

Lane Community College 2016-2021 Strategic Plan

DRAFT 5.24.16

<https://www.lanecc.edu/conversation/strategic-plan-2016-2021>

Please provide feedback, edits and comments to conversation@lanecc.edu or call Jen Steele at x. 5510 on or before Monday, June 6.

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Message from College Council

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*.

Even through ongoing challenges to our ability to maintain our comprehensive mission including state disinvestment in higher education, enrollment declines, and resource constraints, Lane remains committed to our long history of supporting student success. We recognize that students have different goals and their successes take a variety of forms, and we also recognize that student learning is central to every form of student success. Student learning requires excellence in teaching, quality support services, and responsiveness to our internal and external communities. It also requires removal of barriers to access and learning and a respectful, inclusive learning environment.

Our 2016-2021 strategic 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:

2016-2021 Strategic Directions

Student Learning and Success

Teaching, Learning, Assessment and Innovation

A Diverse and Culturally Inclusive College

Strengthened Community

Financial and Environmental Stewardship

The structure of the plan, which identifies objectives and focused strategies for each strategic direction, with overarching outcomes and measures of success, is intended to provide clarity and understanding of the focus for our work over the next five years.

We are committed to seeing plan outcomes realized through intentional implementation planning; collaborating in new ways of working together and breaking down silos; overcoming challenges and constraints through innovation, measured risk-taking, and creativity; and regular assessment of our progress.

This plan reflects input and contributions from throughout the college community and the communities we serve and provides a framework for guiding, organizing and prioritizing our work over the next five years. We are deeply appreciative the many contributors to this document.

Signature Line

Comment [S1]: Check final language

Comment [S2]:

Vision, Mission, Values

Vision

Transforming lives through learning

Mission

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

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 and Partnership

- Promoting meaningful participation in governance
- Encouraging and expanding partnerships with organizations and groups in 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

Core Themes

Lane's core themes represent the essential elements of our comprehensive mission. In accordance with our accrediting body, the Northwest Commission on Colleges and Universities, we have established objectives and indicators of achievement for each core theme to evaluate accomplishment of core theme objectives, and, ultimately, our mission.

Core Theme 1: Responsive Community Engagement

As an engaged member of our community, Lane's programs, services, and activities serve the community's needs.

- Objective 1: Lane offers comprehensive programs that support individual and community needs
- Objective 2: Lane serves the intellectual and social needs of the community through non-academic programs and services

Core Theme 2: Accessible and Equitable Learning Opportunities

Lane's policies, procedures, programs, and services facilitate open, fair, and just educational experiences.

- Objective 1: Lane minimizes barriers and maximizes opportunities for diverse student populations

Core Theme 3: Quality Educational Environment

Lane's quality educational environment embraces academic and instructional integrity, relevancy, rigor, innovation, and transparency.

- Objective 1: Lane employs high-impact practices
- Objective 2: Lane faculty and staff regularly engage in professional development
- Objective 3: Lane's curricula are designed with intention to support discipline-level/ program-level, and college-level outcomes

Core Theme 4: Individual Student Achievement

Lane's students advance on their academic paths and reach their educational goals.

- Objective 1: Students progress toward their educational objectives
- Objective 2: Students complete their educational goals

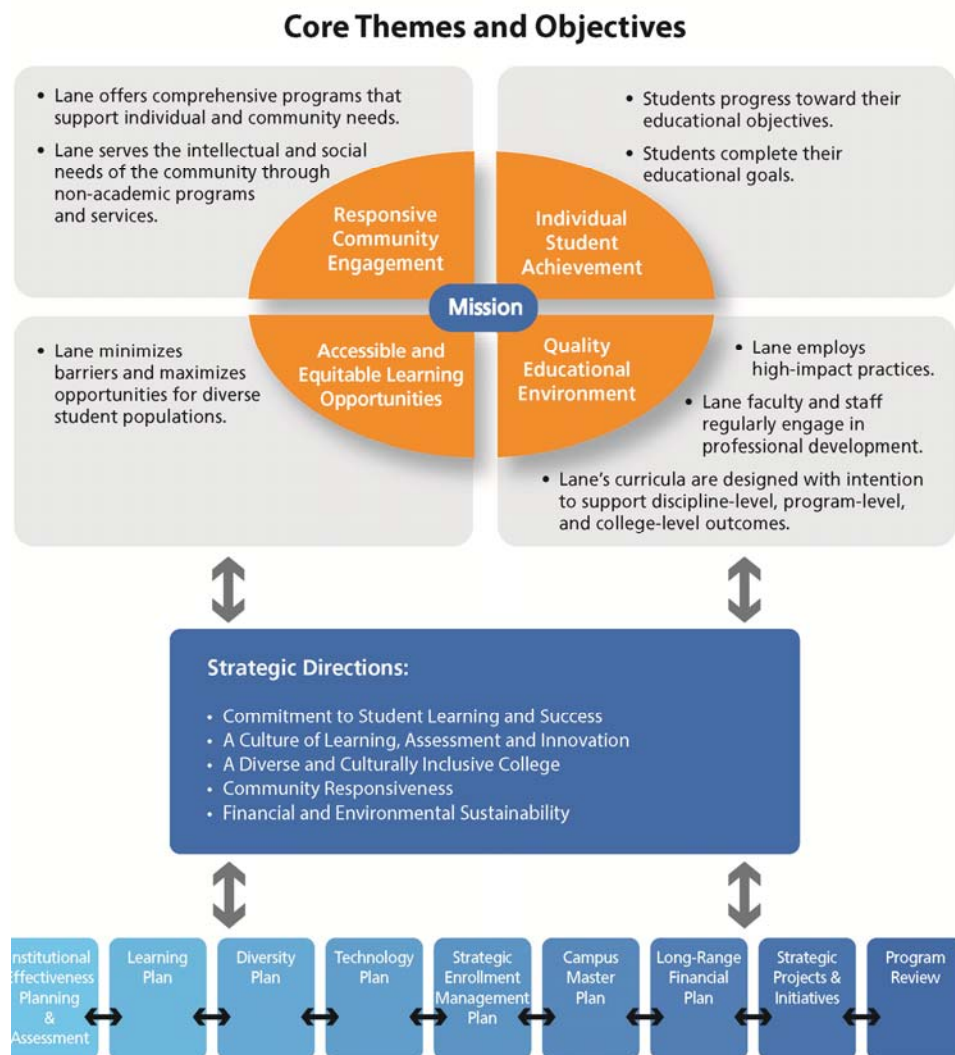
Planning Framework

The strategic directions reflected in the 2016-2021 strategic plan reflect priority actions needed to support and improve achievement of Lane's core theme objectives over the next five years. As illustrated in the graphic below, strategic directions both inform and are informed by core themes and by other institutional planning efforts. The specific alignment between strategic directions and core themes is presented on page 6.

Comment [S3]: Update graphic with new strategic directions

Comment [S4]: Check final page #s

Graphic 1: Planning Framework at Lane Community College



Strategic Direction and Core Theme Alignment

The following table maps the direct alignment between key strategies and core themes.

Strategic Directions	Core Themes			
EXAMPLE MAPPING ONLY Actual mapping will be done with strategic directions, outcomes and indicators are finalized	Responsive Community Engagement	Accessible Learning and Working Opportunities	Quality Learning Environment	Individual Student Achievement
Student Learning and Success				
Provide extraordinary services to our students and potential students	✓	✓		✓
Develop and implement practices that support student learning and success			✓	✓
Expand advising and academic planning services			✓	✓
Provide seamless transitions for students		✓		✓
Teaching, Learning, Assessment, and Innovation				
Sustain and expand program review	✓		✓	✓
Create a Center for Teaching and Learning			✓	
Develop college-wide assessment of student learning			✓	
Expand quality online instruction, curricula, and course materials		✓	✓	
A Diverse and Culturally Inclusive College				
Create a Lane Equity Lens		✓		
Institute diversity orientation and professional development for students and staff		✓		✓
Improve recruitment and retention of diverse students and staff		✓		✓
Strengthened Community				
Build college community		✓	✓	
Improve advisory committee structures and support	✓			
Create an information sharing network	✓			
Financial and Environmental Stewardship				
Improve planning and institutional effectiveness	✓	✓	✓	
Implement Lane's climate action plan	✓			
Increase adaptive capacity	✓		✓	

Comment [S5]: Example only

Planning Process

The 2016-2021 Strategic Plan was created by and represents the intentions of the intentions of the comprehensive college community.

College Council, Lane's major college planning and policy body, oversees the development and updating of the college's comprehensive strategic plan. During the 2015 and 2016 academic years, College Council, with support from the college's Institutional Effectiveness Committee (IEC), led the work of reviewing and updating Lane's strategic plan to support new core theme objectives and indicators using the following guiding principles established by the Board of Education:

- The plan will provide a meaningful framework for focusing and aligning the work of the college over the ensuing five years.
- The plan will be organized around Core Themes (essential elements of our mission) and then strategies in support of these themes.
- Planning efforts will be informed by broad-based input and a diversity of perspectives from throughout the college and the larger community.
- Data will be transparent and accessible to all faculty, staff, and students.
- All planning efforts will be purposefully and systematically integrated with strategic plan goals and implementation plans, thereby aligning the college's planning processes across campus.

The planning process commenced in the 2015 academic year, with a dual focus on Lane's external and internal communities. The Board of Education hosted a series of [Community Conversations](#) to gather feedback from community members in the college's service district about Lane's program and services, and to look ahead to priorities in education, training and workforce development. Concurrently, the college held a year-long series of [Global Conversations](#) to engage Lane's students, faculty, staff and managers in dialogue around trends in higher education.

Comment [S6]: Confirm correct link

Comment [S7]: Confirm correct link

In spring 2015, the IEC began the process of developing new core themes that more accurately reflect Lane's mission. This work continued throughout the summer and fall of 2015, and it included gathering input from across the college through a series of campus-wide core theme forums, visits to governance councils, and conversations with peer groups. The IEC and College Council approved the new core themes on [XXX](#).

Comment [CR8]: Placeholder. I think the core themes were presented to College Council on May 28, 2015, but they weren't finished. The IEC voted in June to allow a subcommittee to work on the objectives/indicators over the summer to meet the Year One Report deadline. The board approved the new core themes July 8, 2015 but the work continued after that.

The college held facilitated, campus-wide planning workshops for each of the four core themes during winter term 2016 so that participants could provide more focused feedback on each theme. Faculty, staff, and managers reviewed feedback from community and global conversations, discussed additional internal and external environmental factors, and identified priority actions for the college to achieve core theme objectives. In a parallel effort, the IEC mapped Lane's 2010-2015 strategic directions to the new core themes to identify areas of alignment and gaps, and to make suggestions for revisions, further adding to the cohesion of the college's planning processes.

The College Council Planning Subcommittee used the feedback from the planning workshops and IEC to draft new strategic directions, which formed the basis for the college's 2016-2021 strategic plan. These drafts were shared with the college community in a new [Conversation Kit](#) format, which fostered

multiple, two-way communication and feedback channels. Members of the planning subcommittee again visited governance councils and peer groups to gather feedback, and posted this feedback weekly on the strategic plan [conversation website](#).

During spring 2016, an additional campus-wide workshop was held to review feedback and to identify as a college the appropriate strategies, actionable goals, and outcomes in support of the strategic directions. The planning subcommittee then solicited feedback on plan drafts through drop-in sessions, visits to affinity groups and governance councils, and through the conversation website to ensure that the final strategic plan reflected the maximum input from the college community.

The plan was approved by College Council in _____ 2016 and the Board of Education in _____ 2016.

Comment [S9]:

College Council, Planning Subcommittee, and Institutional Effectiveness Committee:

Bob Baldwin, Classified Union President, Purchasing Agent; Susan Carkin, Dean Language, Literature and Communication; Joseph Colton, Faculty Council Chair, Computer Information Technology Faculty; Matt Danskin, Information Technology Programmer; Dawn DeWolf, Vice President for Academic and Student Affairs; Sara Fox, Administrative Coordinator; Jennifer Frei, Executive Dean, College of Arts and Sciences; Lida Herburger, Director of Student Success; Christina Howard, Learning Council Chair, Health Professions Faculty; Ashley Jackson, Student Government President; Brian Kelly, Vice President for College Services; Rosa Lopez, Career Pathways Coordinator; Phil Martinez, Interim Dean Social Science, Social Science Faculty; Philos Molina, Student Advisor; Gary Mort, Science Faculty; Michael O'Neal, Food Services Manager; Ce Rosenow, Honors Program and Special Projects Faculty Coordinator; Jim Salt, Faculty Union President, Social Science Faculty; Mary Spilde, College President; Jennifer Steele, Strategic Planning and Budget Officer; Kate Sullivan, Assessment Team Chair, Language, Literature and Communication Faculty; Craig Taylor, Director of Institutional Research, Assessment and Planning; Molloy Wilson, Faculty Researcher

STRATEGIC DIRECTION

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 in student 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 college-wide 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

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 seeking feedback on service issues and opportunities; and collaborating to implement service improvements.

Develop and implement practices that support student learning and success

Build college-wide understanding and implementation of proven practices that increase student learning and goal attainment.

Comment [S10]: Needs further description

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.

Comment [S11]: Consider different word

Provide Seamless Transitions for Students

Ensure application, enrollment, and transcript evaluation systems and practices support high school, prior college, continuing education (including ABSE and ESL), and other students' successful transition to credit programs at Lane and transfer to university upon completion.

Comment [S12]: Still under development

STRATEGIC DIRECTION

Teaching, 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, Library, Honors Program, a new campus-wide 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, assessment 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

Key Strategies:

Sustain and Expand 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 to support the advancement of teaching and learning, cross-disciplinary efforts, enhanced faculty community and engagement, curricular improvement, and ongoing faculty professional development.

Develop College-Wide Assessment of Student Learning

Develop and implement systematic assessment of learning and infusion of learning outcomes in academic programs, co-curricular activities and student services. Embed assessment practices in program review, provide professional development aligned with assessment goals, and use assessment goals to inform and improve curriculum and teaching practices.

Expand Quality Online Instruction, Curricula, and Course Materials

Provide professional development and engagement opportunities to support faculty in developing, using and integrating online pedagogies and open and low cost education resources. Enhance systems to support online teaching, learning, and student success.

STRATEGIC DIRECTION

A Diverse and Culturally Inclusive College

Respect for difference 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 commitment to diversity, we will develop a social justice framework (equity lens) to guide our work; implement professional development programs that advance individual and collective growth in cultural fluency, agility and competency across the institution; and bring campus communities together to increase the diversity of our student and employee populations.

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

Key Strategies:

Create a Lane Equity Lens

Develop and implement a comprehensive framework (equity lens) to ensure considerations of equity and social justice are applied throughout the college. The framework consists of five principles: Purpose (overarching framing and philosophy), People (students, staff and communities), Place (all points of access and engagement, both physical and virtual), Process (continuous assessment and evaluation of all college policies, procedures and practices), and Power (identifying and eliminating structural institutional barriers for traditionally marginalized and underrepresented communities).

Comment [S13]: Needs clearer description of actual strategy.

Comment [S14]: Option 1

Develop and implement a comprehensive framework (equity lens) to ensure considerations of equity and social justice are applied throughout the college. Framework principles of purpose, people, place, process, and power collectively encompass Lane's responsibility to diversity and inclusion.

Comment [S15]: Option 2

Institute Diversity Orientation and Professional Development for Students and Staff

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

Improve Recruitment and Retention of Diverse Students and Staff

Increase outreach and engagement with underrepresented communities, identify policy and practice barriers to student and staff application and entry, and implement intentional recruitment communication strategies to improve student and staff recruitment. Enhance and leverage existing relationships with communities of color and other communities to improve communications and support for students, faculty and staff. Support affinity-based groups, clubs, organizations, and professional development opportunities to improve engagement and retention.

Comment [S16]: Still in development

STRATEGIC DIRECTION

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**

Key Strategies:

Build College Community

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

Improve Advisory Committee Structures and Support

Review and improve advisory committee structures and processes to increase participation, improve Lane's ability to receive timely and meaningful input to create and adapt curricula to meet community and workforce needs, and measure the success of our students in the workforce.

Create an Information Sharing Network

Develop a structure for sharing information, resources, outreach and communications in order to deepen relationships with external partners; leverage involvement and service; and effectively and collaboratively respond to issues and opportunities.

Comment [av17]: Still under development

STRATEGIC DIRECTION

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**

Key Strategies:**Improve Planning and Institutional Effectiveness**

Support the continued development and implementation of department planning, program review, governance council plans, and other planning processes. Facilitate meaningful engagement with faculty and staff, align with budget development and resource allocation, and include systematic assessment and adaptation.

Implement Lane's Climate Action Plan

Apply principles of sustainable economics, resource use, and social institutions to Lane's teaching, learning, and working environments to achieve our climate commitment goals. Incorporate carbon reduction strategies into facility, financial, and other institutional plans.

Increase Adaptive Capacity

Develop and implement strategies to develop the resilience and adaptive capacity of our staff, students and community through education, professional development, and emergency preparedness. Utilize scenario planning tools to cultivate long-term strategic thinking and planning despite external uncertainties.

Outcomes and Measures

Comment [S18]: Under development