



SAN JACINTOSM COLLEGE

2019-2024 STRATEGIC PLAN





GOALS

1. Student Success
2. Workforce and Economic Development
3. Our People
4. Operational Excellence
5. Outreach and Partnerships

UNDERLYING ASSUMPTIONS

- Equity
- Collaborative Communication
- Continuous Improvement
- Continue One-College Alignment

VALUES

Integrity: We Act Honorably and Ethically

“We conduct ourselves in ways that are professional, instill confidence, and promote trust.”

Inclusivity: We Grow through Understanding

“We respect and learn from the diversity of our cultures, experiences, and perspectives.”

Collaboration: We Are Stronger Together

“We believe in the power of working together.”

Innovation: We Embrace New Possibilities

“We anticipate change, explore opportunities, and create continuously evolving solutions.”

Accountability: We Are Responsible Individually and Collectively

“We take ownership for our commitments and outcomes.”

Sense of Community: We Care for Those We Serve

“We demonstrate concern for the well-being and success of our students, our communities, and our people.”

Excellence: We Strive for Outstanding Results

“We take risks, we assess our work, and we aspire to improve the quality of everything we do.”

MISSION

San Jacinto College is focused on student success, academic progress, university transfer, and employment. We are committed to opportunities that enrich the quality of life in the communities we serve.

VISION

San Jacinto College will advance the social and economic mobility of all members of our community. We will be known for our excellence in teaching and learning, our intentional student-centered support, and our commitment to every student. We will be the preferred workforce and economic development partner in the region and a champion for lifelong learning. San Jacinto College will inspire students to explore opportunities, define their educational and career paths, and achieve their goals and dreams.

A MESSAGE FROM THE CHANCELLOR

Our strategic plan is the framework that guides San Jacinto College in the decisions we make. It is comprehensive, action-oriented, and visionary, including what our students, employees, and community need today and for years to come.

In this strategic plan, we commit to equity for all students and employees across all areas of the College. We commit to collaborative communication that includes input from all members of the San Jacinto College community. We commit to continuous improvement to ensure that we remain the region's education leader. And we commit to continuing our vision of one College — San Jacinto College. We honor and recognize our strategic goals and values that drive our decision-making and commit to living our values in our everyday work.

At San Jacinto College, our overarching focus is student success, which requires a strong institutional commitment to academic excellence. A transformational change has occurred in higher education over the last decade and in particular over the past two years, placing community colleges in the spotlight. Our work can be seen in the online or in-person classroom, on our campuses with

the new learning spaces that meet the needs of today's students, and in our commitment to our employees to invest in leadership development. We are putting people to work in well-paying careers and preparing students to complete a bachelor's degree in high-demand workforce areas and more. The COVID-19 pandemic forced us to look at how we successfully deliver courses online, as well as continue to provide the wraparound services students need to complete their higher education credentials.

Much is expected of us, and there is still much to be done. This strategic plan will help us get there. Every day I realize San Jacinto College is a special place. We are changing lives and building a successful future for the people of East Harris County. I look forward to working with each of you as we continue to implement this visionary plan for our community, students, and employees of San Jacinto College.

Best,



Brenda Hellyer, Ed.D.
Chancellor, San Jacinto College



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STRATEGIC LEADERSHIP TEAM

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Provost, San Jacinto College North Campus

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Vice Chancellor, Human Resources, Organizational and Talent Effectiveness

Rob Stanicic, B.Com., B.Tech, M.B.A.

Chief Technology Innovations Officer

Van A. Wigginton, B.S., M.P.A., J.D.

Provost, San Jacinto College Central Campus

Teri Zamora, B.B.A., M.Acc.

Vice Chancellor, Fiscal Affairs



UNDERLYING ASSUMPTIONS

Equity

The College strives to achieve equity for our students and community. Equity calls for just and fair inclusion in a learning culture in which all can participate, prosper, and reach their full potential. We serve the diverse populations in our community by providing access to quality education that advances our students from all socioeconomic and cultural backgrounds. In our decisions, we ask the question: “How does this affect equity and opportunity for our students and our community?”

Collaborative Communication

The College will foster open, transparent, and collaborative communication across the College that will support the mission, vision, and strategic initiatives of the College. Effective and active communication is the responsibility of each employee.

Continuous Improvement

The College will ensure that students have the opportunity to complete their educational goals through continuously improving processes, systems, and programs. The College will constantly adapt to remove barriers and create efficiencies to manage opportunities and challenges.

Continue One-College Alignment

The College operates as a single entity. As such, the College's campuses, centers, programs, and services demonstrate unity of purpose, standards, and beliefs. All areas and departments of the College are expected to work in a collaborative manner by focusing on providing students with a consistent, quality experience across the entire College. Common policies, procedures, and practices will guide the College as it implements the strategic plan.

GOAL 1: STUDENT SUCCESS

San Jacinto College holds student success as its foundational goal that informs and guides all aspects of the institution. Our credit and non-credit instructional programs maintain high standards and ensure currency in career and transfer programs that allow students to explore, define, and achieve their goals. We are dedicated to creating a learning environment that provides intentional and comprehensive support services and resources, innovative teaching strategies and delivery methods, and affordable course materials. Our faculty, staff, and administrators are dedicated to the goal of student success: serving every student in a culture of equity and achievement.

Strategy 1 Establish clearly defined pathways to the credentials needed for high-paying, entry-level careers.

Strategy 2 Establish associate degree transfer pathways that ensure courses apply toward completion of bachelor's degrees.

Strategy 3 Provide a rigorous teaching and learning environment that challenges and supports students through a curriculum that reflects equity, diversity, and inclusivity.

Strategy 4 Provide support services and seamless processes and systems from entry to completion through an effective array of services and personalized academic and career planning.

Strategy 5 Continue development of programs and strategies that reduce time to completion and lower the costs of course materials.

Strategy 6 Eliminate barriers, both internal and external, that prevent students from entering college and achieving their educational goals.

GOAL 2: WORKFORCE & ECONOMIC DEVELOPMENT

San Jacinto College will advance area economic prosperity by serving as the hub for local and regional workforce development initiatives. By collaborating with business and industry, we will anticipate, create, and deliver superior experiential training that upskills and equips our region with an agile and adaptable workforce. It is our goal to ensure that each student enters the workforce with the competencies, knowledge, and experience needed for career advancement that supports continuous industry innovation.

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- Strategy 1** Ensure workforce certification and training are leading edge, meet the current and future needs of local and regional business and industry, and support students in achieving gainful employment and career advancement.
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- Strategy 2** Optimize the membership and expand the charge of program advisory committees and industry sector advisory councils. This provides strategic leadership at the CEO and senior management level and leadership at the practitioner and operations level.
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- Strategy 3** Collaborate with industry to create nationally recognized Centers of Innovation and Training that support specific industry development and workforce needs.
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- Strategy 4** Work with regional economic development organizations to advance workforce training, programs, and initiatives.
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- Strategy 5** Develop stackable industry certification courses that can be configured to complement a variety of professional and workforce needs. Enhance credit pathways by offering students industry certification.
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- Strategy 6** Expand internship and apprenticeship programs that deliver the experiential learning students need to gain employment and career advancement. Develop innovative internships in which part-time credit and non-credit students can participate.
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GOAL 3: OUR PEOPLE

San Jacinto College is committed to attracting, developing, and retaining quality and diverse employees who are passionate about our educational mission. To serve the needs of our communities, the College requires highly effective performance, achievement, and teamwork. Our commitment to professional development and learning is supported by a partnership with employees to advance knowledge, creativity, and capabilities. All employees are responsible for their commitment to excellence and inclusion through a system that clearly defines expectations, responsibilities, accomplishments, and rewards.

Strategy 1 Attract and retain employees that promote an inclusive culture, creating a work environment that nurtures and develops employees to their full potential.

Strategy 2 Advance the organizational culture through a change management strategic model, readiness, high team and individual performance, and improved effectiveness.

Strategy 3 Cultivate organizational agility to ensure innovation and differentiation in higher education.

Strategy 4 Create a robust learning and development environment that expands knowledge, skills, and abilities for long-term strategic alignment, continuity planning, and opportunities for succession.

Strategy 5 Build effective teams that deliver innovative solutions through diverse experiences and contributions.

Strategy 6 Identify and develop high-potential employees to grow and sustain the talent pipeline in key technical, professional, leadership, and executive positions.

GOAL 4: OPERATIONAL EXCELLENCE

San Jacinto College consistently pursues transparent, agile, efficient, and effective operational practices and maintains standards that promote and encourage excellence throughout the College's operations. Evaluation of current practices is encouraged, new ideas are heard and considered, and all decisions are made in the best interests of our students. Continuous improvement is required to address the College's current and future challenges and to facilitate ongoing initiatives.

Strategy 1 Optimize the use of College resources to fund and facilitate strategic initiatives while maintaining fiscal viability and sustainability.

Strategy 2 Base daily decision-making on those items that encourage and advance the student success agenda.

Strategy 3 Remove barriers that hinder forward movement for students, employees, and external partnerships.

Strategy 4 Operate the College in a manner that bolsters the image and maintains the public trust.

Strategy 5 Prioritize and address current needs while envisioning and coordinating requirements for the future.

GOAL 5: OUTREACH AND PARTNERSHIPS

San Jacinto College engages in partnerships with educational institutions, community groups, nonprofit organizations, governmental entities, businesses, and industries. By leveraging these partnerships, the College will reach all segments of our communities to provide educational opportunities. Through collaboration, we expand our capacity to meet the needs of our students and partners.

Strategy 1 Lead and strengthen work with school districts, other community colleges, and universities to expedite successful completion, transfer, and entry into the workforce.

Strategy 2 Create strategies that reach new student populations.

Strategy 3 Develop partnerships that help the College provide services that promote equitable outcomes.

Strategy 4 Advance partnerships that further economic development efforts in the region.

Strategy 5 Identify external funding opportunities that support initiatives that benefit the College, the community, and the regional economy.

Strategy 6 Offer students activities, events, and opportunities that further their education and personal development through new experiences and expand their understanding of equity, diversity, and inclusivity.



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The San Jacinto College District is committed to equal opportunity for all students, employees, and applicants without regard to race, creed, color, national origin, citizenship status, age, disability, pregnancy, religion, gender, sexual orientation, gender expression or identity, genetic information, marital status, or veteran status in accordance with applicable federal and state laws. The following College official has been designated to handle inquiries regarding the College's non-discrimination policies: Vice Chancellor of Human Resources, 4624 Fairmont Pkwy., Pasadena, TX 77504; 281-991-2659; Sandra.Ramirez@sjcd.edu.

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