**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.
Values

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.”
As we plan our future direction here at San Jacinto College, there are many factors we need to consider. I am proud of the tremendous progress we have made since the 2010-2013 Strategic Plan was implemented. The fact that we graduated more than 5,000 students in 2013 is a great indication of our focus on student success! However, there is always more we can do, and this plan will help us to continue to achieve a synergy around our organizational goals and objectives.

Today, we face the challenge of an ever-changing landscape in higher education at the national, state, and local levels. Our student and community demographics continue to evolve, and the training needs of our industry partners are a key focus for us. Yet we continue to deliver on our mission of student success, seamless transitions, and enriching the quality of life in the communities we serve. And we are achieving this through the work of our strategic plan.

Our student success initiatives have made San Jacinto College a national and regional leader in higher education. From schedule optimization, new student orientations, course redesigns, and new instructional facilities; to integrated reading and writing, student success courses, no late registration, and everything in between, we are providing students with the tools they need to be successful in their education and in their chosen careers. We are also working hard to reach students at an earlier age to introduce them to the college culture through our work with our local school districts, dual credit and early college high school programs, camps, shared counselors, and more. This work is intrinsically important to the success of our students, the success of San Jacinto College, and ultimately, the success of our community.

Through our work with our local communities and industry partners, we continue to meet training demands by providing skilled workers to our local workforce. We have active advisory committees that keep us apprised of the local workforce needs; we have increased courses and programs in areas such as maritime, pipefitting and welding, construction and craft trades, biomedical equipment repair, and nursing, to help fill open positions in our area; and we continue to look at ways we can help get our students where they want to be through fast track programs and articulation agreements. This work is deliberate and intentional, and is making an impact in our communities.

I have always said that our best asset is our people, and we continue to invest in them to ensure success. As part of our dedication to our faculty and staff, we have implemented a leadership development program, streamlined some processes through the Banner Revitalization project, created a wellness program, and invested in our employees through a leadership development program and compensation study. It is important that we continue to invest in initiatives that develop our employees into leaders, and allow them to grow in their chosen career path.

As I have mentioned before, the accomplishment of our College goals will not happen by themselves. It will take focus, hard work, and innovation on the part of all San Jacinto College employees. Together, as a team, we will continue to make a difference in the lives of our students, helping them to reach their educational and personal goals.

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

Underlying the Plan are five assumptions that relate to a one-college approach, resources, institutional research, technologies, and communication.

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.

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.

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?”

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

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.
Note: The Strategic Plan (goals and strategies) for San Jacinto College was developed for 2010 through 2013. This supplement represents the strategy revisions for 2013 – 2015.
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 through degrees for college preparatory, technical programs, and transfer programs.


Strategy 6: 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: Explore and define University Center partnerships and options.

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.

Strategy 3: Enhance noncredit/credit career pathways and expand contract training to serve local industry better.
Our People
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: Create a culture that embraces change readiness, high performance, teamwork, and increased individual and organizational productivity.

Strategy 2: Build an agile organization to ensure successful execution of the College’s strategic plan.

Strategy 3: Create a learning organization to build competitive advantage through long-term opportunities for development and advancement within the College.

Strategy 4: Implement meaningful recognition, reward, and benefit programs that support the highest level of affiliation by employees to the College.

Strategy 5: Attract, select, and retain high-performing and diverse talent.