

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 for institutional priorities through College-wide communications
 - 2. Cultivate, as an organizational value, responsiveness to student and other stakeholder needs

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 a starting point, the team plans to develop a new onboarding model for staff, faculty, and managers to set the tone for participation on campus.

Administrative leadership with engagement by other key stakeholders has also led a process to identify and communicate new institutional priorities. These were shared with the college in January 2021, and were used to set the tone for the topic and tone of campus wide communications.

A broad range of college constituencies are participating in both workgroups and appear receptive to the new priorities. One example of collaboration is the creation of new communication norms and training by Professor Jason Hough. Discussion continues to improve the relationship between CSEA representatives and the college management.

Suggestions for Sustaining Progress

- Continue to charge the work groups led by Human Resources to develop a pilot orientation and professional development programs for staff. New faculty academies, classified leadership workshops, and formal training for incoming managers on the history of the college will pay dividends.
- Explore ways to harness the creative skill of staff and faculty. This may include design sprints, activities, or resource allocation related to innovation practices as the college. What new ways will your team discover to serve students this year?

D. Governance: Structure Redesign

E. Governance: Meaningful Participation

Hartnell College had six objectives under these two Areas of Focus:

A. Governance: Structure Redesign

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
2. Streamline governance system to provide clarity with respect to decision flow and committee interrelationships and responsibilities

B. Governance: Meaningful Participation

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
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

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

- 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.
- 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?
- 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.

As we heard in our first visit, putting the heart in Hartnell is the strength of the college. We look forward to that strength being leveraged to serve students directly and to cooperate for greater efficiency and impact.