



# 2009-2011 AND BEYOND

**Shaping the Future**



STRATEGIC PLANNING  
FRAMEWORK



# A MESSAGE FROM OUR PRESIDENT



Greetings,

In 2008 the Lone Star College System developed a 2009-2011 Strategic Plan with system-wide input from employees and students. As one college of five in the Lone Star College System, LSC-Kingwood employees and students met over a period of four months to align our college goals and objectives with the system model. The system goals and objectives were used to develop strategies, accountability measures and timelines for the objectives that are responsive to the college community. Also, additional goal objectives were identified and added to the LSC-Kingwood Strategic Plan to address special needs of the college.

The LSC-Kingwood 2009-2011 Strategic Plan shown on the following pages is evidence of collective and collaborative planning on the part of many faculty, staff, administrators and students. This plan takes into account our system mission and value statements. It also takes into account our college vision that every student who chooses to attend LSC-Kingwood will meet her/his educational goal – whether that goal is to successfully complete one course, a certificate or degree, or a block of core courses to transfer to a four-year college or university.

A review of the ten Strategic Plan goals reflects the breadth of our mission and the diversity of functions within the system and college. Several goal objectives and strategies focus on student success, including our Achieving the Dream grant initiative. This initiative strives to create a college-going culture for first generation college students, minorities and low socio-economic residents of our college service area.

Ultimately, our Strategic Plan keeps us on task to meet the educational needs of our community. Progress on each goal objective will be assessed and made available to the public through future publications and on our Web site. As a respected leader in education, we are committed to accountability and continuous improvement.

Regards,

Dr. Katherine Persson  
President

# OUR MISSION



## LSC-KINGWOOD

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.
- 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 campuses are dynamic learning communities, 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 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.



## GOAL 1

### **MAINTAIN AFFORDABILITY AND ACCESSIBILITY**

#### **1.1 Deliver accessible quality education to the regional and global workforce.**

##### **Strategy**

- 1.1.1 Conduct a needs analysis for courses to be offered at off-site locations
- 1.1.2 Employ techniques to attract sufficient enrollments in classes
- 1.1.3 Include a mixture of full-time and adjunct faculty at centers and off-site locations
- 1.1.4 Provide student support services at off-site locations

#### **1.2 Expand class offerings to improve program accessibility.**

##### **Strategy**

- 1.2.1 Increase dual credit offerings in the area high schools
- 1.2.2 Restructure the Early College program to be more inclusive
- 1.2.3 Investigate the offering of developmental courses in high school as part of the high school curriculum; students receive no college credit and retake COMPASS after completion of developmental courses
- 1.2.4 Investigate expansion of course offerings at current off-site locations
- 1.2.5 Investigate the expansion of facility and course offerings at a new north site
- 1.2.6 Continue to expand distance learning offerings and flexibility in scheduling
- 1.2.7 Increase number of classes strategically offered during days, evenings and weekends such as popular courses/popular faculty

#### **1.3 Increase accessibility and opportunity to diverse populations in the region.**

##### **Strategy**

- 1.3.1 Increase availability of public transportation for students within our service area through partnerships with ISD's, EMCID, and Houston Metro
- 1.3.2 Investigate funding to establish an area day care partnership to offer day care services for students



- 1.3.3 Increase outreach efforts in middle and high schools in the area
- 1.3.4 Offer a bilingual section of MATH 0308; advertise course in Spanish

#### **1.4 Promote more financial aid opportunities to students.**

##### **Strategy**

- 1.4.1 Establish a baseline for endowments and scholarships
- 1.4.2 Secure additional endowments, community and personal scholarships
- 1.4.3 Develop partnerships to offer paid student internships
- 1.4.4 Arrange employer/student interviews on campus
- 1.4.5 Increase faculty/departmental based scholarships
- 1.4.6 Pilot programs to reduce the cost of textbooks to students such as generic textbooks, local textbooks, textbook co-ops, online textbooks, and bulk textbook purchases
- 1.4.7 Include financial aid information/opportunities in student orientation sessions

## **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**

- 2.2.1 Expand the current professional development program including courses recommended by the Professional Office Association
- 2.2.2 Offer opportunities on campus for current employees to learn a new language
- 2.2.3 Expand the current mentoring program to include all employees



- 2.2.4 Survey employees to determine professional development needs and develop a program to address needs
- 2.2.5 Survey employees to identify their areas of expertise and publish this information for employees' use
- 2.2.6 Create non-monetary professional development incentives

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

### **Strategy**

- 2.3.1 Assign mentors to new employees
- 2.3.2 Utilize staff/division meetings for professional development sessions
- 2.3.3 Offer great speakers as part of in-service week
- 2.3.4 Provide periodic, honest feedback to employees
- 2.3.5 Capture continuous improvement/professional activities on Performance Evaluation Forms
- 2.3.6 Require a minimum of two professional development activities each year for all employees
- 2.3.7 Practice flexibility in the definitions of professional development.

## **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 Reinstated the Diversity Committee to serve in an advisory capacity on diversity matters
- 2.5.2 Identify features of diversity initiatives
- 2.5.3 Increase inter-cultural activities
- 2.5.4 Increase ethnicity of student body to be comparable of that of service area

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

### **Strategy**

- 2.6.1 Encourage innovations via funds to attend League of Innovation conferences, leadership programs and staff development



- 2.6.2 Develop and grow own innovative leaders through the System's Leadership Academy including development of staff
- 2.6.3 Provide succession training as needed for all employees
- 2.6.4 Survey employees to determine professional development needs and address/customize needs

## **2.7 Recruit employees of diverse backgrounds**

### **Strategy**

- 2.7.1 Recruit employees who speak a second language
- 2.7.2 Develop partnerships with diverse communities and educational institutions
- 2.7.3 Make efforts to recruit from qualified candidates within the system to allow opportunity for internal promotions

# GOAL 3

## **PROVIDE ACADEMIC EXCELLENCE AND STRENGTHEN CONNECTIVITY AND ACCOUNTABILITY 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.**

#### **Strategy**

- 3.1.1 Identify academic improvement opportunities, and initiate curriculum and academic review via campus-level curriculum teams
- 3.1.2 Identify rotating, term-limited members of curriculum teams both at Kingwood and system-wide, while simultaneously promoting connectivity between campus-level curriculum teams and system-level curriculum teams
- 3.1.3 Provide for campus-level curriculum team meetings with the Vice President of Instruction once per semester

### **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 Publicize ratio of students completing 4-year degrees at other institutions and graduation rates for 2-year degree recipients at LSCS
- 3.3.2 Promote public awareness of 2- and 4-year degree recipients, work force graduates, teacher excellence awards, special honors, honor students and guest speakers and special academic event

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

#### **Strategy**

- System-driven initiative

### **3.5 Enhance the infrastructure and visibility of extra-curricular and student organizations across the system.**

#### **Strategy**

- 3.5.1 Enhance visibility of student services and student organizations.
- 3.5.2 Establish a College Advisory Board for Student Organizations and convene annual focus groups for data collection

## **GOAL 4**

### **FOCUS ON OUTCOMES DRIVEN STUDENT SUCCESS**

#### **4.1 Strengthen all academic support services.**

##### **Strategy**

- 4.1.1 Expand use of early intervention
- 4.1.2 Increase support for FTIC students through participation in Advisor II cohorts
- 4.1.3 Work with LSC-Online to increase tutoring opportunities for online students
- 4.1.4 Develop an online and face-to-face tutorial explaining online classes. Share through advisors and Learning Center
- 4.1.5 Expand sessions of EDUC 1300 for FTIC students
- 4.1.6 Expand sections of supplemental instruction
- 4.1.7 Hold periodic student focus groups to assess student success programs and services



## **4.2 Focus on discipline-specific advising opportunities.**

### **Strategy**

- 4.2.1 An advising plan will be developed for 2009-2011 which will include Advisor I's for all workforce students enrolled in non-cohort based workforce programs
- 4.2.2 The above process will be duplicated for non-FTIC students in academic transfer programs through collaboration between Specialist IV advisors and division faculty in academic programs
- 4.2.3 Invite division counselors, Advisor I's and Advisor II's to conduct 10-minute sessions in selected core and extended classes to address advising issues
- 4.2.4 Add sessions to the Student Success Seminars which focus on discipline-specific advising opportunities
- 4.2.5 Counselors and advisors will set up tables in different discipline-specific locations on campus to offer on-the-spot advising in addition to regular advising
- 4.2.6 Offer advising by appointment or walk-in year round

## **4.3 Improve and promote job placement for students.**

### **Strategy**

- 4.3.1 Distribute information about career and job opportunities through student organization networks (bulletin boards, club announcements, etc)
- 4.3.2 The office of Career Services will work with Advisor II's to insure that all students in Advisor II cohorts who have not declared a major receive career counseling within their first year of enrollment at LSC-Kingwood
- 4.3.3 Provide job fairs, job placement, and career information seminars

## **4.4 Develop faculty-driven outcome assessment.**

### **Strategy**

- 4.4.1 Use core curriculum review documentation to review and revise course outcomes

## **4.5 Develop a method to track student goal attainment.**

### **Strategy**

- 4.5.1 Advisor I's and II's will use Sinclair or a similar tracking system to track student goal attainment
- 4.5.2 Hire additional personnel in Admissions to identify students within 15 hours of graduation. Identified students will be referred to advising for contact to complete a degree plan



#### **4.6 Provide clear degree program course requirements.**

##### **Strategy**

- 4.6.1 Provide information in orientation about degree plans
- 4.6.2 See 4.5.1; This strategy will provide benefits in Objective 4.6
- 4.6.3 Increase collaboration between faculty, staff, and advising to mentor students beyond their first year in the Advisor II cohort

## **GOAL 5**

### **CREATE EFFECTIVE INTERNAL AND EXTERNAL SYSTEMS OF COMMUNICATION**

#### **5.1 Strengthen stakeholder interactions within system and in the community.**

##### **Strategy**

- 5.1.1 Secure accurate student contact information via required fields in registration process
- 5.1.2 Include e-mail information in orientation sessions
- 5.1.3 Adopt campus e-mail as preferred communication to students and employees
- 5.1.4 Install a message board in each building and deliver messages in English and Spanish
- 5.1.5 Implement blogs for the president
- 5.1.6 Continue and expand college and AtD newsletters
- 5.1.7 Establish community focus groups and use results for improvements
- 5.1.8 Investigate alternative methods of delivering cable channel programs such as putting on college web site
- 5.1.9 Develop and disseminate a communication policy statement

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

##### **Strategy**

- 5.2.1 Utilize technological features such as Podcasts and Wiki pages to share information
- 5.2.2 Include face-to-face best practices sessions as part of professional development program and post summaries on professional development Web site



5.2.3 Access best practices webinars and share system-wide

**5.3 Implement a consistent emergency/crisis notification and response plan.**

**Strategy**

5.3.1 Develop and disseminate an emergency/crisis notify and response plan

5.3.2 Conduct simulation exercises

**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 Market orientation and placement testing as a success strategy

6.1.2 Hold mandatory orientation sessions prior to registration

6.1.3 Include topics in orientation sessions such as course selection, online schedules, financial aid process, and academic support services

6.1.4 A student handbook will be disseminated during orientation

**6.2 Strengthen and improve visibility of student and online support services.**

**Strategy**

6.2.1 Include information on student support services as part of orientation program and in student organizations

6.2.2 Publish student support services in a student handbook and on college/system Web site

6.2.3 Show demonstration of online support services through library and lab instructional tours/ assignments



**6.3 Offer non-English student service assistance to speakers of other languages.**

**Strategy**

- 6.3.1 Place Spanish speaking advisors and staff in areas of Student Services
- 6.3.2 Include a Spanish speaking faculty or student ambassador at orientation sessions
- 6.3.3 Print instructional signs and short instructional documents in Spanish

**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 Identify existing stewardship assessment in place



7.4.2 Compile a list of the college's major funding sources

7.4.3 Review assessment methods and make recommendations as appropriate

**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 Compile a list and review all current relationships
- 8.1.2 Develop list of needed/expanded initiatives and make contact with appropriate entities
- 8.1.3 Include faculty assistance in relationship building beneficial to their disciplines/areas
- 8.1.4 Use opportunities at Chamber, trade shows, civic, non-profits, fund-raising, and social gatherings to network and strengthen relationships.

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

**Strategy**

- 8.2.1 Survey regional employers to determine workforce needs and their awareness of college vocational offerings
- 8.2.2 Offer courses/programs that address the needs identified by the community
- 8.2.3 Meet with any new employers in the area to discuss their needs and how the college may meet these needs
- 8.2.4 Hold information sessions on vocational programs for the community
- 8.2.5 Expand workforce programs to off-site locations as identified by a needs analysis



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

#### **Strategy**

- 8.3.1 Survey community to determine non-credit continuing education needs and offer courses/programs where feasible
- 8.3.2 Offer courses/programs in various instructional and scheduling formats
- 8.3.3 Market programs in a variety of media
- 8.3.4 Use opportunities at Chamber and civic gatherings to advertise programs
- 8.3.5 Establish a College Speakers Bureau to discuss programs

### **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 Create online learning environments for students including orientation, advising, tutoring, and testing
- 9.2.2 Create online learning environments for faculty and staff including webinars, conferences, and evaluations



- 9.2.3 Provide training for online learning environment
- 9.2.4 Provide information via Intranet for internal use

**9.3 Expand and deliver academically challenging online programs through collaboration between faculty discipline experts and technology services.**

**Strategy**

- 9.3.1 Expand current online programs as needed
- 9.3.2 Investigate the need for additional online courses and develop accordingly
- 9.3.3 Continue to expand distance learning offerings

**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 sustainability.

#### Strategy

- 10.1.1 Hire sustainability coordinator to develop and implement sustainability program
- 10.1.2 Include sustainability features in all new construction and renovation
- 10.1.3 Build a center in the Atascocita area which includes classroom space, state-of-the-art labs, and student services space to meet a growing demand in that community

### 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





# LSC-KINGWOOD

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