California Community Colleges
Institutional Effectiveness

Partnership Resource Teams
Summary of Initial Visit
Date of Visit:

Name of Institution: Hartnell College
Partnership Resource Team Members:

Area of Focus	Institution's Point Person or Group, If Known	Heard during the Visit: Institutional Activities Underway	Heard during the Visit: Ideas Expressed by the Institution	Other IEPI Resources Needed?
Area of Focus 1: Employee Engagement / Plan for Engagement. Assist with key components of our newly established Plan for Engagement. Maximize the number of engaged employees and minimize the number of actively disengaged employees, and identify the issues at play. Engage increasingly larger numbers of folks in the college redesign process as part of a more encompassing aim of ensuring that employee engagement in governance and the workplace is a critical driver to more fully transitioning to a high performance organization.		1. 2.	a. b.	● ●
IA. Most effectively improve communication and communication flow.		1. 2.	a. b.	● ●
IB. Boost participation in institutional dialogue about strategic priorities.		1. 2.	a. b.	● ●
IC. Strengthen cooperative interactions.		1. 2.	a. b.	● ●
ID. Increase employee responsiveness.		1. 2.	a. b.	● ●
IE. Align activities with institutional goals and strategic priorities.		1. 2.	a. b.	● ●
IF. Best expand shared leadership.		1. 2.	a. b.	● ●
Area of Focus 2: Re-structuring and Streamlining the Governance System. Consider re-structuring and streamlining the governance system to focus more strategically on the collaborative work of the College, which may involve re-structuring divisionally-based governance councils, consolidating committees, and/or embedding the ongoing work of college redesign into a		1. 2.	a. b.	● ●

more effective governance system. Consider alternative governance structures that may additionally contribute to greater collaboration and ensuring a high performance organization.			
IIA. Ensure that the governance and decision-making model, including its structures, processes, and relationships, most effectively and efficiently focus on making concerted headway on strategic institutional priorities and student success issues.		1. 2.	a. b.	● ●
IIB. Ensure that governance bodies--including but not limited to councils and committees--are structured to most effectively contribute to the work of the College. Consider whether a strategic governance agenda is needed to guide yearly governance activities.		1. 2.	a. b.	● ●
IIC. Ensure that agenda items and time spent at governance and operational meetings are proportional to the priority of issues facing the College. Ensure that meetings are best planned and facilitated to both encourage engagement and allow for productive outcomes, that is, to ensure that the voices of participants are welcomed and heard, and that the agenda items and deliberations are action-oriented.		1. 2.	a. b.	● ●