

MSJC | Mt. San Jacinto
College

STRATEGIC PLAN



2025 - 2028

CONTENTS

| | |
|---|----|
| Message from the Superintendent/President | 3 |
| Mission, Vision, & Values Statements | 4 |
| Introduction | 5 |
| Development Process | 5 |
| Equity in Access | 6 |
| Equity in Support | 7 |
| Equity in Success | 8 |
| Fiscally Sound Position | 9 |
| Community Partnerships & Service | 10 |
| Contributors | 11 |



MESSAGE FROM THE SUPERINTENDENT/PRESIDENT

I'm pleased to share with you the 2025-2028 Mt. San Jacinto College Strategic Plan. As we look ahead, this plan serves as a roadmap to ensure that MSJC continues to be a place where we empower students, strengthen community connections, and support equitable success for all.

Our strategic priorities—focused on equitable access, support, and success—show our commitment to meeting the diverse needs of our students and community. These priorities are more than just goals; they're the principles guiding everything we do. Aligned with the California Community College Vision 2030, this plan reinforces our dedication to preparing students for the workforce, ensuring seamless educational pathways, and building strong partnerships with local businesses and organizations.

I'm proud of the collaboration that went into creating this plan. It reflects the input from our faculty, staff, students, community members, and local partners, all of whom share the vision of a brighter future for our region. Together, we'll make sure MSJC continues to be a hub of opportunity, equity, and innovation for years to come.

Thank you for your ongoing commitment to our mission. I look forward to the many opportunities this plan will set in motion as we move ahead.



Roger W. Schultz, Ph.D.



Mt. San Jacinto College has long served as a transformative institution, dedicated to meeting the educational, professional, and personal development needs of its diverse student body. With deep roots in the region and a commitment to equity, access, and student success, MSJC has continuously adapted to the evolving educational landscape to ensure it remains a vital resource for all members of the community.

MISSION STATEMENT

MSJC's purpose is to provide an accessible education, to instill hope, and to empower our students to transform their lives and those around them. We provide equity-minded education to combat systemic barriers, promote social mobility, and provide opportunities for educational advancement.

MSJC offers degrees and certifications for career and university preparation, as well as opportunities for lifelong learning and enrichment.

As a Hispanic-Serving Institution, we serve a diverse student population from various identities, cultures, socioeconomic backgrounds, life experiences, abilities, and educational needs that represent our community. MSJC is committed to learning and achievement through inclusive and culturally affirming environments that celebrate student voices and create space for self-exploration and growth. We encourage self-advocacy, civic responsibility, and commitment to becoming ambassadors of change in our communities and our world.

VISION STATEMENT

Transforming Learners.

Transforming Communities.

Transforming Lives.

VALUES STATEMENT

As students, employees, and a community, we value empowerment through education, uphold integrity in our work, and champion equity in education through our commitment to open communication, seizing opportunities, fostering growth, embracing diversity, welcoming all, and caring for one another.



INTRODUCTION

Building upon MSJC’s Educational Master Plan and the California Community College Chancellor’s Office Vision 2030, the MSJC Strategic Plan serves as a roadmap for aligning resources with institutional priorities. It fosters a collaborative and inclusive environment, ensuring that decision-making is driven by data and community needs. The plan focuses on goals and objectives in alignment with our institutional priorities.

The MSJC Strategic Plan is a dynamic framework designed to be regularly reviewed and adapted to reflect the changing needs of the students and communities it serves. As the college embarks on this journey, it remains steadfast in its mission to empower students, enrich communities, and make meaningful contributions to the workforce and broader region. This adaptability ensures that MSJC remains a leader in higher education, driving innovation and excellence in all aspects of student learning and institutional performance.

The synergy between MSJC’s strategic priorities and the ambitious goals of the California Community College Vision 2030 positions the college to thrive as a pivotal institution in the state’s educational and economic landscape. This plan will not only enhance student success, drive economic growth, and strengthen community ties, but also position the college to capitalize on future funding opportunities aimed at these educational and economic objectives.

EQUITY IN ACCESS

Broadening opportunities for all those interested to pursue higher education by addressing barriers and expanding participation.

EQUITY IN SUPPORT

Providing students with the necessary academic, financial, and supplemental supports to thrive in their educational journey.

EQUITY IN SUCCESS

Enhancing student outcomes through efficient educational planning, workforce readiness, and support for underserved populations.

FISCALLY SOUND POSITION

Ensuring the institution’s growth and sustainability through efficient resource allocation and innovative revenue generation.

COMMUNITY PARTNERSHIPS AND SERVICE

Strengthening ties with local businesses and organizations to provide students with real-world experiences and foster local economic development.

DEVELOPMENT PROCESS

The 2025-2028 Strategic Plan was developed through a collaborative and inclusive process that engaged various members of the MSJC community including faculty, classified staff, administration, and students. This collective approach ensures that MSJC is prepared to navigate future challenges and seize emerging opportunities while continuing to be a leader in education and equity within the region. By actively involving a wide range of stakeholders, the planning process not only captured diverse perspectives but also ensured that the goals and objectives of the plan are aligned with the needs and aspirations of the communities MSJC serves.

In early fall 2024, MSJC initiated the creation of its new Strategic Plan as part of its regular three-year planning cycle. The development process was led by the Office of Institutional Effectiveness, which ensured that all constituencies had the opportunity to participate and provide input. After establishing a timeline for sharing the plan with the college community, the draft was introduced into the participatory governance process. This approach adheres to MSJC’s established governance practices, emphasizing transparency, inclusion, and community engagement. The goal was to secure a recommendation for support to the Board of Trustees by mid-fall 2024. Central to the development process were four structured work sessions that included representation from students, faculty, classified staff, and administrators. These sessions provided a forum for participants to propose goals and objectives that aligned

with the institutional priorities outlined in the Educational Master Plan. Through facilitated discussions and workgroup activities, the participants contributed to shaping a strategic vision that reflects the diverse needs and aspirations of the college community.

After the work sessions, the data collected was carefully reviewed to identify key themes and areas of focus. This thematic analysis helped to highlight the most pressing challenges and opportunities facing the college and ensured that the plan would be responsive to both immediate and long-term needs. The proposed goals and objectives were then consolidated and refined to reflect the diverse perspectives of the various constituent groups while maintaining a clear and cohesive direction for future planning and decision-making across the district. The initial draft was vetted by institutional leadership to ensure alignment with the broader goals of the college. It was then reviewed by participatory governance groups and shared with the broader MSJC community for additional feedback and recommendations before being submitted to the Board of Trustees for final adoption in late fall 2024.

This comprehensive, inclusive process guarantees that the 2025-2028 Strategic Plan is grounded in broad-based input, offering a well-rounded, cohesive vision for the future of MSJC. By incorporating diverse perspectives and engaging in data-driven decision-making, the plan is designed to serve as a robust framework for guiding the college’s priorities and actions over the next three years.

EQUITY IN ACCESS

Goal:

Enhance equitable access to education for current and prospective students by reducing barriers to entry, expanding support services, and creating flexible learning pathways that foster student success and workforce readiness.

Objective 1:

Assess and evaluate services across all campuses to ensure equitable access and a consistent, efficient, and high level of customer service for students.

- Examine existing student service processes to identify areas of improvement and inefficiencies.
- Implement cross-departmental training for staff to ensure consistency and quality of service across all campuses.
- Standardize workflows and forms across departments to simplify student interactions and reduce wait times.
- Implement a standardized, user-friendly online platform for enrollment, and streamline the submission process for documents.
- Enhance onboarding services, both in-person and online, with a focus on underserved communities.

Objective 2:

Evaluate course offerings and support services to effectively accommodate the schedules and needs of the diverse MSJC student population.

- Continuously assess, adjust, and monitor enrollment strategies to meet the changing needs of the student population and improve service delivery across campuses, days/times, and modalities.
- Set clear enrollment goals aligned with the institution's capacity, focusing on supporting current and prospective students.
- Use data-driven decision-making, incorporating data on enrollment trends, economic factors, and student needs to optimize service offerings.

Objective 3:

Improve awareness of available support services for current and prospective students.

- Continue targeted advertising campaigns promoting access to MSJC's academic and support services in underrepresented communities.
- Partner with community organizations to host information sessions and distribute materials about support services, financial aid, and academic resources.
- Utilize diverse communication channels, such as social media, email campaigns, and community events, to increase outreach efforts.



EQUITY IN SUPPORT

Goal:

Foster equitable support services by improving access to resources, streamlining service delivery, and creating an inclusive environment for students.

Objective 1:

Improve efficiency and streamline the user experience for students and staff.

- Implement a unified and streamlined support request system allowing students to easily access help for various needs in one place.
- Integrate a feature on the college website to provide self-service options for students, addressing common inquiries and issues.

Objective 2:

Strengthen cross-departmental collaboration to streamline service delivery.

- Host cross-departmental retreats to enhance communication and teamwork between academic and student support services.
- Introduce an integrated services calendar to ensure students are informed about available support services throughout the academic year.

Objective 3:

Create an inclusive, multi-functional student academic and support center to foster student well-being and success.

- Establish a student center on each campus that provides collaborative, inclusive, and welcoming environments where students can access academic and supplemental support.
- Evaluate academic support services to ensure they are available across campuses, days/times, and modalities.



EQUITY IN SUCCESS

Goal:

Improve student success and workforce readiness by enhancing educational planning, reducing barriers to completion, and strengthening career pathways.

Objective 1:

Promote educational planning and counseling to support timely degree completion and career exploration.

- Promote educational planning and counseling to first-year students to map academic goals to ensure a clear path to graduation or transfer.
- Establish timely milestone check-ins with students to ensure progression toward completion goals without excessive units.

Objective 2:

Enhance pathways to transfer.

- Review and streamline the transcript evaluation process to expedite student progress toward graduation or transfer.
- Provide clear support for students interested in transferring to four-year institutions.

Objective 3:

Enhance career exploration and practical learning opportunities through work-based learning.

- Host career development events such as career days, guest speaker sessions, and job shadowing opportunities to provide students with direct engagement with local employers and industries.
- Review and adopt an online internship portal to connect students with internal and external apprenticeship opportunities.
- Create internship programs with stackable credentials, allowing students to earn certifications that lead to job placement or career advancement upon program completion.
- Collaborate with local businesses to create internship, apprenticeship, and job shadowing opportunities for students, ensuring alignment with industry needs and providing practical, hands-on experience.



FISCALLY SOUND POSITION

Goal:

Maintain a financially stable and sustainable position by optimizing resource allocation, improving operational efficiency, and enhancing financial transparency while supporting institutional priorities.

Objective 1:

Optimize staffing & technology resource allocations to improve operational efficiency and support instructional and administrative functions effectively.

- Conduct comprehensive staffing reviews across all instructional sites to identify gaps and reallocate personnel as needed, ensuring adequate staffing to meet student and academic needs.
- Implement cross-training programs to enhance employee flexibility and ensure service continuity across departments.
- Enhance application of the total cost of ownership model to effectively manage and maintain critical support resources, systems, and facilities, maximizing their availability and utility.
- Facilitate cross-departmental meetings to prioritize technology projects, ensuring that resources align with the institution's goals and operational needs.
- Monitor and review technology usage data regularly to identify opportunities for improvement, resource consolidation, and cost savings, enhancing overall operational efficiency.

Objective 2:

Implement energy efficiency initiatives to reduce operational costs and promote sustainability.

- Explore renewable energy options, such as solar installations, to reduce energy consumption and operational expenses.
- Examine all campuses and facilities to identify opportunities for reducing utility costs and improving energy efficiency.



Objective 3:

Enhance financial sustainability and transparency through diversified revenue streams, strategic partnerships, and sound fiscal management.

- Explore and establish partnerships with external entities to generate additional revenue, supporting institutional priorities and new initiatives.
- Align budgeting processes across all departments to support the institution's core priorities and enhance resource allocation.
- Promote fiscal transparency by making budget information accessible to all stakeholders, fostering accountability and trust.
- Maintain sufficient reserve funds to meet the California Community Colleges Chancellor's Office (CCCCO) requirements, ensuring institutional resilience.
- Implement financial stability measures to prepare for uncertainties and maintain long-term fiscal health.

COMMUNITY PARTNERSHIPS AND SERVICE

Goal:

Strengthen community partnerships and service to enhance student career readiness, increase community engagement, and ensure that academic programs align with local workforce needs.

Objective 1:

Expand partnerships with local businesses to improve student job placement and real-world learning opportunities.

- Expand agreements with local businesses for additional internship, apprenticeship, and job shadowing opportunities for students, ensuring alignment with industry needs.

Objective 2:

Enhance student engagement with local employers and career opportunities.

- Increase awareness of career days, giving students the opportunity to network with local employers and explore various career paths.
- Expand networking events that bring students and local employers together, increasing career exploration and practical learning opportunities.

Objective 3:

Foster local community engagement and increase MSJC's role in regional economic development.

- Increase MSJC's visibility in the community to support business creation, attraction, and retention.
- Continue to support community-partner events.
- Partner with local governments, organizations, and business to support and respond to economic development trends and workforce needs.
- Promote the college's capacity to meet the local workforce training and development needs.



CONTRIBUTORS

Aaron Rietkerk
 Aaron Stafford
 Adam Manriquez
 Addison Palacios
 Adrian Lallman
 Aiden Wallace
 Akia Marshall
 Alan Marsala
 Albert Jimenez
 Alexander Morita
 Alexia Hernandez
 Alicia Chavira
 Alika Harmon
 Alina Cuellar
 Alma Ramirez
 Alyssa West
 Amanda Fierro
 Amanda Tapp
 Amanda Vickers
 Amber Rivera
 Amrik Randhawa
 Andrea Hammock
 Andrea Pasolini
 Andreea Mardichian
 Andrew Spires
 Andrew Steinberg
 Angela Barbera
 Angela Drumm
 Angela Feeler
 Angelica Baccari
 Anjeanette Oberg
 Ann Marie Rivera
 Anna Stirling
 Anshika Kapur
 Anthony Sanchez
 Anton Butenko
 Anya Franklin
 April Vrtis
 Araceli McDaniel
 Arafiena Bhuiyan
 Avante Simmons
 Bahareh Alaei
 Bahram Sherkat

Basemeh Rihan
 Belinda Heiden Scott
 Bernadette Furr
 Bernardo Colcol
 Bertha Barraza
 Betsy Ramos
 De Guzman
 Bianca Swan Finch
 Bill Bennett
 Bob Bozonelos
 Bonjun Koo
 Brandon Moore
 Brandon Puentes
 Brian Orlauski
 Brittany Renard
 Camrin Bassil
 Candace
 Saunders-Grewe
 Caren Hennessy
 Carla Maroudas
 Carlos Martinez
 Carlos Tovaes
 Carrie Consalvi
 Casey Mazzotta
 Cherrie Rose Apostol
 Chet Glaze
 Ching-Jung Guu
 Christian Craddock
 Christina Frey
 Christina Kennedy
 Christina
 Yamanaka-Vu
 Cindy Nance
 Citlali Gonzales
 Claudia Walukouw
 Cody Jensen
 Colette Murphy
 Colin Steele
 Collin Stocke
 Connie Hill
 Cory Brady
 Cristal Gonzalez
 Cristina Acevedo

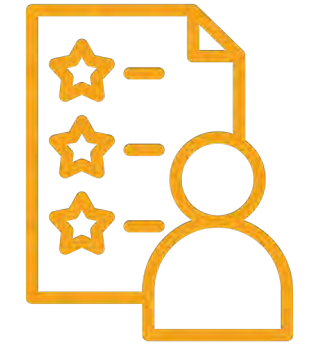
Cuauhtli Ramos
 Cynthia Garcia
 Cynthia
 Hernandez-Lopez
 Cynthia Vargas
 D'Angelo Bridges
 Daisy Wettstein
 Dan Peace
 Daniel Babin
 Daniel
 Martinez-Sarabia
 Darrion Lee
 Dave Paseman
 David Candelaria
 David Johnson
 David Moss
 David Peterson
 DeAndre Joseph
 Debra Gleason
 Deja Pruitt
 Dejan Stekovic
 Del Helms
 Dennis Rollins
 Derek Snider
 Dewey Heinsma
 Diana Barahona
 Dillon McDougale
 Dominick Scaletta
 Dulce Ibarra
 Dwight Duffie
 Dziem Hoang
 Eileen Doktorski
 Elias Escamilla
 Elizabeth
 Correia-Jordan
 Emily Pasqualetto
 Emmanuel Salvador
 Erika Mendivil
 Enrique Santiago
 Eriberto Ramirez
 Eric Garcia
 Eric Rea
 Erik Ozolins

Escarlet Wirth
 Estefany Solis
 Evan Tucker
 Ezikio Lopez
 Fabian Lopez
 Fadi Nasr
 Fernando Gutierrez
 Gail Jensen
 Gary Vargas
 Gina Oliver
 Glenn Stevenson
 Gloria Sanchez
 Harrison Ward
 Heather Anderson
 Heather Pomerence
 Hector
 Guzman-Orozco
 Herb Alarcon
 Howard Brown
 Hyman Alvia
 Jacob Meiser
 Jacquelyn Johansen
 James Allison
 James Scholl
 Janet Evans
 Jared Davis
 Jason Hlebakos
 Jay Smith
 Jeanne Maggard
 Jeannine Stokes
 Jeff McClenahan
 Jennifer Baney
 Jennifer Borton
 Jennifer Flores-Moreno
 Jenny Hughes
 Jeremy Brown
 Jess Whalen
 Joel Webster
 John Mull
 John Torres
 John Tribelhorn
 Joia Miller
 Jorge Bautista

Jorge Valdez
 Jose Acha-Camacho
 Joseph Marin
 Joyce Johnson
 Juan Chiquito Luna
 Julie Freeman
 Juno Fernandez
 Stevens
 Karen Cranney
 Karla Garcia
 Kathalena Rios
 Katherine Stratton
 Keith Hanz
 Kellie Brinley
 Kellie Harnit
 Kelly Granche
 Kelynn Johnson
 Ken Seeley
 Kevin Baker
 Kiara Robinson
 Krystina Schieck
 Kyle Castro
 Larry Barraza
 Latonya Washington
 Lauren Springer
 Lena Nelson
 Leopold Murphy
 Leticia Luna-Sims
 Lilia Briones
 Lillian Powers
 Lisa Campbell
 Lisa McAllister
 Livier Clark
 Lorraine Slattery
 Lota Cobb
 Luis Mondragon
 Lyndsey Tone
 Maddie Wedeking
 Marc Donnhauser
 Maribel Avila
 Marilena Beckstrand
 Marilyn Harvey

Mark Maier
 Marlon Nance
 Martina Moncada
 Mary Lou Dillard
 Matthew McCoy
 Meghan Amador
 Meghan Basgall
 Melanie Johnson
 Melissa Aguirre
 Melissa Solis
 Meredith Goebel
 Mia Botkin
 Micah Orloff
 Michael Arce
 Michael Beckham
 Michael Benitez
 Michael Caputo
 Michael Cryder
 Michael Fleming
 Michael Martinez
 Michael Plotkin
 Michael Salas
 Michele Weber
 Michelle Dalrymple
 Michelle Stewart
 Michelle Vogel Trautt
 Mike Patino
 Miranda Angeles
 Nakiah Knell
 Natalie Chacon
 Nicholas Garcia
 Nicholas Zappia
 Nick Reeves
 Nicole Pina
 Nikia Chaney
 Nizam Kazi
 Pamela Wright
 Patrick Kenyon
 Patrick Martinez
 Patrick Ramaker
 Patti Ward
 Paula Naggi

Peter Zografos
 Pilar Olid
 Rebecca Allen
 Rebecca Teague
 Renee Jones
 Richard Fina
 Rick Martinez
 Robert Gregor
 Robert Hill
 Robert Holman
 Robert Parker
 Robert Pensiero
 Rodrigo Navarro Perez
 Roger Schultz
 Ronald Bowman
 Ronald Newman
 Rony Armas
 Rosaleen Gibbons
 Rosalva Amezcua
 Roy Mason
 Roy Ramon
 Ruben Aguilar
 Ruth Joseph
 Ryan Henderson
 Ryan Sullivan
 Samantha Sangsanoi
 Samson Wakjira
 Samuel Smith
 Sana Massad
 Selena Paez-Mendez
 Selissa Vang
 September Cortes
 Serinna Eason
 Shahla Sadjadi
 Shanae Williams
 Shawnte Tamasoalii
 Sheba Kuruvilla
 Shelby Reinsch
 Sherri Moore
 Shirley Briggs
 Sonia Verduzco
 Stacey Searl-Chapin



Stacie Bennett
 Stephen Hamrick
 Stephen Secules
 Sterling Davenport
 Steven Johnson
 Sujatha Pamula
 Susie Valdez
 Suzanne Ortega
 Suzanne Saunders
 Suzanne Uhl
 Tamara Cummings
 Tamara Smith
 Taryn Woolbright
 Tatiana Somers
 Taylor Baldwin
 Ted Blake
 Terry Russell
 Thomas Donovan
 Thomas Hauser
 Todd Franco
 Tony Hickman
 Tracy Francis
 Tracy Herzog
 Tracy Miller
 Trent Skinner
 Truc HaMai
 Tyler Mendel
 Valeria Jimenez
 Valerie Reed
 Vanesse Hiten
 Von Lawson
 William Farrar
 Yolanda Osborne
 Zeynep Akyol-Ataman



STRATEGIC PLAN

