

North Harris Montgomery Community College District

Institutional Effectiveness Update

2002-2003

Executive Summary

At Kingwood College

Kingwood College held its Planning Retreat in September 2002 to review the accomplishments of the first year in the 2001-2003 planning cycle and to set priorities for the upcoming year. A team of approximately 30 administrators, faculty, and staff participated in the Retreat. A facilitator was assigned to lead a group in the review and revision process for each of the college/district goals.

Utilizing previously disseminated Retreat resource packets and hearing external environmental reports during the Retreat, the team identified priorities, developed strategies, established a timeline, and assigned responsibility for the college's Strategic Plan. Among the 2002-2003 priorities identified were maximum use of off-site centers, an integrated student services function, a comprehensive Student Life program, implementation of a Developmental Education Plan, obtainment of external funding, enhancement of college website, implementation of Teacher Certification program, and the construction of the new Health Science Center. Though the follow-up Retreat to fully evaluate outcomes is scheduled later in the term, this preliminary review indicates that all goals have been met with varying degree of success. Accomplishments are provided in this report.

At Montgomery College

For Montgomery College, 2002-2003 was a year of transition. Academic divisions successfully began transitioning from an old organizational structure to a new structure with many newly defined leadership positions. A new college president began his tenure, taking the reigns from the founding president. A recently created Center for Business and Technology Training in Conroe saw its first Director hired, and began expanding its offerings.

Surrounded by change, the college continued to make progress on all District goals, as attested by the report below. New programs of study, new approaches and supports to help students succeed, reconfiguration of spaces, the addition of a new library and classroom building, and new technology – all occurred for the benefit of students and community.

At Tomball College

Implementing the district academic reorganization, the college developed a plan to combine four divisions into three, hiring Deans and Division Operation Managers, and appointing Department Chairs for each division. The rationale for the restructuring was to provide a model based upon leadership from the Deans while the Operations Manager handles the day-to-day management.

Planning advisory committees were appointed to assist the college in planning and designing the Phase IV expansion projects. To continue to support the quality of learning and work, the college will expand its facilities by adding a Wellness Center, Student Center and new Classroom, Lab and Office Space.

The college will also add an on-campus county/college library to better serve the students and the community. This was achieved by forming a joint committee with staff from Tomball College, Harris County Commissioner Jerry Eversole's office, and Harris County Public Library.

To improve the learning quality for our students, the college increased the number of full-time faculty by 15 percent, from 96 to 111. In addition, services to the students were enhanced by increasing the number of full-time support staff from 114 to 133, or 16 percent.

The college is offering more accessible courses and programs by establishing the Licensed Vocational Nursing and the Computer Graphic programs. In addition, new locations for concurrent credit classes have been established at Magnolia and Klein Oak High School.

The college was involved in the first District-wide effort to enhance student success by improving the Developmental Studies program. It had an important role in the District initiative to implement a new plan for Developmental Studies.

At Cy Fair College

Our focus this year has been on putting in place the infra-structure so that the new college will fully operational in fall 2003. This has included hiring faculty and staff, developing out instructional mission, and completing construction of the new college campus.

At North Harris College

As North Harris College marks its thirtieth year of service to the community, the fulfillment of the vision of the founding community leaders is evident. Nowhere is the mission of the "community college" more apparent than in the programs and services of North Harris. While continuing to grow and maintain status as one of the larger institutions in the state, North Harris is also growing in the breadth and depth of its program offerings and its effectiveness in serving the students and community.

“Reaching some of the hardest to reach, and retaining some of the hardest to retain” has become the descriptor of the evolving mission of the college. As the surrounding community changes its makeup in dramatic ways, the college is being called on to serve a new student in new ways. Increased attention to developmental studies, basic skills, and ESL and language programs influence the focus of the institution. Close partnerships with community organizations, advisory boards, and the business community help college leadership tailor the direction of the college to respond to this evolution of need. And, as the college seeks to expand the foundational offerings for the first-time students, the college is likewise called on to continue to develop leading edge programs to support the high-tech world we live in.

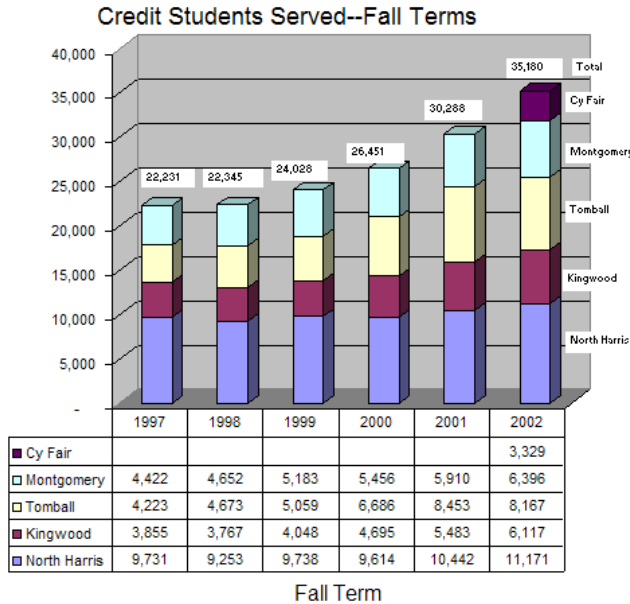
The college is successful. Success is evident through continued growth in enrollments and programs. Success is evident in the awards and recognition received by faculty and students. Success is evident in the respect, support, and involvement of a caring community. And, most importantly, success is mirrored in the smiling faces of over ten thousand students who bring their dreams and hopes for a brighter tomorrow to North Harris College, knowing that they have found in North Harris a trusted partner in their future.

Focus on District-wide Goals

Goal 1: Provide quality, accessible courses and programs of instruction which meet transfer, workforce development, and lifelong learning needs of students.

District-wide enrollment

- Increased credit students served in the past 5 years by 57%, and by 16% in the past year.
- Increased the proportion of credit students from minority groups in the past 5 years from 29% to 33%.
- Increased the proportion of international students in the past 5 years from 0.8% to 2%



At Kingwood College

- Administered scheduling surveys to determine variety, flexibility, and delivery modes preferred by students and incorporated this information into the fall and spring schedules
- Began the Cleveland initiative to offer seven core courses to residents of Cleveland, Tarkington, and Shepherd ISDs
- Expanded social science offerings by adding afternoon and evening offerings and three new history courses: History 2341, *Mysterious America*; History 2321, *World History*; and History 2341, *History of Rock and Roll*
- Enhanced technology program by offering the Microsoft MCSA core courses for student certification options; expanding CISCO courses and lab to include CISCO V and VI certification options; developing three flex courses in desktop publishing and Computer Graphics
- Expanded distance learning program to include Internet delivery for Marketing and Management AAS degree, internet enhanced and computer enhanced course for vocational nursing, and flex courses for Respiratory Care
- Expanded distance learning enrollments by 41% and concurrent credit enrollments by 36%
- Maximized access via off-campus centers with an increase of 98% enrollment at EMCID Center and 8% at CATE
- Developed and implemented new programs including an 11 semester program for the Splendora and New Caney ISD teacher aides; bookkeeping and Education programs; new engineering course offerings for fall 2003; and an RN program to begin January 2004 followed by Dental Hygiene in fall 2004

At Montgomery College

- Develop process so that faculty themselves use responses for student evaluations of instruction to improve teaching, and department chairs and deans use them in performance evaluation of faculty.
- Reviewed system for gathering student evaluations of instruction, and made modifications based on input of five-member task force to effect changes geared toward greater student participation.
- Offered developmental English and math courses for the first time at the Center for Business and Technology Training.
- Revised distance education plan to include provisions for instructor certification and continuing education.
- Developed plan for merging Continuing education division with credit divisions.
- Started two new AAS programs: diagnostic medical imaging and LVN-to-RN transition.
- White student population dropped below 80% for the first time

At Tomball College

- Established Licensed Vocational Nursing and Computer Graphics programs to attract new students.
- Developed Internet courses for Spanish, Business, Business Management, & Marketing.
- Linked Continuing Education and Credit courses to encourage lifelong learning and assist students meet their personal, social, civic, financial, and career goals.

At North Harris College

- Increased credit enrollment by 7% (fall) and 6% (spring), reflective of the steady growth rate of recent years.
- Increased fall 2002 distance learning enrollment by 20% compared to fall 2001, with 90 sections being offered
- The college continues to be a minority majority institution with a growing enrollment of Hispanic (24% of all students) and international students.
- The enrollment for students with disabilities increased to 1,376 students.
- 35% of the students served receiving financial aid awards.
- Recent graduation ceremonies for the first class through Community Education's *Centro Comunitario de Aprendizaje* or *Community Learning Center*, a cooperative venture with Monterrey Tec University (Mexico), showcase the College's innovative initiatives to provide basic living skills, business and computer skills, and literacy programs to our changing community.
- Faculty re-envisioned curriculum in several disciplines to focus on the relationship between national and international issues and raise the level of consciousness.
- Started the GIS (global information system technology) program this year to meet the growing demand.
- Expanded pharmacy technology, adding a new cohort starting in January 2003.

- Increased enrollment in the associate degree nursing to 200 students, and the program received a commendation from the State Board of Nursing Examiners because graduates had a 92% pass rate on the NCLEX exam.
- The emergency medical services technology program has also expanded and will submit their self study to their accrediting agency this spring.
- Submission of a self study for the process which will lead to obtaining ABA certification by the paralegal studies program.
- Expanded the alternative teaching certification program from 24 to 35 in the first two cohorts. The orientation session for the third hosted 126 students, a number of which are expected to enroll for the summer.
- Used online process to evaluate instruction, in which students indicated satisfaction in their own learning and success, the accessibility of the faculty, and the real-world application of the material.

Goal 2: Improve student success.

At Kingwood College

- Continued the retention strategies delineated in the Enrollment Management Plan including Early Alert, orientation, supplemental instruction, and linked communities
- With district-wide cooperation, organized a Developmental Education Task Force and generated a student success plan which includes the elimination of late registration replaced by “second start” classes, implementation of reading and writing prerequisites, and the offering of learning communities; with the assistance of a grant from Houston Endowment, a three step initiative will begin this fall: Initiative 1 – *Start Right*; Initiative 2 – *Learning First*; Initiative 3 – *Evaluate Effectiveness*
- Offered a “First Step for Success” program consisting of two day orientation for health care students; collaboration with counseling, financial aid, and program directors
- Provided student success and historical data to instructional units for faculty/student advising and supervisor/employee conferences
- Expanded ESL offerings for success of international students
- Improved and expanded service learning by ensuring that students volunteer in such agencies as hospitals and schools

At Montgomery College

- Received MetLife Foundation Award for best practices in retention of students.
- Implemented Coaching Connection program for mentoring developmental students.
- Piloted web-based system for tracking student achievement of course learning outcomes.

- Implemented requirements for probation and suspension students to meet with a counselor; and suspension students to enroll in a HUMD study skills or career course.
- Hired adviser to specialize in international student services, and initiated Hispanic outreach programs.

At Tomball College

- Developed Developmental Studies Implementation Plan which represents the first District-wide sustained effort to increase the likelihood of student success.
- Enhanced opportunities for student success and development by offering packaging resources, consisting of professors' class handouts and presentations in Office Services.

At North Harris College

- Over 150 new students participated in the Summer Sizzler, a two-day orientation program for entering students, in two summer sessions in 2002.
- Continued the Mentoring and Advising Program, recruits developmental students into an academic skills and mentoring program at the Parkway and Carver Centers, leading to a combined developmental course student success rate of 58% at the centers.
- Expanded the Summer Bridge Program to include upper level developmental reading and writing courses, in addition to upper level developmental math in Summer 2002, leading to improvements in retention and success rates.
- The Early Alert Program, a process to notify students who have been absent from class two consecutive times, was revamped to concentrate and speed up the process. First, the time frame was narrowed to focus on the critical early weeks of the semester, weeks three through seven. Then, using email to accelerate the process, the instructor sent the students' names and class information to the Student Success Calling Team, who phoned the students and then emailed the results of the contacts back to the instructor. Through this simplified process, students were given an opportunity to get back into class before it was too late in the semester.
- Expanded academic support in the Learning Center has insured greater student participation in academic support programs. Offered workshops during the noon hour and promoted offerings with faculty, leading to an increase in student participation.
- Offered on-line tutoring as part of a district-wide program, which became available in Spring 2003.
- Enrolled 36 students in the Take Charge Program, a mentoring/workshop program that is designed for probation students.
- Initiated in Fall 2002 the MATH-TASP Excessive Absence Project. The Student Success Calling Team contacted TASP-track students who are about to be dropped from all their classes because of math absences.

- Improved success rates of students on academic suspension in Fall 2002 by requiring them to sign a contract agreeing that they must successfully complete HUMD 0111, Strategic Learning Systems, and achieve a semester GPA of 2.0 or better.
- Hosted a successful Law Day, allowing para-legal students, agencies, and people in the field to come together to learn about aspects of the law, employment possibilities, and documentation.

Goal 3: Provide quality, accessible support services for students to enhance the learning process and their educational experience.

At Kingwood College

- Renovated Student Services area to provide a “one stop shop” for students. Specific reconfigurations included the removal of walls that separated the office suites from the corridors; introduction of three new “service centers” – career services, international student services and student activities; elimination of the counter in admissions and a reconfiguration of the work stations, including a new cashier’s station.
- Modified student services delivery system. Approximately $\frac{3}{4}$ of the “new plan” for an enhanced student services delivery system has been implemented. Major components include increased student participation in and responsibility for educational planning, greater personalization of counseling services, decreased “steps and stops” required of students, heightened staff cross training, greater utilization of technologies, more comprehensive “first time student” interviews, increased signage for better traffic management, and registration of continuing education
- Hired a Student Activities Coordinator to develop Student Life Program. Activities planned include the Student Awards Banquet, Fall Festival, Spring Fling, Cinco de Mayo celebration and Black History. Additional activities planned were Turkey Trot, “Great American Smoke Out”, Kwanzaa Celebration, Funny Fotos, and Red Wolf the Bull Expanded services in the library to include Live Virtual Reference (Chat), KC Web Café (internet café), Teaching Lab with Smartboard, access to databases
- Expanded service in the Learning Center to include study groups, tutor/coaches, and supplemental instruction. Also extended tutorial service hours and added tutoring in English, economics and Physics. Added Introduction to Computers online tutor through the Smarthinking platform; extended Student Success Seminars to include more topics and some seminars on Saturdays
- Added three computers and a camera system to the Test Center and TASP practice tests in computer lab to assist students in preparation for the exam
- Developed a comprehensive orientation program consisting of an extensive on-line format and a face-to-face format followed by student success seminars throughout the semester

- Expanded services that assist students in obtaining evening and day childcare, alternative financial aid, and transportation - The evening Kid Care program is now operating at full capacity.

At Montgomery College

- Counselors from across all college divisions began meeting regularly and coordinating services.
- Redesigned and remodeled student services area to improve operation of “one-stop” registration for students
- Implemented SMARTHINKING online tutoring services as support for distance learning students, as well as traditional students
- Expanded ESL tutoring services to meet growing needs of ESL population

At Tomball College

- Established Service Learning initiatives that will encourage students to take learning into the community through participation in service projects.
- Increased student satisfaction with continued support for food service operations, paving the way for heightened efficiency, better delivery and improved quality control.

At North Harris College

- Advanced in involving faculty, students, and the community toward thinking globally. Recognized speakers such as John Leinhart (UH) and Stephen Klineberg (Rice) presented information about creativity, diversity, and transformation.
- Administered a nationwide survey of the Community College Survey of Student Engagement.
- Provided training to faculty in areas related to students with disabilities including culture of dependency, use of assistive technology, working with students who are blind or deaf, providing opportunities in kinesiology for students who are paraplegic and quadriplegic, promoting educational success for students in developmental courses who have learning disabilities in reading, writing, and/or math
- Disabilities program recognized by the Association on Higher Education and Disabilities in Texas as “Best Program”

Goal 4: Provide efficient and effective stewardship of state, local, and federal funds.

At Kingwood College

- Administered \$3,215,185 in student financial aid, including Pell grants and scholarships
- Served 1,183 students in Pell grants; 682 in other grants, 303 in EMCID scholarships and 480 in other scholarships
- Managed six grants including THECB State Leadership Grants in nanotechnology and K-12 mentoring, a Texas Workforce Commission First Generation Grant. Funds to provide a college and financial aid advisors on ISD campuses in Splendora and Tarkington High Schools to increase matriculation rates for first generation students.
- With Wadsworth Golf Charities, implemented a special golf clinic in March 2003 to train Occupational Therapists with skills for training their disabled clients to play golf. The college has procured adaptive equipment and can now serve most disabled clients in the regular golf courses at the college.
- Participated in the NHMCCD campaign with 90% of employees making contributions
- Held special events including gala raffle and Benefactors Luncheons
- Raised \$6,994 from community initiatives such as the Memorial Scholarship Program and Kroger's Food for Thought Program
- Secured grant from Houston/Galveston Area Council of Nursing to cover educational expenses of nursing faculty to attend graduate school
- Secured sponsorship from Deerbrook Forest Chrysler to fund Black History Children's Art Show and Competition
- Received approximately \$60,000 in donations for respiratory care equipment and training

At Montgomery College

- President's Council planned budget reductions for 2002-2003 and for 2003-2004 in an open, collegial, and effective manner, maintaining mission-critical services to students.
- Set and implemented new standards for low-enrollment classes, with a view to improve productivity and provide better course section management.
- Acquired useful materials and equipment from local Biotech companies and health care facilities for the MC Biotech program and health programs, respectively.

At Tomball College

- Restructured Associate Dean position to provide a model based upon leadership and also created a new position of Operations Manager to handle day-to-day management. Combined four divisions into three.

- Hired Deans, Division Operations Managers, and appointed Department Chairs for each division.
- Improved revenue and increased profitability in Food Services due to a collaborative and courteous work environment.
- Reduced the 2002-2003 budget seven percent, due to recent state funding constraints.

At North Harris College

Focused on innovative ways to help reduce costs while providing needed services including:

- changing the custodial shift hours, which allowed for the elimination of two custodial positions;
- adding the position “security guard” to allow the college to be patrolled at a lower cost;
- consolidation of toner cartridge purchases resulting in purchases at a lower unit cost;
- replacing all energy inefficient lighting with modern bulbs and ballasts at the new Parkway Center, thereby significantly reducing the electricity used by that building from now on.
- Eliminating five full time faculty positions, 5 associate dean positions and two support staff positions. In addition two dean positions and a grant director position were not filled. NHC has begun a process to continue to decrease non-faculty staffing by not filling positions from outside the college when a position becomes vacant.

Goal 5: Maintain a work environment that properly rewards employees, supports employee professional growth and development, and maintains the staffing necessary to effectuate strategic priorities.

At Kingwood College

- Continued “Catch of the Month” Award as an innovative way to reward and recognize excellent performance in customer service
- Held Awards Banquet to recognize full-time employees for teaching excellence, service, publications, and grants; recognized adjunct faculty during Fall in-service for teaching excellence and service
- Expanded professional development program to include technology-training sessions, new employee orientation and mentoring program, grants program, and portfolio assessment workshop
- Held annual College Professional Development Day as a vehicle for providing affordable professional development
- Provided profession development budget for some local, state, and national travel
- Hired part-time Webmaster to redesign and update college site and to train staff to update their respective area’s website

At Montgomery College

- Reorganization of instructional divisions effected with hiring of new deans, division operations managers, and department chairs. Survey of employees in March revealed great majority view changes as contributing to improved collegiality, leadership, and instructional effectiveness.
- Implemented tutor certification program for staff of Extended Learning Center.
- Two faculty interns served the college as part of a program to diversify the applicant pool for anticipated full-time faculty positions.
- Faculty professional development project results included new articulation agreements and plan to implement math department system for documenting learning outcomes.
- Implemented year-long New Employee Orientation Program through the Center for Teaching Excellence
- Planning started to broaden mission of Center for Teaching Excellence to support staff services and to invigorate faculty participation.
- Library administered grant to train faculty and librarians in information management services to distance education students.
- Continued faculty and support staff excellence awards.

At Tomball College

- Hired twenty-three full-time Faculty and twenty-seven Support Staff to meet demand of current enrollment growth.
- Improved access to the Human Resources professional, providing much needed assistance in the areas of budgeting, management analysis, personnel assessment, and employee conflict resolution.
- Formed new faculty orientation committee, which organized new faculty orientation for fall and spring semesters. Mentors assigned to new faculty.
- Established a formal Equal Employment Opportunity process with hiring dates on the 1st and 15th of every month.

At North Harris College

- Facilitated professional development through employee groups including the Faculty Senate, American Federation of Teachers, Instructional Support Professional Development group, and the Faculty and Staff Center.
- Employee development opportunities include technical training workshops, an array of professional growth programs such as Leadership, Ethical Fitness and pedagogy workshops, and project grants.
- Continued staff recognition programs include faculty excellence awards for full-time and part-time faculty and support staff excellence awards.

Goal 6: Provide effective systems of communication to both internal and external constituencies.

At Kingwood College

- Increased communication in the community by sending weekly press releases to area newspapers, e-mailing news to area TV and radio stations along with regular web posting, sending news to ISDs for inclusion in newsletters, posting signage, and distributing President's newsletter and Fine Arts Calendar
- Increased internal communication by producing and distributing weekly and monthly calendar of events, posting calendar to Web, e-mailing calendar to employees and students, and posting information in restrooms, on campus bulletin boards, and signage about the campus
- Featured special programs and services on Cable Television
- Hired part-time Web Manager to redesign and update college web site. Established Internal Web development team comprised of representatives of each area of college. Training is being conducted to empower each representative to update their area of responsibility using templates for consistency.
- Increased Web traffic from under 300,000 in _____ to approximately 800,000.
- Created process so that each division has identified person responsible for minor updating of divisional information, and each division is in process of inputting information.
- Held an administrators/faculty/staff planning retreat to review college priorities and develop goals; communicated goals college-wide; departmental planning sessions held to align departmental goals with those of the college.
- Developed additional program brochures for dissemination in the community
- Published division/departmental newsletters
- Published annual FACT Book, semi-annual Fast Facts, and routine and customized reports for historical and current information for departmental and college-wide planning and allocation of resources
- Received national press coverage in *Community College Times* for Buffalo Soldiers coverage and for a documentary (cable channel) on "Children of the Dump" of Chinandaza, Nicaragua in partnership with Humble Intercontinental Rotary; won gold Telly awards for documentaries on "The Gardens of Kingwood" and "Historical Montgomery"

At Montgomery College

- Results of Community College Survey of Student Engagement pilot administered in Fall 2001 reported to college: 95% of respondents say experience at Montgomery College is good or very good; 78% say that they are here for transfer education; fewer than 20% describe themselves as primarily students-- the remainder are working people who attend college, family caregivers who attend college, or both.

- Created process so that student questionnaire system routes information and contact requests from students to appropriate personnel for financial aid, academic support, career advising, personal counseling, and participation in student organizations.
- Developed New Student Orientation program.
- Dramatically increased on-campus signage and entryway streetlight banner displays to better inform students and prospective students about upcoming deadlines and important information.
- Increased internal communication by producing, distributing and posting information in public spaces and on campus bulletin boards.
- Redesigned front page and updated college web site to include news items. Conducted web-based survey to better determine electronic/web communication strategy.
- Developed new & revised four-color program brochures for dissemination in the community
- Published college-wide electronic newsletter (MC Communicator) for regular updates & news
- Received national press coverage in *Community College Times* for Lyceum speakers series

At Tomball College

- Implemented the Continuing Education District-wide Data Project that will result in greater availability of Continuing Education data allowing for better decision-making.
- Improved bookstore customer satisfaction and delivery of services to faculty, students, and staff by working with the Campus Advisory Committee, Faculty Senate, and operation manager to ensure customer satisfaction.
- Improved campus/community security to support continued institutional growth and to meet the demands of the prevailing global environment. Introduced Emergency Response Team and trained to ensure employee/student safety and to prevent disruption in services.
- Improved interoffice communication, team building, cooperation with other departments, quality improvements, along with implementing ongoing changes concerning district policies and state regulations in the Business Office.

At North Harris College

- The office of college relations is responsible for providing a variety of communications systems that enrich the image of the college. Internal forms of communications include: Web site; e-mail notification; pbx switchboard operation; voicemail notification; various posters and fliers; restroom advertising; and crisis management communications.
- Created clear channels of communication with its constituencies by using external forms of communication include: publications; media relations; community outreach coordination; newsprint advertising; billboard advertising; magazine and

- trade journal advertising; news release dissemination; Web site; e-mail blast; and a speaker's bureau.
- Used internal surveys and focus groups to gauge the needs of its constancies. Survey and focus group results are analyzed and farmed for useful data in determining the course of present and future communications systems.
 - Used the web to not only provide vital information to current and future students, but to gather important information from them as well. E-surveys are being used to also determine the users wants and needs.

Goal 7: Provide community development partnerships that enrich and serve the community.

At Kingwood College

Partnerships with medical centers

- Partnered with Northeast Medical Center for students to work at the center for one year in exchange for scholarships received and to finance two students per year in exchange for employment after graduation
- Established contractual commitments for collaboration with healthcare facilities for student educational enhancement
- Partnered with HealthSouth Rehabilitation Hospital of Humble for Kingwood College nurses to deliver refresher courses to the hospital's staff
- Partnered with Sunbridge Care and Rehabilitation Center of Humble for nurse's aide students to use its site for clinical training and Texas Board certification exams

Partnerships with K-12

- Increased course offerings at the CATE Center with Humble ISD to include two Teacher Certification program cohorts, ESL courses, Spanish, interior design, international education, CISCO, and developmental studies courses
- Offered Teacher Aide training to aides in Humble and New Caney ISDs
- Increased concurrent credit students served by 33% and enrollments by 36%
- Began Cleveland initiative with orientation and assessment sessions; will offer seven courses at Cleveland High School in Fall '03
- Partnered with ISDs for Teacher Certification program students to intern in their schools
- Expanded offerings at Splendora Middle School to include basic computer literacy courses, Microsoft Office product applications, history, English, and developmental studies
- Offered GED and ESL classes at Region VI Education Service Center at no cost to students; partnership possible via a grant to Region VI from TEA
- Partnered with New Caney journalism department to include college information on its radio channel

Partnerships with the community

- Expanded offerings at the EMCID Center to include transfer courses, developmental studies courses, and Teacher Certification cohorts

- Expanded partnership with Lychner Jail and Windham ISD to offer computer courses and interpersonal skills training to more than 150 detainees during the current academic year. Partnership made possible by a youthful offenders grant obtained by the Windham School District
- Partnered with the Rotary Club of EMC to offer “Connections”, a vocational project including college and career information to area high school juniors and seniors. Scholarships were given by the Rotary Club and other community organizations

Collaboration via Cable Television

- Expanded service to include a monthly one-hour program with Humble ISD, which features the superintendent, teachers, and special programs
- Added a 30-minute show, which features a middle school student interviewing outstanding students, educators, and individuals in the community
- Added an hourly news report produced by Kingwood High School videography students program
- Spotlights area charities, community special events, Rotary and Chamber speakers

At Montgomery College

- Montgomery County Healthcare Partnership initiated to further communication and collaboration among healthcare entities in college service area and to encourage support for college workforce development programs in the healthcare professions.
- ISD counselors invited several times to college for addressing needs of dual credit students, specifically in regard to course pre-requisite changes and inauguration of tuition changes to students.
- Biotechnology clubs in high schools to interest students in college biotechnology program.
- Week of programs on healthcare professions brought in industry leaders to campus to communicate with high school and college students.
- Partnered with UHD to extend opportunities to the community to take upper level science courses and complete a 4-year degree in science without leaving the area.

At Tomball College

- Formed joint committee with staff from Tomball College, Harris County Commissioner Jerry Eversole’s office, and Harris County Public Library to collaborate and plan an on-campus county/college library.
- Established new Concurrent Credit location at Magnolia High School.
- Established new Concurrent Credit History class at Klein Oak High School.
- Increased enrollments in Certified Nurse Aide Program.
- Developed series of leisure classes to enhance personal enrichment in an atmosphere that fosters continuous improvement and lifelong learning.
- Approved for an Alternative Teacher Certification program with area ISDs.

- Awarded Skills Development Grant and will be implemented by the Business Training Representatives.
- Hosted Math Bowl, Renaissance Series, and Music Department performances.
- Organized International Education Task Force, Hispanic Outreach Task Force, Athletic Task Force, and have members on District Resource 25 Task Force.

At North Harris College

Community Groups

- Carver and Parkway Centers have developed advisory committees to assist with community relations.
- Partnered with community-based and non-profit organizations, including the Aldine Greenspoint YMCA, Sisterhood of Faith In Action, Aldine Weed and Seed Project Redirection, YMCA Association of Houston, Depelchin Children Services, Aldine Community Improvement District
- Developed outreach to local churches, including meeting with the president
- Worked with local Chambers of Commerce, including the Acres Homes Chamber of Commerce , Houston Northwest Chamber of Commerce , North Houston Greenspoint Chamber of Commerce

Independent School Districts

- Worked with ISDs to serve 1328 students in 83 sections.
- Provided a week-long summer institute for high school students interested in computers and technology. Both high school and college faculty collaborate to create an experience for students that gives them an understanding of a career field of interest through field trips, personal reflection, interaction with faculty, and hands-on experience with various types of equipment.
- Institutionally funded College Connection Counselor partnership with Aldine, Spring, and Klein ISDs helps students make a seamless transition from high school to postsecondary education through the offering of comprehensive student services at 7 high schools.
- Expanded Institutionally funded College Connection Counselor partnership with Aldine, Spring, and Klein ISDs to include a jointly funded a College Connection Counselor at Klein Forest High School to provide transition from high school services to a greater number of disadvantaged students and the Klein community at large.
- Hosted Spring ISDs Career Fair for eleventh grade students at Spring and Westfield High Schools with over 80 local vendors/institutions participating in the event.
- Offered Summer Bridge Program with the ISDs in which graduated seniors who score into the upper levels of developmental English and math, take an intensified course to address deficiencies before the fall semester. Combined with the developmental class, they also get the information they need on being successful students (Strategic Learning Systems) to help them in their future college courses and throughout their college careers.
- Implemented newly funded Educational Talent Search project . This five-year grant through the U.S. Department of Education will serve 600 students annually

- in grade 7-12 and up to age 27 dropout/ stopout students with Aldine, Spring and Klein Independent School Districts. Focusing on early intervention, activities include assisting students with academic and college advising, career exploration, financial aid and scholarship application, college admission, and college entrance exams thorough informative development workshops and seminars, campus visits, tutoring, and cultural awareness activities.
- Through Upward Bound program, worked with MacArthur High School and MacArthur 9th Grade High School in the Aldine Independent School District to provide services to low income and/or first generation students that support participants in their preparation for college entrance including a Summer Bridge component which will pay tuition for college credit courses for approximately 30 students.

Partnerships with Universities

- Worked with Sam Houston State University as part of an advisory committee for an educational leadership program,
- Hosted programs for the University of Houston's comparative education studies.
- Hosted educators from Sri Lanka and China
- Continued second year of partnership with Prairie View A&M, focusing on the Community College Teaching Scholars Program which recruits students into teacher preparation programs in areas where there are shortages of teachers (bilingual and special education, math, science). Provided stipends to 20 students who complete each semester according to the program requirements. Once students transfer, they will be offered a minimum of \$1,000.00 per academic year.

Partnerships through the Centers

- Develop outreach programs through the Parkway center, including the Parkway Center and the College Connection Program with are high schools, the Greenspoint Management District, and the Malonson Company, Inc. Cultural Awareness Program
- Created City View Apartments Tuition Waiver Program
- Develop outreach programs through the Parkway center, including the Acres Home Citizens Chamber of Commerce, area businesses
- Provided public art gallery for local schools, including Eisenhower, Klein Forest, and Carver High School
- Participated in Truancy to College Program (Youth Enhancement – Community Organization)
- Offered classes that support small business growth in the community at the Carver Center.
- Formed a community forum of people from the community to work with the Carver Center. Participants include representative from ISDs, churches, North District Houston Police Department, Chambers, organizations, State Representative Syvester Turner's office, Congresswomen Shelia Jackson Lee's office, and State Senator John Whitmire's office.

Goal 8: Maximize the impact of the physical resources to support quality learning and work.

At Kingwood College

- Completed design and began construction on new Health and Science Center
- Completed design for renovations of Science Building and HPB that will create 13 new general – use classrooms and improved space for Art programs
- Completed renovation of CE space to create three additional classrooms
- Constructed 7 additional office spaces
- Relocated the Police Department to more suitable and visible space

At Montgomery College

- Completed new 73,000 square foot building, opening with space for library, classrooms, and learning labs.
- Renovation program in progress to create improved space for one-stop shop student services, labs for physical science and developmental English programs, outdoor kiln for ceramics classes, student organization meeting facilities, testing center, and faculty development center.

At Tomball College

- Appointed planning advisory committees for Recreation, Health & Fitness Center, Student Center, Classroom, Lab and Office Space, and Performing Art Center to assist in Phase IV expansion project planning.
- Improved response to emergency HVAC and other problems that arise with night and weekend classes thus increasing customer satisfaction.

At North Harris College

- Began renovation of facility for the Parkway project at 250 North Sam Houston Parkway, to include 43 classrooms (about a third of which are computer classrooms), a library and developmental studies lab, a cafe, and bookstore, as well as faculty and staff offices, conference rooms, and work/storage areas.
- Broke ground for new Digital Technology Center (DTC).
- Planned for other renovation that will result in better utilization of existing spaces and consolidation of functions that are currently inefficiently scattered throughout the campus. These renovations include the Student Center and the Winship Building.
- Piloted implementation of Resource 25, which will accommodate automated room scheduling and analysis of room utilization data.

Goal 9: Provide state-of-the-art technology to support instruction, student support services, and administrative processes.

At Kingwood College

- Refined Technology Plan to include process for prioritizing, purchasing, and installing equipment
- Purchased and installed both computer and projection equipment as outlined in the Technology Plan
- Planned for data, projection, software and telephony for the new Health Science Building scheduled to open in fall 2004

At Montgomery College

- Purchased and installed network infrastructure to deliver 100mbs bandwidth to each desktop.
- Purchased and installed 200 new computers for all Math faculty, Math classrooms and the Math section of the ELC.
- Purchased and installed 225 new computers for all Business and Computer faculty and their classrooms.
- Purchased and installed projection and A/V equipment for all Math, Computer and Business classrooms
- Purchased and installed 50 new computers for advisors and students to use in increase the effectiveness of the student intake process.

At North Harris College

- Designed classrooms in new and renovated areas to accommodate the appropriate infrastructure to convert to computer labs as the demand for them grows in even non-computer based classes.
- Continued focus on the integration of technology across the curriculum and the acquisition of technology systems to support instructional and administrative process. The College currently supports over 1400 desktop computers of which more than 900 are dedicated to instructional use.
- Addition of wireless laptops in the Library that students can check out for on-premises use.
- Completion of a wireless “umbrella” to provide wireless computing access throughout the campus.
- Used older computers in the “Cyber Café” for open student email increased productive use of older technology before retiring the equipment.
- Completion of fourteen “mediated” or “interactive” classrooms – classrooms equipped with computers, data projectors, and associated network and control equipment are currently installed with a like number anticipated for the next budget cycle.