



HARTNELLCOLLEGE



HARTNELLCOLLEGE
FOUNDATION

Hartnell College Office of Institutional Advancement and the Hartnell College Foundation

**STRATEGIC PLAN FOR OPERATIONS
2020-2025**



Dear Hartnell College Foundation Friends and Partners,

This strategic plan guides the Hartnell College Foundation in inspiring philanthropy and building partnerships that transform students' lives. The Foundation cultivates resources to champion student success through its key goals: Connecting, Growing, and Catalyzing.

This plan builds on the last strategic plan (2015-2019), which created a new vision and mission, and articulated the Foundation's values and roles. The updated plan refines the previous plan's elements, focusing on the resources, capacity, and infrastructure needed to achieve the Foundation's five-year goals.

Many voices came together to guide the board and staff in identifying the Foundation's strategic direction. These include the voices of students, the Hartnell College Foundation Board of Directors and staff, the Hartnell College President, representatives of the College Board of Trustees, local industry and education partners, and representatives of the Salinas Valley community. The recommendations were further informed by research about the top-performing community college foundations in the country.

In supporting student success, the Foundation has more expansive roles than similar institutions. The College's Office of Institutional Advancement is unique in its structure, working in close partnership with the Foundation and the College as catalysts for innovation and connectors with the community. The Foundation's impact on student success and its ability to attract community support have been widely recognized. The Foundation is considered among the top five community college foundations in the state and in the top 25 in the country.

This planning process occurred during the COVID-19 pandemic, exposing the struggles many students face and the importance of equitable access to education. It accentuated the importance of basic needs being met as a fundamental requirement for students continuing and completing their education. To this end, the Foundation will establish a Basic Needs Task Force to secure and provide holistic support for all students. We will continue to be proactive in ensuring student achievement and meeting community needs.

We extend deep gratitude to all who participated in the process and sincerely and humbly appreciate your commitment to the students and Hartnell College. We also extend sincere appreciation to all the donors who support the Foundation and uplift the students. This work would not be possible without you.

Warm regards,



Judith Sulsona
Board of Directors President



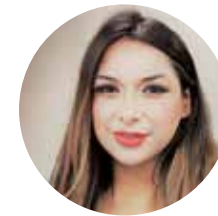
Dr. Raúl Rodríguez
Interim Superintendent/President



Erica Padilla-Chavez
Board of Trustees President



David Warner
Planning Committee Co-Chair



Jacqueline Cruz
Vice President, Advancement & Development
Executive Director, Hartnell College Foundation

About Hartnell College

Hartnell College (College) is one of the oldest institutions of higher education in California. Founded in 1920 as Salinas Junior College, the school was renamed Hartnell College in 1948, and the Hartnell Community College District was established the following year.

The College serves the Salinas Valley, a fertile agricultural region some 10 miles wide and 100 miles long, and southern San Benito County. It draws most of its annual enrollment of 17,000 students from Salinas and the communities of Bradley, Castroville, Chualar, Gonzales, Greenfield, Jolon, King City, Lockwood, Moss Landing, San Ardo, San Lucas, and Soledad. Students also come from Monterey Peninsula communities, other places in California's Central Coast region, and other states and countries. All are drawn to Hartnell's academic excellence and focus on students' success in its four-year transfer, nursing, and technical programs, as well as a proud tradition in intercollegiate athletics, with 12 men's and women's teams.

Hartnell has a highly diverse student body, of which 56 percent are in their families' first generation to attend college. About 45 percent of students are women and 55 percent men, with an ethnic makeup that includes 60 percent Hispanic, earning a federal designation as a Hispanic-Serving Institution. Also, 24 percent of students are white/non-Hispanic, 6 percent are Asian, and 2 percent are African American. (Six percent of students did not report ethnicity).

Alignment with Hartnell College Strategic Plan

The Hartnell College Foundation aligns its work with the Hartnell College vision, mission, values, and student success goals.

VISION: Students will be prepared to contribute as leaders to the intellectual, social, cultural, and economic vitality of our communities and the world.

MISSION: Focusing on the education and workforce development needs of communities in the Salinas Valley, Hartnell College strengthens communities by providing opportunities for students to reach career and/or academic goals (associate degrees, certificates of achievement, or transfer to four-year institutions) in an environment committed to student learning, achievement, and success.

Hartnell College Values

- Students First
- Academic and Service Excellence
- Diversity, Equity, and Inclusion
- Ethics and Integrity
- Alliances
- Leadership and Empowerment
- Innovation
- Stewardship of Resources
- Health, Safety, and Security

Student Success Goals

The ASCENT:

The **A**dvancement of **S**tudents
Culminating in **C**ompletion, **E**mployment,
Noteworthy Achievements, and **T**ransfer

GOAL 1:	Increase student completion
GOAL 2:	Increase student completion efficiency
GOAL 3:	Increase student transfer to four-year institutions
GOAL 4:	Improve student employment subsequent student training or completion

Hartnell College Foundation

The Hartnell College Foundation (Foundation) was incorporated in December 1979. During the early years, the Foundation focused its efforts primarily on scholarships. In recent years, the Foundation has grown to include a comprehensive fundraising campaign for scholarships, equipment, program support, and endowments. The Foundation's purpose is to cultivate resources that champion student success and support the College District. A broad base of community support provides the infrastructure to continue worthwhile programs.

Between 2012 and 2017, the Foundation conducted its second comprehensive capital campaign in its 85-year history, raising \$45 million. The board and committees expanded to involve over 250 community leaders. Agriculture, Athletics, Nursing and Allied Health, STEM, Arts, and Scholarships were identified as priority funding and focus areas.

At the end of 2019, the Foundation launched a President's Task Force to identify critical initiatives appropriate for private support and create a new 5-year funding plan. The task force included 42 members representing the community. With significant input from campus leadership, this group ranked projects according to how attractive they would be for external funding. The plan was finalized in the first half of 2020 and included initiatives for facilities in north and south Monterey County, innovative programs focused on accelerated completion, student success scholarships and internships; expansion of science, technology, engineering, and math (STEM) programs; completion of the athletics master plan; and skill-building in the arts.



The Foundation's purpose is to cultivate resources that champion student success and support the College District.

Strategic Planning Process

The Hartnell College Foundation strategic planning process enabled the organization's leadership to:

- Identify the role and goals for the organization's future major initiatives and opportunities
- Conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis
- Review and define the capacity, infrastructure, and resources needed to achieve five-year goals (operations structure, space, college administrative support, and procedures)
- Codify how the Board of Directors and committee structure work in tandem with the college

A planning team met weekly to organize, design, and manage the plan's development between July 2020 through March 2021. The Strategic Planning Committee, including representatives of Foundation and College leadership, the Foundation Board of Directors, and community supporters, met five times between August 2020 through February 2021. Including the final Board approval process, the Foundation Board of Directors reviewed the plan three times. In addition to collaborative planning sessions, the consulting and planning team conducted an extensive analysis of top-performing community colleges in the country.

Strategic Planning & Growth Committee 2021

David Warner, Co-Chair

Alfred Diaz-Infante

Judith Sulsona, Co-Chair

Sharon Dilbeck

Dr. Raúl Rodríguez,
Interim Superintendent/President

Steve Goldman

Erica Padilla-Chavez,
Board of Trustees

Kurt Gollnick

Maria Guadalupe Altamirano

Dr. Romero Jalomo

Andrea Bailey

Alfred Muñoz

Terri Belli

Jacqueline Cruz,
Foundation Staff

Susan Black

Michele Peregrin, Foundation Staff

Michael Cling

Terri Ugale, Foundation Staff

Consulting Team

Kim Stemler

Sonja Koehler

Hartnell College Foundation Strategic Plan Overview

Summary of Strategies and Objectives

CONNECT

- Inspired Community
- Vibrant Relationships with Donors
- Lifelong Relationships with Students
- Enduring Relationships with Industry
- Strong Relationships with College
- Thriving Relationships with Influencers

GROW

- Expanded Annual Income Streams
- Sustained Revenue Streams

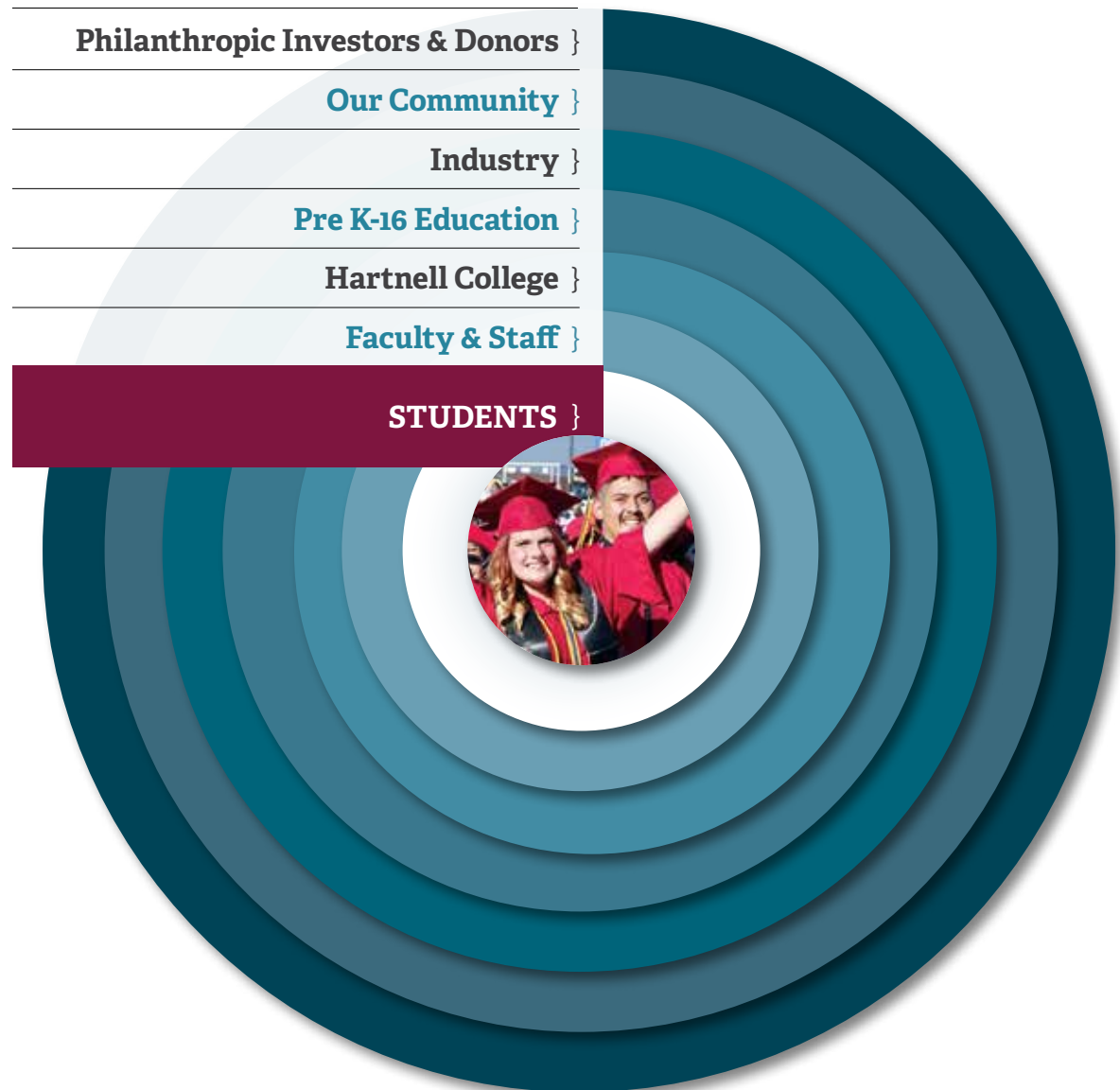
CATALYZE

- Innovative Initiatives
- Holistic Support
- Advance Diversity, Equity and Inclusion

EXCEL (ORGANIZATIONAL EXCELLENCE)

- Integrated Diversity, Equity and Inclusion
- Exceptional Staff
- Engaged Board
- Strong Fiscal Stewardship
- Supportive Work Space
- Formal Procedures
- Optimized Technology

Spheres of Influence



Vision, Mission, Values and Guiding Principles

VISION:

The Hartnell College Foundation's vision is to inspire philanthropy and partnerships that transform the lives of our students.

MISSION:

The Hartnell College Foundation's mission is to cultivate resources to champion student success.



Hartnell College Foundation Values & Guiding Principles

We believe in every student.

We support each student's access to an education that furthers their ambitions and expands their opportunities to participate in the decisions that affect their lives.

We believe in Hartnell College.

Hartnell College transforms lives and communities. We attract the resources needed to activate the College's priorities and nurture lasting and meaningful connections between the College, students, and community.

We embrace our diverse community.

Strong and resilient communities are made up of people with a rich array of experiences and backgrounds. We help build a strong and resilient Salinas Valley where each person can enjoy a healthy, safe environment, and share in its prosperity.

We drive a strong regional economy and support its global reach.

A thriving economy needs an entrepreneurial workforce able to lead innovation with excellence. We anticipate, understand, and respond to current and future workforce needs through our partnership with local employers in the public, non-profit, and private sectors.

We steward with integrity.

We respect our philanthropic partners' values and grow their investments. We channel philanthropy to where it is needed most and closely monitor its impact on the students we serve.

We strive for excellence.

We foster an inclusive, innovative, adaptable, and high-performing organizational culture. We ground our work in equity, trust, and diversity.



Fiscal Goals

2020 President's Task Force Funding Plan

The President's Task Force began meeting in February 2020 to identify the Foundation fundraising priorities. Its role was to review and rank a list of needs identified by the students, faculty, and staff of the college and help determine which needs are most likely to attract community support over the next several years. February and March 2020, the task force met three times. The results are reflected in this section.

President's Task Force Funding Plan Top Initiatives

1. Agriculture Business and Technology Institute (ABTI) student internships
2. Nursing and Allied Health Program expansion and new center
3. Computer Science Bachelor's degree program in three years (CSin3)
4. NASA Aerospace Academy and Coding for Salinas Valley Youth Project
5. Hartnell College and Grower Shipper Foundation Educational Fellowship
6. Academic Scholarships (Academic/Athletics areas, merit, and financial need)
7. Salinas Valley Promise
8. Agriculture Business and Technology Institute (ABTI) student leadership and outreach
9. Athletics
10. Fund for the Arts – creative skills for the modern workforce and a thriving community
11. Science and Math Institute
12. New Centers – seed funding for opening of new centers and King City expansion
13. Teacher Pathway Program
14. Women's Education and Leadership Institute (WELI) and Men's Institute for Leadership and Education (MILE)
15. Information Technology Center
16. Child care centers
17. Innovation funds
18. Career services
19. Child Development Center
20. Undocumented students
21. Guided pathways – college redesign
22. Speech and Debate Initiative
23. Student basic needs: housing and food security
24. Development of pathways and support services for nontraditional adult students
25. Full-time tenure track for disabled student programs and services counselor and bi-lingual learning disability specialist
26. Inmate education in partnership with Salinas Valley State Prison, Correctional Training Facility, Monterey County Jail, and Monterey County Youth Center
27. Online education and digital equity
28. Student support software

President's Task Force Funding Plan

RAISE \$30.5 MILLION BY 2025

Innovative Programs & Accelerated Completion Accelerate student completion and prepare students for transfer and/or employment through on-the-job training and skills-building.	Student Success Develop and expand educated citizenry in the Salinas Valley.	Salinas Valley STEM Program Provide learning opportunities to develop analytical and problem-solving skills that prepare students for current and future careers in science, technology, engineering and math.	Intercollegiate Athletics Provide advanced training for lifelong success: build healthy hearts, minds, character and bodies through athletic competition and academics.	The Arts Teach and develop creative skills for the modern workforce and a thriving community.	Expansion of Higher Education and Digital Equity Advance the education growth and development of vulnerable student populations through the expansion of the centers and by addressing the digital divide.
\$10.8 million	\$7.1 million	\$1.3 million	\$2.7 million	\$2.6 million	\$6.0 million

2025 FUNDING GOAL

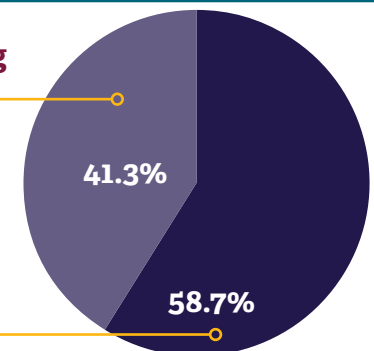
President's Task Force Funding Goal	\$30.5 million
Foundation Operations	\$3.6 million
<hr/>	
2025 GOAL	\$34.1 million
AND	
Grow Endowment to:	\$16.0 million

Asset Value December 31, 2020

Land	\$20.5 million
Endowment	\$14.8 million
Other Assets	\$10.8 million
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Total Assets Value:	\$46.1 million

Public Funding Sources

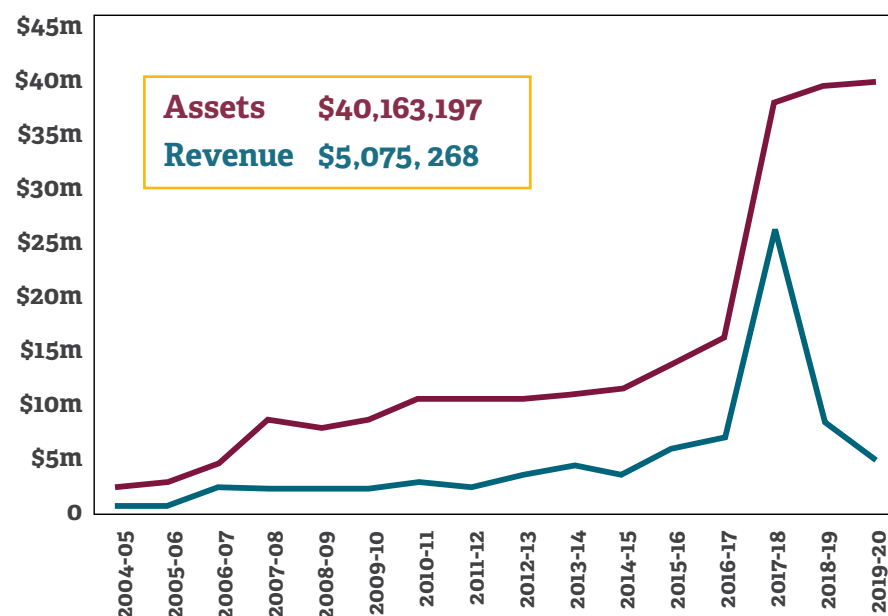
Private Donations



History of Hartnell College Foundation

Impact and Assets and Revenue Timeline

As of June 30, 2020



Milestones

2004-05 ■ ■ ■ ■ ■

- Foundation revenue primarily invested in scholarships

2005-06 ■ ■ ■ ■ ■

- Foundation invested in full-time Executive Director

2006-07 ■ ■ ■ ■ ■

- Monterey Peninsula Foundation and HSBC Foundation funded community room and new library technology
- Two bequests matured
- Scholarship endowed funds transferred from College to Foundation
- Investment Committee launched
- Science, Technology, Engineering and Mathematics (STEM) Internship Program convened first symposium

2007-08 ■ ■ ■ ■ ■

- Agriculture Steering Committee provided seed funding for Agriculture Business and Technology Institute
- Party in the Library (PITL) launched
- Two bequests matured

2008-09 ■ ■ ■ ■ ■

- Second development position added with PITL funding
- Construction Task Force provided seed funding for Center for Sustainable Design and Construction
- Science and Math Institute established
- Western Food Safety Summit established
- Office of Institutional Advancement established

2011-12 ■ ■ ■ ■ ■

- First Athletics Capital Campaign launched
- Women's Education Leadership Institute (WELI) Endowment launched
- The California Endowment provided seed funding for Health Pathway
- PITL tripled net revenue
- Hayward Family Foundation supported Center for Sustainable Design and Construction
- Two major public grants awarded through collaboration between Foundation and College Science and Math Departments

Milestones

- First 5 Monterey County supported Early Childhood Education (ECE) Career Pathway

2012-13 ■■■■

- The Tanimura Family Foundation provided seed funding for Research Internship Endowment
- New Respiratory Care Program launched
- NASA Science, Engineering, Mathematics, and Aerospace Academy (SEMMA) established PreK-12 STEM pipeline with 150 young students
- Field House is completed
- President's Task Force Funding Plan is adopted
- Claire Giannini Fund and First 5 Monterey County funded feasibility study and operations of Alisal Child Development Center (CDC)
- Coder Dojo launched (coding instruction)
- Andy Matsui generously funds millions of dollars in full ride scholarships for the three-year Bachelor's degree in Computer Science (CSin3) program

2013-14 ■■■■

- New growth phase for the Ag Institute
- Ag Steering Committee approved new Institute Director position

- First WELI forum launched
- Western Stage Capital Campaign launched
- NASA SEMMA created partnerships with school districts; private funding grows to serve 1,000 young students
- Hayward Family Foundation provided five-year funding for the Sustainable Design and Construction Center
- Alisal Child Development Center (CDC) and Early Childhood Development Program fiscal support grew
- Science and math programs' fiscal support grew
- Alisal Union School District and Salinas City Elementary District, Chevron, Nancy Buck Ransom funded K-12 STEM

2014-15 ■■■■

- New phase of the Ag Institute rolled out
- WELI endowment started
- NASA SEMMA Program grew to serve 5,000 young students
- Alisal CDC expanded
- Western Stage Capital Campaign raised momentum
- First-ever Sustainable Design faculty hired

- Scholarships and internships expanded to \$800,000 a year

2015-16 ■■■■

- Accreditation status reaffirmed
- Full-time equivalent students increased to 8.1%
- Degrees and certificates awarded increased 96.7% from 2011-12 to 2015-16
- Men's Institute for Leadership and Education (MILE) launched
- Panther Learning Labs launched
- Panther Prep Day launched in King City
- STEM Summer Internship Symposium celebrated ten years
- Janet Napolitano, former Secretary of the Department of Homeland Security, visited College
- New partnership developed with Salinas City Elementary School District to provide STEM education to 2,000 elementary students
- California Endowment provided \$1.5M to Health Pathway
- College voted Best Ag Educator for two consecutive years
- \$607,000 in scholarships awarded

- Teacher Pathway launched in collaboration with CSUMB with significant seed funding from Claire Giannini Fund

2016-17 ■■■■

- College was recognized for being Top Community College in the State to transfer underrepresented minorities to the UC System
- Number of STEM majors at College grew to 750
- Agricultural Business and Technology Institute, with support of the Ag Steering and its committees, expanded its offerings and increased number of students enrolled to 1,100
- First Music Scholars Program at College launched with the support of Jack Killian bequest
- Registered Nursing Program pass rates were 100% at first attempt
- Respiratory Care Program had a 100% exam pass rate and 100% employment after graduation
- CSin3 won the prestigious Innovation Award
- LA Times, Oakland Tribune, San Jose Mercury News, and other media across the state touted model for accelerated degree completion, low cost to student, and with significant academic support and industry readiness

Milestones

- Over \$750,000 in scholarships awarded
- NASA SEMAA, partnering with Hartnell College, grew from 150 students to 5,500 youth annually across 85 schools and eight districts
- San Ardo children sparked tremendous success at California International Airshow College's STEM Runway due to STEM program
- Seeded by Chevron, College's STEM Program grew from a vision of 100 students to 600 children and youth from low-income communities
- PITL celebrated 10th year
- Inaugurated the new STEM Center

2017-18 ■■■■

- The College District and Yes on Measure T Committee for the Future of Hartnell, led by Susan Gill, Kurt Gollnick, and Alfred Diaz-Infante, were successful in passing a bond measure that took the district to a new level of service and academic success
- Andy and Mary Matsui gifted 215 acres of land to Foundation, the largest gift recorded for a single community college in California
- K-12 STEM Programs continued to flourish in the Salinas area and South County
- Scholarships and internships funding reached \$873,434

- Allied Health Program received funding from Salinas Valley Memorial Hospital (SVMHS) to support the development of a pre-Physicians Assistant (PA) pathway
- AG Program received support from Driscoll's to establish Farmworker Education Program
- Western Stage receives support from Hewlett Foundation

2018-19 ■■■■

- Future Nursing and Health Sciences Workforce Program received investment of \$3,000,000 from SVMH
- K-12 Science and Math Institute and STEM Programs funded
- Scholarships and internships funded
- Center for Performing Arts Renovation Campaign completed
- Science Building Capital Campaign completed
- AG and related programs received support for ag tech and innovation from Bruce Taylor
- Allied Health-Faculty/Staff and Equipment funded
- Arts and Western Stage funded
- Bridging the Gap collaboration with feeder schools, CSUMB, and CSU Long Beach is funded by The James Irvine Foundation

- Athletics received support for equipment and uniforms
- Construction & Sustainable Design funded
- Campus Area Operational & Program support received

2019-20 ■■■■

- Largest dollar amount of scholarships awarded to date - \$964,000
- Salinas Valley Promise launched
- 5,000 children received 7-week program in coding or NASA academies
- Director of Innovation, Ag Program Faculty funded
- Over 700 students supported in completing early college classes
- Season productions and arts programming for youth, elderly, and the community-at-large supported
- Nursing Program ventilator purchased, and an additional faculty member funded
- Capital related renovation of the lobby, new ticket office, community atrium of the Center for Performing Arts concluded
- Athletics Program needs, including uniforms, travel, meals, and equipment for the training room, funded

- Teacher Pathway Program leader supported
- Teacher Pathway Program included 35 students - all received their teaching credentials
- Two labs in Science Building equipped with high-speed Wi-Fi
- Construction and Sustainable Design Faculty funded
- Career Hub Internships and Earn-As-You-Learn programs received second grant from The James Irvine Foundation
- Makers Space and Fab Lab equipment funded
- Physics and engineering equipment funded
- Parent Engagement Program funded

Unexpected Gift

A family tradition begins...

Alfred and Elvira honor parents with an endowed scholarship

Three years ago, Alfred and Elvira Diaz-Infante sat down with their family to discuss a way to honor Alfred's parents, Luis and Evelia, who immigrated to Salinas, California in 1961.

"I wanted to do something special," said Diaz-Infante about setting up an endowment to honor his parents. "It was important for my three children and the rest of the family to learn that thanks to my parents, they get to live here and have all the opportunities given to them."

Before his passing in 2020, Luis expressed that while he was unable to have extensive formal education, he was proud to see how much his four children and numerous grandchildren had achieved in their education and careers.

The Díaz-Infante Family Scholarship was established in 2017 to honor Luis and Evelia with a \$15,000 fund that will grow with annual family donations. The scholarships will be awarded to farmworkers, children of farmworkers, or low-income students pursuing degrees in business, engineering, health care, communications, or education.

"My wife and I wanted to create a culture of giving in the family," said Diaz-Infante.

Diaz-Infante has been a board member for the Hartnell College Foundation for the last 12 years. He is a Hartnell alum who transferred to Sacramento State University for his bachelor's and earned a master's at UC Berkeley. He is the President/CEO of CHISPA where he has worked for almost 30 years.

"Just like my in-laws, my parents Ruben and Elvira always said, 'la educación, nadie te la quita,' – 'no one can take an education away from you,'" said Elvira.

Elvira, a cancer survivor, works for the Language Development Center at Natividad School, where she helps immigrant children to adjust to a new language and a new curriculum.

Alfred and Elvira have been married for 31 years and have three adult children, Karina, Alexis, and Marcos, and are excitedly expecting their first grandchild in summer 2021.



Alfred and Elvira Diaz-Infante at their home in Salinas

"Just like my in-laws, my parents Ruben and Elvira always said 'la educación, nadie te la quita,' – 'no one can take an education away from you.'"

– Elvira Diaz-Infante

At the time this document was finalized, we learned of Alfred's sudden passing. We honor his memory with this story where he so proudly talks about his family and the legacy he leaves with the established family endowment. Alfred was also an integral part of the Strategic Planning Committee. The Hartnell College Foundation has established the Alfred-Diaz Infante Legacy Fund to honor him.

Diversity, Equity and Inclusion

Our role in making things right

Hartnell College has taken a leadership role to close the gap in diversity, equity, and inclusion. To this end, the College has formed the Racial Equity and Social Justice President's Task Force to strengthen the college district's commitment to and practices towards creating opportunities rather than barriers. The goals are to:

- Create a plan to gather disaggregated data to determine the state of equity in a class
- Develop a deeper understanding of the magnitude of the issue at hand
- Allow for this tool to be a source of information and empowerment
- To create a vision for the future

The Task Force will help cultivate sustainable cultures of inclusion and respect among the education centers, substantiated by evidence and supported with scalable and adaptable models of success towards a rigorous approach to systemic change.

One objective is to identify the social, economic, and cultural inequities that hold back male students of color. Another objective is to evaluate how faculty is representative of the community. Thanks to a generous community of donors, philanthropists, collaborators, and supporters, we are rich in resources, but resources are not always leveraged through a lens of racial equity.

“Under the President's task force on Racial Equity and Social Justice, we want to undertake an equity index by surveying the college to determine the status of all Hartnell College equity efforts for the purpose of

understanding where the college currently stands and for prioritizing specific action steps that need to be implemented,” said Jackie Cruz, vice president of advancement and development.

We assume this role seriously – not to provide a handout, but to better equip students for success, which is the ultimate goal for all students who walk through the doors.

Diversity, Equity, and Inclusion (DEI) is also an objective in the Foundation's Organizational Excellence priority.



Equality

Same support. Equal treatment is assumed.



Equity

Boosters are added as needed.



Justice

Everyone has access. Barriers to inequity no longer exist.

CONNECT

Strengthen the existing network of relationships and partnerships and forge new alliances to support student success.

1. Inspire the broader COMMUNITY to engage with Hartnell College and the Hartnell College Foundation.

- a. Design and implement a communications plan to create a clear understanding of the Foundation's critical role in student, College, and the community's success.
- b. Develop and implement an engagement plan for the expansion of center communities (North County and South County).
- c. Participate in mission-aligned collaborative initiatives – local (countywide, Salinas Valley, and North County), regional, state, national, and global.
- d. Develop relationships with local civic organizations.
- e. Communicate how the College advances diversity, equity, and inclusion.

2. Strengthen existing and cultivate new vibrant, lifelong relationships between Hartnell College/Hartnell College Foundation and DONORS – past, current, future.

- a. Implement a donor-centered communication strategy, focusing on the overarching Hartnell student success story and the donor's role in supporting that.

- b. Sustain and develop relationships with families that have a long-term presence in the community.
- c. Implement the donor appreciation strategy.
- d. Streamline the donor gift acknowledgment process and corresponding systems.

3. Cultivate lifelong relationships between Hartnell College/Hartnell College Foundation and STUDENTS – future, current, past.

- a. Continue to work with the College community on outreach efforts to include families, communities, and youth-focused organizations to encourage/support college readiness.
- b. Design and implement an engagement plan that fosters a culture of philanthropy amongst the College students.
- c. Implement a plan to advance an innovative Alumni Program.

4. Build enduring relationships with INDUSTRY and other stakeholders.

- a. Maintain ongoing awareness of industry trends and needs.
- b. Implement the Career Hub Blueprint to foster connection between industry and faculty/staff/counselors.

- c. Implement the Career Hub Blueprint to increase opportunities for work-based learning (e.g., internships).

5. Nurture strong relationships with HARTNELL COLLEGE departments, faculty, and staff.

- a. Implement a plan to strengthen and expand relationships with faculty and staff.
- b. Refine the communications plan to share the roles and successes of the Foundation throughout the College.

6. Develop thriving relationships with funding organizations and other influencers.

- a. Develop and implement an engagement plan to increase the Foundation's credibility and visibility with crucial foundations, public entities, and other influencers.

GROW

Cultivate and steward ample resources to support student access and success, raising a cumulative funding goal total of \$34.1 million by 2025.

Fiscal Goals

1. \$34.1 million by 2025
 - a. \$30.5m President's Task Force Funding Plan
 - b. \$3.6m Foundation Operations
2. In the top 35% of top-performing community college* Endowment Size per Full-Time Equivalent Students (FTES).
3. In the top 20% of top-performing community college Annual Contribution per FTES.
4. In the top 50% of top-performing community college Net Assets per FTES.

* The top-performing community college foundations are identified by the Council for Advancement and Support of Education (CASE).

Fiscal Strategies

1. Expand the ANNUAL INCOME STREAMS.
 - a. Maximize and leverage robust and diverse revenue generation through:
 1. Private donations (including bequests) from individuals, corporations, and philanthropic organizations (\$20 million [59%] by 2025).
 2. Public grant funding (\$14.1 million [41%] by 2025).
2. Grow SUSTAINABLE REVENUE STREAMS.
 - a. Grow endowment to \$16 million.
 - b. Update the Foundation Administrative Charges policy (last revised 2007).
 - c. Strengthen Planned Giving and Legacy Programs.
 - d. Maximize Matsui gift property earned revenue.



CATALYZE

Launch and support innovative initiatives that are relevant and impactful for students, industry, and the community.

1. Fund, develop, and launch INNOVATIVE INITIATIVES that are relevant and impactful for students, industry, and the community.

- a. Continue shepherding existing innovative initiatives at the College.
- b. Launch new innovative initiatives at the College.
- c. Continue to work with the College to support the development, launch, and integration of PreK-16 programs (college readiness, career pathways, and STEM).

2. Advance HOLISTIC SUPPORT for equitable student success.

- a. Launch task force to address students' basic needs.

3. Advance the principles of DIVERSITY, EQUITY, AND INCLUSION (DEI) at Hartnell College to realize the vision for student success.

- a. Support the College in facilitating the DEI President's Task Force.
- b. Advance the College's leadership position in the State as the standard-bearer of student access and outcomes.



EXCEL

ORGANIZATIONAL EXCELLENCE

Sustain outstanding performance levels by investing in human resources, technology, space, and relationships with stakeholders.

1. Integrate the principles of DIVERSITY, EQUITY, AND INCLUSION (DEI) in all aspects of Foundation, including operational systems and programmatic efforts.

2. Attract and retain EXCEPTIONAL STAFF.

- Assure adequate staffing for Planned Giving, Philanthropy, Communications, and Prospecting.
- Add one Full-Time Equivalent (Planned Giving).
- Add two Consultants (Communications, Prospect Researcher).
- Ensure the compensation package is fair, competitive, and sustainable:
 - Conduct compensation study.
 - Make adjustments as necessary.
- Identify and meet the professional development needs of staff.

3. Nurture a fully ENGAGED BOARD OF DIRECTORS as champions of student success.

- Embrace a culture of Board excellence and engagement.
- Cultivate the Board as the voice of the community, representing our diverse population.
- Maximize Board talents and connections with industry, local partners, and the broader community, strategically leveraging their expertise.

4. Invest in STRONG FISCAL STEWARDSHIP.

- Optimize the new financial software system.
- Maintain a record of unqualified audits.
- Support Matsui Leadership Gift Committee and the Investment Committee in response to acquisition and future use of Matsui land and endowment.
- Maintain a low ratio of Administrative to Program expenses.

5. Create a WORKSPACE that supports organizational excellence.

- Assess staff, Board, and stakeholder needs for work, meetings, and storage facilities to support operations.
- Develop and implement a multi-year facilities plan based on a needs assessment.

6. Formalize agreements and document PROCEDURES for organizational growth, stability, and effectiveness.

- Receive Board Approval to explore and negotiate a Memorandum of Understanding between the College and Foundation to clarify roles and relationships.
- Ensure that all needed Standard Operating Procedures (SOPs) are in place and up to date.

7. Optimize TECHNOLOGY to automate systems (processes, procedures, and policies) for organizational growth, stability, and effectiveness.

- Optimize the integration of systems through use analysis and staff training:
 - Financial software
 - Donor management
 - Data management
 - Electronic document software
- Build queries of annual data needs and solidify the collection and integration processes:
 - Donor relationships
 - Student-centered impact
 - Finance
 - Program outcomes
 - Market & labor data
 - Student basic needs
- Automate impact reports for the College and donors.
- Refresh and implement a process to evaluate all activities and prioritize high-impact activities.
- Monitor the Strategic Plan's relevance and implementation and redirect at regular intervals.

Nursing and Allied Health Program

According to Dean of Nursing & Allied Health, Debra Kaczmar, Ph.D., careers in health sciences continue to hold their essential role in the community and the world. The new Health Sciences building is scheduled to open on Main Campus this fall, allowing this program to expand even more and doubling the number of students with access to high-quality education.

The College is proud to have one of the best nursing and allied health programs in the country.

In-demand jobs with high pay

**Salaries for new graduates
\$91-132,000/year**

**82-88% of grads who wanted jobs
were employed full-time within
nine months**

**23% of the total number of
grads 2018-2020 did not seek
FT employment because they
were enrolled in BSN programs
or were raising families**

**2018 Test Pass Rate 100%;
2019 Test Pass Rate 100%;
2020 Test Pass Rate 96%**



Ag Business and Technology Institute

In 2007, Hartnell College, the Foundation, and the Agriculture Steering Committee launched the development of what we now know as the Agricultural Business and Technology Institute (ABTI) with a total of \$5.5 million in support from private funding and public grants. Since then, the ABTI has striven to ensure that students receive excellent, hands-on, state-of-the-art training and experience to meet local industry needs.

In Fall 2017, the ABTI Strategic Planning Committee developed key performance indicators to meet their strategic objectives over five years. In 2019, the ABTI surpassed expectations in all areas, including the number of degrees and certificates awarded per year, the number of students transferring to a California public university or private college per year, the graduate employment rate, and the number of internships per year. The ABTI has continued to grow with 337 degrees and certificates awarded from 2016-2017 to 2019-2020 academic years. In 2019-2020, 91 degrees and certificates were awarded. Of those, the Associate of Science for transfer in Plant Science has the most degrees and awards.

The Foundation's 2019 President's Task Force, chaired by Alfred Diaz-Infante (CHISPA) and Kurt Gollnick (Scheid Family Wines), identified a \$1 million proposal to support ABTI internships. Paid internships in the industry counter the challenge of agriculture students taking unrelated jobs to pay their bills and deepen their practical experience and relationships. Belen Gonzales, the Director of Job and Internship Placement, has developed a comprehensive employer guide to starting an internship program. She and her colleagues meet with students to ensure that they have the skills and knowledge to make their internship opportunity a success. Online engagement during COVID-19 has been so successful that it likely will continue when in-person services resume.

A 2019 gift from Taylor Farms for \$1.1 million will assist Hartnell College in establishing new pathways to a four-year degree and career readiness for students pursuing engineering and engineering technology. By investing in widened opportunities for students interested in engineering and technology, the company is paving the way for STEM-leaning students to use their skills in a high-wage, high-demand career in agriculture. One program being explored due to this gift is mechatronics, a multidisciplinary branch of engineering technology that incorporates mechanical, electrical, and other technological systems. A mechatronics program at Hartnell College would involve robotics, electronics, and communication, especially producing and handling fresh produce.

The ABTI will expand agriculture opportunities to the new Measure-T-funded Education Centers in Soledad and Castroville and the expanded center in King City. All centers will offer programs, particularly in agriculture. The Castroville Education Center, for instance, will house the Plant Science pathway program in partnership with CSUMB. At the same time, the King City Education Center, with its new lab facilities, will offer even more ag-related programs, including Mechatronics, chemistry (which will support Food Safety), and a certificate in Engineering Fundamentals.

The Agricultural Business and Technology Institute at Hartnell College provides collaborative, innovative, and practical career educational experiences to prepare skilled professionals for the dynamic, global agriculture industry.



Athletics: A Team Effort

Success is always a team effort. For Hartnell College Panther Athletics, that “team” includes student-athletes involved in 10 intercollegiate sports, coaches, Hartnell College staff, faculty, and administration, the Foundation, the Panther Athletics Council, and the broader Salinas Valley community. Building on a Strategic Plan for Athletics that focuses on areas of need, including academic support, equipment, travel, scholarships, and recruitment, we rely on this team to continue to foster student success.

The coaches and athletics staff are committed to supporting the success of the “whole” student-athlete. As a result, more than 80 percent of Hartnell student-athletes have transferred to four-year universities over the past decade. Student-athletes regularly reflect on their athletic program experiences and say that they are a different person than when they began their athletic and academic journey at Hartnell and that they have gained invaluable opportunities and relationships.

The legacy of incredible Hartnell athletics alumni and community members has enabled Hartnell College to support student-athletes in ways that the college could not do alone. One alumnus stands out particularly for their generosity. Salinas native and Hartnell football player in 1957-1958, Bill Elliot (with his wife, Barbara), donated approximately \$2,250,000 to support Hartnell Athletics. This generosity helped fund not only uniforms, equipment, team travel, and facilities but also the Bill Elliot scholarship program. This scholarship provides four transferring student-athletes selected from coaches’ nominations with a \$1,000 scholarship each year since Bill Elliot’s passing in 2019.

Each year, the athletics department and Foundation work together to recognize the lasting legacies of alumni like Bill and former coaches and volunteers at the Hall of Fame event. Inductees are honored with a plaque on the Hall of Fame wall of the Hartnell Gymnasium.

We are confident that Hartnell Athletics can still achieve more with support from the community, who will appreciate the impact on students and communities served.



“Not only did I make lifelong friends and meet people from other states that I would never have met otherwise, I also learned a lot of valuable lessons. I feel like the skills I gained through my two years were teamwork, work ethic and definitely more time management.”

**– Jesslyn De Anda,
Volleyball, transfer to
University of San Francisco**



Arts: The Virtual Choir is Created

Because of the pandemic, in March 2020, faculty were forced to figure out how to teach online and students were left to navigate the online learning platform. Classes in the arts that relied heavily on in-person learning needed to think fast!!

One such faculty member did just that. Sandy Rudo used old, rickety iPhones, iPads, lights, tripods, and anything else she could gather from her fellow faculty, friends, and family to assist students in learning and performing in the privacy of their homes. Students, alumnae, and community partners united their technical skills to electronically weave student voices and instrument playing to make it virtually appear as if they were singing together during their first spring virtual concert in 2020.

During the first concert, a plea for help led to writing a proposal funded by the 2019 Council for the Arts Gala for the Arts. This funding supported the virtual choir with updated video bundles that could be loaned out to students, enabling them to have the tools necessary to participate. Since then, the virtual choir has hosted successful creative virtual experiences, including Winter Choral Concert, 2020 Gala for the Arts, and the latest collaboration with the Monterey Bay Aquarium project, “Favorite Things,” featuring performances by Hartnell Singers.

The heroes of this story? Everyone! Students, for showing up, despite a lack of resources, confidence, or homes that were not conducive to singing in privacy. And for their willingness to step out of their comfort zone and sing by themselves. Sandy Rudo, who took a leap of faith and ventured into unknown territory, working tirelessly to connect students with the resources needed to stay involved. Lastly, the community, for embracing the choir with their technical assistance, voice, financial contributions, collaborations, and commitment.



“I’m so proud of our students! They rose to the occasion through extremely difficult circumstances to make for a truly unique and memorable experience in our music program.”

– Sandy Rudo, Music Instructor



CSin3: Opening a World of Opportunities

“I had an affinity for computers since 11,” said Anita Garcia, 29, a graduate of the CSin3 program at Hartnell College in collaboration with CSU Monterey Bay. For her, then recruiter, Melvin Jimenez, made it easy for Garcia to join the cohort in 2014. She had been at Hartnell for six years taking classes and this opportunity seemed best suited for her. “The statistic that really attracted me to this rigorous program was that of job stability,” she said. “It was a good fit.”

This three-year program offers an associate degree plus a bachelor’s degree in computer science. She received a \$30,000 scholarship from Andy Matsui, as did the rest of the cohort. Garcia is grateful to the Matsui Family for their generosity and kindness. “With all the resources available, they made it very difficult to fail,” she said. “We had tutoring, math enrichment, built-in study hours, study groups, summer programming, and more.”

While a student, she co-founded herScript, a club to support women wanting to enter a career in computer science. She taught code to girls, created outreach opportunities, and partnered with Digital Nest, Google, and Facebook to also produce a successful Hackathon at the CSUMB City Center (Steinbeck Center) in Salinas.

The long days and minimal social life during the program were worth it for Anita. She is a software engineer for the Department of Defense and continues to be involved at CSUMB to provide academic support and mentorship to CSin3 students. For her, it’s about giving back to help others achieve the level of success that she has reached in computer science. Garcia is helping to develop a curriculum and programs that assist students with job search, interview preparation, and an overall support system.

But this Salinas High alumna has other passions to share with youth in particular. “I enjoy teaching about personal finance,” she said. “I myself plan to retire early and share my tips with others so they can do the same.” She shares her findings about finance via her YouTube channel and on Instagram, where she has a solid following. In the near future, Garcia plans to teach at Hartnell College and start a family.

CSIN3 BY THE NUMBERS

The CSin3 program has successfully increased graduation rates of students from traditionally underrepresented backgrounds in computer science. In doing so, the program has facilitated upward socioeconomic mobility for the students by providing them with a clear pathway to high earning and in-demand jobs in the tech industry. This opportunity is incredibly important given that close to half of the families in the Salinas Valley are classified as low income.

■ **CSin3 has graduated five cohorts. Cohort 6 will graduate in spring 2021.**

■ **74% of students in cohorts 1-5 graduated in 3 years, and 3% graduated in 4 years**



Anita Garcia

“As someone who was born and raised in Salinas, I take great pride in our community and truly enjoy working with a program that contributes to the vitality of it. More importantly, I am incredibly proud of our students. Their perseverance and dedication to succeed and ultimately thrive in such a rigorous program is inspiring. Anita Garcia is a perfect example of this and encompasses the tenacious, resilient spirit we see in so many students. Anita truly is a remarkable individual who continues to dedicate her time mentoring students in the program. The success of the CSin3 program and our students depends on people like Anita who give back to our community.”

**– Mindy Sanchez-Ryan,
CSin3 Coordinator**

Response to Pandemic: Supporting Students in Success

Pandemic Response

In mid-March of 2020, the risks of COVID-19 forced students nationwide to transition entirely to online learning – a considerable challenge for many Hartnell students, less than 10% of whom had previously taken an online course. Nearly 2,000 students lacked personal access to a computer or a tablet. Many students also did not have access to the internet in their place of residence. These students had always relied entirely on the computers and technology provided on campus to succeed. In addition, the most vulnerable students needed not only devices and access to the internet but also crisis counseling services and emergency funds to support basic life needs.

The College and the Foundation decided to focus on two crucial goals: protecting students' health while successfully providing them with everything they need to transition to remote learning at home. Accordingly, Hartnell distributed approximately 1,500 loaner laptops and wireless hotspots to students. Many of these were purchased with funds donated to the COVID-19 Student Emergency Response Fund, which the Foundation established in April 2020.

The COVID-19 Student Emergency Response Fund began with seed funding of \$150,000 from the Foundation and received an additional \$250,000 in donations and grant support from more than 80 individuals and organizations throughout the community. In addition to the technology support, the contributions funded \$500 emergency assistance scholarships for 130 students not eligible for CARES Act support.

The pandemic highlighted two significant challenges facing Hartnell students: the digital divide and basic needs. The Foundation is thus planning to focus on those areas beyond the conclusion of the pandemic.

Online Education and Digital Equity

While Hartnell students, faculty, and staff put monumental effort into transitioning to online learning, it became apparent that many students face a digital divide that needs to be addressed, regardless of whether classes are virtual or in person. To that end, the Foundation is prioritizing online education and digital equity as one of its fundraising objectives. Aside from the distribution of laptops and hotspots to students, the pandemic has generated momentum towards developing the technological support systems that students require to succeed in their academic journey. This may take the form of an Information Technology Center, which would increase the capacity of the college to provide a wide range of IT services directly to students.

In 2019, the college received a \$500,000 state grant to fund specialized faculty training to improve online learning, quadrupling the number of Hartnell courses receiving the California Community College system's highest rating for online instruction. The college was awarded the money through the California Virtual Campus-Online Education Initiative (CVC-OEI). Courses are evaluated against standards established by the CVC-OEI. The evaluation includes providing clear connections between course content and learning objectives, thoughtful navigation and pacing of course material, strategic use of multimedia learning tools, ease of communication between students and online instructors, and the promotion of online support tools, such as a free 24-hour online tutoring service by NetTutor.

Basic Needs

The pandemic and the ensuing shelter-in place orders further exacerbated economic insecurity for many students and their families. Students that were already struggling to pay for their college education experienced layoffs and unemployment. Consequently, it became difficult for them to meet even their basic needs, such as food and housing, thereby increasing the risk that they would drop out of college.

While the Hartnell College Foundation created an emergency relief fund for students facing extra financial hardships due to COVID-19, it also recognized that this challenge is ongoing for many students, regardless of the status of the pandemic. With this in mind, the Foundation voted to establish a Basic Needs Committee that will focus on securing the resources necessary to help students meet their essential needs, so that they do not have to choose between feeding their families, keeping the lights on, or going to class.

The Hartnell College Foundation also took a major step forward in addressing student basic needs when it applied for, and subsequently received, a grant from United Way of Monterey County to provide rental and utility assistance to students and their families. The grant was awarded for a total of \$2,188,225 in March 2021, with the goal of reaching approximately 500 students or family members by the end of that calendar year.



New Centers and King City Expansion: Seed Funding for Opening

True to the promise of Measure T, a \$167 million voter-approved bond measure approved in 2016, the Hartnell Community College District has begun five major construction projects since fall 2019, with several completed by spring 2021. The five projects include:

- The construction of a new Center for Nursing & Health Sciences, a transformed central plaza landscaping, and classroom building renovation on the Main Campus.
- New Hartnell education centers in Soledad and Castroville.
- An expansion to add laboratories and double the size of the 18-year-old education center in King City.

Work on the Main Campus began in September 2019 as contractor Avila Construction started to tier and landscape the Central Plaza and modernize the classrooms on the second and third stories of buildings D and E.

In December 2019, construction started on a new two-story, 24,000-square-foot Center for Nursing & Health Sciences, situated on a former parking lot at the corner of Alisal Street and Homestead Avenue and facing the transformed Central Plaza. The new building's groundbreaking ceremony celebrated a \$3 million donation from Salinas Valley Memorial Healthcare System, whose name will be placed on the building. The gift will help fund new faculty to meet the region's growing demand for graduates in nursing, respiratory care, and emergency medical response. Scheduled to open in late 2021, the Nursing Center will expand student

capacity and provide a flexible, state-of-the-art teaching environment for all college programs.

Work on Building D, including a new exterior elevator, was complete by Fall 2020. The two buildings' combined work will provide eight newly modernized classrooms, including one "super" classroom seating up to 65 and renovated restrooms, and a new interior elevator in Building E.

The Measure T Bond also funded the expansion of the King City Education Centers and the two new centers in Soledad and Castroville. A groundbreaking ceremony for the 16,750-square-foot Soledad Education Center on the southwest corner of Metz Road and Orchard Drive was held on November 8, 2019. Groundbreaking for the 12,500-square-foot expansion in King City was on December 3, 2019. Both projects include wet and dry science laboratories, Student Success Centers, and community rooms.

Construction on the new 13,750-square-foot Castroville Center on Merritt Street just east of Highway 1 started in fall 2020, following design approval by the Division of the State Architect.

Like its counterparts, the single-story building will have three classrooms, two science laboratories, a success center, and a community room. The project is a \$10.56 million design-build partnership between contractor Dilbeck & Sons Inc. and InStudio Architecture (ISA), both based in Salinas.



King City



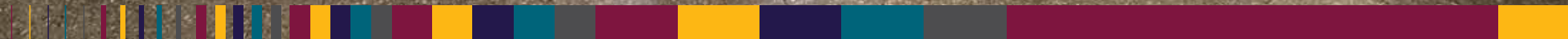
Soledad



Interior at King City Education Center

This major expansion of Hartnell College and its facilities would not be possible without the community's involvement and the support of the donors. The Hartnell College Foundation especially thanks those listed to the right for their generosity in supporting the centers' operations so that scores of current and future students can better access quality education for generations to come.

Salinas Valley Memorial Healthcare System
Tanimura Family Foundation
Harden Foundation
Sally Hughes Church Foundation
Huntington Farms
Andrew and Phyllis D'Arrigo Charitable Foundation
David & Susan Gill
Monterey Peninsula Foundation
Anonymous, Carmel Capital Management L.L.C.



The Salinas Valley Promise

The Salinas Valley Promise is a comprehensive, large-scale college completion and leadership development program led by the Office of Equity Programs. It was developed by a committee of community leaders and college staff and established in partnership with the County of Monterey and four Salinas Valley cities. The Promise program provides first-time, full-time college students with critical resources to enroll, persist and complete college to foster a more vibrant, prosperous, and secure community.

The program's model was inspired by the award-winning Women's Education and Leadership Institute (WELI) and the Men's Institute for Leadership and Education (MILE). Combining leadership, personal development, mentorship and financial incentive for re-entry students, these programs have resulted in great outcomes for their annual cohorts of 25 women and 25 men. The goal of the Promise committee was to scale these programs in hopes that more students would benefit from this critical support.

In Fall 2018, the Salinas Valley Promise program was piloted by providing tuition waivers to approximately 100 students. Since then, the program has expanded to serve more than 600 students in 2019 and more than 1,000 in 2020, with the full range of the program's benefits, including tuition waiver, a laptop or book voucher, a leadership institute, the cohort learning experience, and peer, industry and community mentorship. This program would not have been possible without the partnership established between the County of Monterey and four Salinas Valley cities, which have provided over \$500,000 in annual funding.

Hartnell enrollment data shows a 3% increase from local high schools from the 2019 to the 2020 school year, and a 20.8% increase in students who enrolled full-time. The increase in enrollment of full-time students is significant because full-time students transfer to a university or complete a certificate or a degree at a higher rate than part-time students. Studies conducted for Promise students in 2019-20 showed that first-time, full-time Promise students were more likely to succeed than first-time, full-time non-Promise students. Promise students in 2019-2020 were also much more likely to persist from fall to spring semesters than non-Promise students.

Hartnell College Foundation aims to serve as many students as possible through the Promise by providing every student the opportunity to receive the kind of wrap-around services and access to technology they need to succeed and thrive.



Alumnus Funds Scholarship

Respiratory Care Practitioner Gives Back

Edy Antonio Jr. is living the life he hoped for as a 2018 Hartnell College graduate in respiratory therapy, and he has immediately invested his good fortune to help other students like him. Antonio works full-time at Community Hospital of the Monterey Peninsula (CHOMP) and part-time at Salinas Valley Memorial Hospital (SVMH). He and his fiancé have a 6-month-old son.

This first-generation college student from Salinas has funded an annual scholarship program for other respiratory care students at Hartnell, presenting the first two \$500 checks earlier this month.

“I had a lot of mentors growing up, and they said, ‘If you’re able to, the best thing you can do is always give back to those who have helped you get to where you are,’ Antonio said. “So that’s what I’m trying to do here, give back to the program that got me to where I am – a program that got me to where I’m financially stable and happy with my career.”

Antonio has set a goal to increase his scholarship giving in future years, including possibly expanding it to support students at other community colleges in the region with respiratory care programs. The 2021 scholarship recipients, selected by Antonio, are first-year student Andrea Figueroa Pizano and second-year student Lizette Mota Ramirez.

“Edy’s decision to fund an ongoing scholarship is a testament to the quality of education he received at Hartnell and the opportunities we provide for our students,” said Hartnell Governing Board President Erica Padilla-Chavez. “It also speaks to the tremendous desire of our graduates to make a difference in their communities and the world.”

Antonio traces his career path back to participation in science clubs at North Salinas High School, where he graduated in 2012. That led to volunteer positions at SVMH and Natividad Medical Center. He started with jobs in visitor reception and the gift shop, but he moved into support roles for the emergency room at both hospitals.

The job has proven to be even more rewarding than he expected, allowing him to keep learning advanced procedures while meeting the challenges of COVID-19, including managing respiratory care for as many as seven patients at once.



“People would say [before the pandemic], ‘Respiratory therapist, what’s that?’ And now it’s all over the news, ‘Thank you to the respiratory therapists; they’re managing the ventilators that are keeping people alive.’”

– Edy Antonio Jr.

The Teacher Pathway Program

Preparing the Teachers of Tomorrow

With seed funding from the Claire Giannini Fund and under the leadership of Betsy Adler, the Teacher Pathway Program (TPP) inducted the first cohort of future teachers in 2016 at the King City Education Center. This collaboration with CSU Monterey Bay seeks to sow the next generation of teachers who wish to work in Monterey County and minimize the teacher shortage affecting the region and the State.

Teacher Pathway Program by the numbers

- 91% of Teacher Pathway Program students are Latinx
- 93% come from low socioeconomic background and experience financial hardship

Graduation rates for active students

- 75.86% receiving AA-T in 2-year timeframe
- 100% receiving AA-T in 3-year timeframe

Cohort 1:

- 85% earned their BA in 4-year time frame and 54% are in credential program

"The latter number is much lower due to the impact of the pandemic, with many delaying entry into the credential program," said Director of Academic Affairs, Jihan Ejan.

Cohort 2:

- 89.65% received AA-T in 2-year timeframe
- 96.5% received AA-T in 3-year timeframe

Cohort 3:

- 91.6% received AA-T in 2-year timeframe



“The Teacher Pathway Program truly understands the challenges that their students face and are continuously working to close the opportunities gap that exists for students today, especially first-generation students. I have greatly benefited from the Professional Development workshops offered with TPP. It is because of the skills they helped me develop in the program that I was able to pass my CBEST exam on my first attempt as well as gain unique insights into teaching strategies.”

– Mayra Gonzalez, Greenfield, CA
Cohort 1, in Credential Program

The People: Trustees, Board, and Committees

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Trustee, District 2

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Trustee, District 3

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Candi DePauw
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President Board Secretary

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2021 Hartnell College Foundation Board of Directors

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College Foundation

Committees

Ag Steering Committee

Audit Committee

Basic Needs Task Force (new)

Council for the Arts

Executive Committee

Finance Committee

Gala for the Arts (sub)

Hall of Fame Committee

Investment Committee

Legacy Committee

Men's Institute for Leadership
and Education (MILE)
Committee

Nominating Committee

Panther Athletics Council

Party in the Library Committee

President's STEM Task Force

Salinas Valley Promise
Committee

Women's Education and
Leadership Institute Forum
Committee

Scholarship Funds List

We are so thankful to all donors who care about our students in an intentional way.

AAUW/MPB Scholarship Program
Adam and Norman Ko Memorial Scholarship
Alex & Sterling Martin Fund
Alexis Claire Martin Memorial Scholarship Fund
Alexis David Brisson Memorial Scholarship Endowment
Alfred C. Hackney Scholarship
Alfred Diaz-Infante Legacy Memorial Scholarship Endowment
Andrew & Phyllis D'Arrigo Scholarship Endowment
Andrew Fernandez Food Safety Scholarship Endowment
Arvin Smith Memorial Scholarship Endowment
Associated Students of Hartnell College Scholarships
Athletics Emergency Scholarship
B.L. "Pete" Boroughs Memorial Scholarship Endowment
Bill T. Maker III Memorial Scholarship Endowment
Boronda Fund
California Rodeo Fiesta Day Scholarship Endowment
Center for Photographic Art Scholarship
Charles Atwood Memorial Scholarship
CHISPA Scholarship Endowment
Chris & Elizabeth Adams Endowment for the Study of Political Science
Claud W. Coburn Memorial Scholarship Endowment
Coach Dick Voris Memorial Scholarship
Community Hospital Of the Monterey Peninsula Nursing Scholarship
Confidence Lodge #110 Free and Accepted Masons Scholarship Endowment
Corral de Tierra Rotary Club Scholarship
Darwin G. Peavy Memorial Scholarship Endowment
David M. Williams Memorial Scholarship
Debbie Savino and Maureen Wruck Endowed Scholarship Endowment
Diaz-Infante Family Scholarship Endowment
Don Crawford Memorial Scholarship Endowment
Donald and Barbara Hart Memorial Scholarship Endowment
Dorcas Davenport-Brown Memorial Scholarship Endowment
Dorothy and Elmer Eade Memorial Scholarship Endowment
Dorothy Middaugh Wallace Scholarship Endowment
Ed Adams Memorial Scholarship Endowment
Eileen Volpatti Rice Memorial Scholarship Endowment
Eleanor Perry Memorial Scholarship Endowment
Elizabeth J. Buckley Memorial Scholarship Endowment
Emmett Linder Agriculture Scholarship Endowment

EOPS Program Scholarship Endowment
Eperjesi Martinez Obstetrical Nursing Scholarship
Eugene & Ercia Harden Memorial Scholarship Endowment
Fay Griffin Memorial Scholarship Endowment
Frank W. Snell Memorial Scholarship Endowment
Gary Shaw Memorial Scholarship
Gary Tanimura Agriculture Scholarship Endowment
George Tanimura Memorial Scholarship Endowment
Grower-Shipper Association Scholarship
Hartnell Dreamers Scholarship
Hartnell General Endowed Trust Scholarship
Heidi Correa Ramirez Memorial Scholarship Endowment
Helen E. Bosse Memorial Scholarship Endowment
Henry J. Willis Memorial Scholarship Endowment
Herbert Jones/Jose Partido Memorial Scholarship Endowment
Howard L. Morse Memorial Scholarship Endowment
Independent Order of Odd Fellows Gonzales, CA Scholarship Endowment
J.C. Matalon Memorial Scholarship Endowment
J.M. McDonald Scholarship Endowment
Jack R. & Olivia B. Killian Scholarship Endowment
Jack R. & Suzanne W. Killian Scholarship Endowment
Jane Perkins McKay Scholarship
Jay Charles Culver Memorial Arts Scholarship Endowment
Jennings Memorial Scholarship Endowment
Jesse and Ellen Knight Memorial Scholarship Endowment
Jessica McKillip Scholarship Endowment
Jim Johnson Memorial Scholarship
John & Betty Hathaway Memorial Business Scholarship Endowment
John & Lois McFarlane Scholarship Endowment
John Inman Memorial Scholarship Endowment
John Silveira Health and Peace Nursing Scholarship Endowment
Jonathan Werth Memorial Scholarship Endowment
Joseph Emil Martinez Memorial Scholarship
JT Healthcare Uniforms Scholarship
Julie Wong Gin Asian – American Women's Scholarship
June Handley Memorial Scholarship Endowment
Kim Kelley Memorial Scholarship
Laura Tull, Walter Pike Austin, and Henrietta T. Austin Scholarship Endowment
Leon Amyx Memorial Scholarship Endowment
Maira Cruz Nursing Scholarship

Marcelle Villani Memorial Scholarship Endowment
Marilyn Andrews Memorial Scholarship
Marjorie Ottens Sturgeon Memorial Scholarship Endowment
Milton LaFranchi Memorial Scholarship Endowment
Mr. & Mrs. Peter Mercurio Scholarship
Nathalie Clark Memorial Scholarship Endowment
Neil Ledford Agriculture Scholarship Endowment
Newton Family University Pathway Scholarship Endowment
Pando Family Fund
Paul Davis Partnership Scholarship
Pennies from Heaven Scholarship Endowment
Pessagno Memorial Scholarship
Phoenix Alliance Scholarship
Physics Scholarship Endowment
Respiratory Care Scholarship
Robert Anderson Memorial Scholarship Endowment
Robert Browning Memorial Scholarship
Rolando Garcia Memorial Scholarship Endowment for the Arts
Rosendale – Hartnell Scholarship Endowment
Ryan J. Sparks Scholarship Endowment
Salinas Concert Association – Anne Harder Memorial Scholarship Endowment
Salinas Valley Federation of Teachers – Retirees Scholarship
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Matsui Dedication

The Hartnell College Foundation Board of Directors and the Strategic Planning Committee dedicate this plan to Andy Matsui

Andy Matsui, a floral entrepreneur, and philanthropist who passed away in December 2020, will be long remembered for support that transformed the lives of hundreds of Hartnell College students and will benefit countless more for decades to come.

Matsui was a multimillion-dollar founding scholarship donor to the Computer Science in 3 (CSin3) program, a degree partnership between Hartnell and Cal State Monterey Bay (CSUMB). That groundbreaking initiative, begun in 2013, is acclaimed for its success in graduating women and minority students, who have long been underrepresented in computer science and other STEM-related fields.

In 2017, the Matsui Foundation gifted 215 acres of farmland in northeast Salinas to the Hartnell College Foundation. The property's estimated value in excess of \$20 million makes it the largest gift to a California community college and among the largest ever across the United States. The land's farm lease income continues to benefit CSin3 students, and its eventual sale for housing development promises to make a historical impact on the college and its future students.

Matsui, 85, was born into a traditional farm family in rural Nara Prefecture, Japan. He immigrated to California in 1964 with Mary, his wife of 62 years, and the first of their four children after having earlier visited the state on a yearlong farm training program.

The Matsui's established their nursery outside Salinas in 1969 and went through several floral product transformations over the decades, culminating in a move to orchid production in the mid-1990s. The company now maintains 2.4 million square feet of greenhouses.

In 2004, the family established the Matsui Foundation to support underserved students' educational aspirations in the Salinas Valley and Monterey County. To help students and encourage them to live and work in the Salinas Valley, Matsui subsequently sparked the establishment of CSin3, the Hartnell-CSUMB degree program. He never lost sight of how good fortune and the support of others helped his success.



Andy Matsui

“His life and achievements far exceeded anything he could have imagined as a young farmer in rural Japan. You can honor his memory by supporting another striver.”

– Matsui Family



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– Jackie Cruz

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– Martha Haro, CSU Monterey Bay

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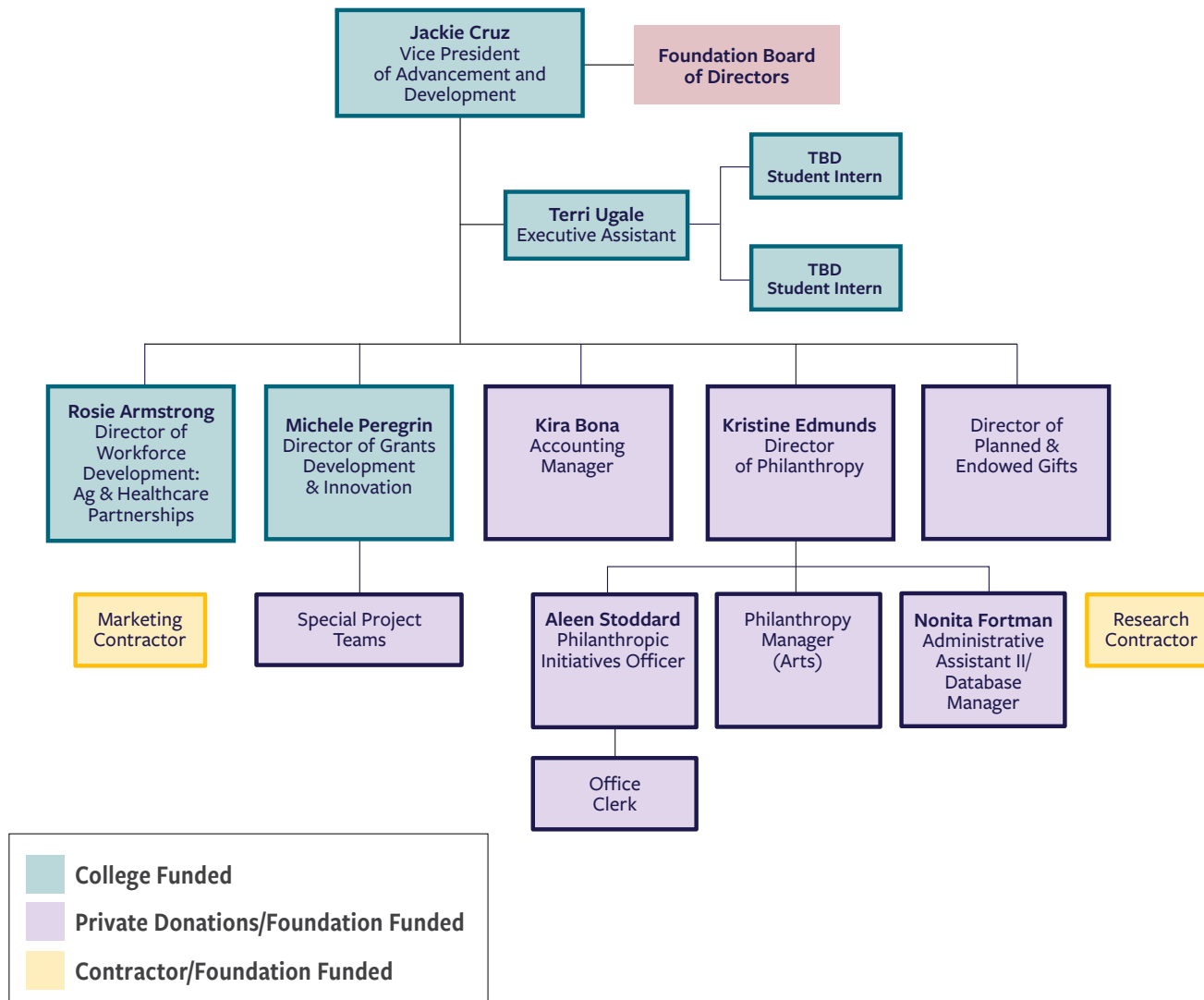
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Bruce Pittenger
Lucy Pizarro
Plasco Energy Group
Greg and Winoma Plaskett
Joanne Pleak
Ligia Polio
Mary Anne Polson & Catherine Flores
Martin
Poppy Wines
John and Jeanne Pryor
Stan and Jamie Pura
R. C. Packing, LLC
Rain for Rent
Enrique and Hilda Ramirez
Mary Wright Rana
Susan Ratliff
Sagayamary V. Rayappan
REFCO Farms, LLC
Eric Regnier
Retired Teachers Chapter
Joseph Reyes
Marina Reyes
Deana Reyna
Alex Reynoso
River Ranch Fresh Foods, LLC
David Robinson and Brooke D. Robinson
Elliott C. Robinson
Nikki Rodoni
Ariana Rodriguez
Carlos Rodriguez
Dr. Orlando and Isabel Rodriguez
Ernesto Rodriguez
Heather Rodriguez
Janet Roggers
Rotary Club of Corral de Tierra
Col. Robert Rowland
Cesar Rubalca
Alison Ruday
Dr. and Mrs. Neil Rudo
Virgen and Roberta Ruiz-Camacho
Sabor Farms
Salad Savoy Corporation
Salinas Armature and Motor Works, Inc.
Salinas Jaycees
Salinas Rodeo Rotary Club Foundation
Salinas Rotary Club
Salinas Steinbeck Foundation
Salinas Valley Business Women's Network
Salinas Valley Half Marathon
Salinas Woman's Club
San Bernabe Vineyards
San Jose Sharks
Mark Sanchez
Sara Sanchez
Santa Fe Trust
John E. Sartori

Save Mart
Jeff Schmidt
Gus and Ann Scourges
SCS Global Services
Scudder Roofing Company
Jon Selover
Bob and Michele Sheehan
Karen and Thomas Shepherd
Robert Silva
Julia Silveira
Mark Sindel
SJ Ferrante Builders, Inc.
Gaylord Smith
Jason and Jennifer Smith
Kim Snowden
Sobieski Vodka
Softlaw, Inc.
Jesse and Alice Soliven
Southern Wine and Spirits
Southwest Chapter American Association
of Airport Executives
Spin Recruitment Advertising
Star Care Pharmacy

Appendix

Hartnell College Foundation and Office of Institutional Advancement Organizational Chart



Staff

Rosie Armstrong
Director of Workforce Development

Kira Bona
Accounting Manager

Jackie Cruz
Vice President of Advancement & Development

Kristine Edmunds
Director of Philanthropy

Nonita Fortman
Administrative Assistant II/
Database Manager

Michele Peregrin
Director of Grants Development & Innovation

Aleen Stoddard
Philanthropic Initiatives Officer

Terri Ugale
Executive Assistant



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