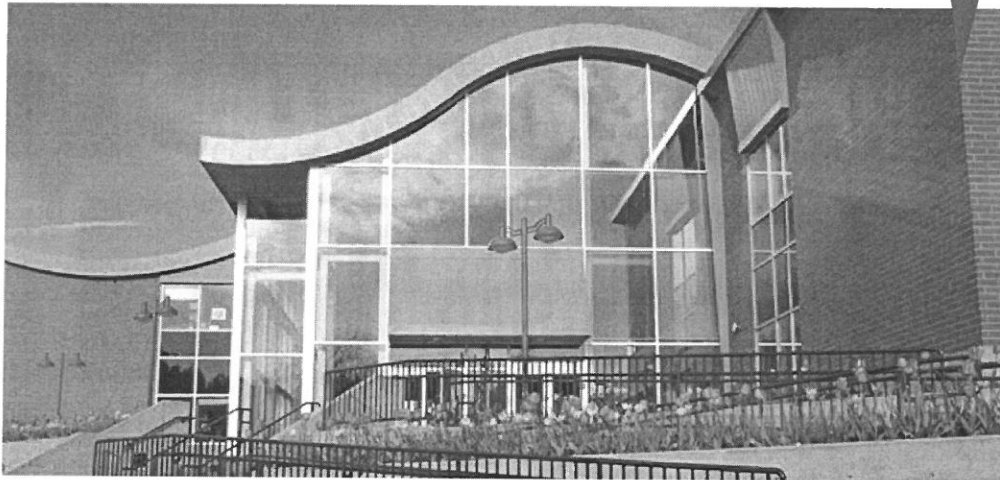


LANE COMMUNITY COLLEGE  
CAMPUS & COMMUNITY CONVERSATION KIT

2017-2022 LONG-RANGE  
FINANCIAL PLAN



## Introduction

Finance Council, the financial policy and planning body of Lane Community College's governance system, is developing a new long-range financial plan to serve the college for the next five years, with annual updates. This plan will support the college's strategic plan, learning plan, facilities master plan, and other strategic planning efforts.

Broad-based input, in-depth analysis, and a diversity of perspective are essential to this work. This document and complementary online components provide information about the long-range financial planning process and provide a framework for contribution for individuals and groups across campus.

### Planning Steps



1

GOVERNANCE  
COUNCIL  
DISCUSSIONS

2

INFORMATION  
SESSIONS

3

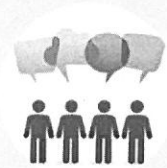
GATHER  
FEEDBACK

4

SCENARIO  
PLANNING  
SESSIONS

5

APPROVAL BY  
COLLEGE COUNCIL  
AND BOARD



### COME TO INFORMATION AND SCENARIO PLANNING SESSIONS

Dates and times are  
listed on page 2  
under "Timeline."



### GROUP MEETING

For assistance  
facilitating a group  
discussion, send us  
an email with the  
date and time of  
your meeting.



### POST ON THE WEBSITE

[www.lanec.edu/  
conversation](http://www.lanec.edu/conversation)



### SEND AN EMAIL

send a message to:  
conversation  
@lanec.edu

## Timeline

### 1 GOVERNANCE COUNCIL DISCUSSIONS

Facilitators will be visiting governance councils from January through May, 2017.

### 2 INFORMATION SESSIONS

Campus-wide discussions on financial models, assumptions and drivers will be held

- Tuesday, February 21, 3-4:30 p.m. in CML 214
- Friday, February 24, 3-4:30 p.m. in CML 214
- Wednesday, March 1, 3-4:30 p.m. in CML 214

### 3 GATHER FEEDBACK

Share your feedback from February 21 through May 10, online at [www.lanec.edu/conversation](http://www.lanec.edu/conversation), or at drop in sessions (dates to be announced).

### 4 SCENARIO PLANNING SESSIONS

Campus-wide discussions on principles and criteria, scenario constructs, and strategies

- Tuesday, April 11, 3-4:30 p.m. in CML 214
- Tuesday, April 18, 3-4:30 p.m. in CML 220
- Wednesday, April 19, 3-4:30 p.m. in CML 220

All events will be live streamed for those unable to attend in person.

### 5 APPROVAL

Plan will be presented for approval to:

- College Council in June 2017
- LCC Board of Education in July 2017

## Planning Principles

Lane's 2017-2022 Long-Range Financial Plan will be developed using the following guiding principles established by Finance Council.

INPUT FROM THE ENTIRE COLLEGE COMMUNITY THAT IS:

- ▶ Robust
- ▶ High level
- ▶ Supported through adequate infrastructure
- ▶ Comprehensive and strategic in scope

TRANSPARENCY THROUGHOUT THE PROCESS; DESCRIPTIONS AND DATA THAT ARE:

- ▶ Meaningful
- ▶ Accessible
- ▶ Searchable

IDENTIFICATION OF FINANCIAL AND EDUCATIONAL CHALLENGES, TRENDS, AND OPPORTUNITIES

- ▶ Structure for regular updates and iterations
- ▶ Bring all ideas to the table/conversation

ADEQUATE ANALYTICAL RESOURCES

- ▶ Supported and developed through an adequate organizational infrastructure
- ▶ Primary data and meaning-making indices
- ▶ Contingency and scenario analysis

LONG-TERM FINANCIAL PLANNING DOCUMENT, INCLUDING INTERFACES WITH:

- ▶ The yearly and biennial local and State budget cycles, with accountability and tracking measures.
- ▶ Department, division and college innovation constraints on initiatives, and unit responsibilities and guidelines.



# Planning Calendar Overview

## FALL TERM 2015 – SPRING TERM 2016

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- Review and adopt long-range financial planning constructs and principles

## FALL TERM 2016

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- Form Finance Council planning subcommittee
- Develop plan outline and timeline

## WINTER TERM 2017

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- Planning subcommittee visits to governance councils, departments, and groups
- Information sessions
- Gather feedback
- Develop plan content

## SPRING TERM 2017

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- Planning subcommittee visits to governance councils, departments, and groups
- Progress updates to College Council
- Scenario planning sessions
- Gather feedback
- Drafts, revisions and editing
- College Council and board of education approval

## HOW TO SUBMIT COMMENTS

We welcome your feedback in any form. Please submit your comments, feedback and ideas through any method listed on the cover of this conversation kit by May 10, 2017. Feedback will be shared with the finance council planning subcommittee to inform plan development.

## Meet the Team

### FINANCE COUNCIL

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Bob Baldwin, Dawn DeWolf, Rose Ellis, Robin Geyer, Dennis Gilbert, Greg Holmes, Brian Kelly, Mindy Parks, Russ Pierson, Jennifer Steele, Anastasia Vail

### FINANCE COUNCIL PLANNING SUBCOMMITTEE

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Robin Geyer, Dennis Gilbert, Greg Holmes, Jennifer Steele



## ABOUT THE CONVERSATION KIT

We've created the Campus and Community Conversation Kit as a tool to help you explore, connect, and give feedback about important issues at LCC. The kit has two components:

- A paper document that you can use as a reference, distribute, and refer back to for important information, and
- An online component that allows you to give feedback to decision-makers and learn more about ideas being discussed, as well as updates and resources to round out the conversation.

The paper component of the kit will include all the basic information you need to participate in the conversation, including names and contact information for responsible parties, timelines, and methods and deadlines for feedback. Our goal is to put everything together in one, easy-to-reference document to make it as simple as possible to locate the information you need to schedule and participate in the discussion.



## 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.

## Core Themes

- ▶ Responsive Community Engagement
- ▶ Accessible and Equitable Learning Opportunities
- ▶ Quality Educational Environment
- ▶ Individual Student Achievement

## Core 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

### THE LCC STRATEGIC PLAN

View the LCC Strategic Plan in its entirety at:  
<https://www.lanec.edu/research/planning/strategic-plan>

### 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 & PARTNERSHIP

- ▶ Welcoming, valuing and promoting diversity among staff, students and 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



## 2017-2022 Long-Range Financial Plan

### Plan Contents

January 2017 Draft

1. Introduction
  - Letter from Finance Council
2. Executive Summary
  - Able to serve as a standalone document
3. Vision, Mission, Values, Core Themes
4. Planning Framework
  - Relationship to learning plan, campus master plan, other strategic planning efforts
  - Integration between planning efforts, resource allocation
5. Planning Process
  - Describe principles and process used to develop the long-range financial plan
6. Financial Structure & Policies
  - Fund and financial structure
  - Budget development process
  - Financial policies
7. Educational and Service Financial Environment & Conditions
  - State economic conditions, enrollment, fund balances, other environmental conditions
  - Educational/service environment and priorities
  - Financial performance; include ratios/metrics
  - Five-year revenue forecast
8. Operating Revenues & Expenditures
  - Key components
  - Drivers and assumptions
9. Capital Expenditures
  - Key components
10. Scenario Planning
  - Revenue & Expenditure models
  - Investment principles and criteria
  - Reduction principles and criteria
11. Strategies for 2017-2022

### Appendices

*Implementation plans*

*Prior year forecasts and reports*

*Links & resources*

### Legend

Focus of February campus forums

Focus of April campus forums