



# California Community Colleges

## Institutional Effectiveness

**Institutional Effectiveness Partnership Initiative  
Partnership Resource Teams  
Institutional Innovation and Effectiveness Plan  
Date: May 6, 2020**

**Name of Institution: Hartnell College**

In the service of improving trust at the College, this plan is intentionally bold and inclusive of objectives aimed at disrupting the status quo in a concerted effort to strengthen organizational effectiveness and thereby markedly improve student success. Action steps will be taken in accordance with AP 2510.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date: 7/01/20
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	May 2021	<ul style="list-style-type: none"> <li>a. Develop institutional statement on employee engagement</li> <li>b. Establish inclusive work group to consider models for new employee onboarding and orientation appropriate for each employee category</li> <li>c. Develop and implement program for new employee onboarding and orientation that includes online components</li> </ul>	<ul style="list-style-type: none"> <li>a. Employee engagement statement published when announcing vacant positions at the College</li> <li>b. Work group established</li> <li>c. Program for new employee onboarding and orientation developed</li> <li>d. Program implemented inclusive of published employee engagement statement</li> <li>e. Program evaluated</li> </ul>	<ul style="list-style-type: none"> <li>a. Not started</li> <li>b. Not started</li> <li>c. Not started</li> <li>d. Not started</li> <li>e. Not started</li> </ul>
B. Employee Engagement: Professional Development, Leadership Training & Employee Recognition	1. Provide focused opportunities for current employees to: <ul style="list-style-type: none"> <li>a. Expand professional capacity and professional growth</li> <li>b. Participate in College-wide activities focused on the strategic direction of the College</li> <li>c. Understand the perspectives and shared experiences of other groups, including students, faculty, staff, and administrators</li> <li>d. Collaborate and bond with other employees for future leadership endeavors</li> </ul>	Vice President of Human Resources	May 2021	<ul style="list-style-type: none"> <li>a. Establish inclusive work group to consider models of professional development and leadership training</li> <li>b. Develop and implement program of professional development and leadership training to incorporate specified elements in the Objective</li> <li>c. Redesign current Leadership Institute to align with a. and b.</li> </ul>	<ul style="list-style-type: none"> <li>a. Work group established</li> <li>b. Program for professional development and leadership training developed</li> <li>c. Leadership Institute redesigned</li> <li>d. Program implemented inclusive of published employee engagement statement</li> <li>e. Program evaluated</li> </ul>	<ul style="list-style-type: none"> <li>a. Not started</li> <li>b. Not started</li> <li>c. Not started</li> <li>d. Not started</li> <li>e. Not started</li> </ul>

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date: 7/01/20
C. Employee Engagement: Refresh Institutional Priorities	<ol style="list-style-type: none"> <li>1. Refresh awareness of and create urgency for institutional priorities through College-wide communications</li> <li>2. Cultivate, as an organizational value, responsiveness to student and other stakeholder needs</li> </ol>	Superintendent/ President & Executive Cabinet	May 2021	<ol style="list-style-type: none"> <li>a. Design and commence implementing College-wide communications concerning institutional priorities</li> <li>b. Plan and hold interactive College-wide events around key institutional challenges, with opportunities for stakeholder input</li> <li>c. Hire consultant or train internal partners to provide communication trainings to promote responsiveness to student and other stakeholder needs</li> </ol>	<ol style="list-style-type: none"> <li>a. Refreshment of priorities launched in conjunction with a significant College-wide event</li> <li>b. College-wide events held</li> <li>c. Consultant and/or internal partners in place</li> <li>d. Communication trainings provided</li> <li>e. Communication trainings evaluated</li> </ol>	<ol style="list-style-type: none"> <li>a. Not started</li> <li>b. Not started</li> <li>c. Not started</li> <li>d. Not started</li> <li>e. Not started</li> </ol>
D. Governance: Structure Redesign	<ol style="list-style-type: none"> <li>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</li> <li>2. Streamline governance system to provide clarity with respect to decision flow and committee interrelationships and responsibilities</li> </ol>	Superintendent/ President	May 2021	<ol style="list-style-type: none"> <li>a. Superintendent/president ensures the establishment of an inclusive work group to consider alternative governance models with input from the College community</li> <li>b. Hire consultant or train internal partners to facilitate re-structuring plan and/or implementation process</li> <li>c. Develop plan for governance re-structuring and streamlining</li> <li>d. Implement plan for governance re-structuring and streamlining</li> </ol>	<ol style="list-style-type: none"> <li>a. Work group established</li> <li>b. Alternative governance models considered and vetted</li> <li>c. Consultant and/or internal partners in place</li> <li>d. Re-structuring and streamlining plan developed and vetted</li> <li>e. Governance and Decision-Making Model updated and made interactive with links to detailed information</li> <li>f. Council handbooks revised inclusive of employee engagement value statement</li> <li>g. Re-structuring and streamlining plan implemented according to timeline</li> <li>h. Execution of re-structuring and streamlining plan evaluated</li> </ol>	<ol style="list-style-type: none"> <li>a. Not started</li> <li>b. Not started</li> <li>c. Not started</li> <li>d. Not started</li> <li>e. Not started</li> <li>f. Not started</li> <li>g. Not started</li> <li>h. Not started</li> </ol>

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date: 7/01/20
E. Governance: Meaningful Participation	<ol style="list-style-type: none"> <li>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</li> <li>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</li> <li>3. Intentionally plan participatory governance meetings so that they focus on strategic agenda and action items</li> <li>4. Enhance utilization of virtual technology to ensure broad participation in governance meetings across multiple sites</li> </ol>	Superintendent/ President & College Planning Council	May 2021	<ol style="list-style-type: none"> <li>a. Develop and implement policy concerning employee participation in governance, including specified guidance to appointing groups/persons, equitable treatment in governance assignments, and appropriate time for participation</li> <li>b. Clarify criteria used in making appointments to participatory governance committees (e.g., expertise)</li> <li>c. Establish a tri-chair model with faculty, administrator, and staff leads</li> <li>d. Design and implement governance onboarding training</li> <li>e. Hire consultant or train internal partners to provide training for efficient and effective meetings, including focus on strategic agenda and action items</li> <li>f. Address technical requirements for virtual meetings</li> </ol>	<ol style="list-style-type: none"> <li>a. Policy concerning employee participation in governance developed and vetted</li> <li>b. Policy concerning employee participation in governance implemented</li> <li>c. Criteria for making appointments clarified</li> <li>d. Tri-chair responsibilities incorporated into governance committees</li> <li>e. Governance onboarding training designed</li> <li>f. Governance onboarding procedure and training implemented</li> <li>g. Consultant and/or internal partners in place</li> <li>h. Training for efficient and effective meetings developed</li> <li>i. Training for efficient and effective meetings implemented</li> <li>j. Technical requirements for virtual meetings reviewed and plan developed</li> <li>k. Virtual meetings implemented as feasible</li> </ol>	<ol style="list-style-type: none"> <li>a. Not started</li> <li>b. Not started</li> <li>c. Not started</li> <li>d. Not started</li> <li>e. Not started</li> <li>f. Not started</li> <li>g. Not started</li> <li>h. Not started</li> <li>i. Not started</li> <li>j. Not started</li> <li>k. Not started</li> </ol>

## Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

All specific requests for resources are estimates based on projected needs at the time of finalizing this plan, and will subsequently require a thorough needs, feasibility, and cost analysis. Major adjustments to resource requests may therefore be required.

Applicable Area(s) of Focus <i>(Copy from table above.)</i>	Applicable Objective(s) <i>(Copy from table above.)</i>	Description of Resource Needed <i>(Refer to Action Steps above as appropriate.)</i>	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 (2) in Fall 2020	\$16,000
B. Employee Engagement: Professional Development, Leadership Training & Employee Recognition	1. Provide focused opportunities for current employees to: <ul style="list-style-type: none"> <li>a. Expand professional capacity and professional growth</li> <li>b. Participate in College-wide activities focused on the strategic direction of the College</li> <li>c. Understand the perspectives and shared experiences of other groups, including students, faculty, staff, and administrators</li> <li>d. Collaborate and bond with other employees for future leadership endeavors</li> </ul>	<ul style="list-style-type: none"> <li>a. Establish inclusive work group to consider models of professional development and leadership training – stipends (3) in Fall 2020</li> <li>b. Develop and implement program of professional development and leadership training to incorporate specified elements in the Objective – awards and recognitions (multiple)</li> <li>c. Redesign current Leadership Institute to align with a. and b. – awards and recognitions (multiple)</li> </ul>	\$24,000  \$2,000  \$2,000
C. Employee Engagement: Refresh Institutional Priorities	<ul style="list-style-type: none"> <li>1. Create urgency for institutional priorities through College communications</li> <li>2. Cultivate, as an organizational value, responsiveness to student and other stakeholder needs</li> <li>3. Ensure employees are held accountable for performance</li> </ul>	<ul style="list-style-type: none"> <li>b. Plan and hold interactive College-wide events around key institutional challenges, with opportunities for stakeholder input - refreshments</li> <li>c. Hire consultant or train internal partners to provide communication trainings to promote responsiveness to student and other stakeholder needs – consultants or stipends in Fall 2020 and Spring 2021</li> </ul>	\$5,000  \$20,000
D. Governance: Structure Redesign	<ul style="list-style-type: none"> <li>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</li> <li>2. Streamline governance system to provide clarity with respect to decision flow and committee interrelationships and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>a. Superintendent/president ensures the establishment of an inclusive work group to consider alternative governance models with input from the College community – stipends (3) in Fall 2020</li> <li>b. Hire consultant or train internal partners to facilitate re-structuring plan and/or implementation process – consultant in Fall 2020 and Spring 2021, and stipends (3) in Fall 2021</li> </ul>	\$24,000  \$54,000
E. Governance: Meaningful Participation	<ul style="list-style-type: none"> <li>3. Intentionally plan participatory governance meetings so that they focus on strategic agenda and action items</li> <li>4. Enhance utilization of virtual technology to ensure broad participation in governance meetings across multiple sites</li> </ul>	<ul style="list-style-type: none"> <li>e. Hire consultant or train internal partners to provide training for efficient and effective meetings, including focus on strategic agenda and action items – consultant or stipends (1) in Spring 2021</li> <li>f. Address technical requirements for virtual meetings – remote learning and meeting capabilities</li> </ul>	\$8,000  \$45,000
<b>Total IEPI Resource Request (not to exceed \$200,000 per college)</b>			<b>\$200,000</b>

<b>Approval</b>	
<b>Chief Executive Officer</b>	
Name: Dr. Patricia Hsieh, Superintendent/President	
Signature or E-signature: <i>Patricia Hsieh</i>	Date: <i>5/14/2020</i>

<b>Collegial Consultation with the Academic Senate</b>	
<b>Academic Senate President</b>	
<i>(As applicable; duplicate if needed for district-level I&amp;EP)</i>	
Name: Lisa Storm	
Signature or E-signature: <i>Lisa Storm</i>	Date: <i>5/8/2020</i>