

HARTNELL COLLEGE—A STUDENT CENTERED INSTITUTION

College Redesign as a Continuous Improvement Philosophy

As we have moved partway into our fourth year of guided pathways work, the College commits to college redesign as a ***continuous improvement philosophy*** that encourages faculty, staff, administrators, and students to collaboratively and respectfully reflect on, celebrate, and challenge significant features of the institution's organizational culture, structure, and practices toward developing systems, processes, and pedagogies that will have a more meaningful impact on the student experience, and result in greatly increased and sustained student success. To ensure that we become increasingly student centered in all that we do, we ask, ***when students experience red (stop), how do we turn that into green (go)?*** No area or practice of the College is immune from questioning or too sacred for interrogation.

Strategic Goals and Institutional Priorities in Support of Student Success

In view of the strategic plan's commitment to student success, the College will focus on institutional priorities that are anticipated to have the greatest impact with respect ***to increasing student completion, student completion efficiency, student transfer to 4-year institutions, and employment opportunities for students completing studies or training.*** The following key priorities will comprise the primary thrust of senior leadership efforts, drive participatory governance agendas and institutional conversations, and be afforded special consideration in resource allocation decisions. Examples of college redesigns are provided for each institutional priority.

1. ***Embed student centered approaches and weave diversity, equity, and inclusion into teaching and operational practices.*** We will publish program maps, support meta major communities, create student success teams, and hire educational advisors to assist students in making educational choices and support students toward completion of their studies and to become career ready and transfer ready. As we work diligently to close equity gaps among our students, we will scale services and build a stronger web presence for student information and support to meet the needs of all our students, including historically underrepresented students.
2. ***Promote an institutional culture of innovation and data informed decision making that ensures delivery of robust, highly relevant value-added programs and services.*** We will continue to digitize existing manual processes in an effort to efficiently process paperwork. We will apply systematic data tools for annually addressing program revitalization and reviewing student success data across programs, including disaggregated data, as we more strongly and urgently promote equitable practices.
3. ***Fully engage employees in the collaborative work of the College as a learning organization, and foster a culture of civility and respect that includes accountability for unacceptable behavior.*** Development of a new employee onboarding and orientation program will represent one important method for fostering engagement from the start of their employment at the College, and professional development and leadership opportunities for all employees will become more thematic to align with the institution's direction. Governance system redesign is yet another way we are looking to engage employees and align with the institution's direction through council structure streamlining and focus on a more strategic governance agenda. Training has been designed to promote an institutional code of communication.

4. ***Broaden the fulfillment of the district's unmet educational needs by more effectively serving the adult, nontraditional population.*** As we staff the new and expanded centers, we will aim to meet a broader set of educational needs of the Salinas Valley. This will include considering job redesign that takes advantage of our recent experience in creatively providing online students with programs and services. We will reallocate resources to those activities that will most greatly impact student success, including realigning work assignments to match this new reality.

Toward a More Student Success and Equity Centered Institution

If we continue to do business as usual at the College, we will never have sufficient resources to equitably and effectively serve all our students. Moving forward, we therefore pledge our commitment to college redesign and guided pathways work toward the aims that each student has the maximum, equitable opportunity to succeed; that every equity gap is entirely closed; and that systemic injustice is completely eliminated. Closing equity gaps and ensuring success for all students will not be easy, as it challenges us to modify and improve what we do, not from the outer edges, but rather from the core of our essential activities. Each employee, group, and unit at the College is encouraged and expected to be proactive in bringing about a more student centered institution.

Resources Available to Guide Student Centeredness Efforts

The following documents, frameworks, and tools represent prime examples of resources available to guide the institution's efforts to become more student success and equity centered.

- a. Strategic Plan 2019-2024: Hartnell College Shared Vision for Student Success
- b. Hartnell College's Student Success Goals
- c. Hartnell College's Institutional Priorities
- d. Institutional Effectiveness Framework: Goal-Setting, Performance Assessment & Action-Taking
- e. Integrated Master Planning Framework for College Decision-Making
- f. Student Success and Equity Committee Dashboard
- g. Recommendations from the President's Racial and Equity Task Force (forthcoming)