



Progress Report

November/December



Swim +

ONE HARTNELL 

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Introduction



Welcome to the November and December update for One Hartnell. As our work continues, we remain grounded in our shared commitment to student success and institutional collaboration. Faculty, staff, and administrators across the college have continued to play an essential role in advancing this effort, and we are grateful for the time, care, and thoughtfulness brought to the work.

During this period, Swim worked closely with task forces, implementation teams, development teams, and the Steering Leadership Team through meetings and ongoing collaboration. Together, these groups moved key areas of work forward by clarifying challenges, deepening stakeholder engagement, and developing early plans that will guide implementation in the months ahead.

Task Force/Implementation Team Updates

Degree Audit Implementation Team

The Degree Audit Implementation Team continued to make progress by reviewing prior Achieving the Dream (ATD) work and related deliverables to ensure alignment with current and future degree audit needs. This review has helped ground the implementation effort in existing institutional work and identify areas where structures and processes can improve.

As part of this work, the team has shared updates on new implementation structures, including the establishment of a regularly meeting technical review subcommittee. This subcommittee is designed to provide focused, ongoing review of technical decisions and ensure cross-functional coordination as the degree audit work progresses.

In addition, updated program maps have been published to Program Mapper and now align with what is reflected in CourseDog. These updates incorporate the transition to CalGETC as well as the newer transfer general education pathways, supporting greater consistency and clarity for students and staff. Default program maps have also been created for majors that include electives, ensuring that students have clear, usable pathways even when multiple course options exist.

Degree Audit Implementation Team Charge & Members

The Degree Audit Implementation Team was charged with advancing Hartnell College's efforts to streamline and clarify degree progress tracking for students, building on prior insights from some Achieving the Dream work. This work includes improving the alignment between catalog updates and program maps, increasing the usability of those maps for students, counselors, and faculty, and simplifying degree audit tools to support a broad range of academic and transfer goals. The team's efforts aim to reduce barriers to completion by enhancing program visibility and providing clearer, more intuitive pathways to completion.

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First Year Experience Implementation Team

In November, the First Year Experience Implementation Team continued expanding its stakeholder inventory and identified digital literacy as an important element to be intentionally integrated across first-year efforts, while also making steady progress on the Literacy Academy. Main campus faculty worked toward finalizing the weekly structure and timing for the Writing Academy, while South County Early Childhood Education faculty began early planning conversations for a parallel cohort. Counseling and Curriculum teams were identified as key partners to support alignment, including early discussions about coordination with the Math Academy as it moves toward a noncredit pathway.

By December, the team began building detailed milestones for the Writing Academy. This work included mapping approval steps and timelines across Academic Senate, curriculum processes, and other governance structures, with an internal planning target set for late April. The team also presented its plan to the Academic Senate, where feedback emphasized the importance of including librarian voices. Librarians have since been invited to participate in planning for the Literacy Academy, Panther Connect, and related activities. Broader conversations continued around transitioning both the Writing and Math Academies to noncredit options and how best to communicate these pathways to incoming students.

First Year Experience Implementation Team Charge & Members

The First Year Experience Task Force is charged with the execution of the First Year Experience Framework that was developed by the First Year Experience Task Force.

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Organizational Development Task Force

During November, the Organizational Development Task Force focused on learning from peer institutions through a series of external benchmarking interviews. These conversations explored approaches to serving adult and part-time students, managing shorter academic terms, and structuring student success teams. The insights gathered provided valuable context to inform future planning at Hartnell.

In December, the task force completed its internal stakeholder interviews and concluded external benchmarking activities. Swim shared an observations document summarizing key themes from this work. The group prepared to use upcoming meetings to review findings together and begin shaping a proposed One College model that reflects Hartnell's values, structure, and long-term goals.

Organizational Development Task Force Charge & Members

The Organizational Development Task Force is charged with setting the vision for Hartnell's One College model, ensuring consideration and intentional inclusion of all educational centers. Thus, the expected deliverables that will be produced by this task force include a Student Affairs Division Realignment Plan, oversight of the development and implementation of Hartnell's year-long schedule, and Student Experience Standard Operating Procedures (SOPs).

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Process Mapping Task Force

Throughout November, the Process Mapping Task Force focused on understanding the student experience related to adding and dropping classes from the first day of instruction through census. By comparing catalog language, administrative and board policies, and day-to-day practice, the team identified inconsistencies that can create confusion for students. Key dependencies also emerged, including waitlist rules, enrollment deadlines, and communication touchpoints. During this time, the team advanced several deliverables, including current state process maps with identified pain points, a first-year student add and drop FAQ, and an inventory of policy and procedure misalignments with recommendations for clarification.

In December, the task force completed a series of interviews focused on waitlist experiences with faculty, staff, and students. Notes from these conversations were compiled to support the development of an observation document. The team also continued work on updates to administrative and board policy language and collaborated with campus partners to identify opportunities to improve communication around census deadlines, to implement select improvements before the start of the next semester.

Process Mapping Task Force Charge & Members

The Process Mapping Task Force is charged with creating comprehensive process maps outlining a student's journey from first day to completion, including communication touch points, business processes, and technology integration, as well the construction of fully designed communication plans to support the approved processes.

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Strategic Recruitment Implementation Team

Over November, the Strategic Recruitment Task Force focused on sharpening its understanding of student centered challenges and opportunities. The team workshopped early problem statements rooted in student impact and continued building a stakeholder inventory to clarify roles and points of engagement. Progress was also made toward launching the Community Perception Survey, with a cohort of approximately 30 qualitative participants identified to support richer insight gathering.

In December, the task force shifted its attention toward more targeted recruitment efforts. The team identified high enrolled programs, with a particular focus on adult learners, to inform outreach strategies. Members also prioritized outreach to continuing students, especially those enrolled in Fall 2025 who had not yet registered for Spring 2026. A targeted digital campaign launched to provide roughly 60 days of reminders highlighting the yearlong schedule and open registration. Meanwhile, work continued on finalizing the Meta Major viewbook and learning from peer institutions about effective approaches to marketing yearlong schedules.

Strategic Recruitment Implementation Team Charge & Members

The Strategic Recruitment Implementation team is charged with the execution of the Strategic Recruitment Plan that was developed by the Strategic Recruitment Task Force.

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Yearlong Schedule Task Force

Over November, the task force turned its focus toward unpacking what version 2.0 of the project needs to solve. The group began drafting problem statements that pulled forward what worked in version 1.0, while naming the sticking points that must shift. These initial drafts will serve as the foundation for upcoming refinement and prioritization. Meanwhile, a stakeholder inventory took shape, helping map out who needs to be consulted, who needs to be kept informed, and where broader representation is still needed, with particular attention to curriculum, scheduling, student services, and IT.

To help move the work forward, the team began organizing into three core work streams. The technology group is focused on identifying the tools and configurations that will be critical for version 2.0. The process and policy group is surfacing barriers related to scheduling, governance, and key decision timelines. At the same time, the curriculum group is examining course sequencing and how offerings impact student progression. The next working session will zero in on validating the early problem statements and setting the stage for near-term action.

In December, the team continued shaping its problem statements while Swim prepared a set of early observations to support that work. Roles within the group are starting to crystallize, with members gravitating toward subtopics and areas where they bring the most perspective or momentum. Stakeholder mapping is progressing as the team refines how to bring the right voices into the process at the right time.

Yearlong Schedule Task force Charge & Members

The Yearlong Schedule Task Force was charged with refining and strengthening Hartnell College's year-long scheduling model to support improved student progression and completion outcomes. Building on the initial implementation that enabled students to view and register for a full academic year, this task force will examine key structural considerations, including space utilization, course timing, program sequencing, and four-semester completion pathways. The resulting recommendations and revised scheduling framework will enhance students' ability to better plan their journeys at Hartnell.

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Development Team Updates

As the task forces and implementation teams advance their respective work, the Development Teams have assumed an expanded role in providing coordination, data analysis, and technical support across the One Hartnell Initiative. Each team serves a critical function in maintaining cohesion, measurability, and long-term sustainability, ensuring that strategic plans translate into enduring institutional improvements.

Liaisons have been identified who will serve as subject matter experts on a task force or implementation team as well as listening for gaps and opportunities that can be addressed within the purview of the respective development team.



Change Management Development Team

The Change Management Development Team continued to support transparency and shared understanding across Hartnell. During this period, the September and October Progress Report was published online, followed by the October edition of Hartnell Happenings, which was shared broadly with the campus community. These communications helped reinforce alignment with the One Hartnell vision and provided consistent updates on progress and next steps.

Change Management Development Team Charge & Members

The Change Management Development Team is charged with serving as the central body related to overseeing and guiding the One Hartnell change process across the college. They will be responsible for ensuring strategic alignment and direction of the One Hartnell initiative within the College's strategic objectives and vision. This development team will also provide oversight of a comprehensive change management plan to ensure that milestones are met as well as identifying potential risks, possible challenges, and opportunities for recommendations for refinement and adjustment as needed.

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Data Development Team

The Data Development Team is providing support across several task forces, responding to immediate data needs as they arise. Their work includes developing metrics that stretch across different areas, which has introduced some complexity in how data is defined and used. Progress on certain efforts, like tracking conversion rates, depends on coordination with other teams, particularly technology. At the same time, the team is waiting for more defined input from the task forces to guide what data will be crucial to have moving forward.

Data Development Team Charge & Members

The Data Development Team is charged with the collection and leveraging of data to inform and support the One Hartnell initiative. They are responsible for managing data from various sources within the organization, including student records, enrollment data, financial information, and demographic data, as well as preparing information or research needed for day-to-day needs surrounding the One Hartnell initiative.

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Technology Development Team

The Technology Development Team collaborated with the Data Development Team and task forces to explore the technology implications of One Hartnell priorities. In December, this work informed early planning around future system needs, including considerations related to customer relationship management tools. Insights gathered during this period helped identify technology capabilities that will be essential to supporting long-term success.

Technology Development Team Charge & Members

The Technology Development Team is charged with supporting various aspects of the organization's operations and initiatives from a technology perspective, including change efforts. This development team will be responsible for assessing the current technology infrastructure and identifying possible gaps or deficiencies as well as overseeing the deployment process of new technology systems or tools as needed. They will also provide training and support to employees on new technology or systems introduced, and conduct impact assessments to evaluate how technology changes are affecting systems and processes.

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Steering Leadership Team Updates

The Steering and Change Management Leadership Team met in both November and December to review progress, reinforce shared norms, and support alignment across the initiative. These meetings provided space to elevate themes emerging from task forces, address cross-functional questions, and confirm priorities for the next phase of work. In December, the group also engaged in early conversations about CRM functionality, including student intake, communication workflows, milestone tracking, and system integration. These discussions helped prepare leadership for deeper planning and decision-making in the new year.

Steering & Change Management Leadership Team Charge & Members

The Steering and Change Management Leadership Team is charged with maintaining global oversight of all strategic priorities and initiatives within the One Hartnell structure as well as coordinating and directing change management at Hartnell College.

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What's Next?

As One Hartnell moves forward, teams will continue transitioning from analysis into synthesis and action. Upcoming priorities include completing and reviewing observation documents, refining problem statements, and beginning recommendation development across several task forces. Organizational Development will advance work on a proposed One College model, while Swim continues to support teams through synthesis, feedback collection, and facilitation.

Additional work will move forward on standard operating procedure development, including identifying pilot departments early in the new year. Exploration of CRM needs will also continue, with further discussion planned to inform next steps and future planning.

Thank you for your continued partnership and commitment to One Hartnell. The progress made during November and December reflects strong collaboration across Hartnell and sets a solid foundation for the work ahead.



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