

College Council Minutes
January 12, 2012 Boardroom 2:00 – 4:00

Present	Bob Baldwin, Roger Gamblin, Jim Salt, Greg Morgan, Craig Taylor, Susan Carkin, Barb Delansky, Ben Hill, Dennis Gilbert, Sonya Christian, student
Agenda review	No changes
Approval of prior Minutes	Tabled until next meeting.
Data Coaches and Culture of Evidence	<p>Implementation of Strategic Directions</p> <p>Sonya Christian distributed the Student Success Data Strands Document – and explained that the idea of being able to track students longitudinally as cohorts rather than trying to understand what happens in a particular course became more important as catalyst for Achieving the Dream. Data opened up more comprehensive information and represents a convergence of work done over the past few years. First data strand related to cohort tracking and student population. Second strand relates to what do students really know, and be able to talk about it. For example, student knows calculus because they passed, but second strand gets at exactly what the student knows – content and cognitive skills. LCC approx. 4-5 years into the maturity of this work. Barbara Brearden working on this related to assessment data. Third strand is academic data gathered by IRAP and is about 5 years old as well. Looking at student progression related to technical programs. Last piece is more of an R&D type of thinking emerging from Lane faculty, dabbling in data that Moodle captured in a stand alone, on line class or a hybrid class. Faculty looking at student patterns, asking questions such as: are students spending more time on particular classes?</p> <p>Ben – Data strands describe a lot of different dimensions of use and culture on campus. Achieving Dream project might be more closely related to the first data stand, longitudinally. Dream project is a multi-college project, mostly CCs, with a mission. Motive behind project is to address notably low success and progression characteristics of CCs nation-wide and particularly ethnic students and other at-risk students. Mode is to develop capacity in CCs in order to determine large-scale interventions that can address student success. Concept is member colleges will identify interventions using data, assess, and implement interventions effectively in order to be able to assess while interventions are rolled out. Project provides schools with interactive data tool. LCC need to provide all of the seed data, which has been uploaded. This is unique in looking at full cohorts of students to see how soon they are reaching a specific number of credits, when they take their first required course in writing and reading. Tool allows aggregation of data to look at different academic years, or to look at how student genders or ethnic group is going within a particular cohort. This has real power for institution level, large scale student success rates in the big picture. Achieving the Dream provides us with data from the Dream coaches. Coaches might be retired faculty members. Lane had a campus visit from Achieving Dream representatives and is staying in touch with them. Locally, have a data team that is following the roll out of the tool and the data, have data coaches who are meeting with role of helping with implementation of Achieving Dream material and looking</p>

at other data in an evidence-conscious way. At Lane, recognized that both Achieving Dream fits in with overarching agenda to improve and support student success, and although AD is focused on large-scale, Lane also interested in more small-scale improvements.

Comments:

We could also design our own research project, with coaching along the way. Data more available to instructors is a positive. Important to identify problems that faculty is experiencing. Identifying strategies to address problems and collecting data viewed as important. Commitment to evidence-based decision making at all levels across campus. Data culture piece is important. Concerned that data culture does not isolate the Myers-Briggs Type Indicator sort of assessment/evaluation. Change magazine had good article on assessment recently, which said that assessment without progress is useless data. Lack of commitment to improve education at LCC was presented as the problem. Recommendation of combining one part of the MBTI with some vision of the direction the college is going. Data-informed vs data-driven terminology should be better. Real problem is not really address. Narrative is that these kinds of things flow from one person or area to another. Views Lane as an un-democratic culture excludes people on the margins, obliterating that they ever existed. One of most important components is building knowledge. Data can be just views of where we are with a situation or problem and evidence from the evaluation. Challenge is moving forward in an intelligent way in the direction we want to go with this data. Access info to data can be valuable in and of itself. Are we focusing the data on the direction the college wants to go? Data should focus on what Lane has decided is important: racial disparities, race, gender, other. Is anyone focusing on core questions? Reality is that the data piece is not driver. Data piece was response to helping Lane further understand the dynamics of what is happening at the college around student success. Should we be looking at specific student populations, extracting that information is difficult. Work related to student success was catalyst to say, here is a tool used at other CCs that Lane could use. Ben and data coaches are working on answering some of the questions Lane has had for years. Goal is to take on some of the big questions. In past, quantitative information was difficult to obtain. System trying to develop is using data coaches who got together and wanted to become a support agency for the departments that might have questions on a discipline level, take on institutional questions, set up a seminar stream to engage the literacy on the most important question. Core issue for learning council is to address who decides. If projects and initiatives are purely voluntary and they impact faculty and students and how they are taught, then may not be as much an issue for the governance system. But, if decisions can be made and that have some authority with them, then the academic authority needs to be clear, otherwise it is problematic. Goal is for campus community to have access to this data, and for the process to be transparent. Interventions are under consideration. More information and questions will bubble up. Looking at conflicting priorities and how specific topics have an impact on the Budget Office or bargaining, for example, needs to be addressed.

Budget Development
(Standing Item)

Greg Morgan explained that the Subcommittee has been set up to meet the first and third Wed of each month, at 1-3 pm. Last meeting included budget projections vs. actual, and more information to follow: discussed growth and inflation. Hoping \$410M, which is a 3.7 short in the biennium, -3.5% in appropriations, for 5.8 short. Based on current commitment, short by 9.6. This year alone, Lane has spent more on facilities and management than prior years. For example, several transformers are at point of failure per contractor and some building roofs need

replacement. Need to look at some of these things, beyond the State reductions that Lane will face this year in its budget.

Comments:

- ~ College Council needs to see some kind of report that provides budget projections. At next meeting, summary of conversations that have taken place, a summary of on-campus work requiring attention, and projection information. Board gave direction to update the financial plan with the Budget Development Subcommittee. Discussion developed as well as a conversation with the Board, and another with the BDS. College Council meeting had some discussion. Board approved the financial plan.
- ~ Question is, what is relationship between budget development process and long-range financial planning. There has been no agreement with administration on how this is being accomplished. Lane seems to have an issue but not a plan. Where is our governance model? Views process as an input model rather than governance. Appreciated knowing that the process did not include the entire governance system. Issues are going to continue to come up.
- ~ Long-range financial plan puts projections into categories. Revenue and liabilities are discussed, what the college would do in dire circumstances.
- ~ Board has authority to make decision on approving financial plan, outside of governance plan. Sees an input model rather than a governance model. Board agreed to call the process a governance model process. Views strategic planning as an oxymoron. Views most recent budget document as not a long-distance, strategic plan.
- ~ Number one, we have been doing long-term financial planning. Look at money we received from the state in form of a community college support fund. Curriculum is vibrant, layoffs have not occurred. The lens used to analyze financial situation and looking at external resources to do some fundamental work at the college, for example bringing in R&D grants to do this work at the college, has been examined. Grants have been brought in to give faculty what they need to keep the college vibrant; for example, the CML and international programs.
- Number two, financial plan probably did not go through the governance process/plan. It was not similar to, for example, the strategic directions process. Number three, want largest frame of governance, BDS is now scheduled regularly to meet. Does not see governance system as empty model, but we can always do better, and within which we strive to develop consensus. Defining rule is genuine and legitimate intent to achieve that consensus.
- ~ When real planning does not happen in the councils, they fail because they have no management buy-in and commitment. Actually taking the financial assets of the college and moving them to a shared responsibility model has not yet happened.
- ~ Budget viewed as living document with adequate inputs. Members invited to provide Greg with the data they would like to see included in the budget, their version of a financial plan for a community college. There will be more opportunities to improve the process.
- ~ I believe classified input system model is a strong one, perhaps better than faculty.
- ~ The budget discussion has devolved from conversation about budget into governance system debate, and we have some content work to do. Respects student, classified, and faculty roles. There is a danger in thinking just about roles, because that is not the way the world works anymore. Believes that all have value in conversations about curriculum and students. Isolationist way of looking at the world is not the way the world works. Thinking in silos and boxes does not work for the college. The college does not have a perfect system. This is a table where

we are all together and we can bring these unique perspectives we have and bring them to the table and have these kinds of discussions. We frequently get bogged down in processes and critiques. Can we, for now, take into consideration the work and use it as a way to work better together? We are missing what is happening outside the world of Lane that impacts the college while we are bogged down in talking about processes. The BDS had lots of opportunity to offer input from third week in October until middle of December, with very little comment provided to administration. Could the budget document have been better? Of course it could. It was not exactly an engaging discussion with the BDS.

- ~ The clear authority is in the governance system, and administration ignored the system. How do we move forward in saying that the budget document has no efficacy, if it does not and openly violate our governance system? Ignoring that and moving forward is difficult. How do we move forward?
- ~ We had a discussion early on (BDS), a discussion on the Finance Council and why they were not doing that part of the strategic, long-term planning. There is currently no Lane Finance Council. Question for the BDS became whether or not to address the fact that there was no Finance Council, or move forward with the budget. Statements of opinion are fine, but we need to be doing these meetings different. Tired of sitting through these two-hour meetings and listening to the same people.
- ~ In looking at the budget document, it includes a list of strategies, which are a rollover from what the BDC wrestled with last year. In an upcoming meeting, suggestion made to look at the strategies and develop a work plan for the BDC, and give a description of context for the financial plan so it is not felt that it is missing what is needed.
- ~ Does not see that the governance process was either not involved or violated. Conversations happened around all of this. The Board in their retreat wanted to see that the document reflected their strategies and reflected what they wanted to see in Lane's future.

Achievement Compact	Not time for this item
Reports:	Not time for this item
Adjourn	