



**Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: March 25, 2020**

Name of Institution: Hartnell College

Due to the challenges associated with civility, morale, and trust at the College, this plan is intentionally bold and inclusive of objectives and action steps aimed at disrupting the status quo in a concerted effort to strengthen organizational effectiveness and thereby markedly improve student success.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. Employee Engagement: Onboarding & Orientation	1. Provide new employees with a thorough understanding of the strategic direction of the College and how their individual contributions and collaborative engagement efforts may strengthen student access, equity, and success	Vice President of Human Resources	December 2020	a. Develop institutional statement on employee engagement b. Establish inclusive work group to consider models for new employee onboarding and orientation appropriate for each employee category c. Develop program for new employee onboarding and orientation that includes online components	a. Employee engagement statement published when announcing vacant positions at the College b. Program for new employee onboarding and orientation developed c. Program implemented inclusive of published employee engagement statement d. Program evaluated	a. b.
B. Employee Engagement: Professional Development, Leadership Training & Employee Recognition	1. Provide focused opportunities for current employees to: a. Expand professional capacity and professional growth b. Participate in College-wide activities focused on the strategic direction of the College c. Understand the perspectives and shared experiences of other groups, including students, faculty, staff, and administrators d. Collaborate and bond with other employees for future leadership endeavors	Vice President of Human Resources	May 2021	a. Establish inclusive work group to consider models of professional development and leadership training b. Develop program of professional development and leadership training c. Redesign current Leadership Institute to align with a. and b.	a. Program for professional development and leadership training developed b. Leadership Institute redesigned c. Program implemented inclusive of published employee engagement statement d. Program evaluated	a. b.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
C. Employee Engagement: Refresh Institutional Priorities	<ol style="list-style-type: none"> 1. Create urgency for institutional priorities 2. Cultivate, as an organizational value, responsiveness to student and other stakeholder needs 3. Ensure employees are held accountable for performance 	Superintendent/ President & Executive Cabinet	December 2020	<ol style="list-style-type: none"> a. Design College-wide communications concerning institutional priorities b. Plan interactive College-wide events around key institutional challenges, with opportunities for stakeholder input c. Hire consultant or train internal partners to provide communication trainings 	<ol style="list-style-type: none"> a. Refreshed priorities launched in conjunction with a significant College-wide event b. College-wide events held c. Communication trainings provided d. Communication trainings evaluated 	<ol style="list-style-type: none"> a. b.
D. Governance: Structure Redesign	<ol style="list-style-type: none"> 1. Re-structure participatory governance system, including governance committees, in service of the institution's strategic direction with respect to student access, equity, and success goals 2. Streamline governance system to provide clarity with respect to decision flow and committee interrelationships and responsibilities 	Superintendent/ President	May 2021	<ol style="list-style-type: none"> a. Superintendent/president ensures the establishment of an inclusive work group to consider alternative governance models with input from the College community b. Hire consultant or train internal partners to facilitate re-structuring plan and/or implementation process c. Develop plan for governance re-structuring and streamlining d. Implement plan for governance re-structuring and streamlining 	<ol style="list-style-type: none"> a. Alternative governance models considered and vetted b. Re-structuring plan developed and vetted c. Governance and Decision-Making Model updated and made interactive with links to detailed information d. Council handbooks revised inclusive of employee engagement value statement e. Re-structuring plan implemented according to timeline f. Execution of re-structuring plan evaluated 	<ol style="list-style-type: none"> a. b.
E. Governance: Meaningful Participation	<ol style="list-style-type: none"> 1. Advise appointing groups/persons to be mindful of the desire to encourage broad participation in governance, and to be aware of the number of committee assignments per appointed individual 2. Ensure employees are treated equitably in governance assignments, understand their role in the governance process, and are allowed appropriate time to participate in governance activities 3. Intentionally plan participatory governance meetings so that they focus on strategic agenda and action items 4. Enhance utilization of virtual technology to ensure broad participation in governance meetings across multiple sites 	Superintendent/ President & College Planning Council	May 2021	<ol style="list-style-type: none"> a. Develop policy concerning employee participation in governance b. Clarify criteria used in making appointments to participatory governance committees (e.g., expertise) c. Establish a tri-chair model with faculty, administrator, and staff leads d. Design governance onboarding training e. Hire consultant or train internal partners to provide training for efficient and effective meetings f. Address technical requirements for virtual meetings 	<ol style="list-style-type: none"> a. Policy concerning employee participation in governance developed and vetted b. Policy concerning employee participation in governance implemented c. Criteria for making appointments clarified d. Tri-chair responsibilities incorporated into governance committees e. Governance onboarding training designed f. Governance onboarding procedure and training implemented g. Training for efficient and effective meetings developed h. Training for efficient and effective meetings implemented i. Technical requirements for virtual meetings reviewed and plan developed j. Virtual meetings implemented as feasible 	<ol style="list-style-type: none"> a. b.

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus (Copy from table above.)	Applicable Objective(s) (Copy from table above.)	Description of Resource Needed (Refer to Action Steps above as appropriate.)	Cost of Resource
A. Employee Engagement: Onboarding & Orientation	1. Provide new employees with a thorough understanding of the strategic direction of the College and how their individual contributions and collaborative engagement efforts may strengthen student access, equity, and success	b. Establish inclusive work group to consider models for new employee onboarding and orientation appropriate for each employee category – stipends as needed/may not be practicable as benefits not covered	
B. Employee Engagement: Professional Development, Leadership Training & Employee Recognition	1. Provide opportunities for current employees to: <ul style="list-style-type: none"> a. Expand professional capacity and professional growth b. Participate in College-wide activities focused on the strategic direction of the College c. Understand the perspectives and shared experiences of other groups, including students, faculty, staff, and administrators d. Collaborate and bond with other employees for future leadership endeavors 	<ul style="list-style-type: none"> a. Establish inclusive work group to consider models of professional development and leadership training – stipends as needed/may not be practicable as benefits not covered b. Develop program of professional development and leadership training – awards, recognitions, etc. c. Redesign current Leadership Institute to align with a. and b. – awards, recognitions, etc. 	
C. Employee Engagement: Refresh Institutional Priorities	<ul style="list-style-type: none"> 1. Create urgency for institutional priorities 2. Cultivate, as an organizational value, responsiveness to student and other stakeholder needs 3. Ensure employees are held accountable for performance 	<ul style="list-style-type: none"> b. Plan interactive College-wide events around key institutional challenges, with opportunities for stakeholder input - refreshments c. Hire consultant or train internal partners to provide communication trainings – consultant or stipends as needed/may not be practicable as benefits not covered 	
D. Governance: Structure Redesign	<ul style="list-style-type: none"> 1. Re-structure participatory governance system, including governance committees, in service of the institution's strategic direction with respect to student access, equity, and success goals 2. Streamline governance system to provide clarity with respect to decision flow and committee interrelationships and responsibilities 	<ul style="list-style-type: none"> a. Superintendent/president ensures the establishment of an inclusive work group to consider alternative governance models with input from the College community – stipends as needed/may not be practicable as benefits not covered b. Hire consultant or train internal partners to facilitate re-structuring plan and/or implementation process – consultant or stipends as needed/may not be practicable as benefits not covered 	
E. Governance: Meaningful Participation	<ul style="list-style-type: none"> 3. Intentionally plan participatory governance meetings so that they focus on strategic agenda and action items 4. Enhance utilization of virtual technology to ensure broad participation in governance meetings across multiple sites 	<ul style="list-style-type: none"> e. Hire consultant or train internal partners to provide training for efficient and effective meetings – consultant or stipends as needed/may not be practicable as benefits not covered f. Address technical requirements for virtual meetings – applicable hardware and/or software 	
Total IEPI Resource Request (not to exceed \$200,000 per college)			

Approval	
Chief Executive Officer	
Name:	
Signature or E-signature:	Date:

Collegial Consultation with the Academic Senate	
Academic Senate President	
<i>(As applicable; duplicate if needed for district-level I&EP)</i>	
Name:	
Signature or E-signature:	Date: