2019-2024 STRATEGIC PLAN
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.
As we look toward the future at San Jacinto College, we build upon the past. We are making a difference in the lives of our students and improving the communities we serve. The College as a whole has made incredible progress over the last 10 years in helping students finish what they start. We have increased the number of certificates and degrees awarded over the last 10 years by nearly 170 percent — a great indication that our focus on student success is evident and persistent throughout our College.

The Aspen Institute recognized San Jacinto College as a top 10 institution in 2019 and awarded the College the Rising Star Award as one of the top five community colleges in the nation in 2017. This recognition is a testament to the hard work and dedication of our faculty, staff, and administrators. Whether in or out of the classroom, they make sure students are on a path to achieve their higher education goals. This honor is also the result of the strategic vision and focus of our Board of Trustees. It is also a testament to our students, who show up and put in the work to build better futures for themselves, their families, their careers, and their communities.

There has been tremendous transformation in higher education across our state and country since I began my tenure as Chancellor more than a decade ago. Community colleges are at the front of that change, as more students are realizing the value of earning their certificate or associate degree. Keeping tuition rates low has always been important, and San Jacinto College is fortunate to have a Board of Trustees that is committed to fiscal responsibility and affordable tuition rates. We continue to prioritize and repurpose both operational and capital dollars to continue to build a sustainable fiscal model. We recently adopted a simple tuition plan without multiple fees that allows students to pay one rate per credit hour based on residency to better plan for their educational goals. Additionally, we have saved students millions of dollars in textbook costs through our Open Educational Resources program called Open Books.

We have also realized change on our campuses with the creation of new buildings and facilities that will enhance learning, plus significant renovations of older facilities to accommodate enrollment growth and new ways of managing teaching and learning across the College. These facilities are helping to meet the workforce demand in our region and provide an entry point to higher education for students who wish to transfer to four-year colleges and universities.

Through our work with our industry partners, we continue to lead the training efforts of our region by providing skilled workers to fill high-paying and high-demand jobs in the workforce. We have active advisory committees that are involved in both developing curriculum and making necessary curriculum adjustments so our programs meet the local workforce needs. Through these partnerships, we have increased the number of courses and programs — and ultimately graduates — in areas such as maritime, pipefitting and welding, construction, manufacturing, and health care to fill the skills gap in our region.

At San Jacinto College, our best asset is our people, and we continue to invest in them to ensure success. 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 paths. We know our employees are the ingredient for the College’s regional competitive advantage. Our efforts are to recruit, retain, and develop the best!

As I have mentioned before, the accomplishment of our College goals and ultimately the success of our strategic plan will not happen without everyone’s involvement. It will take focus, hard work, and innovation on the part of all San Jacinto College employees and the Board of Trustees. It will also require that we continue to listen and respond to our community members. Together we will make a difference in the lives of our students and better the communities we serve.

Brenda Hellyer, Ed.D.
Chancellor, San Jacinto College
STRATEGIC LEADERSHIP TEAM

Chancellor

**Laurel V. Williamson, B.A., M.A., Ph.D.**
Deputy Chancellor and College President

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Vice Chancellor, Marketing, Public Relations, and Government Affairs

**Allatia Harris, B.A., M.A., Ph.D.**
Vice Chancellor, Strategic Initiatives, Workforce Development, Community Relations, and Diversity

**Aaron Knight, B.S., M.S., Ph.D.**
Provost, San Jacinto College South Campus

**Alexander Okwonna, B.S., M.S., Pharm.D.**
Provost, San Jacinto College North Campus

**Sandra Ramirez, B.B.A., M.A.**
Vice Chancellor, Human Resources, Organizational and Talent Effectiveness

**Rob Stanicic, B.Com., B.Tech, M.B.A.**
Chief Information 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

*Underlying the College’s Strategic Plan are four 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.

Continued 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 rather than competitive manner. We will focus 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 supports students from entry to completion through an effective array of services and personalized academic and career planning. |
| Strategy 4          | Continue development of programs and strategies that reduce time to completion and lower the costs of course materials. |
| Strategy 5          | 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. Our goal is to ensure each student enters the workforce with the competencies, knowledge, and experience needed for career advancement that supports continuous industry innovation.

| Strategy 1 | Ensure workforce certification and training meet the current and future needs of local and regional business and industry, and support students in achieving gainful employment and career advancement. |
| Strategy 2 | Optimize the membership and expand the charge of Advisory Committees. |
| Strategy 3 | Collaborate with industry to create nationally recognized Centers of Innovation and Training that support specific industry development and workforce needs. |
| Strategy 4 | Work with regional economic development organizations to advance workforce training, programs, and initiatives. |
| 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. |
| 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. |
GOAL 3: OUR PEOPLE
San Jacinto College is committed to acquiring, 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 through a system that clearly defines expectations, responsibilities, accomplishments, and rewards.

<table>
<thead>
<tr>
<th>Strategy 1</th>
<th>Advance the organizational culture through a change-management strategic model, readiness, high team and individual performance, and improved effectiveness.</th>
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<tbody>
<tr>
<td>Strategy 2</td>
<td>Cultivate organizational agility to ensure innovation and differentiation in higher education.</td>
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<td>Strategy 3</td>
<td>Create a robust learning and development environment that expands knowledge, skills, and abilities for long-term strategic alignment, continuity planning, and opportunities for succession.</td>
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<td>Strategy 4</td>
<td>Leverage meaningful recognition, benefit, and development programs that positively impact team member satisfaction and retention.</td>
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<td>Strategy 5</td>
<td>Build effective teams that deliver innovative solutions through diverse experiences and contributions.</td>
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<td>Strategy 6</td>
<td>Identify and develop high potential employees to grow and sustain the talent pipeline in key technical, professional, leadership, and executive positions.</td>
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GOAL 4: OPERATIONAL EXCELLENCE
San Jacinto College consistently pursues transparent, 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 welcomed 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 benefiting the College, the community, and the regional economy.

**Strategy 6**
Expose students to activities, events, and opportunities that further their education and personal development through new experiences.