



2009-2011 AND BEYOND

Shaping the Future



STRATEGIC PLANNING
FRAMEWORK

A MESSAGE FROM OUR CHANCELLOR



Greetings!

Most would agree that the Lone Star College System has experienced phenomenal change over the past eighteen months—a new name, many new faces including a new chancellor, a successful \$420 million bond election and a renewed spirit to advance the system toward even better service to our students, faculty, staff and community. Within the context of this accelerated evolution, we are coming together to forge our collective future as a system.

Over the past year a system strategic planning steering committee has been hard at work. Comprised of students, faculty and staff from across our system, this committee has crafted ten goals and fifty-one objectives in the form of the LSCS 2009-2011 Strategic Plan. These *goals and objectives* emerged from a data-driven and community-based decision-making paradigm. The Committee first conducted a comprehensive review of *internal* statistics and *external* demographics. Then focus group sessions were conducted for students, faculty and staff on all five LSCS campuses, LSCS centers, and the system office. Additional information and input was collected through surveys to students, faculty and staff as well as our Citizen's Advisory Council. In total, some 1,100 people assisted in the development of our 2009-2011 system strategic goals and objectives. Moving forward, outcome measures will be articulated for each of the fifty-one objectives to assess performance and provide evidence of achievement to our community.

The Lone Star College System has long been widely recognized as a high performance enterprise. Together, we are seizing this dynamic time in our history to use this reputation as the foundation for an even more impressive future.

A handwritten signature in cursive script that reads "Richard Carpenter". The ink is dark and the signature is fluid and legible.

Richard Carpenter
Chancellor

OUR MISSION



Lone Star College System as a publicly-supported, two-year, comprehensive community college system involves diverse individuals, businesses, and the community in quality educational 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, workforce, and cultural enhancement.
- Developmental education and literacy programs designed to improve the basic skills of students.
- A program of student support services, including counseling and learning resources, 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.

OUR VALUE STATEMENTS



Learning Communities

We believe that the Lone Star College System is a dynamic learning community, distinguished by 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.

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 is the catalyst 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 provides 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, 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.

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—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.

OUR FRAMEWORK



GOAL 1

MAINTAIN AFFORDABILITY AND ACCESSIBILITY

- 1.1 Deliver accessible quality education to the regional and global workforce.
- 1.2 Expand class offerings to improve program accessibility.
- 1.3 Increase accessibility and opportunity to diverse populations in the region.
- 1.4 Promote more financial aid opportunities to students.

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.
- 2.2 Expand a substantive, dynamic and innovative mentoring and professional development program for all faculty, administrators, and staff.
- 2.3 Create and foster a culture of feedback and continuous performance improvement.
- 2.4 Provide employees with a total rewards package that is competitive with identified local, regional and national benchmark employers.
- 2.5 Develop a system-wide diversity initiative which promotes an inclusive workplace that celebrates and values all.
- 2.6 Identify, develop and leverage innovative employee talent that maximizes our ability to achieve system mission and goals.



GOAL 3

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

- 3.1 Implement a system-wide faculty-driven academic review process to assess the growth, quality, viability and accessibility of all programs.
- 3.2 Strengthen career services for those with work experience and those new to the workforce.
- 3.3 Make accountability and performance visible throughout the system through annual report card to the public and the college community.
- 3.4 Increase electronic communications to support activities in a multi-site environment.
- 3.5 Enhance the infrastructure and visibility of extra-curricular and student organizations across the system.

GOAL 4

FOCUS ON OUTCOMES DRIVEN STUDENT SUCCESS

- 4.1 Strengthen all academic support services.
- 4.2 Focus on discipline-specific advising opportunities.
- 4.3 Improve and promote job placement for students.
- 4.4 Develop faculty-driven outcome assessment.
- 4.5 Develop a method to track student goal attainment.
- 4.6 Provide clear degree program course requirements.



GOAL 5

CREATE EFFECTIVE INTERNAL AND EXTERNAL SYSTEMS OF COMMUNICATION

- 5.1 Strengthen stakeholder interactions within system.
- 5.2 Expand a system-wide approach to sharing best practices.
- 5.3 Implement a consistent emergency/crisis notification and response plan.
- 5.4 Continue to define LSCS brand to improve system recognition, cohesion and pride.

GOAL 6

PROVIDE QUALITY STUDENT FOCUSED SERVICE

- 6.1 Develop mandatory student orientation programs to meet needs of diverse student population.
- 6.2 Strengthen and improve visibility of student and online support services.
- 6.3 Offer non-English student service assistance to speakers of other languages.
- 6.4 Streamline process for the continuous improvement and updating of the LSCS website.
- 6.5 Improve Internet and web based media and communication formats to promote student engagement.



GOAL 7

CREATE EFFICIENCIES IN OPERATION IN RESOURCE ALLOCATION

- 7.1 Implement and streamline business procedures and management infrastructure across system.
- 7.2 Implement technology to increase efficiency and promote stewardship of natural resources.
- 7.3 Strengthen guidelines and protocols for the use of external service providers.
- 7.4 Improve effectiveness to assess the stewardship of state, local, and federal funds.
- 7.5 Implement a data driven system to support system-wide fiscal functions.

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.
- 8.2 Strengthen connectivity of enrollment in technical programs and projected workforce needs.
- 8.3 Expand and market non-credit continuing education programs.
- 8.4 Create a system-wide mechanism to gather input from community.
- 8.5 Promote the Lone Star Corporate College.



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.
- 9.2 Expand innovative and engaging on-line learning environments.
- 9.3 Expand and deliver academically challenging on-line programs through collaboration between faculty discipline experts and technology services.
- 9.4 Strengthen technology infrastructure and function of Office of Technology Services.
- 9.5 Strengthen computer security and update protocols.
- 9.6 Enhance the on-line support for faculty and students.
- 9.7 Strengthen Internet/Intranet usage policy.

GOAL 10

PLAN AND ACHIEVE QUALITY GROWTH MANAGEMENT

- 10.1 Build innovative and high tech learning facilities while considering environmental sustainability.
- 10.2 Establish performance and reporting metrics for anticipated programmatic growth, enrollment growth, personnel needs and capital development.
- 10.3 Strengthen security measures across system.
- 10.4 Promote facility management to support growth.

COLLEGES



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281-290-3200



LSC-Kingwood

20000 Kingwood Dr.
Kingwood, TX 77339-3801
281-312-1600



LSC-Montgomery

3200 College Park Dr.
Conroe, TX 77384-4500
936-273-7000



LSC-North Harris

2700 W.W. Thorne Blvd.
Houston, TX 77073-3499
281-618-5400



LSC-Tomball

30555 Tomball Parkway
Tomball, TX 77375-4036
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LSC-University Center

3232 College Park Dr.
The Woodlands, TX 77384-4500
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