**Institutional Effectiveness Report: Governance Council Format**

Each institutional planning group or function will submit an annual report to the Institutional Effectiveness Committee summarizing their outcomes and performance measures; progress toward achieving established outcomes; areas of focus for the coming year(s); and suggestions for continued improvement of collegewide institutional effectiveness systems and structures.

**Reports are due to the Institutional Effectiveness Committee by December 14, 2018**

Email completed reports to InstitutionalEffectiveness@lanecc.edu

Please limit the narrative section of your report to five pages

Submitted by: Helen Faith & Kyle Schmidt

Representing: Student Affairs Council

Date: 12/14/18

**Section 1: Progress Report**

*Please report on the progress you have made toward established goals, objectives and outcomes specified in your work plan.*

*Your report should:*

- *Be organized around key goals and strategies and provide a brief narrative on progress made over the past year(s)*

- *Keep to high-level points and major milestones*

- *Include or reference additional evidence to support your assessment*

- *Acknowledge and comment on setbacks and/or adjustments that have been made*

Unfortunately, there has been considerable turnover in Student Affairs Council membership, making it difficult to accurately capture the full scope of work done by the council over the last several years.

In line with our charter, Student Affairs Council has been attempting to comprehensively review all policies associated with the Council. Some progress has been made: every policy has come before the council for review at least once in the last several years. However, no policy revisions have advanced through College Council, nor made College Council agenda. This problem is made worse by council turnover, as new members need to be brought up to speed on policy changes the policy needs to be advanced to College Council again, and the people familiar with why policy changes were suggested may no longer be present.

In addition to reviewing existing policies, the council has been attempting to draft a new student travel policy. While a subcommittee has been identified, and several areas of the college have been consulted on various parts of the policy, this policy has struggled without an authoritative voice from the college on how to handle risk management.

To help ensure communications with students via email remain appropriate, relevant, and timely, Student Affairs Council will be suggesting updates to the Student Communications Policy. The council is also expecting it will provide feedback on the related procedure, when that procedure is developed.

Students Affairs Council has had considerable difficulties establishing a new Student Affairs Strategic Plan, having not adopted a new strategic plan since 2004-05. Considerable work in 2016-17 and 2017-18 was done to develop a new strategic plan, but as the 2017-18 school year drew to a close, the college-wide adoption of the Enrollment Growth Plan was perceived to have superseded work on a Strategic Plan, and plan work was shelved. Strategic planning has been further delayed by the lack of clarity in council and division role in Strategic Enrollment Management plan development as well as turnover in the Executive Dean of Student Affairs position.

**Section 2: Looking Ahead**

*After reviewing and discussing college* [*core theme objectives*](https://www.lanecc.edu/planning/core-themes) *and* [*strategic directions*](https://www.lanecc.edu/planning/strategic-directions)*, identify your areas of focus and goals for the coming academic year(s); these can be continuation of multi-year work and/or new initiatives.*

Our work for 18-19 will be primarily around policy revision and creation and is intended to support Core Theme 4 (Individual Student Achievement) and two Strategic Directions: Commitment to Student Learning and Success; and Access, Equity, and Inclusion through Social Justice. The council is optimistic that before the end of the year, every policy will be reviewed. We also intend to create a student travel policy, though we anticipate this will be a lengthier, more difficult process due to the potential complexity of the policy, and suggest changes to the student communications policy. Finally, in line with a request from College Council, we’ll be reviewing all policies and procedures related to Student Affairs to make sure each one is correctly categorized as a policy or a procedure.

**Section 3: Ideas for Institutional Effectiveness Systems and Structures**

*Identify any ideas you have for improving institutional planning and improvement systems and structures in support of governance and institutional effectiveness.*

There’s been considerable confusion this year about strategic planning, and the roles of the governance council versus the roles of department managers. It would be helpful to clarify who has decision making authority, and clarify the relationship between SAC responsibilities and Student Affairs management responsibilities. There’s also a concern that some divisions have councils associated with them, while others do not, and council members suggested either rectifying that or moving to councils operating under more of an advisory board model.

In the past, there’s also been confusion about the level of detail that should be present in a strategic plan. For instance, are we, as a council, supposed to prioritize the work of the division? To provide high level goals for the division? To set milestones and objectives? A template for council level strategic planning would be helpful.

In order to facilitate efficient movement of new policies and policy revisions, some improvements need to be made to getting items onto College Council agenda. One method might be to create a consent agenda with policy revisions which is voted on as a single item, and publishing the consent agenda in advance of the meeting.

Work in 18-19 has also felt contingent on governance redevelopment. As we’re all unsure if the council will even exist in 19-20, we’re left wondering what value our work will have. This has caused us to focus on very concrete problems, such as policy review and creation and not at all on planning. More guidance on how governance redevelopment will be impacting the council, or a commitment to incremental improvements to the governance system, would be helpful.

One of the most significant projects for the Student Affairs division in the last few years has been the division redesign, which aligned departments and leadership with perceived needs at the time. While needs certainly change, and a changing budget environment and leadership can be expected to have considerable impact, the status of that redesign work now feels unclear. The regular changes to organizational structure have made planning difficult.