A Relentless Focus on Student Success: The Hartnell College Journey

ACCT Leadership Congress
September 28, 2017

Willard Lewallen
Superintendent/President

Manuel Osorio
President - Board of Trustees

Jackie Cruz
Vice President of Advancement and Development
PRESENTATION OUTLINE

• Hartnell College, Community, and Student Profile
• Student Success Outcomes
• Some of the Strategies, Practices, and Systems Behind the Outcomes
• Questions
• Sharing by Others About Best Practices and High Impact Strategies
STUDENT AND COMMUNITY PROFILE

• 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 90% 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
DREAMer Students at Hartnell

Hartnell “DREAMer” Students (AB 540) Headcount

- 2010-2011: 291
- 2011-2012: 353
- 2012-2013: 483
- 2013-2014: 593
- 2014-2015: 717
- 2015-2016: 759
- 2016-2017: 880

www.hartnell.edu
90% increase in degrees and certificates awarded, only 3.3% increase in enrollment.
207% increase in degrees and certificates awarded, a 3.7% decrease in enrollment.
CALIFORNIA STATE UNIVERSITY TRANSFERS

57% increase in CSU transfers, a 3.3% increase in enrollment

2011-12
7,107 FTES

2016-17
7,345 FTES
UNIVERSITY OF CALIFORNIA TRANSFERS

82% increase in UC transfers, a 3.3% increase in enrollment

2011-12: 44 FTES
2016-17: 80 FTES

7,107 FTES
7,345 FTES
59.4% increase in overall transfers, a 3.3% increase in enrollment. 

2011-12: 409 students transferred
2016-17: 652 students transferred

7,107 FTES in 2011-12
7,345 FTES in 2016-17
LOCAL HIGH SCHOOL GRADUATES ENROLLED AT HARTNELL

883
2011-12

1,272
2016-17

44% INCREASE IN LOCAL HS GRADUATES ATTENDING HARTNELL, A 14% INCREASE IN TOTAL HS GRADUATES
Figure 4. Earnings before studies/training and after

- Before: $14.49
- After: $21.70
Figure 3. Work status before studies/training and after

- Full time (40 or more hours per week) before: 10.6%, after: 40.3%
- Part time (20 to 39 hours per week) before: 16.3%, after: 23.1%
- Part time (less than 20 hours per week) before: 23.1%, after: 13.1%
HOW DID HARTNELL ACHIEVE THESE POWERFUL OUTCOMES?

• Strong communication with employees, community, partners, stakeholders
• Innovation and creativity
• Courage and leadership
• Laser focus on student success outcomes
• Effective utilization of resources
• Investment in human resources necessary to support student success and institutional effectiveness
• Public/private partnerships
• Strategic plan (active, not on the shelf) and other plans linked to the strategic plan
• Continuous improvement model
• New governance model
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.

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 Councils

- Academic Affairs
- Academic Senate
- Accreditation
- Administrative Services
- Advancement
- College Planning
- Facilities Development
- Institutional Effectiveness
- Student Affairs
- Technology Development

**CALENDAR**

- **SEP 8**
  - 3:00 PM
  - The Guru is you! FREE

- **SEP 8**
  - 10:00 AM
  - Children's Shows at the Planetarium

- **SEP 12**
  - 9:30 AM
  - Mr. & Mrs. Al and Jane Nakatani
President's Reports to the HCCD Board of Trustees

2017 Reports

September 2017 Reports

President's Report to the HCCD Board of Trustees - September 1, 2017

August 2017 Reports

President's Report to the HCCD Board of Trustees - August 25, 2017
President's Report to the HCCD Board of Trustees - August 18, 2017
President's Report to the HCCD Board of Trustees - August 11, 2017
President's Report to the HCCD Board of Trustees - August 4, 2017

July 2017 Reports

President's Report to the HCCD Board of Trustees - July 28, 2017
President's Report to the HCCD Board of Trustees - July 21, 2017
President's Report to the HCCD Board of Trustees - July 14, 2017
HCCD EXTERNAL FUNDING RESOURCES

IN MILLIONS

2011-12: $9.5
2012-13: $9.6
2013-14: $9.7
2014-15: $11.4
2015-16: $14.1
2016-17: $16.7
2017-18: PROJECTED $20.5
Hartnell’s STEM Internship Program supports and engages students as they gain research and career exposure, professionalism and transfer preparation across Science, Technology, Engineering and Math. Students are placed with skilled mentors at universities, government agencies, local businesses, and national REUs (research experiences for undergrads).

This program is strengthening diversity in STEM in our region:
- 67% Hispanic
- 26% Women
Outcomes for Interns (n=435)
- 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.
The MILE Program is designed to increase the leadership skills and college completion rates of male students at Hartnell College, particularly for men of color.

Degree Outcomes by Gender

<table>
<thead>
<tr>
<th>ENROLLMENT</th>
<th>DEGREES EARNED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>49%</td>
</tr>
<tr>
<td>Male</td>
<td>51%</td>
</tr>
<tr>
<td></td>
<td>37%</td>
</tr>
<tr>
<td></td>
<td>63%</td>
</tr>
</tbody>
</table>

**Gender Distribution**

**Male**
- 51% of enrollment
- 63% of degrees earned

**Female**
- 49% of enrollment
- 37% of degrees earned
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
Women’s Education and Leadership Institute (WELI) Program Overview

- 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 it’s 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
Hartnell College, Veterans Program Services

Veterans Center opened in the Fall of 2012
Located in Student Center Building C Room 138

Population Served: Student Veterans and Dependents of Veterans

Number of Students Served: About 180 unduplicated students per year

2 Full-time staff (1 Counselor, 1 Support Staff)

Services Provided:
• VA educational certification
• VA specific academic counseling
• Designated space for studying
• Veteran services referrals
• Peer to Peer Support
• VA work study opportunities
• Veterans Club participation opportunities
• Veterans Club donations including:
  School supplies, textbooks, food, scholarships
• Access to Mobile Veterans Services (RV/Van)
  Which includes: medical, disability claims, readjustment counseling, and VA referrals

Veterans Lending Programs include:
• Laptops
• Smart Pens
• Calculators
• Textbooks

Academic and student support positions created since 2012:

- 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 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
SUPPORT FOR STUDENT SUCCESS AND EQUITY

Full-time Counselors
2013: 8
2015: 14
2016: 16

Students Receiving Matriculation Services
2012-13: 4,468
2015-16: 12,679

Individual Student Education Plans Developed since 2013: 18,655
By the numbers

Tutorial: ~1,200-1,300 unduplicated students per term

SI: ~450-500 unduplicated students per term

Math Academy: ~200-300 students per term
• 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
### CSin3 (Computer Science BS Degree in 3 Years)

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Transfer</th>
<th>Associate Degree Completion</th>
<th>Internships</th>
<th>Bachelor’s Degree Completion</th>
<th>Community College Degree Completion Rate (6 year)</th>
<th>CSU 4-Year Graduation Rate</th>
<th>UC 4-Year Graduation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 32</td>
<td>27 (84%)</td>
<td>27 (84%)</td>
<td>25 (78%)</td>
<td>22 (69%) +2 in 3.5 yrs (75%)</td>
<td>39%</td>
<td>19%</td>
<td>57%</td>
</tr>
<tr>
<td>2 32</td>
<td>28 (88%)</td>
<td>28 (88%)</td>
<td>25 (78%)</td>
<td>25 (78%)</td>
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<td></td>
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</tr>
<tr>
<td>3 32</td>
<td>31 (82%)</td>
<td>31 (82%)</td>
<td>29 (76%)</td>
<td>NA</td>
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<td>4 33</td>
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<td>NA</td>
<td>NA</td>
<td>NA</td>
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<td>5 27</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
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• 69% voter approval
• $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)
EMPLOYEE PHILANTHROPY

Number of Employee Philanthropists

Total Dollars Contributed by Employees

### President’s Task Force Funding Plan 2013-2018

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