



Strategic Plan for 2010 through 2013

The Strategic Plan (the Plan) is an organic document. It is designed to be used. While the goals and strategies cover 2010 through 2013, the actions under these goals and strategies will be updated on an annual basis. Goals and strategies may cover multiple years, and some may be institutionalized as part of ongoing processes.

The Plan is guided by the **college's values**. These eight values are the touchstones for all that we do. They are the anchors to how we conduct ourselves daily and as we move forward. The college's values guide the organization's culture and character. Each employee fosters a climate that is consistent with the college's core values.

The Plan is based on a commitment to five underlying assumptions. These assumptions of one-college approach, resources, institutional research, technologies, and communication will guide the implementation of the Plan and are considered critical to success.

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.

Strategic Goals

1. Student Success
2. P-16 pipeline
3. Workforce and Economic Development
4. Our People

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 thru 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.