



FY 2027 Goals

One shared story, built together

Vision 2028 at a Glance

I. Student Success

Attract learners and get them to their goals — pathways, advising, completion.

II. Expanding Opportunities

Look beyond stereotypes; remove barriers for students with the fewest prior opportunities.

III. Caring Community

Respectful interactions, user-friendly processes, welcoming spaces.

IV. Community Engagement

ISD, employer, and community partnerships that benefit both sides.

V. Institutional Effectiveness

Measure programs and services, then use the data to improve.

VI. Legacy

Build for the next ten, twenty, fifty years — facilities, endowment, advocacy.

Vision 2028: Targets vs. Current Progress

Original Vision 2028 targets set against where we stand today.

Graduation rate, full-time FTIC

2028 Target

35%

FY 2022

36%

Fall-to-fall retention, full-time FTIC

2028 Target

60%

FY 2025

65%

Student-to-advisor ratio

2028 Target

300:1

FY 2025

457:1

Dual credit enrollment growth

2028 Target

+5%

FY 2025

+34%

The Cabinet Retreat at a Glance

Two days of listening across divisions, building toward one shared story.

San Jacinto College stood up an industry advisory council in 2014 and passed a bond in 2015, but the referendum was the middle of the story, not the start. Years of trust building came first, and years of curriculum redesign and faculty change management followed before the doors to the CPET opened.

Lee College last estimated a comparable facility at about \$60 million around 2016. Now, that figure is closer to \$80-\$90 million, fully equipped. San Jacinto College closed part of that gap with roughly \$17 million in industry donations and equipment, which is a path we would need to build deliberately.

Our people and our commitment to students are genuine strengths. The visit made clear that facilities and instructional modernization have to advance together.

Where Our Priorities Converged

One college-wide story, not a set of divisional ones.

Many of the same needs surfaced area after area: shared definitions, less friction where students pass between offices, and priorities weighed against each other rather than one division at a time.

Every target begins with a real starting number.

Percentage targets carry a baseline, with calculation logic documented so future teams can build on the work. Workday will make this sustainable.

A commitment to being more transparent.

Progress gets shared openly with the Board, employees, and the community. That includes being candid about what a single metric can show and what it cannot.

Presidential Priorities

Programs follow community need

Program growth and alignment guided by regional demand.

Prison Education expansion

Growth in the Huntsville Center is proven, not speculative.

Transfer pathways

60% of students name transfer as their end goal; the college experience and pathways must reflect that.

Regional growth

ISD partnerships across the service area, with expansion on I-10 and in our northern service area under consideration.

Goals At-A-Glance

Division / Area	Responsible Party	Target	Goal Focus
Student Affairs	Kelli Forde Spiers	+3% utilization, +2% unique students, +5% online / satellite	Awareness & utilization of student programs and services
Academic Affairs & Learning Support	Dr. Janena Norris	90% course compliance by Fall 2027	Instructional quality — course readiness, feedback, compliance
External Affairs	Leslie Gallagher	\$3,070,860 raised (+20%)	Philanthropic support growth & strategic partnerships
Strategic Initiatives	Leslie Gallagher	100% compliance training and leadership participation	High-performing, engaged workforce through training & recognition
PIER & Enrollment Management	Dr. Scott Bennett	31.7% → 40% advising contact by Spring 2027	Face-to-face advising contact
Transfer, Placement & Workforce Development	Dr. Marissa Moreno	4 → 50 students placed by Spring 2027	Student participation in work-based learning
Prison Education Program	Dr. Douglas Walcerz	Pass the BID; 150 Fall / 200 Spring AA students	Pass the Best Interest Determination & grow the AA program
Information Technology	Fheryl Prestage	100% MFA, 25% fewer phishing clicks, zero critical findings	Cybersecurity governance, access controls & operational resilience
Finance & Administration	Jacob Atkin	Workday Finance & HR live by May 1, 2027	Workday Finance & HR phase and Facilities Master Plan

Student Affairs

Goal

Expand awareness and utilization of student programs and services, with focus on online and satellite-campus students.

Target

+3%

utilization over the FY26 baseline

Target

+2%

unique students

Target

+5%

online / satellite engagement

How We'll Know

- Student ID check-ins at every service, activity, and event (currently captured in PeopleSoft).
- Common definitions for online and satellite students set with Institutional Research.

Owner: Kelli Forde Spiers

Academic Affairs & Learning Support

Goal

Improve instructional quality.

Target

90%

course compliance by Fall 2027

Owner: Dr. Janena Norris

How We'll Know

- The new Blackboard Illuminate dashboard will provide system-wide evaluation of:
 - % of Blackboard courses fully built by the first day of class (*no baseline; target 90%*).
 - % of assignments graded within 14 days of submission (*no baseline; target 90%*).
- Blackboard course reviews by Instructional Designers will show courses meet course requirements (*baseline 75% Spring 2026; target 90%*).

External Affairs

Goal

Grow and sustain philanthropic support for Lee College students and institutional priorities.

Target

\$2,700,000.00

in fundraising for the year (+20%)

Owner: Leslie Gallagher

How We'll Know

- Pipeline tracked by value, progression, and category
 - Scholarships
 - Capital Campaigns & Capital Projects
 - Student Basic Needs & Emergency Support
 - Academic & Workforce Program Support
 - Special Initiatives/Priorities
 - Naming Opportunities
 - Unrestricted/Greatest Need
- Blackbaud Update for development tracking system; consultant to build and train staff Fall 2026
- Cultivate and steward strategic partnerships that support internships, clinical placements, customized training, and in-kind support

Strategic Initiatives

Goal

Develop a high-performing and engaged workforce through training, appreciation, and recognition.

Target

100%

compliance training completion/leadership program participation

Owner: Leslie Gallagher

How We'll Know

- All compliance and leadership training is mandatory, with defined consequences for non-completion.
- Delivered both in person and virtually to remove scheduling barriers.
- Dedicated training function designed and launched by early 2027.
- New Award of Excellence program to recognize sustained excellence to be launched this fall.

PIER & Enrollment Management

Goal

Increase combined face-to-face advising contact — the measure we control.

Target

31.7% → 40%
advising contact by Spring 2027

Owner: Dr. Scott Bennett

How We'll Know

- Caseload dashboard tracks face-to-face, own vs. other advisor, notification-only, and no contact.
- Excludes dual credit and Huntsville students; advising period runs five months before term start.
- Summative result July 2027; fall-term tracking added in FY2028.

Transfer, Placement & Workforce Development

Goal

Increase student participation in work-based learning services and opportunities.

Target

4 → 50

students placed in work-based learning by the end of Spring 2027

Owner: Dr. Marissa Moreno

How We'll Know

- The number of students who meet the WBL Success Coach and complete intake.
- WBL interactions tracked in Handshake: referral-to-candidate and candidate-to-placement conversions.
- The total number of placements counted against the target of 50.

Prison Education Program

Goal

Pass the federally required Best Interest Determination and grow the Associate of Arts program.

Target

Pass
the BID

Target

150 Fall
200 Spring
AA students

Owner: Dr. Douglas Walcerz

How We'll Know

- The BID is pass/fail with a baseline of zero — the standard is simply to pass.
- Required two years after initial U.S. Department of Education approval; expected February 2027, conducted by TDCJ.
- Among the first completed nationally — neither TDCJ nor the College has done one before.

Information Technology

Goal

Strengthen cybersecurity governance, access controls, and operational resilience by August 30, 2027.

100%
MFA adoption

Zero
critical findings at
Workday go-live

25%
Reduction in phishing
click-through rates

100%
completion of quarterly
role-based access
reviews

RTO / RPO
Disaster recovery
testing within defined
objectives

What Success Looks Like

- Enhanced identity and access management (IAM) controls.
- Secured and compliant Workday implementation.
- Enhanced threat detection and incident response.
- Improved business continuity and robust data protection.
- Increased awareness and training effectiveness.

Owner: Fheryl Prestage

Finance & Administration

Goal

Complete the Workday Finance and HR phase and finalize the Facilities Master Plan.

Target

May 1, 2027

Workday Finance & HR live

Owner: Jacob Atkin

How We'll Know

- Workday Finance and HR live May 1, 2027; zero critical security findings at go-live (shared with IT).
- Facilities Master Plan adopted by December 18, 2026— target locations, programming, potential bond timing.
- Procurement and Travel processes standardized by May 1, 2027.
- Finance & Procurement user manuals, training materials, and policy/procedures updated and provided to campus.

**In August 2027, we will
share the story we built
together.**

