

Executive Summary

The Hartnell College Strategic Recruitment Implementation Plan translates the institution's recruitment priorities into a coordinated and actionable model for execution across main campus, educational centers, community sites, and employer-facing channels. The work begins with community awareness and first inquiry and extends through application, onboarding handoff, and early enrollment conversion.

Rather than introducing disconnected outreach initiatives, this plan aligns the existing Strategic Recruitment Plan, the activities alignment/RACI draft, and the implementation timeline into a shared execution framework. In doing so, it clarifies ownership, sequencing, and infrastructure dependencies so recruitment becomes more coordinated, measurable, and sustainable.

The plan responds directly to institutional challenges named across the Strategic Recruitment Plan and the One Hartnell framework: fragmented outreach, uneven educational center visibility, limited inquiry tracking, inconsistent technology use, and gaps in support for adult learners, English learners, dual enrollment students, and near completers. In response, it organizes cross-functional work across academic and student services into a shared execution framework designed to improve:

- Adult learner and non-traditional student re-engagement
- Adult English learner outreach and bilingual access
- Dual enrollment and first-time college student conversion
- Educational center identity, community hub activation, and localized recruitment
- Inquiry tracking, event analytics, and recruitment performance monitoring

Implementation will occur over an 18-month period (March 2026 – September 2027), using a phased approach that prioritizes alignment, pilots integrated outreach practices, launches coordinated campaigns, and embeds continuous improvement.

Connection to One Hartnell

The Strategic Recruitment Implementation Plan is a core component of the One Hartnell College Framework, which establishes a unified operating model for enrollment, student momentum, and institutional alignment.

Within this model, strategic recruitment is not a separate initiative. Strategic recruitment anchors the Community Awareness & Outreach stage and connects

directly to inquiry management, onboarding, first-year experience, multi-term planning, and completion pathways.

This plan ensures that recruitment work is not treated as a stand-alone marketing function. Instead, recruitment operates within shared institutional systems for communication sequencing, inquiry conversion, educational center branding, scheduling visibility, and equity review. As One Hartnell emphasizes, students should experience consistent processes across locations, and leadership decisions should align to shared enrollment and completion outcomes.

This plan ensures that Strategic Recruitment work:

- Aligns recruitment, outreach, and educational center activation to One Hartnell coordination and institutional calendars
- Connects inquiry generation to application, enrollment, and early student support handoffs
- Supports One College identity while preserving localized center distinctiveness
- Builds the data, technology, and SOP foundation needed for sustainable recruitment operations

As a result, prospective students experience a more coordinated transition into Hartnell, with clearer entry points, more consistent follow-up, and stronger support across campuses, centers, programs, and populations.

Strategic Recruitment Within the Student Lifecycle

Strategic Recruitment aligns most directly to the early stages of the student lifecycle, while also reinforcing completion-oriented pathways. In practice, this implementation plan organizes work across five linked lifecycle functions:

- Community Awareness and Outreach
- Inquiry to Enrollment
- Onboarding Handoff
- Centers and Regional Access
- Credential and Re-entry Pathways

At the same time, Strategic Recruitment depends on and reinforces broader institutional systems that shape how students move from first interest to enrollment, including:

- Recruitment and outreach coordination processes
- Scheduling, registration, and term-readiness systems
- Academic planning, pathway mapping, and degree audit tools

- Institutional communication, inquiry follow-up, and digital engagement infrastructure

This interdependence ensures that Strategic Recruitment is not treated as a series of isolated campaigns, but as an integrated institutional function connected to enrollment, onboarding, and student momentum.

Implementation Phases

Implementation is structured across four phases, each building on the previous to move from alignment to full institutional integration.

Phase 1: Coordination & Infrastructure Alignment (Mar – Jun 2026)

(Aligned to One Hartnell Phase I: Coordination & Alignment)

Purpose: Establish alignment between strategic recruitment work, institutional timelines, oversight structures, and supporting systems

Focus: Creating the foundation for a consistent, measurable, and scalable recruitment model.

Key Priorities:

- Align strategic recruitment tactics to the institutional timeline.
- Confirm ownership for inquiry capture, communication sequencing, educational center branding, and outreach operations.
- Stand up foundational data and technology requirements for conversion tracking, event tracking, and website insights.
- Frame educational centers as community-based entry points within a One College identity.

What Success Will Look Like:

- Recruitment work is tied to a common calendar and shared SEM oversight.
- Primary leads and support roles are clear for the highest-priority tactics.
- Technology and data dependencies are documented rather than handled ad hoc.
- Educational center recruitment language and positioning begin to shift toward a unified model.

Strategic Recruitment Role in This Phase:

In this phase, Strategic Recruitment converts broad institutional priorities into clear, repeatable operating practices by defining ownership, standardizing messaging and inquiry workflows, and aligning outreach and onboarding handoffs to the college calendar.

The following table outlines key tactics, ownership, and support roles for Phase 1 of implementation:

| Lifecycle Stage | Priority/ Capacity Building | Strategy | Primary Lead | Key Support |
|--------------------------|------------------------------------|--|--|--|
| Adult Learner Outreach | P1 | Develop adult learner marketing campaign and core value proposition | Comms | SVAEC, Financial Aid, Counseling, Admissions, CTE |
| Adult Learner Conversion | P1 | Pilot messaging on financial aid, tuition assistance, ZTC, scheduling, and enrollment contacts | Financial Aid, Counseling, Admissions, Comms | IT, IR, SVAEC, all academic departments |
| Community Awareness | P1 | Expand recruitment presence at adult schools, public venues, and employers | Admissions | SVAEC, Counseling, CTE, Comms, IT, IR |
| Performance Measurement | Technology & Processes | Gather enrollment data and define annual reporting cadence | IT, IR | Admissions, Financial Aid, Counseling, Comms, CTE |
| Centers Access | Educational Centers | Develop center brand strategy within the One College model | Comms | Business Services, SVAEC, Advancement, Counseling, CTE, Admissions, IR, students |

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| Digital Insights | Technology & Processes | Define website analytics and page-management process for recruitment insights | Comms, IT | IR, Advancement |
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Phase 2: Operational Build & Pilot (Jul – Dec 2026)

(Aligned to One Hartnell Phase II: Operational Integration)

Purpose: Develop and test integrated recruitment experiences, communication assets, and outreach operations.

Focus: Building the core components of a student-facing recruitment system in alignment with institutional operations.

Key Priorities:

- Pilot adult learner, adult English learner, and family-facing communication strategies.
- Test inquiry-to-follow-up workflows and event registration tools that support measurable outreach.
- Begin visible educational center activation through community events, survey work, and localized promotion.
- Connect recruitment pilots to financial aid, admissions, counseling, and noncredit entry points.

What Success Will Look Like:

- Pilot campaigns feel coordinated across functions rather than isolated by department.
- Prospective students receive clearer, more relevant messaging tied to their needs and entry points.
- Event attendance, inquiry follow-up, and digital engagement data begin informing mid-course adjustments.
- Centers gain clearer local identity while reinforcing One College positioning.

The following table outlines key tactics, ownership, and support roles for Phase 2 of implementation:

| Lifecycle Stage | Priority/Capacity Building | Strategy | Primary Lead | Key Support |
|-----------------------|--|---|------------------------------------|--|
| ESL & Family Outreach | P2 | Launch bilingual mailers and translation-supported adult learner outreach | CTE, Comms | Business Services, Advancement, Counseling, Admissions, IT, IR |
| Pathway Visibility | P3 | Engage some college, no degree | Admissions, Comms, IR, Advancement | SAEC, Financial Aid, CTE |
| Access & Equity | CPL, ZTC, Non-Credit, Short Term Credentials | Showcase CPL, transfer-credit, and credential pathway options | Counseling, CTE | Advancement, Comms, Admissions, IT, all academic departments |

Phase 3: Full Lifecycle Launch (Jan – Aug 2027)

(Aligned to One Hartnell Phase III: Institutionalization & Reinforcement)

Purpose: Deliver a fully coordinated strategic recruitment model across the early student lifecycle.

Focus: Ensuring that outreach, inquiry conversion, community presence, and recruitment-to-onboarding handoffs operate as a unified system.

Key Priorities:

- Launch coordinated communications that convert inquiries into applications and enrollment actions.
- Scale adult learner, bilingual, family, and dual enrollment conversion campaigns.
- Embed educational centers and community events into the standing recruitment calendar.
- Use recruitment data to coordinate with onboarding, Panther Prep, and early student support.

What Success Will Look Like:

- Students and families experience a more predictable path from awareness to enrollment.
- Recruitment campaigns reach multiple populations without fragmenting brand or service delivery.
- Center-based recruitment and community partnerships are active rather than aspirational.
- Recruitment metrics begin to show reliable trend lines for institutional review.

The following table outlines key tactics, ownership, and support roles for Phase 3 of implementation:

| Lifecycle Stage | Priority/Capacity Building | Strategy | Primary Lead | Key Support |
|--------------------------|-----------------------------------|--|------------------------|--|
| Family Outreach | P2 | Launch targeted campaigns for parents and family members | Admissions, CTE, Comms | SVAEC, Advancement, Counseling, IT, IR |
| FTIC & Dual Enrollment | P4 | Execute transition outreach for current dual enrollment students | Admissions | Financial Aid, CTE, Comms |
| Family Engagement Events | P4 | Launch tours, info sessions, open houses, and family workshops | Admissions | Advancement, Financial Aid, Counseling, CTE, Comms, students, all academic departments |
| Centers Activation | Educational Centers | Establish centers as community hubs and event sites | Advancement, Comms | Business Services, SVAEC, IR, Students |

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| Credential Pathways | CPL, ZTC, Non-Credit, Short Term Credentials | Expand ZTC noncredit certificates and entry-point programs | Admissions, CTE | Counseling, IR, SVAEC, Advancement, all academic departments |
| Inquiry Infrastructure | Technology & Processes | Establish inquiry baselines and collection process | IT | SVAEC, Admissions, Advancement, Comms, CTE, IR |
| Workforce Alignment | CPL, ZTC, Non-Credit, Short Term Credentials | Launch course designation process | Counseling, CTE, IR | Advancement, IT, all academic departments |
| CPL & CBE Processes | CPL, ZTC, Non-Credit, Short Term Credentials | Establish clear CPL/CBE processes and pathway expansion plan | Counseling, CTE | Admissions, IT, Advancement, all academic departments |
| ZTC Pathway Visibility | CPL, ZTC, Non-Credit, Short Term Credentials | Identify and promote ZTC credential pathways through schedule review | Counseling, CTE, IT | IR, Comms, Advancement, all academic departments |

Phase 4: Institutionalization & Continuous Improvement (Sep 2027+)

(Aligned to One Hartnell Phase III: Institutionalization & Reinforcement)

Purpose: Sustain, refine, and continuously improve the strategic recruitment model as part of routine college operations.

Focus: Embedding recruitment into annual planning, dashboard review, SOP management, and equity monitoring.

Key Priorities:

- Integrate strategic recruitment into SEM dashboard reviews and annual operating cadence.
- Use inquiry, event, website, and enrollment data to identify equity gaps and conversion opportunities.
- Refine center activation, adult re-entry, and pathway visibility strategies based on outcomes.
- Transition project-style implementation work into permanent institutional ownership.

What Success Will Look Like:

- Strategic recruitment becomes part of how the college operates, not a special initiative.
- Continuous improvement is routine and data-informed.
- Equity gaps in access, regional visibility, Conduct noncredit needs assessment and employer-alignment review and conversion are actively monitored and addressed.
- Recruitment, onboarding, and completion-oriented pathways operate with stronger coordination.

The following table outlines key tactics, ownership, and support roles for Phase 4 of implementation:

| Lifecycle Stage | Priority/ Capacity Building | Strategy | Primary Lead | Key Support |
|------------------------|------------------------------------|---|---------------------|---|
| ESL & Family Outreach | P2 | Scale bilingual/translated outreach and parent-facing institutional information | Comms / Outreach | ESL, Student Life |
| Continuous Improvement | Technology & Processes | Produce annual recruitment trend reports and refine digital insights use | IT, IR | Financial Aid, Admissions, Counseling, Comms, CTE |

Together, these phases ensure that Strategic Recruitment evolves from a coordinated initiative into a fully embedded component of the college’s operating model.