



Lane Community College

2016-2021 Strategic Plan



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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

Commitment to Student Learning and Success

A Culture of Teaching, Learning and Innovation

Access, Equity and Inclusion through Social Justice

Strengthened Community

Financial and Environmental Stewardship

The structure of the plan, which identifies objectives and focused strategies for each strategic direction, 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 for the many contributors to this document.

Vision, Mission, Values

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

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 Process

The 2016-2021 Strategic Plan was created by and represents the intentions of the comprehensive college community in fulfilling Lane's mission.

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 Lane Community College 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 determine 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.

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 campuswide core theme forums, visits to governance councils, and conversations with peer groups. The IEC and College Council approved the new core themes in November 2016.

The college held facilitated, campuswide planning workshops for each of the four core themes during winter 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 campuswide workshop was held to review feedback and to identify 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.

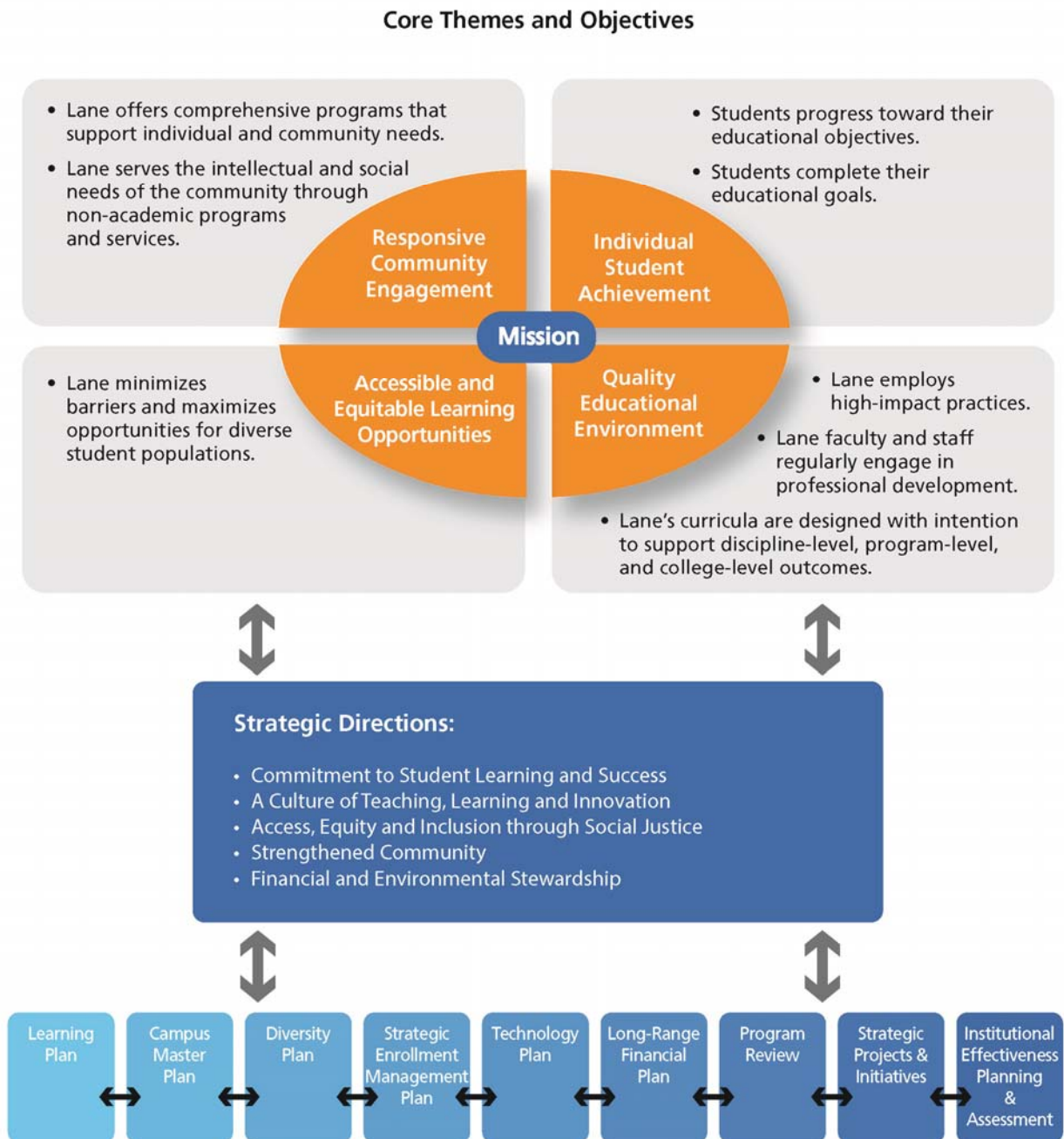
College Council, Planning Subcommittee, and Institutional Effectiveness Committee:

Bob Baldwin, classified union president and purchasing agent; Susan Carkin, Language, Literature and Communication dean; Joseph Colton, Faculty Council chair and Computer Information Technology faculty; Matt Danskine, Information Technology programmer; Dawn DeWolf, Academic and Student Affairs vice president; Sara Fox, project coordinator; Jennifer Frei, College of Arts and Sciences executive dean; Lida Herburger, student success director; Christina Howard, Learning Council chair and Health Professions faculty; Ashley Jackson, student government president; Brian Kelly, College Services vice president; Rosa Lopez, career pathways coordinator; Phil Martinez, Social Science interim dean and faculty; Philos Molina, student advisor; Gary Mort, Science faculty; Michael O'Neal, Food Services manager; Ce Rosenow, Honors Program and special projects faculty coordinator; Tammy Salman, faculty coordinator of student learning, assessment and curriculum development; Jim Salt, faculty union president and Social Science faculty; Mary Spilde, college president; Jennifer Steele, strategic planning and budget officer; Kate Sullivan, Assessment Team chair and Language, Literature and Communication faculty; Craig Taylor, Institutional Research, Assessment and Planning director; Molloy Wilson, faculty researcher.

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 7.

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			
	Responsive Community Engagement	Accessible Learning and Working Opportunities	Quality Learning Environment	Individual Student Achievement
Commitment to Student Learning and Success				
Provide extraordinary service to our students and potential students	✓	✓		✓
Develop collegewide assessment of student learning			✓	✓
Expand advising and academic planning services	✓		✓	✓
Provide seamless transitions for students	✓	✓		✓
A Culture of Teaching, Learning, and Innovation				
Sustain and expand program review	✓		✓	✓
Create a Center for Teaching and Learning	✓		✓	
Expand quality online instruction, curricula, and course materials		✓	✓	
Access, Equity and Inclusion through Social Justice				
Create an equity framework (Equity Lens)	✓	✓	✓	✓
Provide cultural competency professional development opportunities		✓	✓	
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	✓		✓	

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**

Key Strategies:

Provide Extraordinary Service to our Students and Potential Students

Develop and maintain a service mindset in all student-facing services, programs and activities; regularly seek feedback on service issues and opportunities; and collaborate to implement service improvements.

Develop Collegewide 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 to support student success.

Expand Advising and Academic Planning Services

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

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 seamless transfer to university upon completion.

STRATEGIC DIRECTION

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**

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 that fosters curricular innovation. 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, innovative pedagogical practices, cross-disciplinary efforts, enhanced faculty community and engagement, and curricular evaluation and improvement. The center will support ongoing professional development in advancing knowledge of proven practices that impact student learning and success.

Expand Quality Online Instruction, Curricula, and Course Materials

Provide professional development and engagement opportunities to support the development, use, and integration of online pedagogies and open and low cost education resources. Enhance systems to support online teaching, learning, and student success.

STRATEGIC DIRECTION

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**

Key Strategies:**Create an Equity Framework (Equity Lens)**

Develop and implement a comprehensive Equity Lens framework for Lane to ensure considerations of equity and social justice are applied throughout the college. The framework will consist of a series of questions focusing on an overarching principle of purpose. The “purpose” framework will be constructed in four key areas: people, place, process, and power; applications of these questions will highlight issues and opportunities for improving access, equity and inclusion. This framework will also act as a resource for addressing policies and practices that create and sustain oppression and discrimination.

Provide Cultural Competency Professional Development Opportunities

Develop and offer a comprehensive, sustainable range of opportunities for engagement in meaningful professional development around topics of diversity, inclusion, equity, and social justice to enhance levels of cultural competency across the college.

Institute Diversity Orientation and Professional Development for Students and Staff

Create a permanent, ongoing structure for orientation and education of Lane students, faculty, staff and managers focused on diversity, inclusion, equity, 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.

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.

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 that meaningfully engage faculty and staff, and align with budget development and resource allocation. Create and implement systematic assessment of current institutional practices, policies and approaches that foster innovation rooted in the desire to increase institutional effectiveness in areas in which assessment feedback indicates there are gaps or challenges.

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

Implementation and Assessment

After the 2016-2021 Strategic Plan is approved by the board of education, focus will shift to implementation planning. A lead will be assigned to each strategic direction and be charged with coordinating implementation plans for identified key strategies as outlined below.

Strategic Direction Implementation Planning

1) Identify implementation teams for each key strategy

In several cases, teams and structures are already in place to support a strategy (for example Achieving the Dream and Strategic Enrollment Management are working on *expanding advising and academic planning*; Academic Technology, the Open Education Resource Committee, and Library staff are working on *expanding quality online instruction, curricula, and course materials*; the Diversity Council is researching *Equity Lens* models; and the Institute for Sustainable Practices is working to implement Lane's *Climate Action Plan*.) In other cases, we will build new teams that draw upon the interest, subject matter expertise, and implementation skills of faculty, staff and managers.

2) Develop outcomes and measures

Implementation teams will review established outcomes and/or develop new outcomes that describe the desired result for each strategy, and measures (quantifiable indicators to assess outcome achievement.)

3) Develop timelines and milestones

Each strategic direction lead will work with implementation teams to map out sequencing of key strategies over the five year planning horizon, which will include establishing timelines and major milestones for each strategy.

4) Annual Assessment

Strategic direction leads will provide an annual report to College Council and the Board of Education that includes a narrative description of progress, measures data, and updates or adjustments for the coming year. In addition to measures for specific strategies the annual report will include an assessment of progress toward college [core theme indicators](#), as these are the highest level measures of progress and mission fulfillment.

Implementation plans for the 2016-2021 Strategic Plan will be published by December 15, 2016.