**Introduction**

Finance Council, the financial policy and planning body of Lane Community College's governance system, is developing a new long-range financial plan to serve the college for the next five years, with annual updates. This plan will support the college's strategic plan, learning plan, facilities master plan, and other strategic planning efforts.

Broad-based input, in-depth analysis, and a diversity of perspective are essential to this work. This document and complementary online components provide information about the long-range financial planning process and provide a framework for contribution for individuals and groups across campus.
Timeline

1. GOVERNANCE COUNCIL DISCUSSIONS

Facilitators will be visiting governance councils from January through May, 2017.

2. INFORMATION SESSIONS

Campus-wide discussions on financial models, assumptions and drivers will be held
- Tuesday, February 21, 3-4:30 p.m. in CML 214
- Friday, February 24, 3-4:30 p.m. in CML 214
- Wednesday, March 1, 3-4:30 p.m. in CML 214

3. GATHER FEEDBACK

Share your feedback from February 21 through May 10, online at www.lanec.edu/conversation, or at drop in sessions (dates to be announced).

4. SCENARIO PLANNING SESSIONS

Campus-wide discussions on principles and criteria, scenario constructs, and strategies
- Tuesday, April 11, 3-4:30 p.m. in CML 214
- Tuesday, April 18, 3-4:30 p.m. in CML 220
- Wednesday, April 19, 3-4:30 p.m. in CML 220

All events will be live streamed for those unable to attend in person.

5. APPROVAL

Plan will be presented for approval to:
- College Council in June 2017
- LCC Board of Education in July 2017

Planning Principles

Lane’s 2017-2022 Long-Range Financial Plan will be developed using the following guiding principles established by Finance Council.

INPUT FROM THE ENTIRE COLLEGE COMMUNITY THAT IS:

- Robust
- High level
- Supported through adequate infrastructure
- Comprehensive and strategic in scope

TRANSPARENCY THROUGHOUT THE PROCESS. DESCRIPTIONS AND DATA THAT ARE:

- Meaningful
- Accessible
- Searchable

IDENTIFICATION OF FINANCIAL AND EDUCATIONAL CHALLENGES, TRENDS, AND OPPORTUNITIES

- Structure for regular updates and iterations
- Bring all ideas to the table/conversation

ADEQUATE ANALYTICAL RESOURCES

- Supported and developed through an adequate organizational infrastructure
- Primary data and meaning-making indices
- Contingency and scenario analysis

LONG-TERM FINANCIAL PLANNING DOCUMENT, INCLUDING INTERFACES WITH:

- The yearly and biennial local and State budget cycles, with accountability and tracking measures.
- Department, division and college innovation constraints on initiatives, and unit responsibilities and guidelines.
Planning Calendar Overview

FALL TERM 2015 – SPRING TERM 2016
- Review and adopt long-range financial planning constructs and principles

FALL TERM 2016
- Form Finance Council planning subcommittee
- Develop plan outline and timeline

WINTER TERM 2017
- Planning subcommittee visits to governance councils, departments, and groups
- Information sessions
- Gather feedback
- Develop plan content

SPRING TERM 2017
- Planning subcommittee visits to governance councils, departments, and groups
- Progress updates to College Council
- Scenario planning sessions
- Gather feedback
- Drafts, revisions and editing
- College Council and board of education approval

HOW TO SUBMIT COMMENTS
We welcome your feedback in any form. Please submit your comments, feedback and ideas through any method listed on the cover of this conversation kit by May 10, 2017. Feedback will be shared with the finance council planning subcommittee to inform plan development.

Meet the Team

FINANCE COUNCIL
Bob Baldwin, Dawn DeWolf, Rose Ellis, Robin Geyer, Dennis Gilbert, Greg Holmes, Brian Kelly, Mindy Parks, Russ Pierson, Jennifer Steele, Anastasia Vail

FINANCE COUNCIL PLANNING SUBCOMMITTEE
Robin Geyer, Dennis Gilbert, Greg Holmes, Jennifer Steele

ABOUT THE CONVERSATION KIT
We’ve created the Campus and Community Conversation Kit as a tool to help you explore, connect, and give feedback about important issues at LCC. The kit has two components:
- A paper document that you can use as a reference, distribute, and refer back to for important information, and
- An online component that allows you to give feedback to decision-makers and learn more about ideas being discussed, as well as updates and resources to round out the conversation.

The paper component of the kit will include all the basic information you need to participate in the conversation, including names and contact information for responsible parties, timelines, and methods and deadlines for feedback. Our goal is to put everything together in one, easy-to-reference document to make it as simple as possible to locate the information you need to schedule and participate in the discussion.
Vision
Transforming lives through learning

Mission
Lane is the community's college; we provide comprehensive, accessible, quality, learning-centered educational opportunities that promote student success.

Core Themes
- Responsive Community Engagement
- Accessible and Equitable Learning Opportunities
- Quality Educational Environment
- Individual Student Achievement

Core Values
LEARNING
- Working together to create a learning-centered environment
- Recognizing and respecting the unique needs and potential of each learner
- Fostering a culture of achievement in a caring community

DIVERSITY
- Welcoming, valuing and promoting diversity among staff, students and our community
- Cultivating a respectful, inclusive and accessible working and learning environment
- Working effectively in different cultural contexts to serve the educational and linguistic needs of a diverse community
- Developing capacity to understand issues of difference, power and privilege

INNOVATION
- Supporting creativity, experimentation, and institutional transformation
- Responding to environmental, technological and demographic changes
- Anticipating and responding to internal and external challenges in a timely manner
- Acting courageously, deliberately and systematically in relation to change

COLLABORATION & PARTNERSHIP
- Welcoming, valuing and promoting diversity among staff, students and our community

INTEGRITY
- Fostering an environment of respect, fairness, honesty, and openness
- Promoting responsible stewardship of resources and public trust

ACCESSIBILITY
- Strategically growing learning opportunities
- Minimizing financial, geographical, environmental, social, linguistic and cultural barriers to learning

SUSTAINABILITY
- Integrating practices that support and improve the health of systems that sustain life
- Providing an interdisciplinary learning environment that builds understanding of sustainable ecological, social, and economic systems, concern for environmental justice, and the competence to act on such knowledge
- Equipping and encouraging all students and staff to participate actively in building a socially diverse, just, and sustainable society, while cultivating connections to local, regional, and global communities

THE LCC STRATEGIC PLAN
View the LCC Strategic Plan in its entirety at: https://www.lanec.edu/research/planning/strategic-plan
Plan Contents
January 2017 Draft

1. Introduction
   -Letter from Finance Council

2. Executive Summary
   -Able to serve as a standalone document

3. Vision, Mission, Values, Core Themes

4. Planning Framework
   -Relationship to learning plan, campus master plan, other strategic planning efforts
   -Integration between planning efforts, resource allocation

5. Planning Process
   -Describe principles and process used to develop the long-range financial plan

6. Financial Structure & Policies
   -Fund and financial structure
   -Budget development process
   -Financial policies

7. Educational and Service Financial Environment & Conditions
   -State economic conditions, enrollment, fund balances, other environmental conditions
   -Educational/service environment and priorities
   -Financial performance; include ratios/metrics
   -Five-year revenue forecast

8. Operating Revenues & Expenditures
   -Key components
   -Drivers and assumptions

9. Capital Expenditures
   -Key components

10. Scenario Planning
    -Revenue & Expenditure models
    -Investment principles and criteria
    -Reduction principles and criteria

11. Strategies for 2017-2022

Appendices
Implementation plans
Prior year forecasts and reports
Links & resources

Legend
Focus of February campus forums
Focus of April campus forums

Long-Range Financial Plan Development