

Lane Community College

2016-2021 Strategic Plan

May 11, 2016 Draft

Note from the Planning Subcommittee

We have reviewed feedback received through governance council and affinity group discussions, campus-wide planning workshops, and email/website feedback submitted to the planning conversation website. A compilation of this feedback is available at <https://www.lanecc.edu/conversation/feedback>. Feedback was considered in 1) revising strategic direction language and headers, 2) creating introductory narrative/context setting for each strategic direction, 3) drafting key strategies for each strategic direction, and 4) comprehensively reviewing all five directions, narratives, and strategies.

The outline below was approved by College Council for Lane's 2016-2021 Strategic Plan. We are focusing first on Section VI: Strategic Directions as presented in this draft document. Drafts of the introductory sections (I through V) will be available soon. Draft of the Outcomes and Measures Section VIII will be developed once the strategic directions section is fully developed.

2016-2021 Plan Outline

- I. Message from College Council
- II. Planning Process and Team
- III. Vision, Mission, Values
- IV. Core Themes
- V. Strategic Issues and Opportunities
- VI. Strategic Directions**
- VII. Outcomes and Measures of Success

The strategic directions are still very much in draft state and the planning subcommittee is actively seeking input on the current draft. In particular, we would like suggestions for 1) improving the clarity of the language and framing of the directions and key priorities, 2) comments about draft key strategies and suggestions for improvement, and 3) attention to the shaded areas where the committee needs specific additional input.

Please provide feedback on this draft by Friday, May 20 at 5:00 p.m. In addition to inviting a member of the planning subcommittee to join your council, committee or workgroup discussion, or submitting your feedback to conversation@lanecc.edu, we are hosting four drop in-sessions as listed below:

Strategic Plan Draft Feedback Drop-in Sessions:

- Thursday May 12, 3-5 p.m., 02/213
- Monday May 16, 3-5 p.m., 02/213
- Wednesday May 18, noon -2 p.m., 01/212
- Friday May 20, 1-3 p.m., 1/212

Commitment to Student Learning and Success

Student success is the journey through which our students develop, progress toward and achieve their goals. Lane supports student success by providing high quality and accessible learning experiences, structures and practices to 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 successful and proven practices are scaled up and integrated into all of our work.

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

Key Strategies:

Provide extraordinary service to our students and potential students

Demonstrate our commitment to student learning and success by developing and maintaining a service mindset in all student-facing services, programs and activities; regularly seek feedback on service issues and opportunities; and collaborating to implement service improvements.

Develop and implement high-impact practices

Define, build shared understanding across all faculty and staff, and implement a specific set of student success practices that support Lane students in progressing toward and achieving their educational goals.

Expand advising and academic planning services

Develop and implement a holistic advising and academic planning model that engages multiple units of the college in providing students with clear pathways and proactive touchpoints from their first point of entry through to completion of their educational goal at Lane.

Foster a college-wide culture of service to student learning, academic excellence and success

Define, build shared understanding, and implement practices that lead to student success

Improve communications, services, systems, and structures to maximize access and opportunity for all students

Improve transcript and degree evaluation processes

Improve the timeliness and effectiveness of transcript and degree evaluation processes to ensure students with prior college experience can make a seamless transition to Lane and current students have a clear understanding of their progress toward goal completion.

STRATEGIC DIRECTION

A Culture of Learning, Assessment and Innovation

Learning, assessment, and innovation rely 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, Faculty Interest Groups, Faculty Professional Development, Academic Technology, Honors Program, a new campus-wide program review process, and an emerging vision for the scholarship of teaching and learning.

In order to create this envisioned culture, we will focus on developing systems, structures and processes to support and sustain learning, assessment and innovation.

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 learning-centered professional development opportunities for Lane faculty, staff and managers

Build capacity to expand and support online teaching, learning and educational resources

Key Strategies:

Sustain and Scale Program Review

Bring all college programs and services into a five-year program review cycle that is aligned with planning and resource allocation processes, and part of an ongoing cycle of assessment. Ensure organizational structures support the work of coordinating committees and review teams in curriculum development and revision, service and structural improvements, and improved student outcomes.

Create a Center for Teaching and Learning

Create a new center that will provide infrastructure and resources to support the advancement of teaching and learning, cross-disciplinary efforts, enhanced faculty community and engagement, and ongoing faculty professional development.

Develop College-Wide Assessment of Student Learning

Build an infrastructure for scaling assessment and learning outcomes to all academic programs and services through integrating assessment work into program review processes, providing faculty professional development opportunities tied to assessment, and establishing mechanisms for robust and timely student feedback to inform and improve practices.

Expand Access to Quality Online Curricula and Course Materials

Note from the planning subcommittee:

We are seeking assistance from Academic Technology, the OER Committee, governance councils and others in developing high-level strategy statements to support this objective.

STRATEGIC DIRECTION

A Diverse and Culturally Inclusive College

Respect for the individual is fundamental to a genuinely diverse and culturally inclusive college. Embedding principles of social justice throughout the college environment ensures that issues of privilege, oppression, and discrimination are recognized and addressed. These principles improve the college's ability to support personal and social development and to recognize that everyone at the college is a stakeholder in this work.

In order to fully realize Lane's committee to diversity, we will bring campus communities together to increase the diversity of our student and employee populations, develop a social justice philosophy to guide our work, and implement professional development programs that advance individual and collective growth in cultural fluency, agility and competency across the institution.

Key Strategies:

Create a Lane Equity Lens

Develop and implement a comprehensive equity lens that will provide a common framework for evaluating and developing policies, practices, programs, decision-making, and issue resolution structures that result in more equitable outcomes for our students, our employees and our community.

Develop a culture of inclusivity and respect through dialogue, outreach education, and equitable policies and practices

Improve recruitment, retention, and support of diverse student, faculty, and staff populations

Integrate principles of social justice throughout the college learning and working environment

Institute Professional Development and Training for Students and Staff

Create a permanent, ongoing structure for orientation, education, and training of Lane students and staff in issues of diversity, cultural competency, and social justice.

Improve Recruitment and Retention of Diverse Students and Staff

Note from the planning subcommittee:

We are seeking assistance from governance councils, human resources, and others in developing high-level strategy statements to support this objective.

STRATEGIC DIRECTION

Community Responsiveness

Note from the planning subcommittee:

We would like suggestions for improving the following language and framing for this strategic direction.

Proactively meeting the needs of the multiple communities we serve involves collaborative relationships; effective communication with internal and external communities; shared resources; and the practice of balancing of visionary thinking while serving present needs.

Our focus for the next five years is to integrate and align Lane's extensive network of community partnership and engagement efforts to develop and continuously improve our programs and services while improving our internal college community through increased engagement, dialogue and leadership development.

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

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

Key Strategies:

Create an External Engagement Network

Develop a network that connects and aligns outreach efforts to the communities we serve. The network will leverage communications, outreach, and partnerships; share feedback and resources; effectively and collaboratively respond to issues and opportunities; recognize faculty and staff involvement and service; and provide regular opportunities for broad engagement with stakeholders.

Enhance the Role of Advisory Committees

Review and improve advisory committee support, structures and processes to increase participation, improve Lane’s ability to create and adapt curricula to meet evolving community and workforce needs, and measure the success of our students in the workforce.

Build College Community

Work to deepen and improve a sense of community for Lane faculty, staff, managers and students by providing regular opportunities for real and robust engagement; proactively soliciting input and feedback; clearly communicating processes, timelines, and decision making structures; and expanding opportunities for participation.

STRATEGIC DIRECTION

Financial and Environmental Responsibility

*Note from the planning subcommittee:
We would like suggestions for rounding out and improving the language and framing for this strategic direction.*

Fiscal and environmental responsibility involves responsible stewardship of public resource; understanding of reciprocal relationships; alignment of college systems and structures; shared understanding of our evolving financial and environmental ecosystems; and attention to impacts on individuals and our internal and external communities.

In both financial and environmental contexts, we take an active role in building resilient communities through our work as educators, workforce developers, and upholders of a public commons in which diverse groups of people collaboratively create solutions to local and global problems.

Our focus for the next five years is to...

Develop planning, decision-making and resource allocation structures for programs and services to achieve optimal enrollment levels, student affordability, and fiscal sustainability

Implement environmental sustainability principles and practices

Increase adaptive capacity to create organizational and environmental resilience

Key Strategies:

*Note from the planning subcommittee:
We are seeking assistance from governance councils, the sustainability committee, and others in developing high-level strategy statements to support these objectives.*

Planning and Institutional Effectiveness

Climate Action Plan

Resilience