Greetings,

There are more than 4,000 colleges and universities in the United States—and then, there is LSC-University Park, the innovative and transformative college of the 21st century!

As the newest college in the Lone Star College System, LSC-University Park will become the leading model of “innovative colleges” designed for the 21st century by redefining comprehensive and affordable access to quality education through partnerships, entrepreneurship, and community enrichment.

Our onsite high school, universities, and corporate partners place LSC-University Park in the unique position to deliver transformative as well as innovative education through high-quality customer service and cohesive, efficient and sustainable partnerships. Our dedicated, professional, and highly qualified faculty and staff are passionate about building an environment that exceeds student expectations and systematically supports an effective culture of student engagement and success.

Our “Invitation to Innovate” (I2I) is focused on a team philosophy to generate new economic and societal opportunities for our community and the betterment of American education. This “Corporate Look–College Feel” campus will add significant value to local businesses and create lifelong learners through workforce training and other outreach services.

In addition to transformation and innovation, LSC-University Park will exemplify the highest standards of educational rigor and service excellence that have become the hallmark of the Lone Star College System.

The following strategic goals and initiatives have been developed through active participation by faculty, students, staff, and community members. We will consistently monitor progress for accountability and continuous improvement.

Respectfully,

Shah S. Ardalan
CEO, LSC-University Park
Our Framework

1.1 Strengthen all academic and student support services.
   1.1.1 Develop strategic enrollment management plan.
   1.1.2 Increase learning opportunities for students through technology, study skill sessions and orientations.
   1.1.3 Track use of support services by students.
   1.1.4 Increase faculty awareness of student services programs and resources.

1.2 Focus on discipline-specific advising opportunities.
   1.2.1 Assign Subject Matter Expert (SME) advisors for each academic department.
   1.2.2 Implement a faculty mentor program designed to assist students in their field of study.
   1.2.3 Provide discipline-specific information sessions.

1.3 Develop a method to track student goals and completion.
   1.3.1 Establish a process to review customized career and degree plans for students.

1.4 Strengthen clarity of degree program course requirements.
   1.4.1 Designate an articulation and transfer advisor to work with LSC-University Center at University Park partners and other universities and colleges.

Our Value Statements

Affordable Access
We believe that the Lone Star College System provides an affordable and accessible educational experience which meets the needs of its diverse communities.

Building Communities and Partnerships
We believe that the Lone Star College System is the catalyst for promoting a seamless educational journey and for nurturing the intellectual and cultural life of the community.

Commitment to International Education
We believe that the Lone Star College System demonstrates its commitment to international education by embracing multiple perspectives, promoting understanding and educating students to become contributing members in a culturally and ethnically diverse world.

Communication
We believe that the achievement of the Vision and Mission of the Lone Star College System requires an effective system of communication among both internal and external constituencies.

Diversity
We believe the Lone Star College System provides an inclusive learning and working environment for our diverse students, faculty, administrators and staff and that our System programs, services and personnel reflect the communities we serve.

Economic and Workforce Development
We believe that the Lone Star College System serves as the critical link for economic and workforce development to provide prosperity through partnerships with business, government and community organizations.

Ethics/Integrity
We believe that it is essential that all Lone Star College System employees adhere to the highest standards of ethics and integrity.

Evaluation/Accountability
We believe that it is essential that the Lone Star College System employ data-supported decision making and regularly assess the impact and outcomes of our efforts for continuous improvement.

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 and innovation, creates opportunities for professional development, fosters meaningful involvement in shared governance and provides excellent compensation.

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

Learning Environment
We believe that the Lone Star College System is a dynamic learning environment, distinguished by academic freedom and excellence in teaching, allowing citizens to develop to the full extent of their ability, to succeed in a competitive work environment and to be effective lifelong learners.

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

Technology
We believe that technology is a critical resource in supporting and achieving instructional, operational and strategic goals of the Lone Star College System.
Our Framework

**Goal 2**
PROVIDE HIGH QUALITY ACADEMIC INSTRUCTION.

2.1 **Maintain faculty driven academic review process of programs.**
2.1.1 Establish a program review committee to review course offerings.
2.1.2 Implement innovative program course scheduling to meet student scheduling needs.

2.2 **Make accountability and performance transparent to stakeholders.**
2.2.1 Identify and implement methods for collecting and disseminating student success, retention, graduation, and transfer rates to stakeholders.
2.2.2 Reward high-performing faculty.

2.3 **Maintain high academic standards.**
2.3.1 Establish campus-wide standards for syllabi; implement processes for regular review.
2.3.2 Develop mentoring programs for new faculty hires, both full-time and adjunct.
2.3.3 Increase effectiveness of in-service activities for faculty development.
2.3.4 Implement learning analytics to increase the quality of instruction.

2.3.5 Establish interdisciplinary learning communities for students.
2.3.6 Participate in nationally-recognized formative and summative evaluation system that facilitates the collection of and response to student feedback about LSC-University Park academic standards.

2.4 **Enhance community service learning programs.**
2.4.1 Create a LSC-University Park Service Learning program that integrates academic divisions, career counseling, and workforce development.

2.5 **Develop faculty driven outcome assessment.**
2.5.1 Establish LSC-University Park outcome assessment process.
2.5.2 Ensure LSC-University Park faculty representation from each discipline on both LSC-University Park and LSCS curriculum teams.
2.5.3 Adopt methods for efficient outcome assessment reporting to LSCS instruction and curriculum teams.

**Goal 3**
PROVIDE QUALITY STUDENT FOCUSED SERVICE.

3.1 **Strengthen student orientation programs.**
3.1.1 Develop a mandatory, comprehensive and interactive orientation program to inform students about staff, services, and faculty at LSC-University Park.
3.1.2 Develop a Student Ambassador Organization.

3.2 **Improve visibility of student and online support services.**
3.2.1 Deploy a virtual student support system to include an "Ask UP" chat program.
3.2.2 Incorporate social media to offer additional networking through chat groups, Facebook and Twitter.

3.3 **Enhance student service assistance to speakers of other languages.**
3.3.1 Commit to diversity.
3.3.2 Develop a database of LSC-University Park staff members who speak multiple languages.
3.3.3 As needed, develop marketing materials and student service resources in various languages.

3.4 **Promote student engagement and connectivity.**
3.4.1 Assign a common space (physical and virtual) to promote connectivity between students, faculty, and staff.

3.4.2 Foster relationships between students, parents, and LSC-University Park partners.
3.4.3 Develop shared database of campus resources and information.
3.4.4 Increase promotion of multicultural programs/classes that are offered.
3.4.5 Develop a marketing program to promote the LSC-University Park mascot.

3.5 **Enhance quality and visibility of extra-curricular and student organizations across the system.**
3.5.1 Develop a procedure manual and guidelines for student life clubs and organizations.
3.5.2 Create a culture of inclusiveness that reflects the BEST START campaign.
3.5.3 Increase student awareness of student organizations and student life programs at LSC-University Park and LSCS.

3.6 **Strengthen career and job placement services for students.**
3.6.1 Provide a career services storefront at LSC-University Park (actual and virtual).
3.6.2 Create a formal internship program with LSC-University Park partners.
4.1 Deliver quality education to the regional and global workforce.
4.1.1 Expand workforce programs and create “Centers of Excellence.”
4.1.2 Expand business/community partnerships to support regional workforce education.
4.1.3 Provide professional development offerings for licensure, re-licensure, and industry certifications in a variety of delivery options.

4.2 Expand flexible class offerings.
4.2.1 Offer a variety of course start dates for both face-to-face and online classes.
4.2.2 Explore the possibility of cohort-based programming.
4.2.3 Implement embedded ESOL learning communities in credit programs.
4.2.4 Become a pilot site for using adaptive learning technologies to promote student success.
4.2.5 Become a pilot site for an online course with a regularly scheduled interactive component.

4.3 Increase opportunities to diverse populations in the region.
4.3.1 Establish an Academy for Lifelong Learning program at LSC-University Park.
4.3.2 Identify and acquire grants to provide innovative learning opportunities for underserved populations.

4.4 Promote financial aid and scholarship opportunities to students.
4.4.1 Create an awareness campaign to promote opportunities for scholarship and financial aid.
4.4.2 Establish endowments for LSC-University Park.

4.5 Provide high-quality facilities convenient to all students.
4.5.1 Explore partnerships that provide students with accessibility to educational opportunities and support services.
4.5.2 Develop a master plan for LSC-University Park.

5.1 Strengthen system-wide orientation programs for all employees.
5.1.1 Create an employee orientation program.

5.2 Expand active mentoring and professional development programs for all employees.
5.2.1 Provide professional development and mentoring program for faculty, administration, and staff.

5.3 Foster a culture of feedback and continuous performance improvement.
5.3.1 Create a Unit Effectiveness Process for LSC-University Park.
5.3.2 Archive all LSC-University Park operations and procedures documentation.

5.4 Provide employee compensation package competitive with benchmark employers.
5.4.1 Provide information about compensation to employees.
5.4.2 Utilize market analysis reports.
5.4.3 Increase ability to provide data/input during initial hiring negotiations.

5.5 Promote an inclusive workplace that celebrates and values all.
5.5.1 Use the “Invitation to Innovate” as an inclusive culture for all employees and groups to be heard, respected, and recognized.

5.6 Maximize human resources to achieve system mission and goals.
5.6.1 Offer cross-training opportunities to faculty, staff, and administration.
5.6.2 Archive all LSC-University Park operations and procedures documentation.
6.1 Promote electronic communications.
   6.1.1 Increase awareness of LSC-University Park programs and resources through a variety of multi-media outlets.
   6.1.2 Create a monthly eNewsletter.
   6.1.3 Provide campus-wide promotions for Angel, myLoneStar, and LSC-University Park Facebook.

6.2 Strengthen interpersonal communication within system.
   6.2.1 Host regular LSC-University Park roundtables, updates, and open forums.

6.3 Continuously improve LSCS website.
   6.3.1 Create a community of content authors for training, shared knowledge and resources.
   6.3.2 Explore needs of students, faculty, staff, administration and partners.

6.4 Maintain a consistent emergency/crisis notification and response plan.
   6.4.1 Implement the LSC-University Park emergency/crisis notification and response plan.
   6.4.2 Promote a calls/texts notification system and utilize digital media signage for LSC-University Park emergency notification system.

6.5 Continue LSCS brand to improve system recognition, cohesion and pride.
   6.5.1 Encourage and support faculty, staff, and student presentations at prestigious conferences and events.
   6.5.2 Increase community awareness of LSC-University Park through community outreach, through student service projects and by hosting events. Increase campus visibility through signage and branding.

6.6 Promote system-wide connectivity.
   6.6.1 Establish academic and intramural competitions for LSC-University Park students.
   6.6.2 Promote active faculty and staff participation in system-wide initiatives.

Goal 7
STRENGTHEN EFFICIENCIES IN OPERATIONS.

7.1 Refine business procedures across system.
   7.1.1 Provide feedback on streamlining system-driven procedures.

7.2 Increase revenues and decrease costs.
   7.2.1 Centralize inter-departmental campus purchasing to reduce costs.
   7.2.2 Increase leasing space to generate revenues.
   7.2.3 Utilize internships, student workers and volunteer opportunities.

7.3 Maximize efficient use of state, local, and federal funds.
   7.3.1 Perform periodic cost analysis to maximize efficiency.

7.4 Identify resources for innovative projects.
   7.4.1 Pilot scholarship program based on revenues from recycling.
   7.4.2 Prioritize and fund “Invitation to Innovate” initiatives.
**Goal 8**

**Develop and Sustain Mutually Beneficial Partnerships.**

- **8.1** Strengthen relationships with local, national, and global profit and non-profit entities.
  - **8.1.1** Strengthen and increase collaboration with businesses, community organizations, and educational partners.
  - **8.1.2** Establish a speakers’ bureau comprised of local, national, and global professionals to address students in classes and lecture series.

- **8.2** Engage in partnerships to develop programs in existing and emerging career areas.
  - **8.2.1** Identify a representative for both workforce council and career services council to ensure effective and efficient communications regarding currently available and developing programs.
  - **8.2.2** Establish partnerships between workforce, corporate college and Best Start courses.

- **8.3** Promote enrollment in technical programs to meet projected workforce needs.
  - **8.3.1** Align LSC-University Park course offerings to align with industry needs.

- **8.4** Expand relationships with P-12 to inspire/promote postsecondary education.
  - **8.4.1** Establish Dual Credit partnerships with public, private and charter schools.
  - **8.4.2** Make presentations to local area P-12 schools including college nights, application days and other college prep workshops.

**Goal 9**

**Leverage Technology to Increase and Enhance Education, Operation, and Innovation Competitiveness.**

- **9.1** Expand IT security initiatives, procedures, and awareness.
  - **9.1.1** Include cyber security awareness in employee and student orientation.
  - **9.1.2** Use existing resources to improve communications to and from OTS.

- **9.2** Develop a System-wide strategic plan for LSC-Online.
  - **9.2.1** Offer LSC-University Park as a pilot site for new and innovative online delivery.

- **9.3** Create a technology training guideline for faculty, staff, and students.
  - **9.3.1** Develop “IT Survival Skills” training for students, faculty and staff.
  - **9.3.2** Publish User Help Documents shortcut to all LSC-University Park computers.

- **9.4** Improve and increase IT resources that enable agility and innovation.
  - **9.4.1** Promote vendor product testing in active classrooms to encourage innovative technologies and practices at LSC-University Park.
  - **9.4.2** Implement portable, electronic scribe technology for visually- and hearing-impaired students.

- **9.5** Expand access to new and emerging technologies.
  - **9.5.1** Develop a process that permits and encourages IT resources to commit up to 10 percent of their time working on approved innovative projects.

- **9.6** Recruit and retain talented IT professionals to increase technology effectiveness, efficiency, and value.
  - **9.6.1** Provide professional development opportunities and training for LSC-University Park OTS personnel.
Our Framework

**GOAL 10**

**PLAN AND MANAGE SUSTAINABLE QUALITY GROWTH.**

10.1 **Build innovative, environmentally sustainable learning facilities.**
   - 10.1.1 Establish multi-tiered service level model for LSC-University Park.
   - 10.1.2 Promote green technology processes in construction and renovation projects.
   - 10.1.3 Promote training for alternative energy use.

10.2 **Strengthen security measures across system.**
   - 10.2.1 Complete card reader installation as planned.
   - 10.2.2 Increase accessibility of police assistance phones.

10.3 **Promote facility management to support growth.**
   - 10.3.1 Establish multi-tiered service level model for LSC-University Park.
   - 10.3.2 Maximize efficient utilization of space.
     - 10.4.1 Improve space efficiency using R25 and other methods.
   - 10.4.2 Continuously monitor trends to anticipate growth.
     - 10.5.1 Develop campus master plan.

LSC-University Park is designed to be a college as well as an incubator for innovative partnerships between education, business and industry, and the community. LSC-University Park would like to acknowledge its partners:

Each employee at Lone Star College represents a LSC promise to help people improve their lives through training and education.

That promise becomes an integral part of the LSC brand and reputation. The brand of Lone Star College is not just a logo, a design or a color scheme. It is how a phone gets answered, how an employee treats a student, how a course is taught and how a student advisory session is conducted. It’s all of these things and more.

The system’s six colleges—LSC-CyFair, LSC-Kingwood, LSC-Montgomery, LSC-North Harris, LSC-Tomball, and LSC-University Park—provide educational excellence for students of all ages with a multitude of educational needs. Through its progressive partnerships with four-year universities, LSCS can also offer seamless opportunities to obtain bachelor’s and master’s degrees at one of its two University Centers.

As the largest college system in the greater Houston area and the fastest-growing in the state of Texas, Lone Star College is well-positioned for even more growth. But accomplishing the goals, mission and vision of Lone Star College requires input and participation by the entire Lone Star College family. The Lone Star College reputation depends on it.