

A Relentless Focus on Student Success: The Hartnell College Journey

AHSIE Conference
March 26, 2018

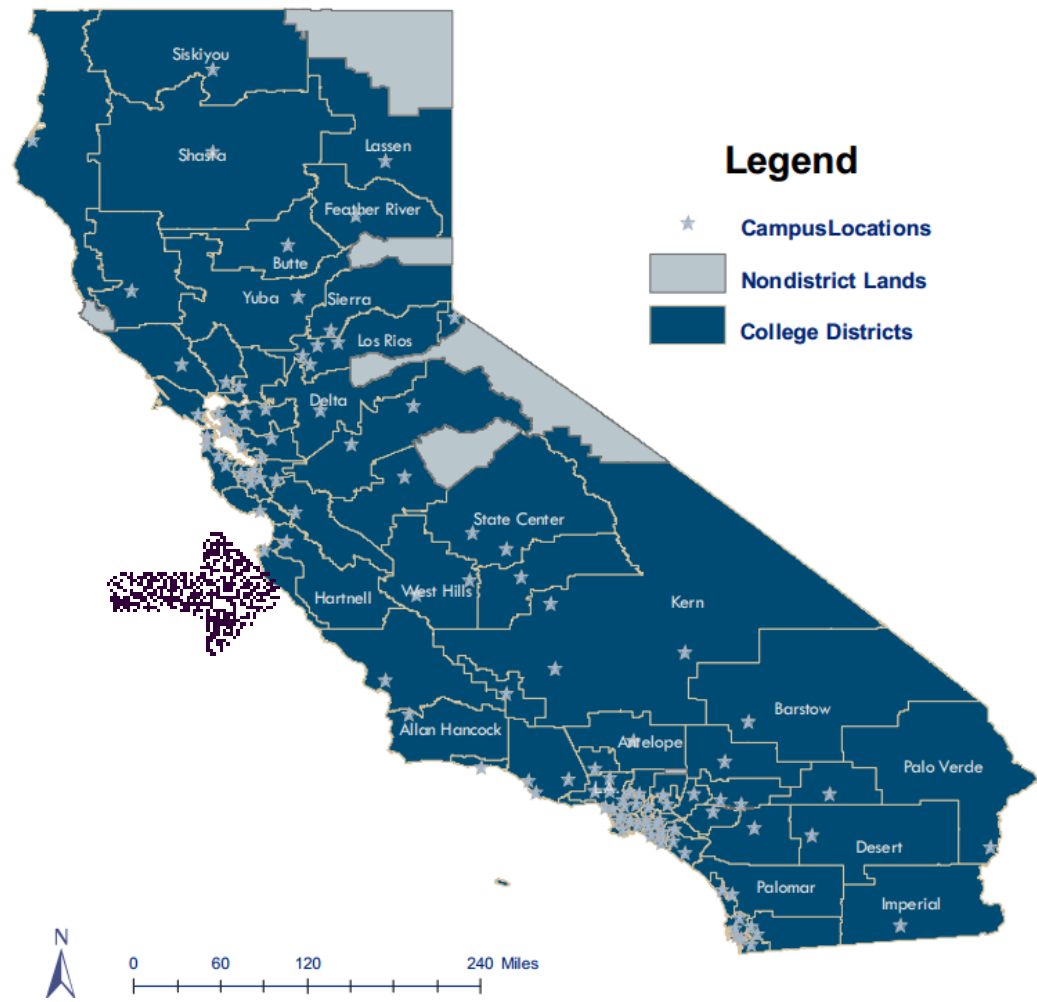
Willard Lewallen
Superintendent/President
wlewallen@hartnell.edu

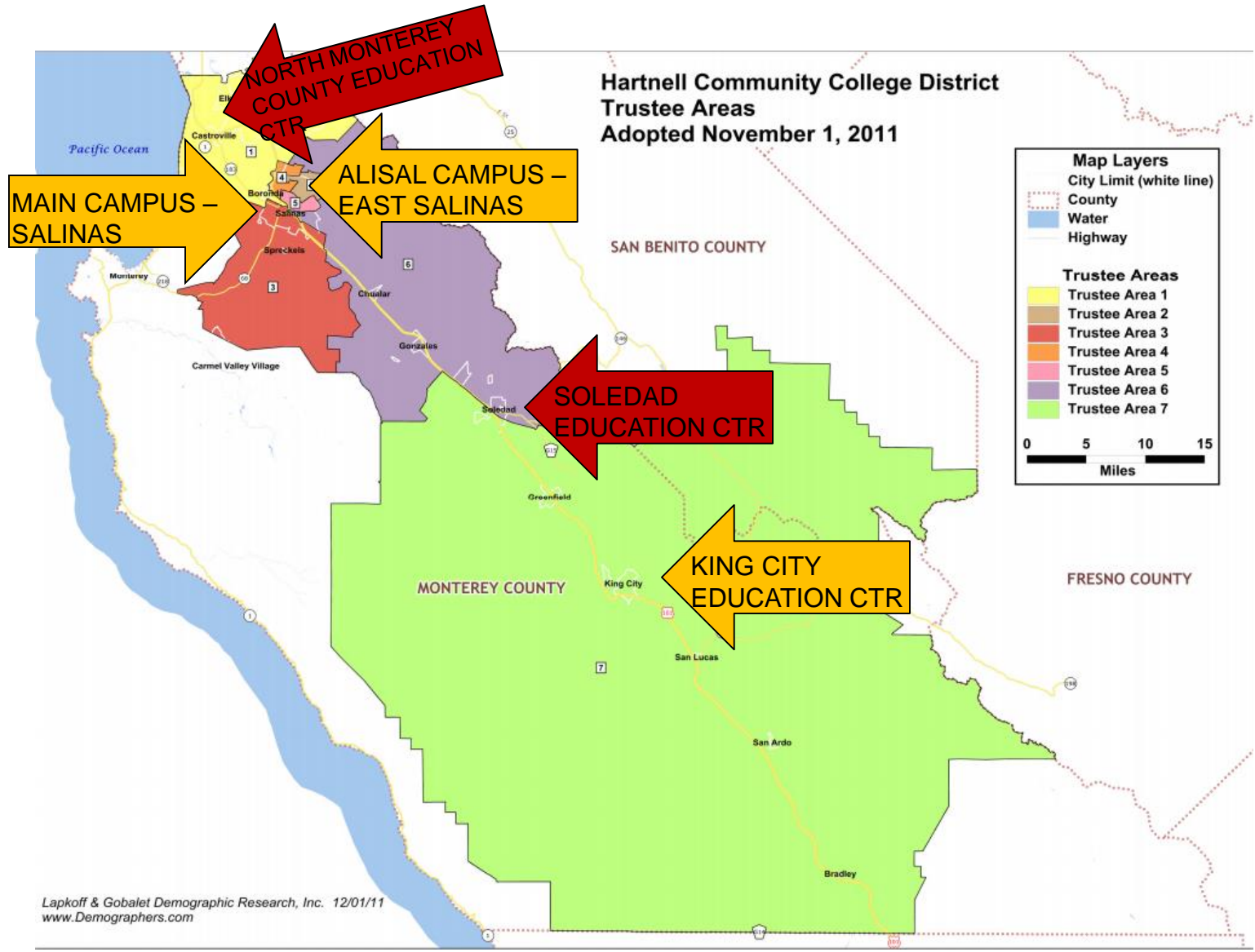
Moises Almendariz
Director of Hispanic Serving Institutions Initiatives
malmendariz@hartnell.edu



- **Hartnell College, Community, and Student Profile**
- **Student Success and Institutional Outcomes**
- **Some of the Strategies, Practices, and Systems Behind the Outcomes**
- **Questions**
- **Sharing by Others About Best Practices and High Impact Strategies**
- **Presentation**
http://www.hartnell.edu/sites/default/files/Library_Documents/president/2018_ahsie_a_relentless_focus_on_student_success_2018-03-26.pdf

California Community College District Boundaries



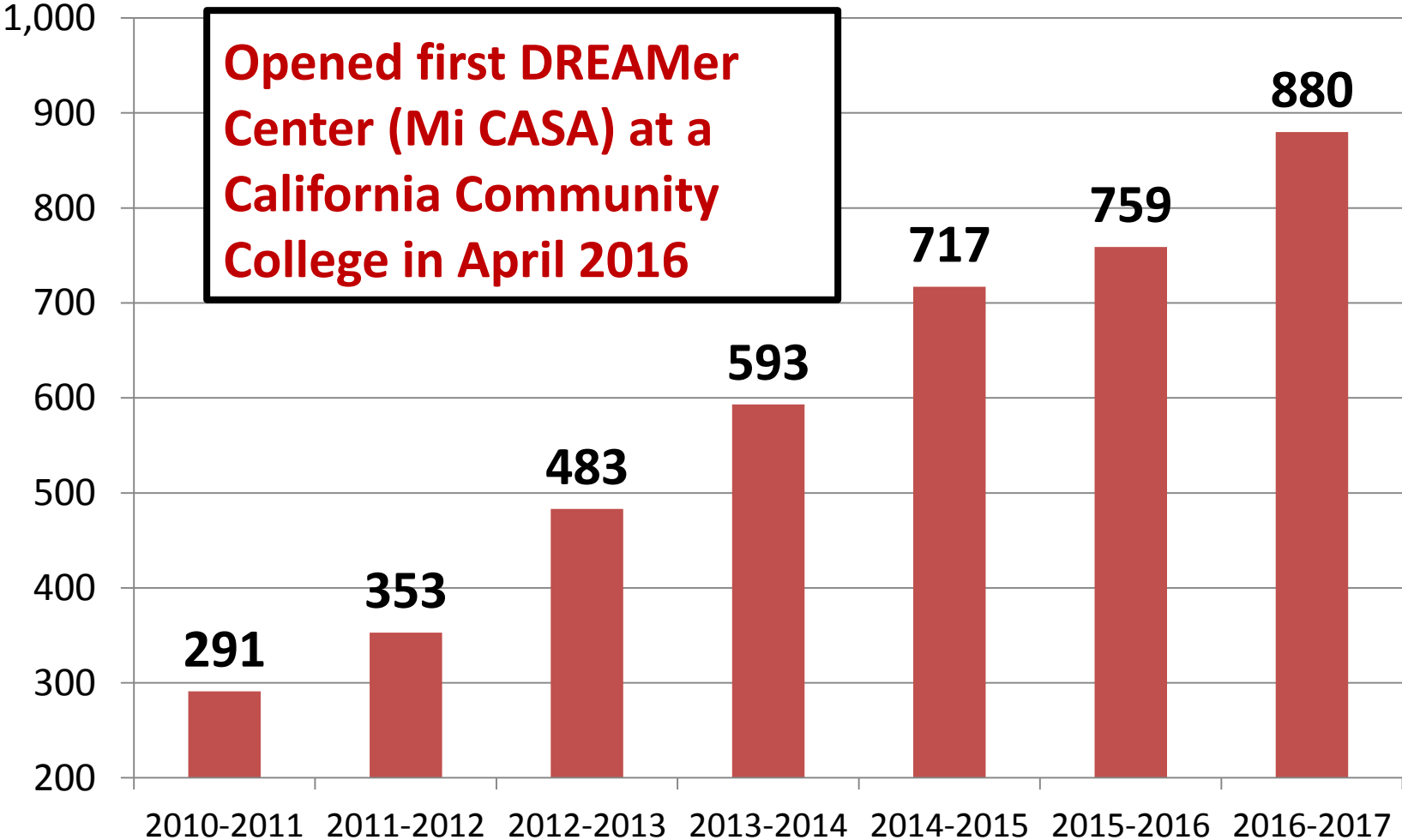


Lapkoff & Gobalet Demographic Research, Inc. 12/01/11
www.Demographers.com

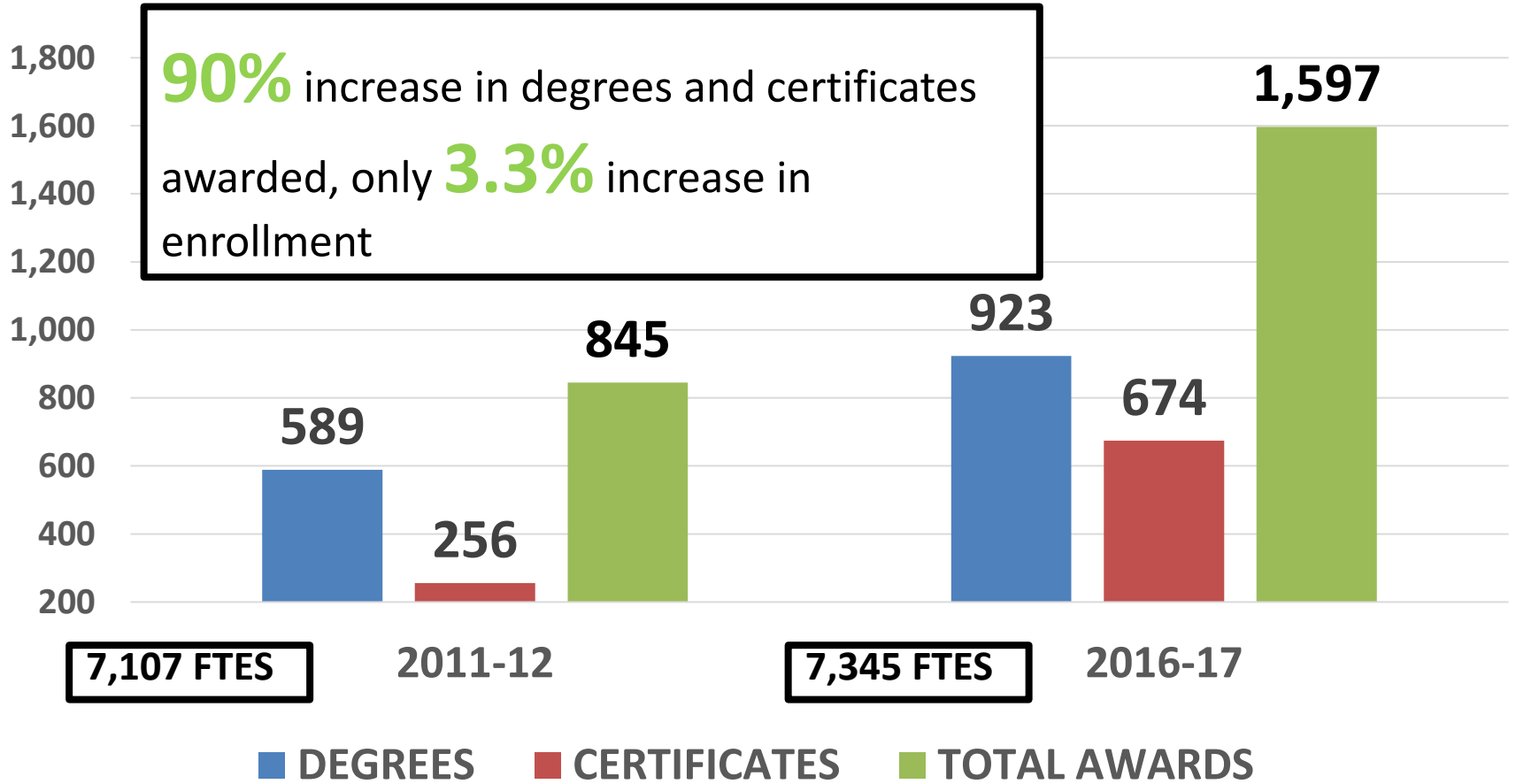


- **17,000 students annually (unduplicated headcount), 7,345 FTES for 2016-17**
- **In 2016-17, 880 DREAMer students enrolled (291 enrolled in 2010-11)**
- **56% first generation students (5th highest of 114 California community colleges)**
- **87% receive financial aid**
- **68% of students are Latino/Hispanic**
- **About 85% of all students take at least one remedial course in English or math**
- **39% of adults over 25 years old do not have a high school diploma**
- **~ 6% of adults in the District have a bachelor's degree or higher**

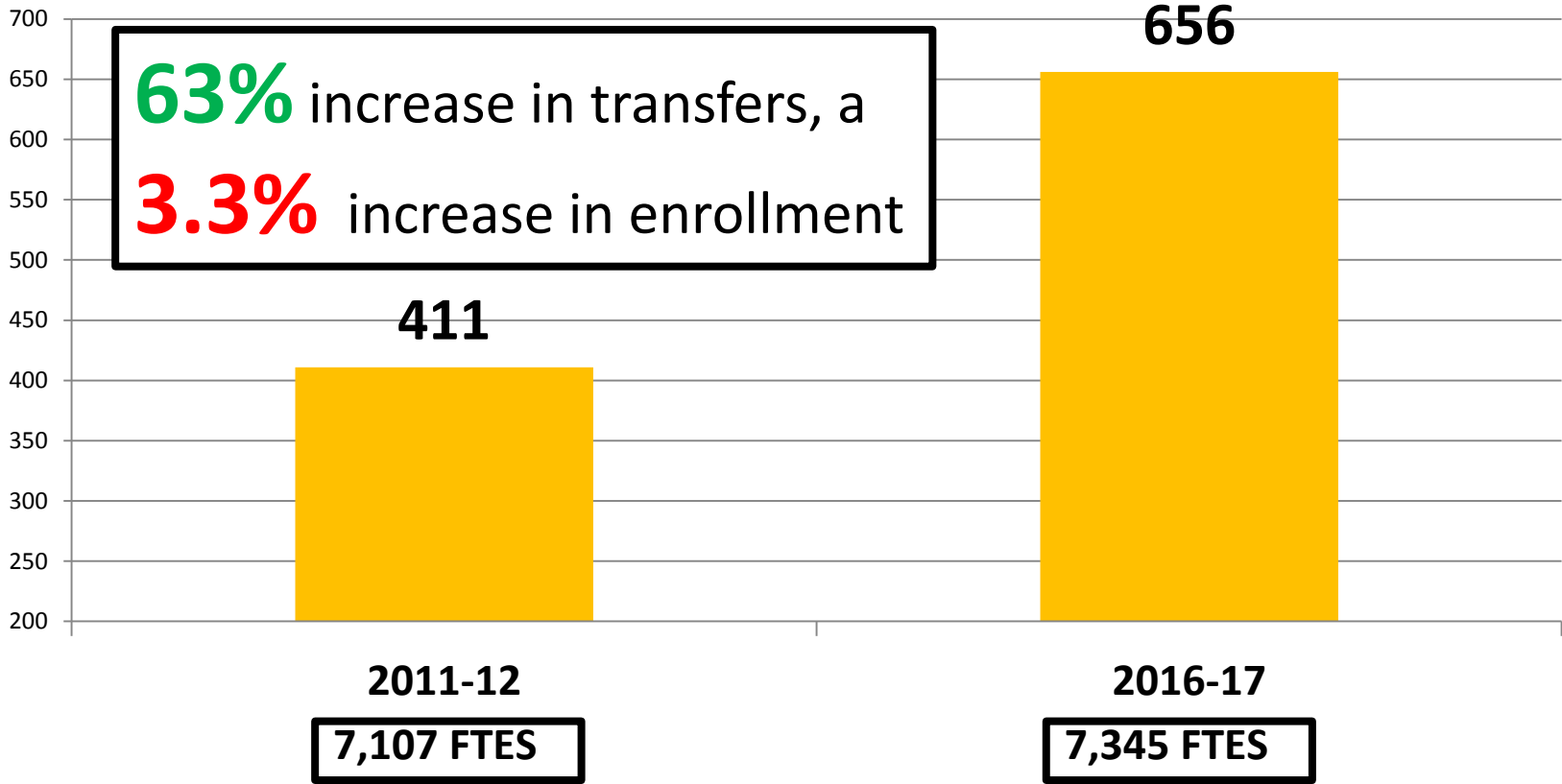
Hartnell “DREAMer” Students (AB 540) Headcount



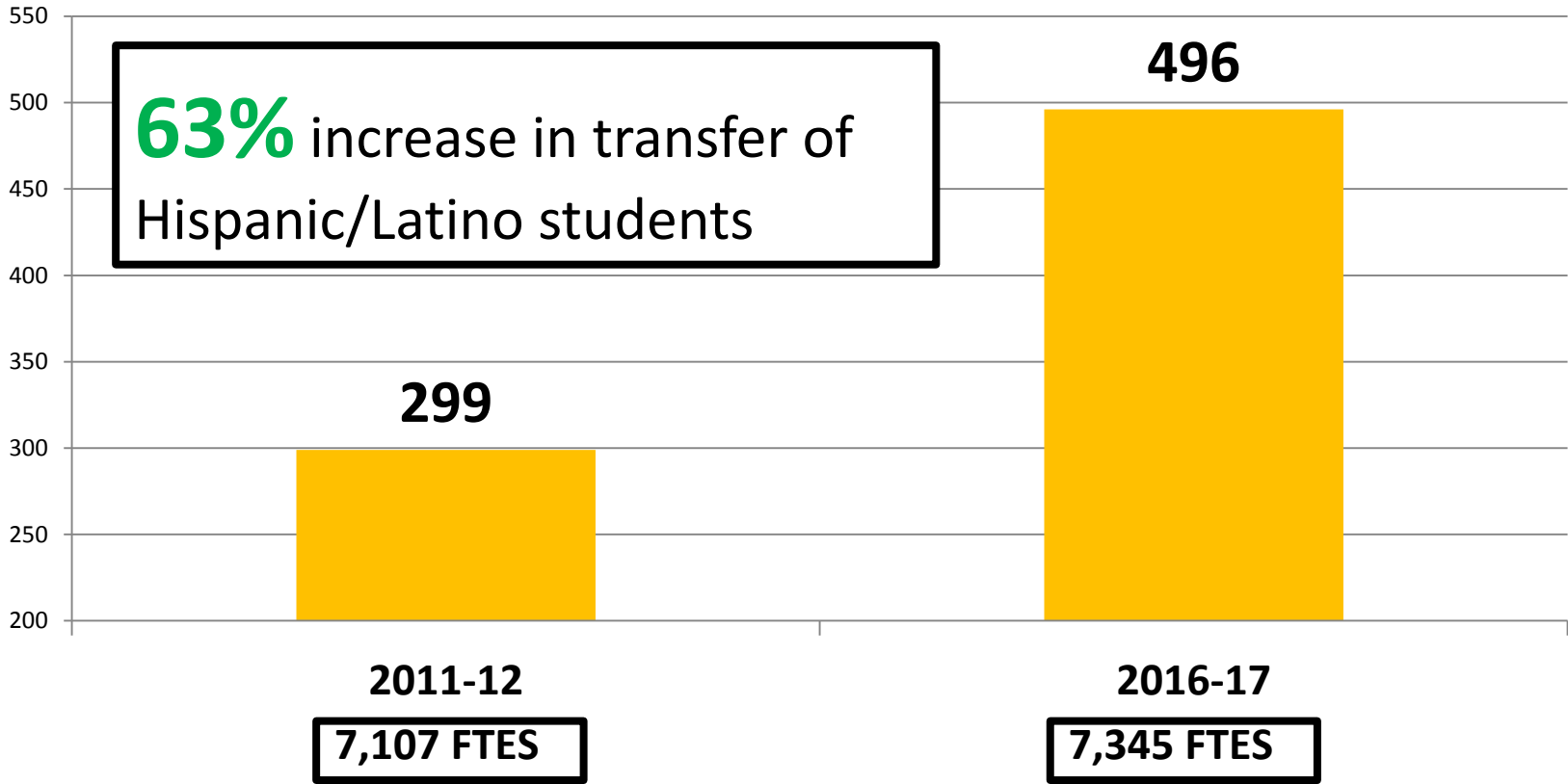
DEGREES AND CERTIFICATES AWARDED



TOTAL TRANSFERS TO CALIFORNIA STATE UNIVERSITY AND UNIVERSITY OF CALIFORNIA



TOTAL TRANSFERS TO CALIFORNIA STATE UNIVERSITY AND UNIVERSITY OF CALIFORNIA





	Annual 2016-2017	Annual 2016-2017
	Total FTES	Transfers to University of CA
Hartnell	7,345	84
HSI College 1	7,249	28
HSI College 2	10,358	74
HSI College 3	10,906	85
HSI College 4	15,526	64
HSI College 5	7,852	74
HSI College 6	9,103	56
HSI College 7	17,705	58
HSI College 8	11,609	18
HSI College 9	9,783	81
HSI College 10	14,596	91
HSI College 11	12,794	79
HSI College 12	9,719	38
HSI College 13	9,417	47
HSI College 14	7,896	54

LOCAL HIGH SCHOOL GRADUATES ENROLLED AT HARTNELL

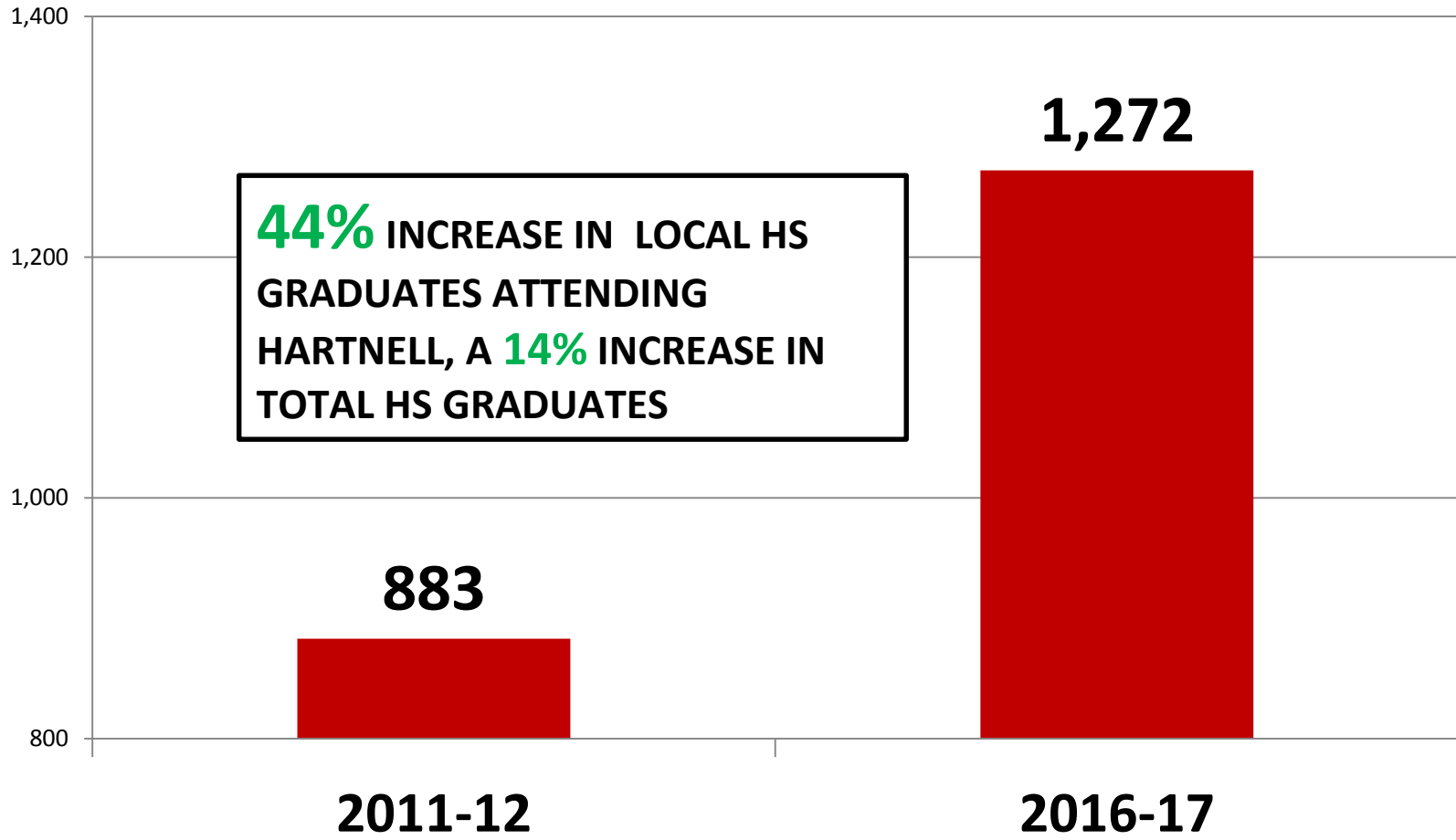
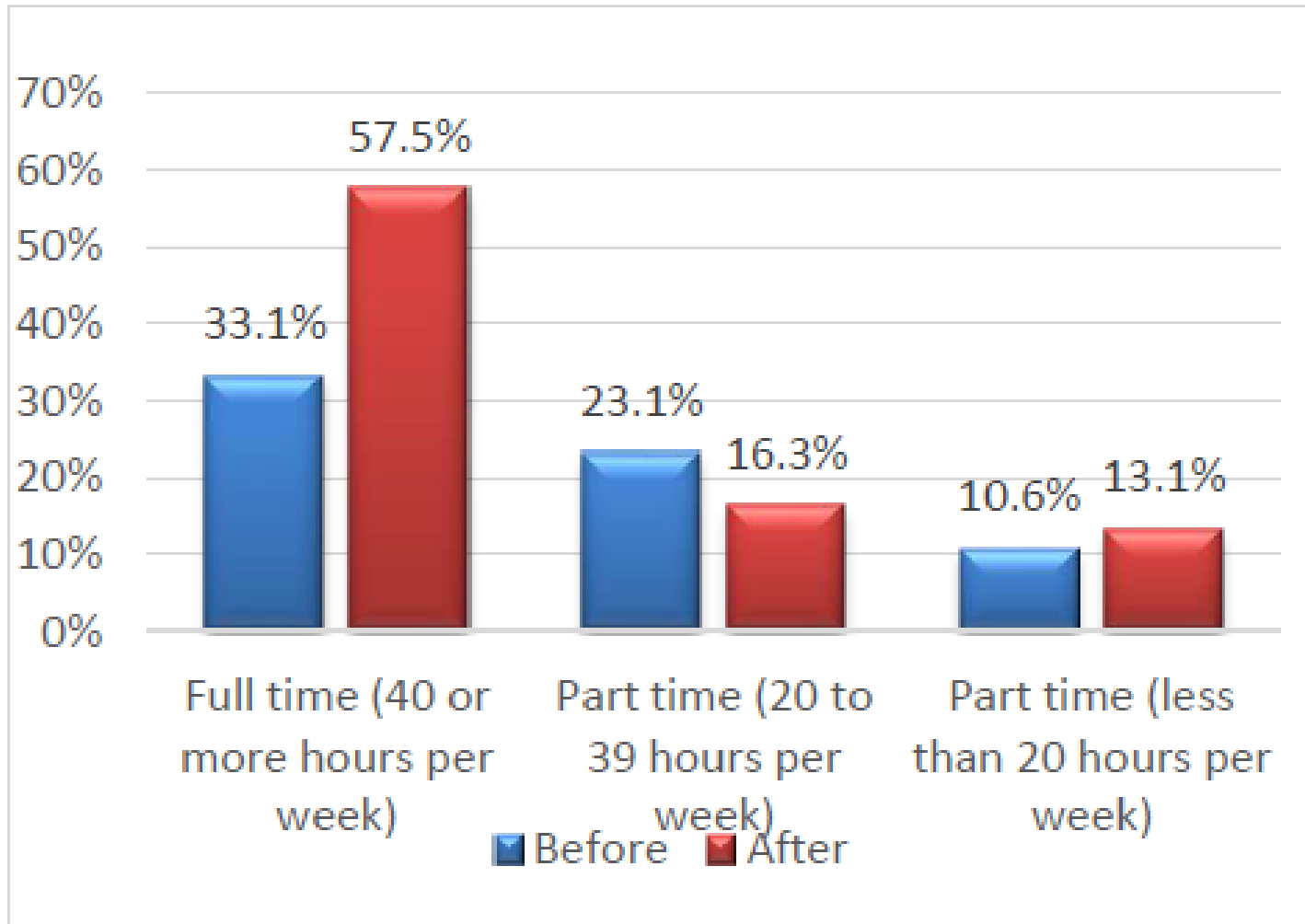


Figure 4. Earnings before studies/training and after



Figure 3. Work status before studies/training and after



- **Top 5 in highest percentage of underrepresented minority transfers to the University of California system 2012-2017**
- **Named in 2017 as a top 100 community college producer nationally of associate degrees for underrepresented minorities by *Diverse Issues in Higher Education*, #9 nationally in percentage (89%) of underrepresented minority graduates**
- **Only college in the nation to be recognized for 4 “bright spots” (programs) as part of the *White House Initiative on Educational Excellence for Hispanics*, no other college had more than 2 programs recognized**

HOW DID HARTNELL ACHIEVE THESE POWERFUL OUTCOMES?



- **Strategic public/private partnerships**
- **Strong communication with employees, community, partners, stakeholders**
- **Innovation and creativity**
- **Courage and leadership**
- **Laser focus on student success outcomes**
- **Effective utilization of resources (ended 2016-17 with 24% general fund reserve)**
- **Investment in human resources necessary to support student success and institutional effectiveness**
- **Strategic plan (active, not on the shelf) and other plans linked to the strategic plan**
- **Continuous improvement model**
- **New governance model**
- **Strong external funding through public and private grants, donations, and gifts**



[Home](#) > [About](#) > [President's Corner](#) > [Institutional Planning, Research and Effectiveness](#)

Institutional Planning, Research and Effectiveness

Continuous Improvement

To ensure institutional effectiveness, it is critically important that the key activities in which the college engages, and the institutional processes underlying these activities, are reviewed, evaluated and/or assessed toward making continuous improvement (CI). The Continuous Improvement Plan was developed for the overall purpose of cultivating institutional effectiveness through the development, implementation, and assessment of purposefully designed processes of continuous improvement.

- [Contact Us](#)
- [Continuous Improvement](#)
- [Continuous Improvement Processes](#)
- [Evaluation of CI Process Implementation](#)
- [Framework for Evaluation of CIP](#)
- [Continuous Improvement Presentation and Handout](#)

- [Evaluation of CI Process Implementation](#)
- [Continuous Improvement Plan 2013-2018](#)
- [Handbook of Continuous Improvement Processes](#)
- [Hartnell's 30 Key CI Processes](#)
- [Continuous Improvement Presentations](#)



Governance

- Master Meeting Calendar
- Governance Councils**
- Academic Affairs Council
- Academic Senate
- Accreditation Council
- Administrative Services Council
- Advancement Council
- College Planning Council
- Facilities Development Council
- Institutional Effectiveness Council
- Student Affairs Council
- Technology Development Council
- College Committees
- Academic Senate

Governance Councils

[Governance and Planning Model](#)

[Academic Affairs](#)

[Academic Senate](#)

[Accreditation](#)

[Administrative Services](#)

[Advancement](#)

[College Planning](#)

[Facilities Development](#)

~~[Institutional Effectiveness](#)~~ Discontinued May 2017 (College Planning Council modified to incorporate)

[Student Affairs](#)

[Technology Development](#)

CALENDAR	
MAR	8:30 AM
28	5TH Salinas Valley Annual Ag Tech Summit



College Planning Council

Agendas, Minutes and Documents

- Agendas, Minutes and Documents
- 2016-17 Agenda and Minutes Archive
- 2015-16 Agenda and Minutes Archive
- 2014-15 Agendas and Minutes Archive
- 2013-14 Agendas and Minutes Archive
- Council Handbook
- Council Members
- Documents
- Resources

DATE/TIME/LOCATION	AGENDAS	MINUTES AND HIGHLIGHTS	DOCUMENTS
May 16, 2018, 3-5 p.m., E-112			
May 2, 2018, 3-5 p.m., E-112			
April 18, 2018, 3-5 p.m., E-112			
April 4, 2018, 3-5 p.m., E-112			
March 21, 2018, 3-5 p.m., E-112	March 21, 2018	<p>Highlights</p> <p>Minutes</p>	<p>Minutes: March 7, 2018</p> <p>BP 2510, Participation in Local Decision-Making</p> <p>AP 2510, Participation in Local Decision Making</p> <p>Title 5-53200 Academic Senate</p> <p>Title 5-51023.5 Staff</p> <p>Title 5-51023.7 Students</p> <p>Guided Pathways Work Plan</p> <p>Review of Vision, Mission and Values</p> <p>Accreditation Standards I.A.4, 4</p> <p>Draft of Vision, Mission, Value Statements</p> <p>CCC Regulation Code</p> <p>CCC Regulation Code Presentation</p> <p>PPA Reporting Cycle 2019-2024</p> <p>2019-2024 PPA Reporting Cycle</p> <p>Schedule of Annual Comprehensive Review</p> <p>Timeline for 2018 PPA Process</p> <p>Governance and Planning Model</p> <p>Governance and Planning Model</p> <p>Review of Governance and Planning Model</p>



President's Reports to the HCCD Board of Trustees

2018 Reports

March 2018 Reports

[President's Report to the HCCD Board of Trustees – March 16, 2018](#)

[President's Report to the HCCD Board of Trustees – March 9, 2018](#)

[President's Report to the HCCD Board of Trustees – March 2, 2018](#)

February 2018 Reports

[President's Report to the HCCD Board of Trustees – February 23, 2018](#)

[President's Report to the HCCD Board of Trustees – February 16, 2018](#)

[President's Report to the HCCD Board of Trustees – February 9, 2018](#)

[President's Report to the HCCD Board of Trustees – February 2, 2018](#)

January 2018 Reports

[President's Report to the HCCD Board of Trustees – January 26, 2018](#)

[President's Report to the HCCD Board of Trustees – January 19, 2018](#)

[President's Report to the HCCD Board of Trustees – January 12, 2018](#)

[President's Report to the HCCD Board of Trustees – January 5, 2018](#)



Search Library

Highlights

February 6, 2018 Regular Meeting Highlights

January 9, 2018 Regular Meeting Highlights

December 5, 2017 Regular Meeting Highlights

November 21, 2017 Regular Meeting Highlights

October 3, 2017 Regular Meeting Highlights

September 5, 2017 Regular Meeting Highlights

August 1, 2017 Regular Meeting Highlights

July 11, 2017 Regular Meeting Highlights

June 6, 2017 Regular Meeting Highlights

May 2, 2017 Regular Meeting Highlights

April 4, 2017 Regular Meeting Highlights

March 7, 2017 Regular Meeting Highlights

February 7, 2017 Regular Meeting Highlights

January 10, 2017 Regular Meeting Highlights



Highlights of the February 6, 2018 Board of Trustees Meeting

NOTE: Complete agenda and all supporting materials can be accessed at <http://www.boarddocs.com/ca/hccd/Board.nsf/Public>

The Hartnell Community College District Governing Board of Trustees met on Tuesday, February 6, 2018 at the scheduled time of 5:00 p.m. at the Main Campus.

CONSENT CALENDAR

- The Governing Board ratified the actions taken by the Curriculum Committee from December 17, 2017 and January 18, 2018 meetings.
- The Governing Board adjusted the District mileage reimbursement rate for calendar year 2018 to \$0.545 per mile effective January 1, 2018.
- The Governing Board approved the out-of-country travel for Brian Palmer to travel to Huevla, Spain.

ACTION ITEMS

- The Governing Board approved the revised working conditions and salary schedules for the Confidential Employee Group.
- The Governing Board approved the proposal from HGHB for architectural services for the design of Building B, second floor.
- The Governing Board approved to change October 16, 2018 Governing Board Meeting date to October 23, 2018.
- The Governing Board adopted resolution 18:2, opposing the PROSPER Act in its Current Form.

INFORMATION ITEMS

- The Governing Board received a report on the actions taken on the accredited status of institutions by the Accrediting Commission for Community and Junior Colleges (ACCJC), at its meeting held January 10-12, 2018.
- The Governing Board received an update on Facilities Bond Measure T Facilities Bond Measure projects from Joseph Reyes, Executive Director of Facilities Planning and Construction Management. The 'design teams' have been established for each project. The process to design each site, process of approval, etc. takes months, thus looking at breaking ground in some of the projects in about 18 months.

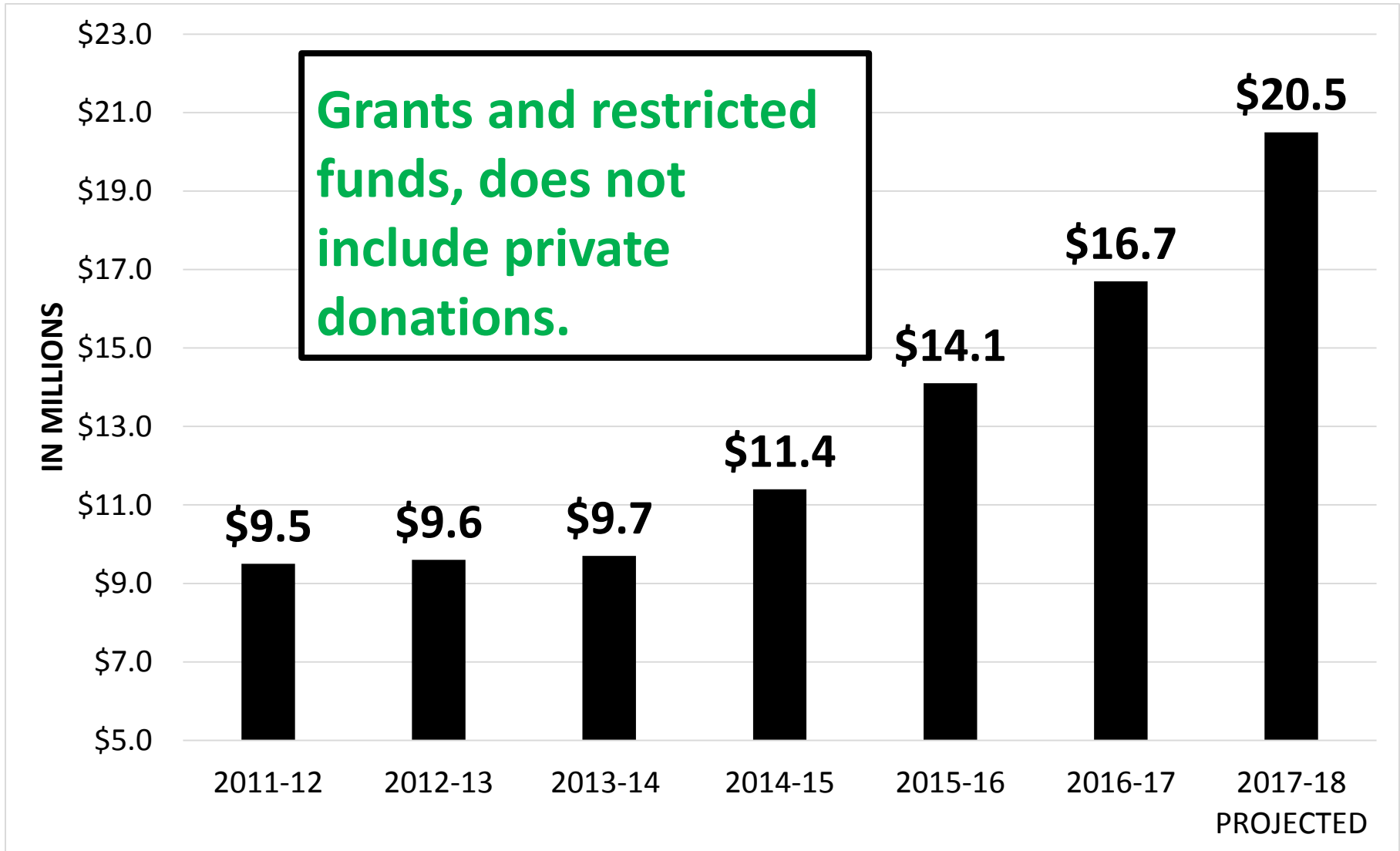
President's Task Force Funding Plan 2013-2018



HARTNELL COLLEGE

Funding Priorities	Total Funding Plan Goal	Public Funding (Competitive Grants)	Private Funding	Total Private & Public Raised To Date
Fund for Major Facilities and Innovative Programming	\$9,774,500	\$6,222,859	\$5,921,148	\$12,144,007
Fund for Student Success	\$900,000	\$5,175,000	\$3,586,898	\$8,761,898
Fund for Salinas Valley STEM Harvest	\$1,035,000	\$1,150,599	\$2,047,429	\$3,198,028
Fund for Excellence in Athletics	\$1,300,000	\$0	\$358,161	\$358,161
Fund for the Arts	\$900,000	\$0	\$2,292,862	\$2,292,862
Fund for South County	\$250,000	\$15,000	\$48,475	\$63,475
Projects for Special Interests	\$7,525,000	\$1,351,836	\$2,630,370	\$3,982,206
Hartnell College Foundation Operations			\$1,409,890	\$1,409,890
Other		\$8,004,978	\$48,508	\$8,053,486
FUNDING PLAN FUNDRAISING TO DATE	\$14,159,500	\$21,920,272	\$18,343,741	\$40,264,013

RESOURCES OTHER THAN GENERAL FUND BUDGET





HSI STEM Title III Grant – Guided Pathways to STEM

- **Awarded October 1, 2016**
- **\$5.6 million – 5 years**

Challenges	Solutions
Increase Math Progression	Multiple Measure, Accelerated Math and English Academies
Increase Graduation and Transfer	Articulations and Integrated Academic Support System
Increase co-curricular activities	STEM Internships
Outdated classrooms	Design innovative and collaborative friendly classrooms
Faculty Development	Establish a strategic and sustainable faculty development program



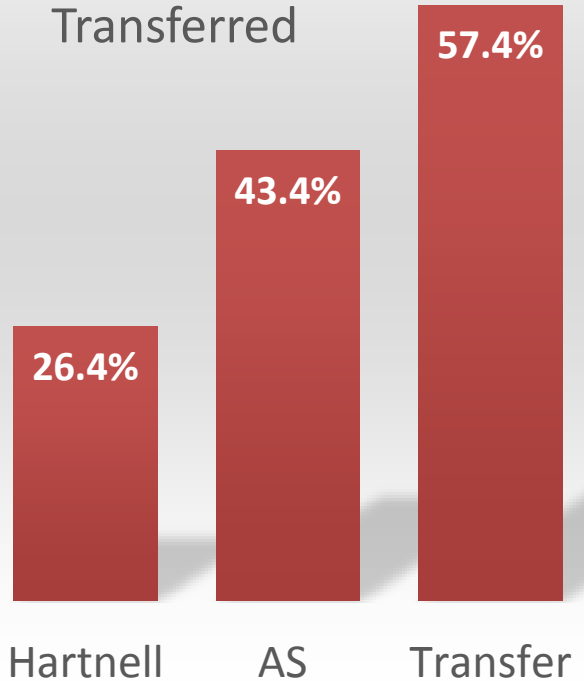
HSI Title V Grant – Cultivamos Project

- **Awarded October 1, 2017**
- **\$2.75 million – 5 years**

Challenges	Solutions
Increase student access by refining the pipeline to college.	<ul style="list-style-type: none">• Development of a Dual Enrollment Program• English and Math acceleration models• Course alignment strategies between high school and Hartnell
Integrated student support strategies	<ul style="list-style-type: none">• Multiple Measure Assessment• Accelerated Math and English camps• First Year Experience seminars• Peer Lead Team Learning
Non-academic student support strategies	<ul style="list-style-type: none">• Case management advising/counseling• Interactive online student orientation• Faculty professional development

Outcomes for Interns (n=435)

- Still Studying at Hartnell,
- Earned AS,
- Transferred

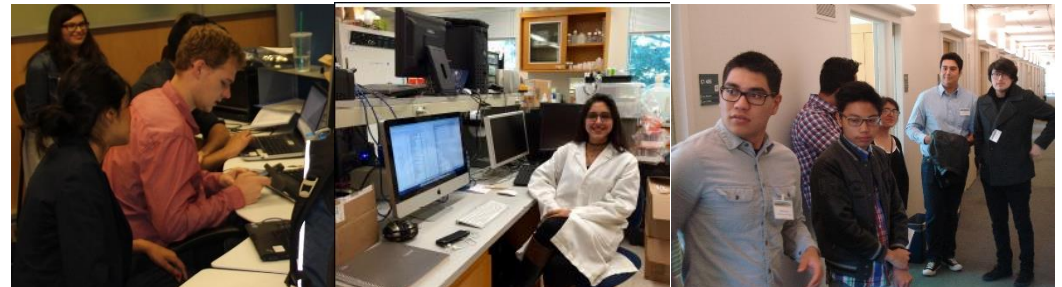


Of our interns, **91%** have transferred, earned an AS, or are still studying at Hartnell.

Of transferred students:

45% have earned Bachelor's and 44% are still in progress.

Of Bachelor's earners: **13%** have gone on to pursue graduate work.



Women's Education and Leadership Institute (WELI) Program Overview



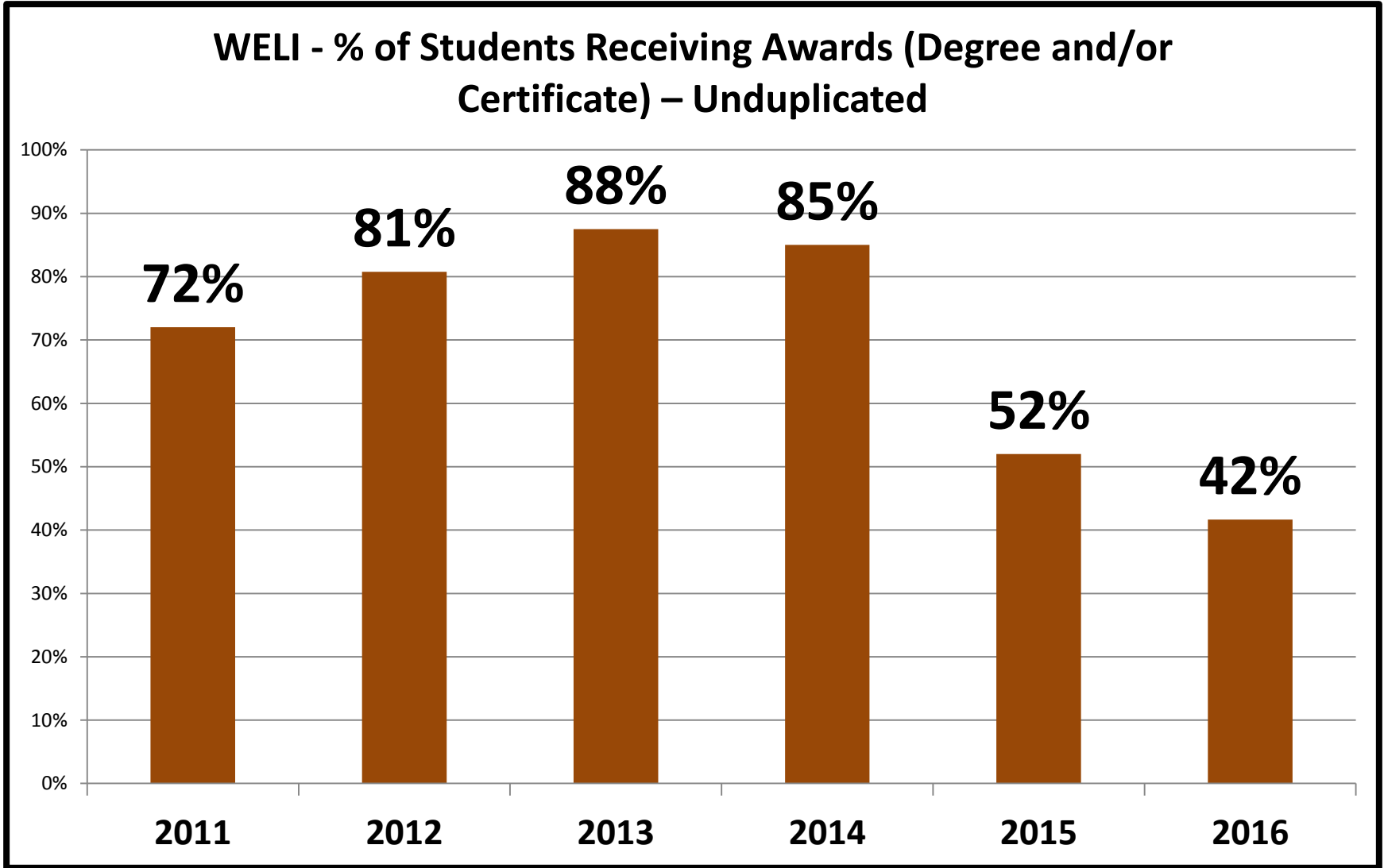
HARTNELL COLLEGE

- Created in collaboration with local women leaders to support students of Hartnell College
- WELI is designed to increase the leadership capacity, workforce skills, college enrollment, and college completion rates of women, single parents, and re-entry students in the Salinas Valley.
- Supports female students who are socially, educationally and economically disadvantaged.



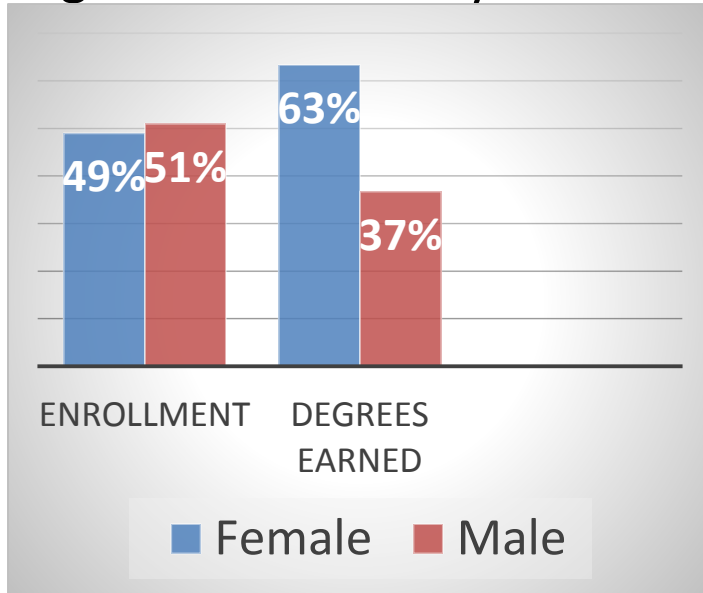
- *Leadership Training*: Three day training to develop critical life skills
- *Mentor Program*: Quarterly mentorship activities
- *Scholarship Award*: At completion of Leadership Training, students receive a \$1,000 award. An additional \$1,000 will be given upon successful completion of the quarterly mentor workshops

Since its inception in 2011, WELI has awarded \$325,000 in scholarships to 175 women and has engaged over 50 women leaders as volunteer presenters and mentors





Degree Outcomes by Gender



Mission

MILE strives to increase graduation rates and guides male students in the Salinas Valley to achieve their full potential through leadership development, mentorship and financial support.

Vision

With the support of the MILE Program, MILE Scholars of Hartnell College will achieve their leadership potential and attain personal, academic, and professional success

- **Funded with a combination of public and private funding**
- **Community Steering Group: guiding program development, recruiting mentors, raising private funds**
- **Annual cohort of 25 scholars (total of 50 scholars served to date)**
 - **Intensive “strength based” Leadership Training**
 - **\$2,000 Scholarship**
 - **Quarterly Mentor Meetings**
 - **Embedded counseling and student support services**



Academic and student support positions created since 2012:

- 24 additional, full-time faculty positions
- 8 additional full-time counselors
- Director of Student Academic Support
- Coordinator, Academic Follow-up Services (Full-time faculty)
- Program Assistant (3, one at each campus location)
- Academic Support Specialist (3 – math, English, ESL)
- College Pathways Coordinator (2)
 - One to focus on high school outreach and partnerships
 - One to focus on students no longer in high school (no high school diploma, re-training, returning, English language learners, other populations not being served, etc.)
- Placement Testing Coordinator



New administrative positions created since 2012:

- Director, Hispanic Serving Institution Initiatives
- Director of Student Affairs (Special Programs)
- Director of Science and Math Institute
- Dean of Student Affairs (Student Success)
- Director of Student Affairs (Student Life)
- Dean of Academic Affairs (Learning Support and Resources)
- Dean of Academic Affairs (Math, Science, and Engineering)
- Dean of Institutional Planning, Research, and Effectiveness
- Director of Communications, Marketing, and Public Relations
- Director of Information Technology
- Director of Ag Business and Technology Institute

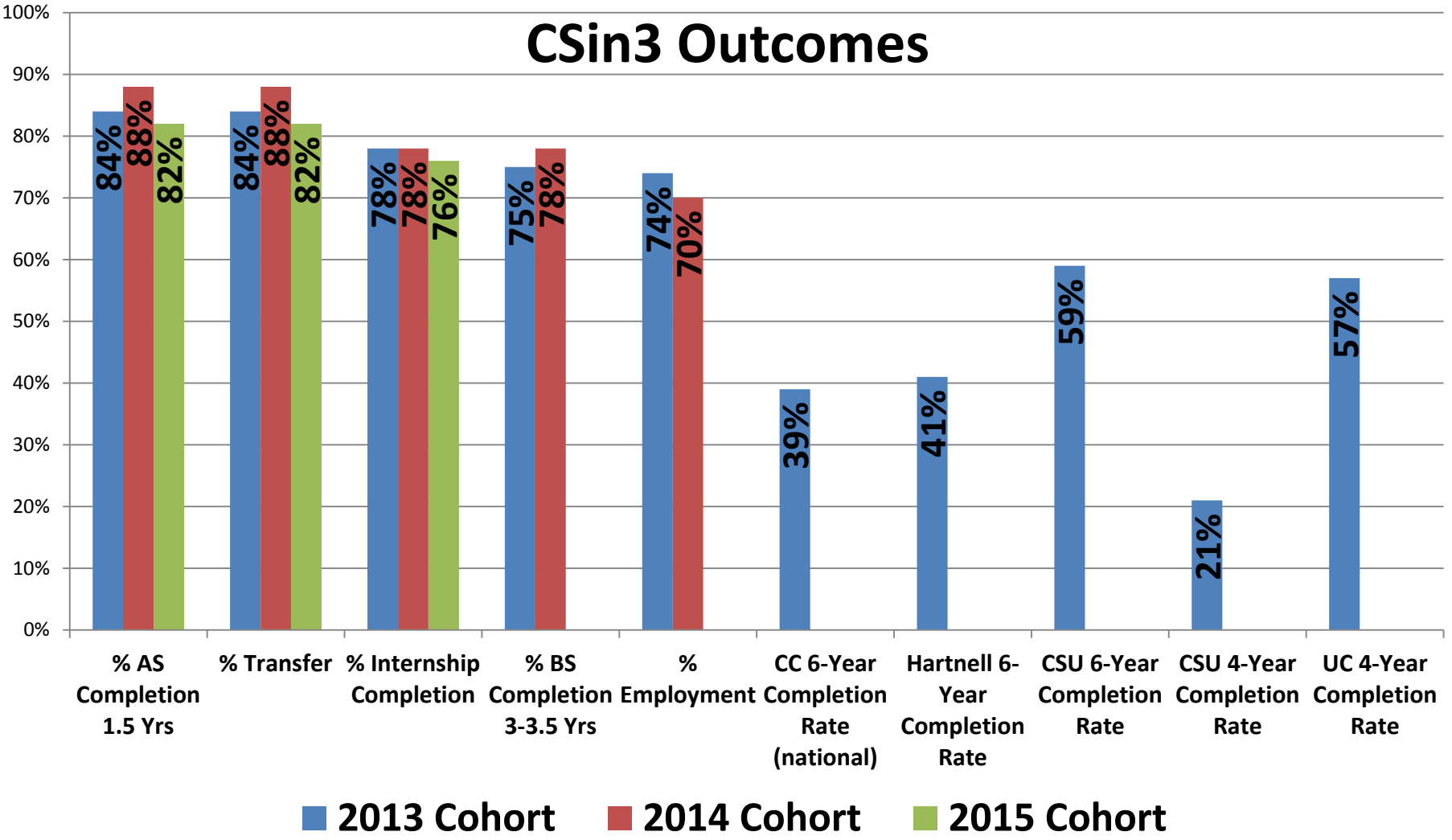
Director, Hispanic Serving Institution Initiatives

- Hired March 2015
- Hartnell has received HSI grants since 2000
- Most centered within STEM division up to 2016
- Preferred a comprehensive and college-wide approach to capacity-building strategies
- HSI opportunities now include Title V, Title III, USDA, NSF, and other
- HSI Director reports to College President, but works closely with all college stakeholders and external partners
- Provides effective alignment of HSI grants with Mission and Strategic goals of the college.



- In collaboration with CSU, Monterey Bay
- Of the 162 students served/being served in 5 cohorts...
 - Hispanic/Latino – 133 (82%)
 - First Generation College – 116 (72%)
 - Female – 68 (42%)

CSin3 Outcomes (Computer Science BS Degree in 3 Years)





All: Exceed State & National Licensure/Certification Rates

Licensure Rates	2013	2014	2015	2016	2017
AD Nursing	100%	97%	100%	92%	100%
Vocational Nursing	90%	88%	100%	100%	92%
Resp. Care Practitioner	N/A	N/A	100%	100%	100%
Emergency Med. Tech.	67%	78%	84%	100%	86%



All: Exceed State Employment Rates

Employment Rate 1 Year post licensure	2013	2014	2015	2016	2016
AD Nursing	90%	91%	82%	79%	91%
Vocational Nursing	79%	84%	72%	72%	80%
Resp. Care Practitioner	N/A	N/A	100%	88%	100%
Emergency Med. Tech	N/A	78%	87%	84%	86%



All: Exceed Educational Advancement Benchmarks

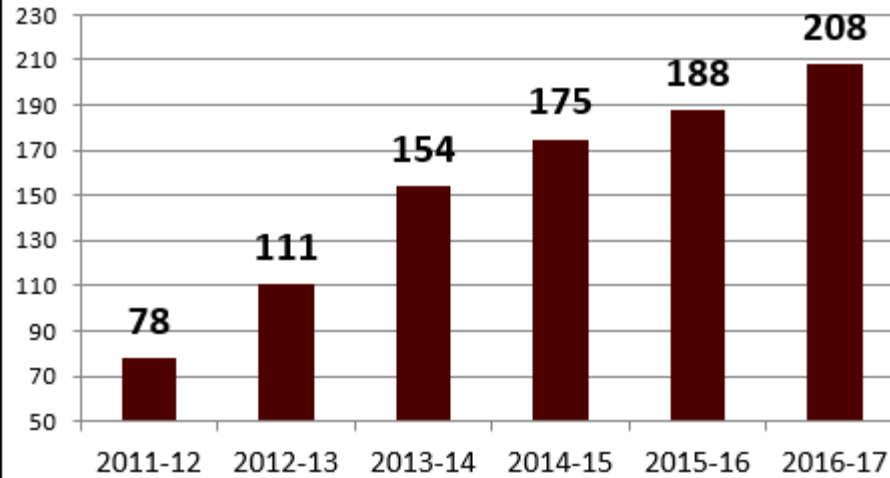
4-Year Transfers	2013	2014	2015	2016	2017
AD Nursing	10%	22%	56%	74%	74%
Resp. Care Practitioner	N/A	N/A	24%	30%	32%



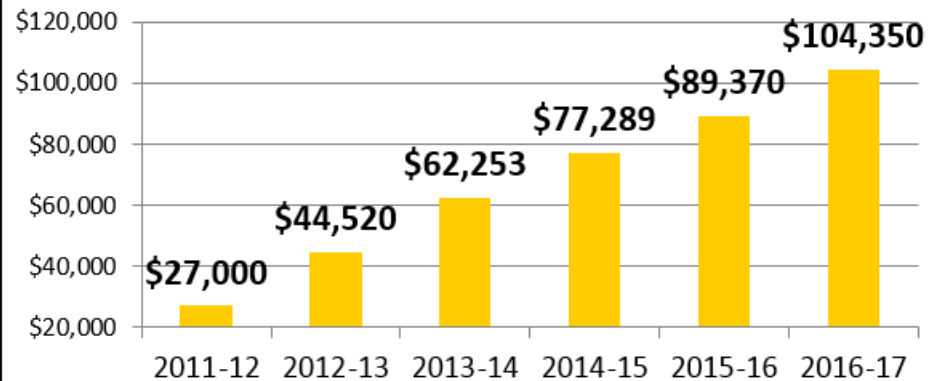
- **Addresses severe teacher shortage in the Salinas Valley by “growing our own”**
- **Collaboration with CSU Monterey Bay**
- **Cohort model**
- **Entire program being delivered at King City Education Center**
- **28 students in Cohort 1 (fall 2016)**
- **33 students in Cohort 2 (fall 2017)**
- **Supported with funding from the Claire Giannini Fund (private), Title V Cultivamos (public)**



Number of Employee Philanthropists



Total Dollars Contributed by Employees





- **69% voter approval in November 2016**
- **\$167 million**
- **Project list, etc. @ www.hartnell.edu/future**
- **First projects for Series A issuance (\$70 million)**
 - **Center for Nursing and Health Science (Main Campus)**
 - **Soledad Education Center**
 - **King City Education Center Expansion**
 - **North Monterey County Education Center**
 - **Renovation of Buildings D and E (Main Campus)**
 - **New phone system**
 - **Roof replacements Buildings K and H (Main Campus)**



Matsui Family (Orchid Growers)

- **Donated 215 acres of land**
- **Appraised at \$20 million**