That is when we will truly thrive. That is why a place such as Silicon Valley has thrived for so long – it aims to create educational programs suited to the community it serves.”

C. Values Statements Not Needed

• “I would be very careful to provide a value statement! Values are not measurable nor can be changed so easily.”

• “Do we really need them? Our Mission and Vision statements are based on values.”
**Prospective Labeled Groups for Recommended Values**

Prospective values were sorted into groups (below) based on a common factor (underlying similarity). Values in the first group may all represent positive character traits, in the second group, appropriate treatment of individuals and processes, and in the third, beneficial features of the educational environment or experience. Sorting of values in this way brings up the issue of which type(s) of values might be incorporated into values statements. (Note that prospective values could be placed into more than one group and, more broadly, that sorting of values into labeled groups represents only one possible interpretation of the collective results.)

**Positive Character Traits**
- Accountability/“Be Accountable”
- Courage
- Curiosity/Inquiry
- “Encourage Innovation/Creativity”
- Integrity
- “Lead by Example”
- Personal/Professional Ownership

**Appropriate Treatment of Individuals and Processes**
- Dignity of Each Individual
- Fairness
- Mutual Respect/“Respect the Individual”

**Beneficial Features of Educational Environment/Experience**
- Academic Excellence/Competitiveness
- Civil Environment
- Continuous Improvement
- “Embrace Diversity/Inclusiveness”
- Lifelong Learning
- Open Communication
- People
- Safe/Supportive
- Teamwork/Collaboration
- Tradition
**Proposed Next Step**
The current mission, current vision statements, and prospective values require additional review, discussion and consideration. Most importantly, whereas respondents were asked to rate and improve each of the 9 specific vision statements, respondents were not requested to provide ideas generally on a vision statement for the college, as they were requested to do in recommending values statements. Honing a new vision statement(s) and vetting values statements could be accomplished through a focus group and/or other focused input relative to the survey responses obtained and reported in this document.