

## Strategic Directions

Lane Community College's 2016-2021 Strategic Plan provides a five-year framework for achieving objectives in support of our core themes of responsive community engagement, accessible and equitable learning opportunities, quality educational environment, and individual student achievement. The plan builds upon our existing work around student success and institutional effectiveness, focusing on five interrelated strategic directions designed to advance this work in response to present and foreseeable needs. A complete copy of the 2016-2021 Strategic Plan is available online at <https://www.lanec.edu/research/planning/strategic-plan>.

### Commitment to Student Learning and Success

*Student success at Lane is defined as the journey through which our students develop, progress toward, and achieve their goals. Lane supports student success by recognizing the symbiotic relationship between teaching and learning, providing high quality and accessible learning experiences, and ensuring our structures and practices support our students in reaching their goals.*

*Our strategic focus for the next five years is to build upon Lane's history of student success work to ensure that effective and proven practices are integrated throughout the college.*

*This goal will only be achieved by developing a shared sense of ownership for ensuring quality student learning experiences and success, improving service across all areas of the college, recognizing that student success is predicated on learning, and fully supporting faculty and staff in developing and improving curricula, co-curricular activities, and services to support our students.*

Strategic Objectives:

- Foster a collegewide culture of service to student learning, academic excellence and success
- Define, build shared understanding, and implement practices that lead to student learning and success
- Improve communications, services, systems, and structures to maximize access and opportunity for all students

### A Culture of Teaching, Learning, and Innovation

*Innovation relies on engaging and supporting faculty in their role as agents for learning and change; supporting the advancement of teaching and learning; providing meaningful professional development opportunities for faculty, staff and managers; and developing and sustaining structures that support regular, systematic review and adaptation.*

*Lane has made advances toward this strategic direction through the efforts of the college's Assessment Team, Open Educational Resources (OER) Steering Committee, Faculty Interest Groups, Faculty Professional Development, Academic Technology, Library, Honors Program, a new campuswide program review process, and an emerging vision for the scholarship of teaching and learning.*

*In order to further advance this work, we will focus on developing systems, structures and processes to support and sustain teaching, learning, and innovation.*

Strategic Objectives:

- Support teaching, learning, assessment and innovation through faculty research and scholarship
- Develop cross-disciplinary structures and supports to improve collaboration and innovation in Lane’s programs and services
- Provide professional development opportunities for faculty, staff and managers that advance teaching and learning at Lane
- Build capacity to expand and support online teaching, learning and educational resources

### **Access, Equity and Inclusion through Social Justice**

*Social justice—ensuring that issues of privilege, oppression, discrimination are recognized, understood, and addressed—is the means by which access, equity and inclusion are achieved.*

*In order to fully realize Lane’s commitment to these outcomes, we will develop a social justice framework (Equity Lens) to guide our work. This framework will provide structures, systems and support for: (1) advancing individual and collective growth in cultural fluency, agility and competency across the institution; (2) bringing stakeholder groups together to identify and remedy barriers to social justice at Lane; (3) improving recruitment and retention of diverse students and staff; (4) increasing the range, scope and depth of curriculum available to students focused on issues of diversity, equity and inclusion; and (5) demonstrating leadership in social justice to the communities we serve.*

Strategic Objectives:

- Integrate principles of social justice throughout the college learning and working environment
- Develop a culture of inclusivity and respect through dialogue, outreach, education, and equitable policies and practices
- Improve recruitment, retention, and support of diverse students, faculty, staff, and managers

### **Strengthened Community**

*Meaningful engagement is essential to strengthening the communities Lane is comprised of and serves. It involves collaborative relationships, effective communication, common goals, shared resources, and the practice of balancing visionary thinking while serving present needs.*

*We will strengthen our college community by developing new and improved channels for dialogue, participation and collaboration; supporting leadership and innovation in all areas of the college; and increasing engagement through shared vision.*

*Building upon our community relationships and input, we will develop quality, relevant programs and services; leverage resources; and advocate for policies and legislation that support our mission.*

Strategic Objectives:

- Foster a sense of college community through engagement, dialogue, transparency, and leadership development of Lane faculty and staff

- Identify, evaluate, and agilely respond to evolving community needs, issues and opportunities
- Strengthen the effectiveness of collaborative partnerships with employers, advisory boards, K-12 school districts, universities, and community organizations

## **Financial and Environmental Stewardship**

*In both financial and environmental contexts, responsible stewardship involves providing a learning environment that builds understanding of evolving financial and environmental ecosystems and impact, integrating practices that support and improve the health of these systems, and taking an active role in building resilient communities through our work as educators and upholders of a public commons in which diverse groups of people collaboratively create solutions to local and global problems.*

*Drawing upon the resources of the college's Institutional Effectiveness Committee and Finance Council, our focus over the next five years is to continue developing and aligning strategic and operational planning structures that support strategic allocation of resources to provide long-term financial stability for our teaching and learning environment. We will apply principles of environmental sustainability to our wealth of built and natural resources on campus and surrounding areas, and make substantive progress toward carbon neutrality.*

### Strategic Objectives:

- Develop planning, decision-making and resource allocation structures for programs and services to achieve optimal enrollment levels, student affordability, and fiscal sustainability while continuing to support a high-quality teaching and learning environment.
- Implement environmental sustainability principles and practices
- Increase adaptive capacity in our staff, students, community and built environment to create organizational and environmental resilience