Greetings:

In January 2009, Lone Star College-North Harris launched an extensive effort to create a plan to guide the college for the next three years. A strategic planning steering committee was formed to lead a collaborative process that utilized LSCS goals and objectives as a framework. That work resulted in this 2009-2011 LSC-North Harris Strategic Plan.

Throughout the planning process, the steering committee engaged the LSC-North Harris community in shared discussion, which was guided by three major themes: Teaching and Learning, Student Success, and Community Development. These three themes served to undergird the planning process while determining myriad opportunities to best serve students, faculty, staff, and the community at-large. Active participation was encouraged in transparent fashion and was ensured through open forums, feedback surveys, and documentation available online for review and comment. Many faculty, staff and students participated in the effort and their ideas and contributions were inspirational and influential in shaping the final plan.

This strategic plan not only sets our vision for the next three years, but for years to come. The exchange of ideas—in collegiate fashion—has helped shape a plan that will allow the college community to respond to the challenges we face and the opportunities that are before us. The plan sets a course and a vision for the future and provides guidance for decision-making that will have a profound impact on academic excellence, student support, and service to the community.

It is with pleasure that I present the 2009-2011 Lone Star College-North Harris Strategic Plan, and it is with much appreciation that I thank all involved in its creation.

Regards,

Stephen C. Head
President
Our Mission

LSC-NORTH HARRIS

Lone Star College System, as a publicly-supported, two-year, comprehensive community college system, involves diverse individuals, businesses and the community in quality education opportunities for the successful development of knowledge, skills and attitudes for a rapidly changing world.

Through its colleges and centers, Lone Star College System develops learning communities for:

• Workforce programs, leading to associate degrees or certificates, designed to develop marketable skills and support economic development.

• Academic courses in the arts and sciences to transfer to senior institutions.

• Continuing adult education programs for academic, professional, occupational and cultural enhancement.

• Developmental education and literacy programs designed to improve the basic skills of students.

• Student support services, including counseling and learning resources, are designed to assist individuals in achieving their educational and career goals.

• Workforce, economic and community development initiatives designed to meet local and statewide needs.

• Other purposes as may be directed by the Board of Trustees and/or the laws of the State of Texas.
LEARNING COMMUNITIES
We believe that the Lone Star College System campuses are dynamic learning communities, distinguished by excellence in teaching, allowing citizens to develop to the full extent of their ability, and succeed in a competitive work environment to be effective lifelong learners.

ACCESS WITH QUALITY
We believe that the Lone Star College System provides an enriching learning environment which meets the needs of its diverse communities through outreach, access, student support systems and a diverse faculty and staff.

BUILDING COMMUNITIES AND PARTNERSHIPS
We believe that the Lone Star College System campuses are catalysts for promoting a seamless educational journey and for nurturing the intellectual and cultural life of the community.

ECONOMIC AND WORKFORCE DEVELOPMENT
We believe that the Lone Star College System serves as the critical link for economic and workforce development to improve the prosperity of our region through partnerships with business, government and community organizations.

HUMAN RESOURCES
We believe that the most important resources of the Lone Star College System are the individual faculty and staff members who are entitled to a supportive collegial work environment which rewards excellence, provides opportunities for professional development, encourages meaningful involvement in the decision-making process and provides excellent compensation.
TECHNOLOGY

We believe that students achieve their learning goals best as the Lone Star College System campuses provide responsive and effective support services, learning resources, current technologies and information systems.

INFORMATION

We believe that the achievement of the mission and purpose of the Lone Star College System requires an effective system of communication to both internal and external constituencies.

LEADERSHIP

We believe that the Lone Star College System campuses, building on a solid foundation of growth and service, are recognized leaders in the community college movement, making important contributions to the profession through partnerships, innovation, scholarship, creative services and integrated technologies.

STEWARDSHIP

We believe that the Lone Star College System is committed to rigorous stewardship of the resources entrusted to its care to assure maximum benefit for the community.

EVALUATION

We believe that it is essential that the Lone Star College System campuses – working separately for local effectiveness and working cooperatively as a single district for efficiency – must regularly assess the impact and outcomes of our efforts for continuous improvement.
Steps to Success

Goal 1

Maintain Affordability and Accessibility

1.1 Deliver accessible quality education to the regional and global workforce.
Strategic Plan
1.1.1 Offer classes and programs by a variety of methods at a variety of locations and at a variety of times.

1.2 Expand class offerings to improve program accessibility.
Strategic Plan
1.2.1 Create opportunities to better connect community, business, and industry needs with college classes and program offerings.
1.2.2 Increase nursing online/hybrid options for students

1.3 Increase accessibility and opportunity to diverse populations in the region.
Strategic Plan
1.3.1 Implement recruitment and retention strategies that focus on diverse populations.
1.3.2 Research and evaluate new grant sources and opportunities that focus on serving diverse populations.
1.3.3 Implement joint programs in conjunction with community organizations and groups that create pipelines for diverse populations to enter the college.
1.3.4 Enhance and maintain diverse representation in all marketing materials.
1.3.5 Improve campus climate by soliciting and using regular feedback for decision making.
1.4 Promote financial aid opportunities to students.

Strategy

1.4.1 Ensure greater access to financial aid options by providing expanded opportunities for future and current students to apply for and receive assistance.

GOAL 2

RECRUIT AND RETAIN TALENTED AND INNOVATIVE FACULTY, ADMINISTRATORS, AND STAFF

2.1 Review current faculty, administrator, and staff orientation programs system-wide and develop one effective orientation program.

Strategy

• System-driven initiative

2.2 Expand a substantive, dynamic and innovative mentoring, and professional development program for all faculty, administrators, and staff.

Strategy

• System-driven initiative

2.3 Create and foster a culture of feedback and continuous performance improvement.

Strategy

2.3.1 Provide relevant analysis and recommendations based on feedback to faculty, staff, and administration.

2.4 Provide employees with a total rewards package that is competitive with identified local, regional, and national benchmark employers.

Strategy

• System-driven initiative
2.5 Develop a system-wide diversity initiative which promotes an inclusive workplace that celebrates and values all.

Strategy

2.5.1 Embrace a concept of diversity beyond ethnicity to include gender, sexual orientation, and differing philosophies to create shared appreciation and understanding of differing viewpoints.

2.5.2 Develop programs and processes to share diverse points of views, which offer support and freedom of expression.

2.5.3 Improve and expand faculty, staff, and administrator recruitment from minority institutions, professional organizations, and through diversity-focused media outlets.

2.5.4 Regularly measure campus climate by administering surveys and questionnaires, and facilitating focus groups.

2.6 Identify, develop, and leverage innovative employee talent that maximizes our ability to achieve college mission and goals.

Strategy

2.6.1 Convene focus groups to investigate best practices with regard to identifying, developing, and maximizing employee talent.
GOAL 3

PROVIDE ACADEMIC EXCELLENCE AND STRENGTHEN CONNECTIVITY AND ACCOUNTABILITY THROUGH HIGH QUALITY ACADEMIC AND SERVICE PROGRAMS

3.1 Implement a college-wide faculty-driven academic review process to assess the growth, quality, viability and accessibility of all programs.

Strategy

3.1.1 Identify and collect data on workforce trends and transfer programs.

3.1.2 Assemble discipline faculty to review their own courses/programs to determine areas for improvement.

3.1.3 Review and apply EEOC accessibility standards.

3.1.4 Convene campus-wide committee to review data and establish criteria for viable programs.

3.1.5 Track and monitor a variety of ancillary academic support programs (e.g., honors, service learning, international education, on-going district common finals).

3.2 Strengthen career services for those with work experience and those new to the workforce.

Strategy

• System-driven initiative

3.3 Make accountability and performance visible throughout the system through annual report card to the public and the college community.

Strategy

3.3.1 Track additional/ancillary programs (such as those in 3.1.5) and articulate student success rates.
3.3.2 Produce Web reports highlighting met accountability measures and performance throughout the college.

3.3.3 Arrange annual meetings for the president with various community groups.

3.3.4 Expand outreach activities such as SOAR, STAR visits, dual credit, service learning, youth programs, and student organizations.

3.4 Increase electronic communications to support activities in a multi-site environment.

   **Strategy**
   * System-driven initiative

3.5 Enhance infrastructure and visibility of extra-curricular activities and student organizations in the college.

   **Strategy**
   3.5.1 Pursue opportunities for collaborative efforts between academic affairs and student affairs.
   3.5.2 Develop monitoring system to more effectively track the activities of student organizations.
   3.5.3 Enhance marketing efforts to increase participation in student activities and recreational sports.
   3.5.4 Provide leadership training opportunities to enhance skills to student organization officers and for the general student body.
   3.5.5 Communicate so that employees are aware of student issues, activities, and opinions.
Goal 4

Focus on Outcomes-Driven Student Success

4.1 Strengthen all academic support services.

Strategy

4.1.1 Promote programs and services that provide academic support leading to student success.

4.1.2 Implement student academic support services Web site highlighting academic support programs that lead to student success.

4.1.3 Implement more programs for the second year experience and transfer students.

4.2 Focus on discipline-specific advising opportunities.

Strategy

4.2.1 Increase advising focused on specific student needs and program requirements.

4.2.2 Include advising information in course syllabi as appropriate.

4.3 Improve and promote job placement for students.

Strategy

4.3.1 Implement comprehensive approach to career services including transition from college to work.

4.4 Develop faculty-driven outcome assessment.

Strategy

4.4.1 Explore best practices and communicate innovations in outcomes assessment.

4.4.2 Review and track the success of transfer students.
4.5 Develop a method to track student goal attainment.

Strategy
4.5.1 Develop and implement system to track adjustments in student goals.
4.5.2 Develop and enhance case management advising system.
4.5.3 Develop and implement faculty mentoring/advising system.

4.6 Provide clear degree program course requirements.

Strategy
4.6.1 Continuously evaluate degree program requirements.

GOAL 5

CREATE EFFECTIVE INTERNAL AND EXTERNAL SYSTEMS OF COMMUNICATION

5.1 Strengthen stakeholder interactions within system.

Strategy
5.1.1 Review and enhance college communications system focused on informing and receiving continual feedback.
5.1.2 Assemble community-based advisory groups to strengthen relationships that jointly impact the communities collectively served.

5.2 Expand a system-wide approach to sharing best practices.

Strategy
• System-driven initiative
5.3 Implement a consistent emergency/crisis notification and response plan.

   Strategy
   • System-driven initiative

5.4 Continue to define LSCS brand to improve system recognition, cohesion, and pride.

   Strategy
   • System-driven initiative

GOAL 6

PROVIDE QUALITY STUDENT-FOCUSED SERVICE

6.1 Develop mandatory student orientation programs to meet needs of diverse student population.

   Strategy
   6.1.1 Implement a variety of orientation delivery systems: Web-based, DVD, live, group, and one-on-one orientation formats.
   6.1.2 Implement non-compliance hold status on students who do not attend orientations.
   6.1.3 Expand advising for all incoming first-time-in-college (FTIC) students.

6.2 Strengthen and improve visibility of student online support services.

   Strategy
   6.2.1 Implement online “HELP” contact information system.
   6.2.2 Increase actual tech support to personnel by offering live chat services.
   6.2.3 Implement testing/admissions/registration processes and protocols compatible with online delivery systems.
6.3 Offer non-English student service assistance to speakers of other languages.

Strategy
6.3.1 Identify and enlist a corps of employee speakers of other languages to assist non-English speaking students and visitors.
6.3.2 Implement multi-language section of student services Web site.
6.3.3 Create multi-language versions of printed communications.

6.4 Streamline process for the continuous improvement and updating of the LSCS Web site.

Strategy
• System-driven initiative

6.5 Improve Internet and Web-based media and communication formats to promote student engagement.

Strategy
• System-driven initiative

GOAL 7

CREATE EFFICIENCIES IN OPERATION IN RESOURCE ALLOCATION

7.1 Implement and streamline business procedures and management infrastructure across system.

Strategy
• System-driven initiative

7.2 Implement technology to increase efficiency and promote stewardship of natural resources.

Strategy
• System-driven initiative
7.3 Strengthen guidelines and protocols for the use of external service providers.

Strategy
• System-driven initiative

7.4 Improve effectiveness to assess the stewardship of state, local, and federal funds.

Strategy
7.4.1 Collaborate with external organizations and agencies that support and enhance educational and student initiatives.
7.4.2 Assist college departments and centers with their goals.

7.5 Implement a data driven system to support system-wide fiscal functions.

Strategy
• System-driven initiative

GOAL 8

DEVELOP AND MAINTAIN MUTUALLY CONSTRUCTIVE COMMUNITY PARTNERSHIPS

8.1 Strengthen innovative relationships with local industries, healthcare community, state agencies, educational partners and civic organizations.

Strategy
8.1.1 Position LSC-North Harris as the major provider of high skill, technical educational certificate, and degree programs.

8.2 Strengthen connectivity of enrollment in technical programs and projected workforce needs.

Strategy
8.2.1 Promote CE and credit workforce programs to the community by participating in functions that showcase these programs.
8.2.2 Increase funding for CE and credit workforce programs that are in the highest demand.

8.3 **Expand and market non-credit continuing education programs.**

**Strategy**

8.3.1 Develop standard marketing strategy, processes, timelines, and external resources that may be used each time a new program is introduced to the community.

8.3.2 Enhance marketing efforts by leveraging industry partnership contacts and publications to promote new and existing programs.

8.3.3 Continuously research course and program offerings from sources outside of our system.

8.3.4 Expand advising efforts to increase awareness of CE programs to inform credit students of potential opportunities.

8.4 **Create a system-wide mechanism to gather input from community.**

**Strategy**

- System-driven initiative

8.5 **Promote the Lone Star Corporate College.**

**Strategy**

- System-driven initiative
Goal 9

Increase Quality and Quantity of Technology Services in Support of Teaching, Learning, and Administration

9.1 Prepare system-wide technology strategic plan with input from user groups.
   Strategy
   • System-driven initiative

9.2 Expand innovative and engaging online learning environments.
   Strategy
   9.2.1 Streamline processes for converting existing courses for online delivery.

9.3 Expand and deliver academically challenging online programs through collaboration between faculty discipline experts and technology services.
   Strategy
   9.3.1 Provide professional development for faculty to increase rigor and promote student engagement and success.
   9.3.2 Create faculty and technology advisory group to bridge gap between instructional delivery and technology-based delivery systems.

9.4 Strengthen technology infrastructure and function of Office of Technology Services.
   Strategy
   • System-driven initiative

9.5 Strengthen computer security and update protocols.
   Strategy
   • System-driven initiative
9.6 Enhance the online support for faculty and students.
   Strategy
   • System-driven initiative

9.7 Strengthen Internet/Intranet usage policy.
   Strategy
   • System-driven initiative

GOAL 10

PLAN AND ACHIEVE QUALITY GROWTH MANAGEMENT

10.1 Build innovative and high tech learning facilities while considering environmental stability.
   Strategy
   10.1.1 Engage faculty, staff, and students in comprehensive resource recycling.
   10.1.2 Develop service learning and other projects focused on environmental sustainability.
   10.1.3 Remain conscientious of green technologies in the process of new construction and renovation projects.

10.2 Establish performance and reporting metrics for anticipated programmatic growth, enrollment growth, personnel needs, and capital development.
   Strategy
   • System-driven initiative

10.3 Strengthen security measures across system.
   Strategy
   • System-driven initiative

10.4 Promote facility management to support growth.
   Strategy
   • System-driven initiative
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