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.

ACCOMMODATIONS: All meeting locations are wheelchair accessible. The following services are available when requests are made by 4:00 p.m. of the Wednesday before the Board meeting: American Sign Language interpreters or use of a reader during a meeting; large print agenda or minutes; assistive listening devices. Please contact, the Office of the President at (831) 755-6900, if you need assistance in order to participate in a public meeting or if you need the agenda and public documents modified as required by Section 202 of the Americans with Disabilities Act Act.
AGENDA ITEM FOR BOARD MEETING OF: September 17, 2013

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<th>Title</th>
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<td>Hartnell College Strategic Plan</td>
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<tr>
<td>Willard Lewallen</td>
<td>Strategic Priorities: 1 - 6</td>
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BACKGROUND / SUMMARY

In October 2012 the Board of Trustees adopted six strategic priorities to guide the development of a strategic plan. During spring and summer 2013 the college engaged in a comprehensive effort to develop the strategic plan. The Board of Trustees will receive a presentation on the final draft of the strategic plan.

RECOMMENDATION

None, a recommendation to adopt the strategic plan will be brought before the Board of Trustees at its October 1, 2013 meeting.
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:** Hartnell College is committed to providing 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 #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:** Participation rates of high school graduates from service area high schools

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

**KPI:** Participation rates of adults in communities served by the District.

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

**KPI:** To be determined through Project Management Action Plan details

**Outcome #4:** Increase contract education and community education (fee-based) offerings.

**KPIs:** Number of workforce development trainings delivered through contract education

Number of community education courses developed and delivered

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

**KPIs:** Results of the “Community College Survey of Student Engagement” (CCSSE)

Results of the “Survey of Entering Student Engagement” (SENSE)

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

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

KPI: Percentage of students completing orientation experience
Strategic Priority #2
“Student Success”

**Goal #1:** Hartnell College will provide a supportive, innovative, and collaborative environment to help students pursue and achieve educational success.

**Outcome #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:** Chancellor’s Office “Student Success Scorecard”

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

**Outcome #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:** Chancellor’s Office “Student Success Scorecard”

**Outcome #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.”

**KPIs:** Results of the “Community College Survey of Student Engagement” (CCSSE)

Results of the “Survey of Entering Student Engagement” (SENSE)

**Outcome #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.

**KPIs:** Percentage of graduating students completing survey

Action plans developed in response to results from survey
Strategic Priority #3
“Employee Diversity and Development”

Goal #1: 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 #1: During 2013-14, establish a Diversity Development Committee.

KPI: Establishment of the Diversity Development Committee that is representative of District constituencies

Outcome #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.

KPIs: 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

Demographics of District employees in comparison to the demographics of the District population

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

KPIs: 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

Establish targets for increasing the number of training and activities for subsequent years
**Goal #2:** To attract and retain highly qualified employees, Hartnell College is committed to providing and supporting relevant, substantial professional development opportunities.

**Outcome #1:** By fall 2013, establish a Professional Development Committee.

**KPIs:** Establishment of the Professional Development Committee consisting of representation from all employee groups

Development and implementation of policies, procedures, and processes for allocation of resources to employees for professional development activities and programs

Development and implementation of an employee leadership development program by the 2014-15 academic year

**Outcome #3:** 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.

**KPIs:** Establishment of the educator-in-residence program

Identification each year of the educator-in-residence

Educator-in-residence presentations to and interactions with the college and its employees

**Outcome #4:** By the end of the 2013-14 academic year, establish a Center for Professional Development.

**KPIs:** 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 #5:** Recognize employees annually in support of excellence and inclusivity.

**KPI:** Reestablish the annual Hartnell College Employee Recognition Ceremony by end of spring 2014.
Strategic Priority #4
“Effective Utilization of Resources”

**Goal #1**: To support its mission, Hartnell College is committed to the effective utilization of its human resources.

**Outcome #1**: Provide feedback to all employees through consistent completion of performance evaluations.

**KPI**: Completion of employee performance evaluations

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

**KPI**: Staffing level data

**Goal #2**: 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 #1**: Provide for the safety of all persons participating in college activities.

**KPIs**:
- Clery Act reports
- Accident reports
- Emergency Preparedness plan
- Implementation of campus safety and security improvements
- Completion of employee safety training

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

**KPIs**:
- Facilities compliance reports
- Clarity of signage and maps that are intended to improve campus access and navigation
Outcome #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.

KPIs: Annual Cal Recycle Report
Energy and maintenance costs
Installation/construction of energy-efficient systems
Quantity and quality of promotion activities

Outcome #4: Develop an asset replacement and maintenance plan.

KPIs: 5-year construction plan
Equipment replacement plan
IT equipment refresh plan
Scheduled maintenance plan

Goal #3: Hartnell College will maintain a current, user-friendly technological infrastructure that serves the needs of students and employees.

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

KPI: Semi-annual user satisfaction survey about information technology systems

Goal #4: 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 #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.

KPIs: Financial reserve levels
Regional and state benchmarks pertaining to financial reserve levels
Outcome #2: Supplement financial support for the college by means of public grants, private foundation grants, and individual gifts.

KPI: Quantity of public grants, private foundation grants, and individual gifts

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

KPI: CCFS 320 report

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

KPIs: Average class size
Class section fill rates
WSCH/FTEF
Strategic Priority #5
“Innovation and Relevance for Programs & Services”

**Goal:** 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 #1:** Systematically develop programs and services that meet the needs of the local community.

**KPI:** Development and implementation of procedures for proposing new programs and/or services

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

**KPIs:** Completion (and timeliness of completion) of program reviews

Completion (and timeliness of completion) of annual action plans

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

**KPIs:** Completion of SLOs assessments and revisions

Completion of SAOs assessments and revisions

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

**KPI:** Scorecard or inventory of innovation and creativity
Strategic Priority #6
“Partnerships With Industry, Business, Agencies & Education”

Goal: 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 #1: Strengthen the quality of existing programs and increase the number of K-12 outreach programs and pathways.

KPIs: Program review of K-12 outreach programs and pathways

Number of students participating in K-12 partnership programs and pathways

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

KPIs: Number of articulation agreements

Number of joint and accelerated degree programs/agreements

Student transfer rates

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

KPIs: Internship provider and student intern satisfaction surveys

Number of student internships

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

KPI: Number of collaborative relationships
**AGENDA ITEM FOR BOARD MEETING OF:** September 17, 2013

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| Willard Lewallen Superintendent/President | Strategic Priority: 4  
|                                            | Accreditation Standards: IV.A., IV.B. |

**BACKGROUND / SUMMARY**

Dr. Bruce Bishop, certified parliamentarian, will facilitate a workshop for the Board of Trustees on parliamentary procedures and Robert’s Rule of Order.

**RECOMMENDATION**

No action required by the Board of Trustees.