We want to enhance student success, so we need the data
Evidence-based decision making is how we should be doing business
We need to use this data to see what works and what should be reworked

Look into model schools for their best practices

Technology

The development of a Hartnell College Employee handbook

A reference guide for staff to look at when they have questions.

It should be handed out at employee orientation/onboarding sessions. The handbook would detail an employee's role in strategic planning.

Increase the communication of our strategic planning efforts, updates and individual roles.

We saw in the presentation this morning than many employees and students are not aware of the current strategic plan, its outcomes and KPIs.

We should disseminate information regarding our strategic plan in multiple formats using multiple media. We need to regularly communicate our progress on the strategic plan in employee meetings, convocation, email (student and employee), social media and newsletters.

Multiple touch points to include multi-times and dates to be involved in the plan

Because the strategic planning often seems vague and far removed from day to day activities and the human experience at Hartnell. Not all people are motivated by data, not all are motivated by stories of success, etc. Faculty or staff (especially adjuncts) need to see the direct value of strategic planning.

Messaging

Awareness and understanding of the strategic plan is the foundation.

Include in onboarding;   communication (determine what works and doesn't with the different stakeholders); use the participatory governance process to broaden scope; focus on transparency

Motivation

To maximize campus stakeholder participation

Incentivized promotion (monetary, flex time, recognition, etc.); communicate praise (vs. issues)—celebrate successes (distributed equitably)

Maintaining momentum

Sustainability and legacy building.

Maintain messaging; planned succession; demonstrate usefulness and importance; tie to resource allocation; simultaneous focus on short- and long-term planning.

Incentivize participation

Particularly to engage CSEA and Adjuncts.

Pay adjuncts.
Codify CSEA time to participate in processes.

For all-
 Add to job descriptions.
 Include in evaluation.

Regular and effective contact.

Go beyond email

Blocked meeting times- College hour, Areas with set, open meeting times
Portal- with info for Area, etc.
Focus on adjunct- onboarding and regular communication.

Class focused on college participation/processes (Business? Political Science?// (formalized? /Cooperative Work Experience?)

Effectively engaging students

During course hours students will participate in committees/councils, attend board meetings, learn about college governance, accreditation, etc.
          We need to clean up some vocabulary- department, area, division.

Communications plan and visuals that clearly states the impact and accomplishments of the previous strategic plan and outlines participation for future strategic planning processes.

Opportunity to drill down on strategic plan and make it more manageable.
Backwards mapping will help folks understand and see how achievable goals can be. Simplify the giant. People can relate to actual activities, rather than large goals.
Seeing value in plan and realizing how it is a tool for your success and outcomes.

Homepage visual on Hartnell computers
Include strategic plan in all meetings in your department

Create more opportunities to engage through smaller cross sectional meetings
Create college-wide meeting time, Fridays 12- 1p.m.

This recommendation should be implemented through means of programs which target this group.

Compiling and integrating the data collected from all areas, departments, services on campus

Provide faculty, staff, students, and administrators with the data they need to make solid decisions

Ask all groups what they have for priorities such as access

Determine the completion, relevant job placement, wage increases, skill level progression for current and former students

Helps students identify why they should come to Hartnell
Find out what happens to students after they complete or leave

Develop a strong alumni association.
Exit interviews and leaver studies.
External communication with industry, corrections, education institutions to see their needs and how we can support them and to help us gather data.

Transportation
Child Care

Utilize Institutional Research Program to track students from high through college utilizing data sharing agreement at Hartnell and then between districts

Assigned student ID that allows every level to update information on students, then can use system to match opportunities to students (scholarships…)
Implementation of data colleague- module. Ability to populate student window with services and programs they are involved in.

ADDITIONAL IDEAS:

Need to Improve retention through collaborative environment between faculty
Track Course Completion rates
Development and offering of retention programs
Need for data/employer trends to be proactive in student offerings.
    Soft skills needed
From the student perspective- Making data more approachable, one stop student success
    Student interest and satisfaction surveys to inform future offerings and support programs

What is the employability outside of your focused area, are we segmenting students too much?
What about cross over through skills specific to major area of study

Data collection on major and minor

Implementation of internship program in all programs to broaden opportunities outside of major

Time lag on data requests. Need for data (7)-3(in)5)-(or)(n)-(f)-(u)5 1 7Fform fum

What classes would students like to see added and if those classes can not be offered, can workshops be held?

ADDITIONAL IDEAS: Continued…

What are the unique talents do our students have and how can we align our programs and course offerings accordingly?

Why are failing, high unit, non-finishing students not being successful? What do they think would have helped them?

What is the best way to communicate with students? Are they using their student emails?

What are the barriers for returning adults or non-traditional students?

What courses do returning adults want to take for returning job market?

How do we get more diversity in the faculty? How can job openings reach diverse populations?

How can we increase diversity in faculty to reflect our student population? What are practices we can use to do this?

How many community members would want to access education if they could?

What barriers are preventing them from accessing Hartnell?

What percentage of these barriers are
- o   Financial
- o   Technological
- o   Language Barriers

Infusing Strategic Planning Throughout the Institution

Faculty run meetings (faculty-driven division meetings). Faculty take turns (a couple a semester) helping   create agenda for meetings. Work and discussion time at meetings. Or in areas with classified staff, they also take leadership in meetings and participate actively.

To create a buy-in, create personal responsibility, and engagement on every level.

_____Continued...

Not provided

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Create electronic suggestion box.

So people feel hear, creates buy in, and good ideas can be generated.

As part of the Faculty Development Center and IT ticket system, add suggestions for Strategic Planning Ideas. People make suggestions and get responses on "ticket." Ideas sent to correct department or area and go on agenda to be addressed.

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Marketing on campus. Infusing on campus visually everywhere you see.

Becomes part of the culture and is taken more seriously by the institution.

Posters and images with Hartnell Panther and parts of the strategic plan. Hartnell's mission statement with logo should be on a plaque and at the entrance to all buildings.

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Simplify processes such as PPAs so that they are more meaningful and less paperwork driven.

It will create more buy in from participants if it does not create paperwork and busy work. People want to feel they are part of something meaningful

Unknown

Any new state and/or federal initiatives that happen within a time frame that is outside of the PPA process needs to be evaluate through a vetting process that talks about implementation cost, impacts, staffing, equipment, etc. before implementation
There is no analysis of needs versus resources.

Not having such a process in place is often puts a lot of stress on departments who are not prepared or could not plan for such an initiative. There often time isn't time to plan or properly prepare so it forces us to work harder and not smarter. Often, we don't have the capacity to do all of this because we didn't know to plan for it in our PPA and our PPA is another year out.

Everyone's perspective isn't taken into consideration. Such as AB104 (ADULT EDUCATION) SB288 (DUAL ENROLLMENT/CCAP), SB138 (PRISONS). As an example, the OEI initiative isn't just about faculty, but involves student services staff, and the instructional support team, and IT support for implementation.

We need to better integrate new initiatives into the goals of the college.

We need to have a better vetting process for new initiatives to determine if we have the capacity.   Decided at the top level to decide which committee that these initiatives should be going to such as: Enrollment Management, CORE, Student Affairs, Academic Affairs, etc.

We are burning out and aren't able to focus and develop any comprehensive planning ahead of time. There is no time for true capacity building and no discussion with those that are effected. A good example is the dual enrollment and the prison program can be huge gains in enrollment and student success for the college, but it feels like we are still feeling our way through it without any organized plan.

Implement a collaborate approach to allow all groups to participate in. Maybe use a rubric such as the instrument that is used in the CORE team for their vetting process for projects.

Expectation of a broad understanding of strategic planning, the mission and vision statements, and how their work fits within this plan.
Not necessarily every pieces, but the big picture, and that which are particularly relevant to our respective areas.

The mission, vision, and the six goals are the driving forces of strategic planning.

Put information on walls;
Have mission at the forefront or at the end of every meeting;
Tie in every agenda items to the strategic priorities.

Can become invisible, right? So use various tools so it does not become invisible
Foster engagement, for example, by having a discussion about what you've accomplished in the meeting today and how does it relate to our mission statement, strategic priorities, or given goals;
- o Such as have mission;
- o Strategic priorities;
- o Given goals.

Make time for strategic planning.

It is hard to keep it as a priority.

Making a calendar or timeline.
Add to employee evaluation and planning.

Increase exposure to what's possible.

How do we know if don't get out?

Conferences;

Network with peers;

Bring more outside speakers to Hartnell to maximize exposure;
Be fluid in the process – being realistic;
KISS – Keep It Simple Stupid.

Use/develop/add to Professional Learning Network strategic planning resources.

Goal of the institution to encourage life-long learning.

Seeking out other experts in strategic planning.

Individual program strategic plans, planning in general, should be inspired by (tied back to/come from) the college strategic plan.

Our programs are diverse. If we are not all connected to the college's strategic plan, how are we all connected?

More awareness of the strategic plan.
Simpler representation of strategic plan – easier to digest.