



***“Excellence is never an accident; it is the result of high intention, sincere effort, intelligent direction, skillful execution and the vision to see obstacles as opportunities.”***

- Anonymous

April 1, 2019

Dear Willard,

I am writing to provide you with an update on the status of the letter of interest that you recently submitted related to the Institutional Effectiveness Partnership Initiative (IEPI). The IEPI Executive Committee met and reviewed your letter of interest requesting a Partnership Resource Team (PRT) to assist in strengthening your institution. The committee is inspired by the CEO's who are taking the responsibility to help their colleges become as good as they can be.

Your letter of interest for Hartnell College was approved by the IEPI Executive Committee for a **Fall 2019 PRT visit**. You will be hearing from Dr. Matthew Lee shortly to “get the ball rolling”. Dr. Lee is in charge of putting the Partnership Resource Teams (PRT) together and will work with you to ascertain three or four good days for the team's initial visit in the spring. To that end, if you could work on identifying those individuals from your college who you would like to be present at that initial visit, as well as three or four possible dates that would work for the initial visit (plan for a six hour day), that will assist Dr. Lee in identifying and matching up available PRT members to come to your campus and kickoff this exciting initiative.

Once again, I want to thank you for your commitment to your college and applaud you for moving forward on this very important initiative. I believe it will have many positive outcomes for our system as well as for the individual colleges involved.

If you have any questions, please feel free to call me at any time. I would be glad to speak with you about any aspects of this, if you so desire. Thank you and I look forward to talking with you soon.

Sincerely,

**Dr. Dianne Van Hook**  
**Chancellor**

**COLLEGE OF THE CANYONS | Santa Clarita Community College District**  
26455 Rockwell Canyon Road, Santa Clarita, CA 91355  
661.362.3400  
[www.canyons.edu](http://www.canyons.edu)

cc: Matthew Lee  
Barry Gribbons  
Jeff Spano



Sent via email: [dianne.vanhook@canyons.edu](mailto:dianne.vanhook@canyons.edu)

March 20, 2019

Dr. Dianne Van Hook, Chancellor  
College of the Canyons  
26455 Rockwell Canyon Road  
Santa Clarita, CA 91355

Dear Chancellor Van Hook:

RE: Request for PRT – Letter of Interest

Hartnell College requests a Partnership Resource Team through the Institutional Effectiveness Partnership Initiative.

**Areas in Which Hartnell is Doing Well**

Hartnell hosted the ACCJC accreditation visit for its comprehensive evaluation during the week of March 4, 2019. While we await the Commission’s action letter, the Evaluation Team Chair has in the meantime reported that the College “meets every single standard,” therefore identifying no recommendations for compliance. The Chair also reported that the team commends the College “for successful implementation of its mission and commitment to student learning, student achievement and student participation”; “for strong community and industry partnerships”; and “for creating a campus culture that values assessment as a process for improving programs, services, and courses.” The College is well-positioned for continued institutional success and to markedly improve student achievement in the years ahead.

**Areas of Focus for PRT Assistance**

The purpose for requesting a PRT is to assist with key components of our newly established ***Plan for Engagement***, and to consider re-structuring and streamlining the governance system to focus more strategically on the collaborative work of the College. Developed by a sub-group of our College Planning Council (CPC), and subsequently approved by the CPC, this Plan is especially relevant as the College prepares to launch its 5-year Strategic Plan (2019-2024), and transitions into its second full year of ***college re-design*** – Hartnell’s approach to the Chancellor’s Office’s guided pathways initiative.

The first year of college re-design (2018-19) focused primarily on inquiry. In the second year (2019-20), we will begin vetting and potentially implementing designs for change. While we specifically desire to engage increasingly larger numbers of folks in the college re-design process into the next several years, we more fundamentally view employee engagement in governance and the workplace as a critical driver to more fully transitioning to a high performance organization.

---

**Growing Leaders** Opportunity. Engagement. Achievement.

**HARTNELL COLLEGE MISSION STATEMENT**

Focusing on the education and workforce development needs of communities in the Salinas Valley, Hartnell College strengthens communities by providing opportunities for students to reach career and/or academic goals (associate degrees, certificates of achievement, transfer to four-year institutions) in an environment committed to student learning, achievement and success.

Letter to Chancellor Van Hook  
March 20, 2019 – Page 2

### **Rationale for Areas of Focus**

The perceived need to deepen institutional dialogue and engagement was partly an outgrowth of concerns about appropriate constituent group representation in participatory governance initially discussed at the CPC in AY 2018-19. These and related conversations resulted in the decision to establish a small but diverse work group of faculty, staff, and students in spring 2019, toward the aim of developing and forwarding recommendations on this topic to the CPC. The group convened through a series of six meetings, including small constituent group convenings held in fall 2018 with an external consultant. The robust discussion that ensued among work group members culminated in a set of six recommended strategies, with associated action items, for improving employee engagement.

Whereas the effectiveness of all councils and the governance system overall are evaluated every two years, and improvements have regularly been considered and instituted, the confluence of the imminent launch of a new strategic plan, including the alignment of goals and metrics with the ***Vision for Success***, and the expanded efforts of college re-design, provide an opportune juncture to consider alternative governance structures that may additionally contribute to greater collaboration and ensuring a high performance organization.

We therefore seek assistance from team members who can advise us how we might best implement the strategies in the ***Plan for Engagement***, which may relatedly entail re-structuring and streamlining the largely divisionally-based governance councils, and/or embedding the ongoing work of college re-design and other strategic priorities into a more effective governance system.

### **Relationship of Areas of Focus to Core Commitments in Vision for Success**

The governing board adopted four goals for the strategic planning period from 2019-2024, namely, to increase student completion, increase student completion efficiency, increase student transfer to 4-year institutions, and improve student employment opportunities subsequent to completion or training. These goals are aligned with goals in the system-wide ***Vision for Success***. Expanding and deepening employee engagement in college re-design, through the governance system, and more generally in the strategic work of the College, will bring about a heightened commitment to mission and vision, and allow for enhanced collaborative and synergistic efforts directed to improving student achievement across all four goals.

### **Ideal Time for First Visit**

The ideal time for the first visit would be September 2019.

Regards,



Willard Lewallen, Ph.D.  
Superintendent/President

c: Shelley Weinstein (shelley.weinstein@canyons.edu)

---

**Growing Leaders** Opportunity. Engagement. Achievement.

#### HARTNELL COLLEGE MISSION STATEMENT

Focusing on the education and workforce development needs of communities in the Salinas Valley, Hartnell College strengthens communities by providing opportunities for students to reach career and/or academic goals (associate degrees, certificates of achievement, transfer to four-year institutions) in an environment committed to student learning, achievement and success.