

## Section B - Standard 6

2005	Board conducted annual evaluation of its performance and the President's performance.
	Student Affairs Council completed Student Affairs Plan.
2006	Board conducted annual evaluation of its performance and the President's performance.
	Learning Council completed the Learning Plan.
2007	Board conducted annual evaluation of its performance and the President's performance.
	Diversity Council Work Plan completed.
2008	Lane's Management Structure Workgroup (MSW) chartered fall of 2007; Lane's Board of Education adopted President's recommendations for management structure during its March 2008 meeting.
	Board conducted annual evaluation of its performance and the President's performance.
	Board hosted strategic conversations at ten sites across the service district to better understand community needs and how Lane might serve them.
2009	Board conducted annual evaluation of its performance and the President's performance.
	College Council and Board began review of Lane's Strategic Directions.
	Facilities Council completed Long-range Strategic Plan.

Figure B.6.1: Key Activities

also assessments by others who work with or closely observe the work of the Board.<sup>2</sup> The Board also conducts an evaluation of the president at the end of each academic year which, like the

### **Standard Six – Governance and Administration**

*Explain significant changes in the governing Board, leadership, and management of the institution.*

#### **Governing Board**

The structure and operation of Lane Community College's Board of Education have not experienced significant change since Lane's 2004 Self Study. Lane has held regular public elections for positions that have reached their end-of-term, and those elections have resulted in the installation of some new Board members.

The Board is responsible to the public and for monitoring the effectiveness of the college. The Board continues to govern by policy, formally entrusting the operational responsibilities of running the college to the administration. According to Policy B.120, "The Board is legally vested with final decision-making in all matters of college policies, programs, facilities, budget and personnel."<sup>1</sup>

The Board regularly reviews its policies during monthly Board meetings, making revisions as necessary. The policy review schedule enables the Board to examine and discuss every policy on an established three-year schedule, unless it is determined that a particular policy needs to be reviewed sooner.

Each year the Board conducts an evaluation of its performance that includes a self-assessment completed by each member, and

<sup>1</sup> See Appendix B.6.1: Board Policy B.120 – Board Job Description.

<sup>2</sup> See Appendix B.6.2: Board Policy B.110 - Governing Style. See also the Standard 6 Evidence binder for a report of the most recent Board Performance Evaluation.

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Board evaluation, elicits input from each Board member and from others who work with the president.<sup>3</sup>

During the 2007-08 academic year, Board members traveled to ten sites across Lane's service district to host strategic conversations with citizens of Lane County. Those conversations were guided by three broad questions:

1. *What is Lane doing well?*
2. *What should Lane be doing more of in the future to meet community need?*
3. *What does each community need Lane to be doing to support development of the community?*

Input provided by citizens during those strategic conversations was reviewed by the Board during its July 2009 Planning Retreat.<sup>4</sup>

### **Management Structure**

Several key changes have been made in Lane's management structure since the 2004 Self-Study. An important contribution to those changes was a special study that was conducted by the Management Structure Workgroup (MSW). The final report of the MSW was submitted to the President in February 2008.<sup>5</sup> The President's charter of the MSW pointed out that Lane's management structure was approved by the Board of Education in 2001 but due to budget constraints that structure had not been fully implemented until 2005-06. Upon chartering the MSW there were a number of management vacancies, retirements, and interim appointments that provided an opportunity for review and to possibly make changes to more effectively align the structure with the current and future needs of the college.<sup>6</sup>

From the MSW report, the President developed recommendations for changes in the management structure and the Board approved those recommendations during its March 2008 meeting. One change was to shift the structure of associate vice presidents and division chairs to a structure of executive deans, chief officers, and deans (e.g., the Associate Vice President for Information Technology (IT) became the Chief Information Officer -- CIO). Additionally, the direct link of the CIO to College Operations was changed and the CIO now reports to the Vice President for Academic and Student Affairs (ASA). This change links more closely the many IT functions with direct support for student learning and success. This change in IT is aligned with a college priority of strategic development of online courses and programs. A new management position also was created in IT to guide and support Academic Technology.<sup>7</sup>

Several other new management positions were developed as a result of the work of the MSW. Because of Lane's commitment to diversity, a new position of Chief Diversity Officer – Professional & Organizational Development, Affirmative Action was added to the President's area beginning 2008-09. Additionally, a new position of Governmental & Community Relations, was also added to the President's area beginning 2008-09. This position was created as a

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<sup>3</sup> See Appendix B.6.3: Board Policy B.060 Board Duties and Responsibilities: Budget Making.

<sup>4</sup> See Standard 6 Evidence Binder: Summaries of Community Conversations Host by Lane's Board of Education. Also posted at <http://www.lanec.edu/research/planning/2007-08CommunityConversations.htm>. Accessed 08.19.09

<sup>5</sup> Management Structure Workgroup, Management Structure Report: <http://www.lanec.edu/oasa/MSW/documents/MSWstudy-final.pdf>. Accessed 08.18.09

<sup>6</sup> See Appendix B.6.4 – Lane's Summary Organizations Chart (July 2007).

<sup>7</sup> See Appendix B.6.5 – Lane's Summary Organizational Chart (July 2009).

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response to the increasing importance of establishing and maintaining connections with the community and government, in terms of revenue capability and the need to develop strategic collaborations with community partners.

The position of Vice President for College Operations has remained vacant since December 2006 when the former incumbent retired, however the structure of the dual vice president system remains intact. Since 2006, the President, the Vice President for ASA, the Chief Human Resources Officer and the Chief Financial Officer (CFO) have shared duties of that position. The CFO position was formally the Associate Vice President for Finance and supervision of the CFO has shifted to the President.

A restructuring of three of the executive-level management positions in ASA occurred in 2007-08. The new structure consists of three Executive Dean positions that were created from the previous structure of Associate VP for Instruction and Student Services, Associate VP for Instruction, and Executive Director for Community Education and Workforce Development. Lane now has an executive dean for each of the following areas: Academic Affairs – Career Technical; Academic Affairs – Transfer; and Student Affairs – Student Services and Student Development.

Several departments in ASA have been restructured including the new Child and Family Education Department that was created from the Early Child Education (ECE) Program, Lane Family Connections, and the ASLCC Childcare Cooperative. The ECE had been part of the Family and Health Careers Division. This department restructuring was designed to achieve greater coordination and efficiencies across units working with similar students and community groups.

### **Governance**

Board Policy B.020, Global Governance Commitment states:

*The Board of Education, on behalf of the district, will work to ensure that Lane Community College achieves the appropriate results, at an appropriate cost, to advance the college vision, mission, core values, and strategic directions. The Board shall avoid unacceptable actions and situations through the expression of its policies and be in compliance with Oregon Revised Statutes.*

*The Board will govern by policy. It will establish appropriate ends policies and executive direction policies and ensure that accountability measures are clearly identified and reported on a frequency and method chosen by the Board.*

By adopting a policy governance model, the Board clarified a variety of issues including authority, responsibilities and relationships.

In March 2004, the Board approved Board Policy B.025, College Governance System.<sup>8</sup> This policy replaced Board Policy B.070, Shared Governance. The new Board policy states:

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<sup>8</sup> See Appendix B.6.6, Board Policy B.025 College Governance System.

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*The college is to be governed by a learning-centered system that strives to achieve the mission of the college and abide by its core values. The president is the steward of the governance system...*

Lane's college governance system, which was approved by the Board in April 2004, is designed to ensure that the authority, responsibilities, and relationships among and between the Board, administrators, faculty, staff, and students are described in documents posted on the governance website.<sup>9</sup> The entire governance system is responsible to the Board of Education through the President of the college.

The College Council is charged with overall responsibility for the operation and effectiveness of the governance system. The Council's membership consists of representatives from the faculty, classified and management employee groups, student government, the two vice presidents, the Director of Institutional Research, Assessment, and Planning and the President. In addition to College Council, there are six other councils and each has responsibility for a specific college function: Learning Council, Student Affairs Council, Diversity Council, Facilities Council, Finance Council, and Technology Council. Each council is responsible for creating policies in its domain, and for assessing the overall effectiveness of its policies. Each council is also responsible for creating integrated plans for its domain.<sup>10</sup>

### **Summary**

Lane's governing board has provided effective and broad-based oversight to ensure compliance with college policies. Recently implemented changes in the management structure are designed to contribute to creating effective learning environments that enable students to be successful and achieve their goals. Lane remains committed to its system of college governance that was designed and approved by the Board in 2004. On-going review of effectiveness is important to all three systems and will be continued in the future.

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<sup>9</sup> See the Governance homepage at <http://www.lanec.edu/governance/index.html>

<sup>10</sup> See the Standard 6 Evidence Binder for strategic plans developed by governance councils.