

Strategic Plan

Working Document for Use at College Community Day – February 16, 2010

Note: *This is a working document designed to generate input from the college's internal constituencies. This document includes the Strategic Goals developed by the Board of Trustees and the Strategic Leadership Team on January 26, 2010. This document should be reviewed in conjunction with the college's values and its new vision and mission statements (see separate handout).*

The Strategic Plan (the Plan) is an organic document. It is designed to be used. While the goals cover 2010 – 2015, the strategies and initiatives under those goals will be updated on an annual basis. Strategies and initiatives 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.

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.

The College Strategic Goals

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

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 all 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.

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.

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 emerging growth areas through active business and industry partnerships.

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 innovative response to challenges and opportunities.