

Transparency and Stakeholder Engagement

Previous	Current	Trend	Target	Rating
New Indicator: target, metrics & data to be developed in AY23				Initial

Mission Fulfillment Indicator (MFI) 15 analyzes the College’s planning, implementation, and review processes to ensure that they are transparent and include relevant internal and external stakeholders. MFI 15 is a new metric, developed during the 2021-22 academic year; work to develop data sources, targets, and ratings will continue in the 2022-23 academic year.

Discussion

Lane’s Planning and Institutional Effectiveness (PIE) Process provides continual assessment of student learning and achievement as well as support services; this process enables the College to refine effectiveness and align resources. Lane’s Planning and Institutional Effectiveness Process includes four process levels:

1. Strategic Directions (Vision)
2. Strategic Priorities (Strategy)
3. Review and Planning (Operation)
4. Reports, evaluations, analyses, and recommended actions (Assessment)

Strategic Directions and a Strategic Plan are established every five years to identify priority actions needed to support student learning and success, as measured by verifiable institutional indicators. Strategic Priorities are established to identify priority areas of focus based upon assessment of progress toward Strategic Directions, objectives and outcomes, and internal and external environmental scanning. Program Review and Department Planning support Strategic Directions and priorities by operationalizing priorities and improvements at the program and service level. The College has recently transitioned to the 2022–2027 Strategic Plan. The Strategic Plan Steering Committee was composed of College stakeholders, including faculty, classified staff, students, and administrators.



Figure 1: Strategic Planning and Resource Allocation Cycle

Peer Comparisons

The accreditation process calls for evidence-informed self-reflection along with meaningful comparison against peers to provide a contextualized perspective on an institution’s quality. Because the strategic plans, goals, and priorities of an institution are unique to that institution’s local context, an apples-to-apples comparison is not available for this MFI.

Lessons Learned & Next Steps

In their report following Lane's 2021 accreditation site visit, the Northwest Commission on Colleges and Universities (NWCCU) recommended that Lane Community College "enhance institutional effectiveness by evaluating internal communications, feedback, resource allocation, and decision-making processes to assure that they are inclusive of all constituents." In response to this recommendation, the College has undertaken several initiatives aimed at improving communication and strengthening connections between existing mechanisms (e.g. program review and assessment) and the planning and resource allocation process. These initiatives include:

- Completion of an organizational health and climate survey in 2021-22
- Creation of a subcommittee of the Institutional Effectiveness Commission (IEC) to develop an Environmental Scan process
- Creation of a subcommittee of the Institutional Effectiveness Commission (IEC) to develop an Institutional Portfolio Review Process
- Implementation of regular updates from the President and Provost in the Lane Weekly

Lane also welcomed a new president in the summer of 2022, Dr. Stephanie Bulger. President Bulger has announced that fiscal condition, enrollment, and campus culture will be areas of focus in the coming year. President Bulger has announced several approaches to improving communication in the interest of promoting financial sustainability and improving the campus climate. President Bulger has offered open office hours and fireside chats designed to promote communication and connectivity, and she has announced plans to hold regular business meetings with all college employees starting in fall 2022

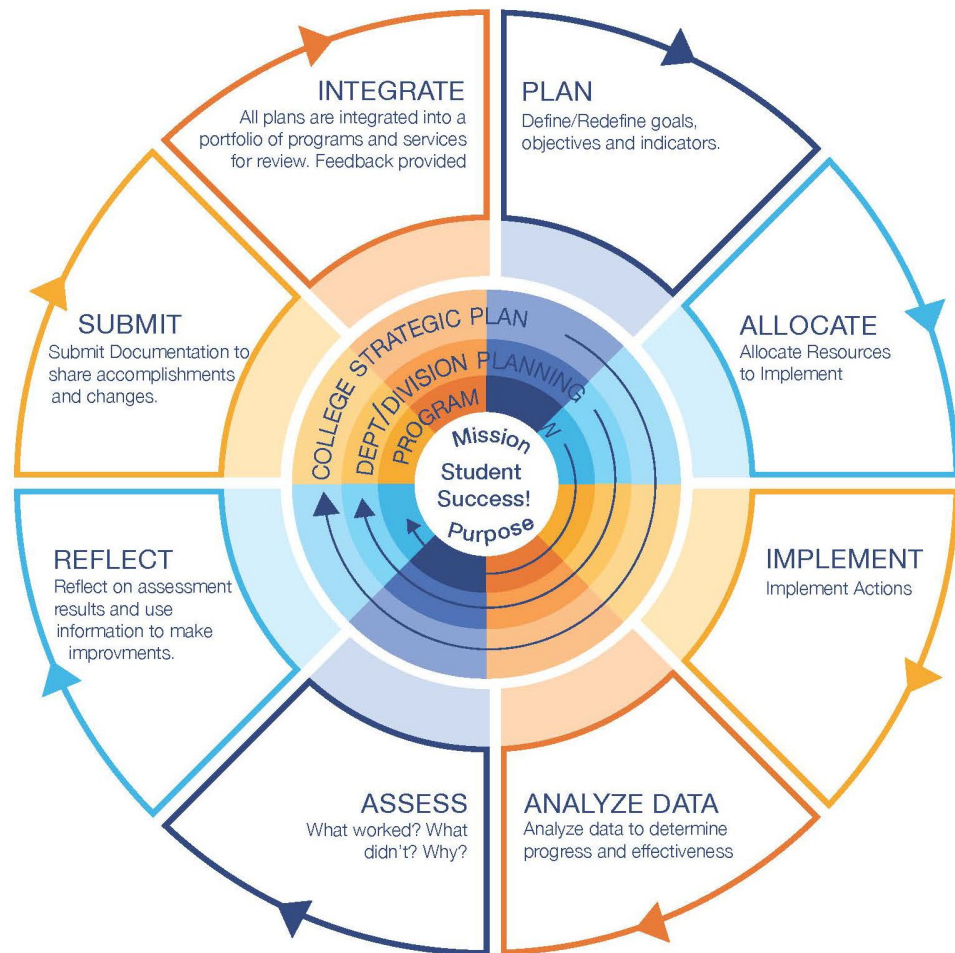


Figure 1: Lane Community College Planning and Allocation Cycle