

Strategic Planning at Lane Community College

Lane Community College’s 2010-2015 *Strategic Plan* was prepared by College Council through a year-long process of engagement with college stakeholders, study, data and environmental analysis and input from other planning processes. The plan was approved by the board of education in spring 2010.

The plan documents the convergence of several key priorities for the college, providing six strategic directions that construct a framework for fulfilling Lane’s mission. The college responded to national conversations about community college reform by aligning its plan with the following goals: improve student preparation, progression and completion; provide a liberal education approach for learning, including improved digital fluency and critical thinking across disciplines; and build a diverse, inclusive, safe and sustainable learning and working environment for all who learn and work at the college.

The strategic plan and strategic directions guide decisions and resource allocations at all levels of the organization. They inform division and department unit plans and program review, budget and long-range financial planning, emergency plans, governance council plans and other planning efforts. Over the past years, a deliberate effort has been made to deepen understanding of strategic directions and their operational implications at a local (e.g. department) level. A new network has emerged with staff engaged in related projects and initiatives directly supporting strategic plan goals, which results in better communication and a powerful cross-pollination and convergence of ideas and efforts.

Lane’s core themes of Academic Transfer, Career Technical and Workforce Development, Foundational Skills Development and Lifelong Learning reflect the college’s comprehensive mission and receive essential support through the strategic plan and each of the strategic directions.

The college implements its strategic plan through strategic direction [goals and implementation plans](#). As a learning organization, Lane approaches planning and implementation as a continuous, iterative activity. As a key part of Lane’s strategic planning process, the college engages in annual reflection, review, assessment, prioritization and operational planning for the year ahead. During the annual reflection and review, strategic direction leads work with faculty, staff, project leads and other stakeholders to assess progress toward goals and objectives, report accomplishments and identify areas of focus and priority for the coming year.

Starting in 2012, the college used the strategy map format (Figure 1) to provide an organizing structure for this process and resulting report to the board of education. The strategy map presents a visual framework for aligning practice, initiatives and projects with the strategic directions of the college. It provides useful information for establishing priorities, allocating resources, evaluating new project proposals and identifying

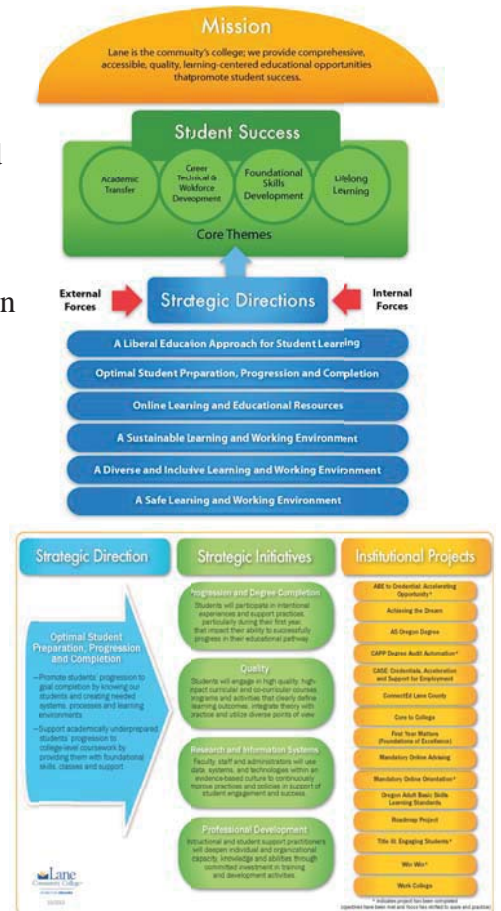


Figure 1: Lane Community College Strategy Map

gaps in mission fulfillment. It is also a valuable communications tool for Lane faculty and staff as well as external partners, agencies and organizations.

A Focus on Student Success

“Student success is the journey through which our students develop, progress toward and achieve their goals.” Lane Community College definition of student success, 2014

Student success is at the heart of our mission as the community’s college. It is the foundation upon which we organize and plan our work, measure our success and achieve our vision of transforming lives through learning.

Lane demonstrates a deeply rooted commitment to student achievement by understanding the unique experiences, abilities and goals of our students; providing a liberal education approach for learning; ensuring access and opportunity for all students; and aligning academic and support services to support quality, progression and completion.

Student success is embedded throughout the college’s strategic and operational plans and is the overarching objective that ties the college’s work together across our core themes and student population. Synergies among several campus groups have enabled more effective implementation of campus initiatives aimed at improving student goal achievement, and a critical mass of expertise and common commitment among staff emerged through the Student Success Leadership Team (2011-2014). In 2013-2014 the Academic and Student Affairs Leadership Team and Student Success Leadership Team developed a new “[Strategies for Student Success: Initiatives to Practice](#)” framework that provides managers, faculty, staff and students with a systematic overview of the different support resources available while also serving as a guide for aligning services and resources around student needs.

Student Success Framework, 2014:

Start Right- Practices that primarily improve students’ successful entry into a program that leads to goal achievement.

First Year Focus- Practices aimed at providing students with outstanding curricular and co-curricular experiences in their first year,

Maintain Momentum- Practices in this category are those directed at successfully contributing to student progression.

Goal Completion- This category describes practices that assist continuing students in completing their academic goals.

Looking Ahead

2014-2015 represents the fifth and final year of the college's current Strategic Directions. Work this coming year will focus on continuing to review priorities and return on mission within existing project portfolios, optimizing limited staffing and other resources, and assessing and evaluating progress toward project and Strategic Direction goals. Communications, professional development and bringing work to scale will be particularly emphasized to embed high impact practices deep within the culture and operations of the college.

As this 2013-2014 Strategic Directions Update demonstrates, Lane is committed to its comprehensive mission, as evidenced by our initiating, supporting, completing and evaluating a wide range of institutional initiatives and projects that are clearly aligned with strategic directions goals. These goals – improve student preparation, progression and completion; provide a liberal education approach for learning, including improved digital fluency and critical thinking across disciplines; and build a diverse, inclusive, safe and sustainable learning and working environment for all who learn and work at the college – inform both our daily work and our vision for the future. Goals are interrelated through their shared impact on student success and support of our four core themes: Academic Transfer, Career Technical and Workforce Development, Foundational Skills Development and Lifelong Learning. The interconnectedness of our mission, core themes, strategic directions, initiatives and projects provides us with a strong institutional ability to fulfill our promise as the community's college: we will transform students' lives through learning.



Lane Community College

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