Hartnell College
Partnership Resource Team (PRT) Process Summary Report
Institutional Effectiveness Partnership Initiative

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Areas of Focus

   A. Employee Engagement: Onboarding and Orientation
   B. Employee Engagement: Professional Development, Leadership Training & Employee Recognition
   C. Employee Engagement: Refresh Institutional Priorities
   D. Governance: Structure Redesign
   E. Governance: Meaningful Participation

Summary by Area of Focus

A. Employee Engagement: Onboarding and Orientation
B. Employee Engagement: Professional Development, Leadership Training & Employee Recognition
C. Employee Engagement: Refresh Institutional Priorities

Hartnell College had four objectives under these three Areas of Focus:

   A. Employee Engagement: Onboarding and 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. Employee Engagement: Professional Development, Leadership Training & Employee Recognition
      1. Provide focused opportunities for current employees to:
         a. Expand professional capacity and professional growth
         b. Participate in College-wide activities focused on the strategic direction of the College
         c. Understand the perspectives and shared experiences of other groups, including students, faculty, staff, and administrators
         d. Collaborate and bond with other employees for future leadership endeavors
   C. Employee Engagement: Refresh Institutional Priorities
      1. Refresh awareness of and create urgency fo

Progress

The college leadership has brought together stakeholders for a work group in Human Resources to identify the best way to onboard new members to the college and for professional development. Using a survey of recent hires as

3. Intentionally plan participatory governance meetings so that they focus on strategic agenda and action items
4. Enhance utilization of virtual technology to ensure broad participation in governance meetings across multiple sites

Progress

The college leadership has both identified priorities for the institution, and made an investment in a consultant and faculty leadership to support governance reform. The metrics identified by leadership are an excellent start for the work, identifying several important milestones, such as updating the governance guide to be more user friendly and interactive as well as consolidating meetings to avoid repetition.

The college constituencies appear supportive of the work in our limited experience. Dr. Yelland's participation is an important ingredient. The transition in college leadership will hopefully build momentum toward a more collaborative relationship with CSEA and the Academic Senate, which will both be needed for the new governance structure to be a success.

Suggestions for Sustaining Progress

x   Explore ways to coordinate efforts between elements of the governance structure, creating workflows for the approval of documents and plans connected to the college's new identified priorities.
x   With the impressive list of metrics for measuring the effectiveness of the new structure, don't undercommunicate the why? What benefits will the college see with an efficient and responsive governance structure and how can the college share in those benefits?
x   Once the purpose is firmly established with stakeholders, a refined scope and purview of each group will help to manage expectations and reduce frustration.

Conclusion

After great turnover in the administrative leadership ranks as well as significant turnover in the leadership of other constituencies, it now appears that Hartnell College is heading in the right direction. The college has responded well to the priorities of the new CEO and a change in leadership. The plan for both sets of objectives is very clear, with a number of valuable deliverables and a team assembled to lead each objective.

As Hartnell emerges from the pandemic, and reconnects about governance, the upcoming challenge will be to build trust across the institution and codify those new council agreements in a transparent and durable way.