

Student Affairs Council

2004-05

Strategic Plan

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Background:

The Student Affairs Council formed in fall 2004 as part of Lane Community College's new governance system and was chartered to develop, review, and evaluate plans and set directions for student affairs in accordance with the vision, mission, core values, learning principles, and strategic plan of the college. The scope of work of the Council includes:

- ❑ Develop, review, and evaluate a strategic plan for student affairs;
- ❑ update the student affairs strategic plan according to the guidelines of the college-wide planning system;
- ❑ set new student affairs directions that align with the mission, core values, learning principles and strategic plan of the college;
- ❑ review and provide input regarding college-wide student affairs policies; and
- ❑ ensure the college's alignment with accreditation Standard 3: Students.

Development Process for the Student Affairs Strategic Plan:

The Student Affairs Council met on a frequent basis (bi-weekly, then weekly beginning in April) during 2004-05 to examine Lane's student affairs as related to the assigned scope of work. Initially, the Council reviewed national and state best practices related to student affairs as well as current Lane activities. Documents reviewed included: the Success and Goal Attainment report, accreditation¹ guidelines, accreditation report, Council for Student Services Administrators best practices, Institutional Research, Assessment, and Planning data, League of Innovation data-pooling project, K-12 initiatives, Standard 3 self-study and response, Student Services Director's goals, Lane's Strategic Directions and Core Values, Noel-Levitz publications, Excellence and Delivery and Productivity Work Plan, Foundation of Excellence draft Dimensions and a variety of articles related to student affairs. In addition, solicitation of input from groups across campus occurred and incorporated where appropriate.

The Student Affairs Council analyzed strengths and gaps in Lane's student affairs through the information gleaned from the review process. This resulted in formulating four goal areas for the Student Affairs Plan: (1) Assessment; (2) Recruitment; (3) Engagement and Retention; and (4) Transition and Goal Attainment. The Council believes developing these goal areas will set directions for student affairs that are in accordance with the vision, mission, core values, learning principles, and strategic plan of the college.

¹ The Northwest Association of Schools and Colleges governs the accreditation process on a decadal basis. Lane completed the latest accreditation report in the 2003-04 school years, capped off with an accreditation team visit in October 2004 and an accreditation report completed in January 2005.

Global Themes:

As the Student Affairs Council developed the Student Affairs Strategic Draft Plan, several overarching themes emerged that cut across all goal areas. The Council proposes consideration of the following themes in all goal development.

- ❑ *Provide a welcoming environment to all and at every point of contact in order to engage students to Lane and the educational process.*
- ❑ *Facilitate student participation so that students have a voice in decisions affecting them.*
- ❑ *Share responsibility for promoting student success across the institution, and recognize that the most effective outcomes occur with collaboration and partnerships.*
- ❑ *Achieve continual improvement through ongoing assessment and the incorporation of best practices.*
- ❑ *Promote diversity and cross-cultural competencies among students and staff.*

Student Affairs Strategic Plan Draft Review:

The Student Affairs Council is requesting discussion and feedback from the campus community on the Student Affairs Plan. There has been an effort to keep the Plan at a policy/planning level so that departments and units will have discretion in how to achieve the goals. We request that staff from across campus review the plan, request clarification if needed, and provide feedback. The Student Affairs Council will then incorporate feedback and finalize the Student Affairs Plan to submit to the College Council.

Goal I: Assessment

Develop a systematic process for assessing student affairs.

1. *Assess the student experience from pre-enrollment through goal completion.*
 - A. Utilize best practices in assessment of student affairs.
 - B. Evaluate individual student's needs and risk factors prior to enrollment to develop effective academic plans.
 - C. Develop a systematic process that provides students regular and convenient opportunity to share their course related learning experiences each term with their instructors and fellow students.

2. *Commit to a culture of routinely assessing programs, services, and learning to encourage continuous quality improvement.*
 - A. Regularly assess the effectiveness of services and programs at achieving their functional objectives.
 - B. Periodically and systematically evaluate the appropriateness, adequacy, and utilization of student services and incorporate the results as a basis for improvement.
 - C. Ensure that assessment results are the foundation for planning, resource allocation, decision-making, and ongoing improvement of programs, services and policies.

3. *Assess the general college environment, including adequate academic and non-academic spaces for students.*
 - A. Conduct a regular campus climate survey of students and utilize the results to monitor progress in:
 - i. Creating safe and inclusive spaces for students and staff.
 - ii. Fostering mutual respect and an appreciation of differences.
 - iii. Promoting diversity and cross-cultural competency.
 - iv. Encouraging a climate that promotes individuals freedom of respectful expression on controversial moral, social, political, and religious issues.

Goal II: Recruitment

Develop a proactive, coordinated, and intentional approach to student recruitment.

1. *Develop a campus-wide, coordinated, and targeted marketing strategy to enhance enrollment and image in the community.*
 - A. Increase marketing efforts that promote student success in programs, services, and activities e.g., summer bridge programs, courses, seminars, mentoring, learning communities, workshops, and orientations.
 - B. Increase international student enrollment utilizing existing resources.
 - C. Expand and promote thematic cohorts e.g., Rights of Passage, Transition to Success, Learning Communities, First Year Experience, and promote to increase enrollment.
 - D. Improve Lane's web site as an effective recruitment tool.

2. *Create a Welcoming, Inclusive, and Responsive Environment.*
 - A. Meet industry standards in customer service e.g., wait times, length of lines, number of contacts necessary to get results, positive attitude, and helpfulness.
 - B. Incorporate student input to expand offerings that enrich college life.
 - C. Respond to workforce demands for specific skill sets and educate potential students about workforce trends.

3. *Enhance Recruitment Efforts.*
 - A. Develop strategies that create seamless transitions to Lane Community College from high schools and the community.
 - B. Provide a comprehensive recruitment system for tracking and following up with potential students after initial contact.

Goal III: Retention and Engagement

Retain students through comprehensive strategies designed to enhance students' engagement in the academic and social life of the college.

1. *Develop policies and practices to increase student persistence.*
 - A. Increase, within term, rates of completion in classes with passing grades.
 - B. Increase term-to-term retention.
 - C. Increase year-to-year retention.
 - D. Increase the number of students who, by the end of their first three terms, have explicit academic goals and plans for reaching them.
 - E. Address barriers that impede student persistence.

2. *Enhance the Lane workforce to best promote student success.*
 - A. Provide professional development opportunities and other support for Lane employees' efforts to create an environment that encourages students' engagement.
 - B. Establish consistent staffing that increases the possibility of students developing ongoing, meaningful relationships with college staff.

3. *Provide assessment-based services and programs.*
 - A. Utilize individual assessment results to help each student develop customized plans that maximize their chances for success.
 - B. Use pooled assessment data to continuously improve Lane's systems of supporting student success.
 - C. Utilize evolving best practices to ensure programs are continuously updated and improved.

4. *Ensure success-oriented systems and experiences.*

- A. Develop coordinated systems between recruitment, admissions, and retention functions to engage and retain students.
- B. Provide experiences e.g., Early Orientation and Registration, First Year Experience, cohort groups, learning communities, for students that facilitate social connections and orient them to services and academic programs
- C. Enhance regular, ongoing communication between the college and students, and among students.
- D. Create physical spaces that promote academic and social engagement for students i.e. lounges, study areas, recreational areas.

Goal IV: Goal Attainment/Transition

Develop systems to create and support effective transitions to Lane Community College and then to other educational programs or jobs.

1. *Strengthen relationships with high schools, transfer institutions, community partners, and employers to enhance the student's preparation for and success in college, career, civic engagement, and community involvement.*
 - A. Strengthen and expand partnerships with K-12 system to improve high school students' academic preparation for and transition to college.
 - B. Create bridge programs and services for targeted populations e.g., ESL/IESL, GED, College Now, non-credit, under prepared students.
 - C. Develop a safe and welcoming campus environment that is inclusive, respects the diversity of Lane's students, and recognizes the potential of each student.

2. *Facilitate effective transitions through college policies, practices, and programs that are intentional and aligned with the college's vision mission, and values.*
 - A. Continuously update and improve policies, practices, and programs so that they are intentional, aligned with the college's vision, mission, and values, and facilitate effective transitions.
 - B. Effectively utilize technology to assist students in achieving educational goals.
 - C. Increase financial opportunities e.g., scholarships, grants, work programs, internships, emergency aid, to support student success and goal attainment.
 - D. Base course offerings on student demand.
 - E. Provide an array of student programs and services that take a holistic approach to conceptualize what students need in order to successfully reach their goals.

3. *Develop and promote a seamless transition for students from Lane to four-year institutions of higher education, maximizing their chances for success and enhancing their personal, social, and academic growth.*
 - A. Provide services e.g., dual enrollment agreements, Oregon Transfer Module, transition classes, transfer workshops, and mentoring, that contribute to a seamless transition for students from Lane to four-year institutions.
 - B. Ensure that students have the academic opportunities necessary to obtain their goals in a timely manner.
 - C. Participate in the development of a statewide articulation system that will empower students to transfer to other educational institutions seamlessly.

4. *Create innovative, flexible, and collaborative programs that are responsive to the needs of students and employers and facilitate a smooth transition from college to the workplace.*
 - A. Maintain strong partnerships with industry and other community partners to facilitate internship opportunities, cooperative education opportunities, and eventually job placement for Lane students.
 - B. Assist students to explore and determine academic and career paths early in their career development process.
 - C. Offer programs, services, and curriculum for students that help develop the “soft skills” e.g., interpersonal skills, time management, communication, necessary for success in the work place.