Your Goals. Your College.
Mission

Our mission is to ensure student success, create seamless transitions, and enrich the quality of life in the communities we serve.

Vision

San Jacinto College will be the leader in educational excellence and in the achievement of equity among diverse populations. We will empower students to achieve their goals, redefine their expectations, and encourage their exploration of new opportunities. Our passions are people, learning, innovation, and continuous improvement.
**Integrity: Ethical and Professional**

“We act in ways which instill confidence and trust.”

**Excellence: In Everything We Do**

“We achieve quality results in everything we do.”

**Accountability: It’s Up to Us**

“We take responsibility for our commitments and outcomes.”

**Innovation: Lead the Way**

“We apply our knowledge, skill, insight, and imagination to recognize opportunities, solve problems, and recommend new solutions.”

**Sense of Community: Caring for Those We Serve and Ourselves**

“We demonstrate genuine concern for the well-being of our students, our community and ourselves.”

**Student Success: Our Ultimate Measure**

“We enable students to achieve their goals.”

**Diversity: Celebrate the Differences**

“We celebrate the diversity of ideas and cultures.”

**Collaboration: We Work Together**

“We work together for the benefit of the college.”
Paving the road to student success must be captured in the planning processes of every institution of higher education. The purpose of strategic planning is defined in the word: planning. To plan is to anticipate trends and determine the best strategies to achieve a synergy around our organizational goals and objectives.

At San Jacinto College, our strategic planning process began in November 2009, as our Board of Trustees and Strategic Leadership Team held two retreats to refine our vision and mission statements and to anchor our strategic goals. The process continued with all full time employees participating in a College Community Day in February 2010. The day centered first on data reports and then moved to focus groups to determine innovative ideas for improving student success and in achieving the goals established by the Board. The feedback from this day was captured, and a team of employees synthesized the ideas into several key themes which were then refined and developed as actions and priorities covering a three-year scope.

This process provided the framework to advance the College’s mission, vision, values, and goals. The College’s four strategic goals are: Student Success, P-16 (preschool through grade 16) pipeline, Workforce and Economic Development, and Our People. The overarching goal of San Jacinto College is student success. The strategic plan will be accomplished as each department, division, and employee of the College specifically takes action to better meet the needs of our students and our internal and external communities. Our focused actions in every area of the College must be in alignment with the goals and strategies of our strategic plan – it must guide our actions including how resources are allocated and prioritized. Thus, we will work smarter on the right things at the right times to fully execute our strategic plan.

The accomplishment of our College goals will not happen by themselves; rather, they will happen only with conscious effort, hard work, and innovation on the part of all employees. Through this planning process, we are paving the road for student success through concerted and collaborative planning. Together, we will help students reach their educational goals as we intentionally move forward as one college centered on student success.

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San Jacinto College District operates as one college with multiple campuses, centers, programs, and services. Common policies and procedures and consistent business practices guide the organization. The synergy is apparent. Concern is for the whole. Competition between the individual units, departments, or functions is not part of our values. Decisions and actions are data informed answering the ultimate question, “How does this improve student success?” We celebrate our accomplishments and successes together.

As one college, we embrace learning. All members of the college community are responsible for student success. Those in the classroom facilitate learning, while maintaining the highest standards of quality. We all share the responsibility to provide students with the best environment and support available so that students can concentrate on learning. We are charged with ensuring excellence in everything that we do and addressing challenges directly.

The focus of the San Jacinto College Strategic Leadership Team (SLT) is on the strategic direction of the institution. Each member of the SLT serves in multiple leadership roles but the priority role must always be to the college-wide focus, “What is best for the San Jacinto College community as a whole?”

The focus of the campus leaders is to foster teaching and learning and student success. The campus leaders endeavor to identify new ways and programs to serve the community and to promote creative methods to engage faculty and staff. The campus leaders challenge the status quo, promote academic excellence, and ensure consistent quality and service levels among campus’ operations.

The focus of the district leaders is to provide support services to the campuses and to assist campus leadership in facilitating the teaching and learning enterprise. The district leaders are partners with campus leaders in creating solutions and establishing a climate of continuous improvement. All services provided to the campuses are based on mutually agreed upon service levels and requirements.

The focus of the chancellor is to develop, in conjunction with the Board of Trustees, the College’s external and internal strategic vision. The chancellor stimulates creativity, fosters opportunities for success, and communicates the shared vision.

All executive leaders test the robustness of assumptions and logic while exhibiting a college-wide perspective and understanding of issues, processes, policies, practices, and resources. When working with their direct reports, executive leaders direct and guide an understanding of this unified perspective. Each leader facilitates communication with peers, constituencies, and the college community. The College’s values guide the organization’s culture and character. Each leader fosters a climate that is consistent with these core values.
Underlying the Plan are five assumptions that relate to a one-college approach, resources, institutional research, technologies, and communication.

**One-College Approach:** The Plan assumes that the College operates as one college with multiple campuses, centers, programs, and services. Common policies and procedures and consistent business practices will guide the College as the Plan is implemented. Leaders of the College may serve in multiple leadership roles but the priority role must always be to the college-wide focus, “What is best for the San Jacinto College community as a whole?” We will focus on providing students with a consistent, quality educational experience across all locations, programs, and services.

**Resources:** The Plan assumes that the College will allocate and repurpose funding sources to adequately support the initiatives and strategies in the Plan. It is also assumed that the College will leverage resources to adequately support the strategies and initiatives in the Plan by exploring and actively seeking additional funding sources.

**Institutional Research:** The Plan assumes that the College will support the institutional research functions necessary to develop and assess the strategies and initiatives in the Plan. We will continue to embrace data-informed decision making; it is assumed that decisions and actions must answer the ultimate question, “How does this improve student success?”

**Technologies:** The Plan assumes that the College will acquire and utilize appropriate technologies to support and advance the strategies and initiatives in the Plan.

**Communication:** The Plan assumes that the College will develop and disseminate information necessary to implement, support, and advance the strategies and initiatives in the Plan. Such communications will be open and transparent and will require active participation by all employees.
Goal 1: Student Success

San Jacinto College will provide high quality educational programs and support services to students that will increase the opportunity for students to explore, define, and reach their educational and career goals. We are dedicated to addressing the challenges of students, from those in college preparatory courses to those in Honors courses. We will connect our students to the appropriate college resources and support services, along with providing a supportive learning environment based on the commitment of our quality faculty and staff members. We will provide innovative methods of course delivery, teaching practices, and delivery times. Our progress, focused on creating equity and closing achievement gaps for our diverse student body, will be evidenced by data.
Strategy 1: Institutionalize the Achieving the Dream strategies to improve student persistence and successful completion rates and to reduce achievement gaps among student groups.

Strategy 2: Become a recognized leader in the quality and availability of alternative delivery offerings.

Strategy 3: Ensure a supportive and rigorous teaching and learning environment from the classroom experience to an effective array of student support services, including personalized academic and career planning.

Strategy 4: Align courses and curricula from college preparatory through transfer courses.

Strategy 5: Maximize success in college preparatory courses.
Goal 2: P-16 Pipeline

San Jacinto College will take an active role in supporting the P-16 (preschool through grade 16) pipeline throughout our service area in an effort to create career and educational pathways thus providing for a sustainable community. We will strive to create seamless transitions among levels and institutions throughout the pipeline and will motivate learners to expand their educational aspirations. We will look for innovative methods and partnerships to facilitate the participation and achievement of the diverse populations of our communities.
Strategy 1: Lead and strengthen the efforts for a regional P-16 approach.

Strategy 2: Expand high school partnerships in an effort to create a college-going culture of first-time-in-college students who are academically prepared for rigorous programs of study.

Strategy 3: Create a robust University Center at each campus.

Strategy 4: Develop and enhance seamless articulations with baccalaureate-granting institutions for associate degree graduates.
Goal 3: Workforce and Economic Development

San Jacinto College will provide innovative and relevant solutions that strengthen our region’s economy and workforce competitiveness. Our career and technical education programs will respond to employer and employee training needs and will provide pathways for employment opportunities and advancement. We will pursue new training opportunities in the growing areas through active business and industry partnerships.
**Strategy 1:** Create Centers of Excellence and develop requisite funding and timelines for implementation.

**Strategy 2:** Expand regional partnerships and connections to enhance the breadth and image of workforce training programs with students and employers.
Goal 4: Our People

San Jacinto College is committed to recruiting, developing, and retaining quality and diverse employees who are passionate about our educational mission. To meet the needs of our communities, the College requires exceptional levels of performance, achievement, and teamwork. Through a commitment to professional development and learning, the College assists employees in expanding their knowledge, creativity, and capabilities. Each faculty member, staff member, and administrator has a responsibility to be accountable for his or her behaviors and job performance, which requires a system that clearly defines expectations, responsibilities, accomplishments, and recognitions. We are intentional in the development of effective leaders throughout the College; we realize they are the foundation for the college’s innovated responses to challenges and opportunities.
Strategy 1: Implement meaningful recognition, reward and benefit programs that support the highest level of affiliation by employees to the College.

Strategy 2: Attract, select, and retain high-performing and diverse talent.

Strategy 3: Create a culture that embraces change readiness, high performance, teamwork, and increased individual and organizational productivity.

Strategy 4: Build an agile organization to ensure successful execution of the College’s strategic plan.

Strategy 5: Create a learning organization to build competitive advantage through long-term opportunities for development and advancement within the College.
Your Goals. Your College.
Strategic Plan
2010-2013