

San Jacinto College

Strategic Plan

2012 - 2013 Annual Priorities

Note: The Strategic Plan (goals and strategies) for San Jacinto College was developed for 2010 through 2013. This supplement represents the annual priorities for 2012-2013 under the Strategic Plan.

Goal 1: Student Success

Strategy 1: Institutionalize the Achieving the Dream strategies to improve student persistence and successful completion rates and to reduce achievement gaps among student groups

Annual Priorities

1. Redefine programs for special populations, including objectives, processes, course offerings, orientations, staffing, and enrollment goals. Focus on: Honors Program, Men of Honor Program, N2L (Never Too Late program for older, returning students), service learning, and Phi Theta Kappa.
2. Convene focus groups of Student Success course faculty and students to discuss course delivery, instruction, and advising components and when required for First Time in College (FTIC).
3. Develop plan and cost analysis for infusing student success content and financial literacy information (per federal guidelines on gainful employment requirements) into Level 1 certificate programs.
4. Strengthen the culture of evidence through review of institutional and campus structures and processes by the Institutional Effectiveness Council, creating subcommittees to address gaps in the institutional assessment framework, data collection, and reporting processes.
5. Review tutoring center proposal, relative to staffing, tutor pay and certification, and overall coordination, to ensure college-wide alignment and plans for alignment where needed.

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

Annual Priorities

1. Implement a pilot for Distance Learning (DL) orientation and identify baseline necessary for student success.
2. Implement DL web/portal site.
3. Implement mobile access to Learning Management System (Blackboard) for student use and develop baseline usage statistics.
4. Lead the DL Data Team (subcommittee of the IE Effectiveness Council) to systematically evaluate DL student success data.

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5. Work with Continuing and Professional Development to define DL needs and develop plan to support in the future.
6. Expand fully online offerings.
7. Expand participation of faculty and increase the number of peer reviews conducted through the Quality Matters initiative by 20% each.

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.

Annual Priorities

1. Assess the appropriateness of academic and technical degree plan structures, majors, and related requirements in conjunction with transfer and bachelor's degree requirements and recommend appropriate revisions.
2. Expand the number of faculty involved in the Quality Enhancement Plan (QEP) by developing a professional development program through the Center for Excellence in Teaching and Learning (CETL) that builds on identified successful faculty development and instructional delivery strategies from QEP work, so that all full-time faculty will be familiar with and engaged in some level of QEP strategy by 2013-14.
3. Align processes to analyze course schedule for efficiency, maximized enrollment, and completion capacity.
4. Develop plan for future growth and expansion based on results of demographic analysis.
5. Update the college's academic plan and overlay results with space utilization and functional adequacy of facilities data to assess strengths, gaps, and opportunities.
6. Continue construction, revalidation, prioritization, and commitment for next phases of 2008 bond program and college-wide facility needs.

Strategy 4: Align courses and curricula through degrees for college preparatory, technical programs, and transfer programs.

Annual Priorities

1. Implement the State's general education core curriculum changes.
2. Review reading pre-requisites for college-level courses for remaining core curriculum courses.
3. Review Student Learning Outcomes (SLOs) in remaining core courses in Foundational Component Areas and the general education outcomes through college-wide discipline committees.
4. Provide department chair training and create faculty teams to design direct assessment measures for core curriculum courses that were revised in 2011-2012.
5. Develop college-wide assessment strategies for selected core courses.
6. Assess student achievement of SLOs as demonstrated by successful advancement through the college preparatory curriculum and performance in subsequent courses.
7. Identify successful options for college preparatory mathematics including supporting and participating in the New Mathways Project.

Strategy 5: Maximize participation and success in Science, Technology, Engineering, and Mathematics (STEM) programs

Annual Priorities

1. Expand outreach and enrollment STEM programs
2. Increase student participation and graduation in STEM programs.
3. Increase and expand STEM partnerships with business and industry, higher education institutions, government agencies and other organizations.

Strategy 6: Maximize success in college preparatory courses

Annual Priorities

1. Establish entry test prep for students prior to testing using the Texas Success Initiative (TSI) assessment instrument.
2. Determine an acceleration plan for students who are identified as scoring within 3% of cut score on the state approved TSI instrument.
3. Institutionalize the new TSI assessment instrument.
4. Consistency and expansion of the Summer Bridge programs to transition entering students into academic and career pathways within the College.
5. Adult Basic Education Plan will scale up to accommodate very low scoring students in Reading, Writing and Math.
6. Implement Non Course Based Options (NCBO) in college prep mathematics for spring 2013 and development of NCBO in other college prep areas for implementation in spring 2014.
7. Implement the Integrated Reading and Writing (INRW) courses across the district.
8. Design and implement new ESOL (English Speakers of Other Languages) structure and outreach.

Goal 2: P-16 Pipeline

Strategy 1: Lead and strengthen the efforts for a regional P-16 approach.

Annual Priorities

1. Create a Superintendent Council focused on creating a stronger coordination of activities, assessing student success strategies and gaps, and considering a greater regional and state impact approach.
2. Ensure effective college-wide coordination of activities, partnership, and programs within P-16 framework, by updating work created in 2010-2011.
3. Expand the Shared Educational Planner Program.
4. Develop an assessment plan for the Houston Pathways Initiative based on independent school district (ISD) and College faculty participation and interventions designed to eliminate skills gaps for transitioning students.
5. Develop assessment plan for the K16 Bridge Program.

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6. Implement initiatives proposed in Gulf Coast PASS (Partners Achieving Student Success) grant submission.
7. Develop plan to provide college-going data, progress/success statistics, and other relevant student success measures in reports for the Chancellor to use to guide discussions with individual ISD superintendents.

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.

Annual Priorities

1. Expand high school placement testing to area high schools.
2. Expand plan to test cohort of students at the end of 8th grade year at selected middle/intermediate schools.
3. Determine next ISDs to implement early testing.
4. Develop plan to provide feedback to district schools regarding college readiness of students based on test results.
5. Develop plan for refresher courses and summer bridge programs to address identified skills gaps, including plan for assessing results.
6. Evaluate and develop collaborative plan for increased dual credit career and technical education (CTE) offerings.
7. Evaluate assessment of prior learning models that are used to award college credit.

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

Annual Priorities

1. Based on market analysis, determine appropriate bachelor's and master's degree offerings for each campus and identify appropriate university partners.

Strategy 4: Develop and enhance seamless articulations with baccalaureate-granting institutions for associate degree graduates.

Annual Priorities

1. Create template for articulation agreements that reflect college priorities around transfer credit, seamless articulation, guaranteed admission, co-enrollment, scholarships, reports on student performance after transfer, and reverse articulation.
2. Support and promote the benefits of credential completion.
3. Support and promote the college completion agenda by promoting the benefits of transfer agreements with baccalaureate-granting institutions.

Goal 3: Workforce and Economic Development

Strategy 1: Create Centers of Excellence and develop requisite funding and timelines for implementation.

Annual Priorities

1. Evaluate through advisory groups and industry partners the effectiveness of high growth areas such as process technology, instrumentation, maritime, energy, diesel, welding, non-destructive testing, and healthcare training programs.
2. Identify high growth or potential growth programs for investment and reassess struggling programs.

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

Annual Priorities

1. Assess alignment of nursing programs and health sciences programs across the college and with industry standards.
2. Pursue partnerships to secure additional funding for training and equipment to meet industry needs.
3. Develop and implement plans to maximize operations, assess programming changes, and revitalize existing programs.
4. Develop and implement plans to increase Level 2 certificates and Marketable Skills Achievement Awards based on advisory committee recommendations and documentation of the current job market need for certificates.
5. Develop strategies and plans to maximize efforts to meet workforce needs of the petrochemical industry and supporting maintenance, operations and construction areas.

Goal 4: Our People

Strategy 1: Implement meaningful recognition, reward, and benefit programs that support the highest level of affiliation by employees to the College.

Annual Priorities

1. Continue implementation of compensation study recommendations.
2. Gather and assess information surrounding current individual and team recognition programs in use at the College.

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

Annual Priorities

1. Form a taskforce of key stakeholders and map the entire recruitment and interview process for full-time personnel and optimize the systems.
2. Develop a New Employee On-boarding Program for staff and administrators.
3. Implement the college-wide diversity and inclusivity plan.

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

Annual Priorities

1. Continue the policy and guideline review and update process.
2. Complete training for Success at San Jac and begin design for Success at San Jac II.
3. Implement continuous improvement process for performance management system.
4. Research and develop job descriptions, contract, compensation, and requirements for 100% distance learning faculty members.
5. Develop a one-college approach to safety in the workplace including a coordinated response to emergency situations and threat assessments.
6. Design a team development program that includes training and interventions for building capacity and capability in teams.

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

Annual Priorities

1. Prepare for fifth year report for Southern Association of Colleges and Schools (SACS) due in 2013-2014.
2. Improve performance of the call center and improve alignment between the contact center and the needs of the College, students, and prospective students.
3. Begin prioritized improvements to Banner and its related supporting systems to improve work practice efficiencies and access to information.
4. Further the One College Vision through coordination and standardization efforts.
5. Revise budget allocation and development model and consider college efficiency measures.
6. Develop the next phase 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.

Annual Priorities

1. Design a comprehensive leadership development program that includes training and interventions for building leadership capacity and capability and pilot in 2013.
2. Communicate to all leaders on human resource policies and guidelines.
3. Pilot a continuity and succession planning system to support college restructuring and efficiency efforts.