

# IEC Update, Spring 2022

This update includes a brief discussion of institutional effectiveness definitions, information about the [Institutional Effectiveness Commission \(IEC\)](#) purpose, scope, and people, how folks can get involved, why the work matters to all employees, recent accomplishments, and current projects.

## What is institutional effectiveness?

Generally, institutional effectiveness (IE) is fulfilling the College mission and goals.

The Society for College and University Planning (SCUP) characterizes institutional effectiveness planning as the “institution’s effort to organize evaluation, assessment, and improvement initiatives so the institution can determine how well it is fulfilling its mission and achieving its goals” ([Institutional Effectiveness Planning](#), Society for College and University Planning).

Our regional accreditor, NWCCU, sets [standards](#) (1.A.1, 1.B.1-4) and evaluates institutional effectiveness using [this rubric](#) and several key concepts:

- College mission defines purpose and commitment to student learning and achievement
- Inclusive integrated planning is ongoing, systematic, and used to allocate resources and improve learning and achievement
- Institutional effectiveness is regularly evaluated and improved
- Goals, objectives, and indicators of success are set and compared with peers
- Decisions are made by monitoring and using internal and external data and evidence
- Constituents voices inform the work and info is shared with the governance system

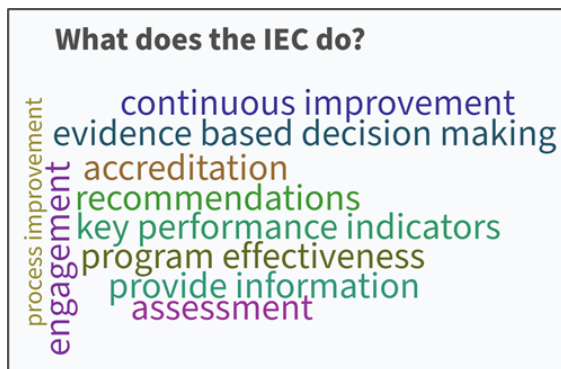
Lane’s [integrated planning and institutional effectiveness](#) model is designed to support and further the College’s mission, with a focus on student learning and success. The model forms the basis for regular and effective assessment, improvement, accomplishment, and adaptation.

## What is the IEC? What does the IEC do?

What is the [Institutional Effectiveness Commission \(IEC\)](#)? We are the overarching body responsible for coordinating and analyzing college-wide assessment efforts. The IEC is part of the integrated, ongoing, systematic and comprehensive strategic planning process.

**What does the IEC do? What is our purpose?** In short, we assess the effectiveness of the institution and whether or not we have fulfilled our mission. We also support continual improvement as well as provide recommendations and information. The IEC:

- Assesses the effectiveness of the planning, improvement, and assessment systems and structures and supports continuous improvement
- Evaluates progress toward mission fulfillment and engages the campus community in understanding mission fulfillment
- Provides information and recommendations to administration, leadership, and the campus community



Our scope is college wide and includes accreditation; assessment; data governance; key performance indicators; process improvement; and program effectiveness, management, and review as well as other duties, as assigned. For more information see our [website](#) and our [charter](#).

## Why were changes made in 2021?

At its inception in 2015, the IEC was a committee that convened to address accreditation recommendations and primarily focused on core themes and indicators. Now it is a commission with a broader scope including topic areas related to institutional effectiveness. Our scope includes accreditation, assessment, data governance, key performance indicators, process improvement, and program review. The new charter increased the clarity of our role. The membership also changed to meet the needs of the work, include subject matter experts, and ensure a quorum would be consistently reached.

## Who are the members?

The Institutional Effectiveness Commission is sponsored by the Provost and Executive Vice President, Paul Jarrell and the Associate Vice President for Institutional Effectiveness, Richard Plott. Committee membership is composed of representatives from all areas of the College: faculty, staff, students, and management. Some appointments are by position, while others are by rotating assignment. See [this website](#) for a current list of members.

## How can you get involved?

The vast majority of our work is completed in subcommittees. Subcommittees include IEC and non-IEC members and are facilitated by the IEC Chair or a team lead. Subcommittee membership is open to classified staff, faculty, students and managers who have agreed to

participate, are subject matter experts, and have a direct interest in and ability to perform the work. Representational needs may also be considered during recruitment. An application of the Equity Lens and access, equity and diversity is expected. Open call campus-wide recruitment for subcommittees is standard procedure.

We recently recruited for the new subcommittees. Thank you for the overwhelming interest, which has allowed us to successfully populate most subcommittees! **We are still recruiting for the Institutional Review Board and the Communications Subcommittee.** Read the [IEC Subcommittees: Purpose and Scope of Work](#) to learn more about the subcommittees. If you want to be involved, please contact IEC Chair, Tammie Stark, [starkt@lanecc.edu](mailto:starkt@lanecc.edu).

## Why should this work matter to you?

At the heart of institutional effectiveness (IE) is students. If Lane is effective, students learn more, better, and can articulate what they are able to do. If Lane is effective, then:

- Employees collaboratively determine what changes to make to programs and services
- Administration achieves institutional goals, evaluates and allocates resources effectively and efficiently based on evidence and stakeholder feedback
- The institution demonstrates responsiveness to student and public needs

For example, program review is a continuous process of improvement led by the program personnel, which results in higher quality teaching and learning and a better College. All employees have the chance to provide input into how programs evolve. Another example is College Mission Fulfillment Indicators and Scorecards used to measure how well we are meeting our mission and support continual improvement.

The IEC work pulls together the various pieces of information to give a bigger picture of Lane so we can all see how our individual pieces fit together. We can then know if we are fulfilling our mission and being successful and effective as an organization. IE is a powerful continuous improvement mechanism where your voice is heard and your work helps the College improve. A highly-developed IE process is an ideal we strive for and achieve - together.

**How would you define institutional effectiveness and why does it matter to you?**

## What are recent accomplishments?

- 2020 Reviewed and updated institutional indicators in response to new NWCCU Standards
- 2020 Launched IEC Communications Subcommittee
- 2021 Updated IEC Charter
- 2021 Met with NWCCU Evaluation Committee
- 2021 Published Mission Fulfillment and Institutional Effectiveness Report

- 2021 Created Smartsheet for workflows
- 2021 Provided recommendations to improve Administrative Program Review process and reporting
- 2022 Revised Mission Fulfillment Indicators to align with Lane's new [Strategic Plan](#)

## What are we working on currently?

- Ongoing communications, outreach and recruitment efforts
- Environmental Scan Subcommittee, research and writing project
- Institution-Wide Portfolio Review Subcommittee, decision making criteria and process development
- 2023 Institutional Review Board Subcommittee kickoff
- 2023 Gather information for and write the Mission Fulfillment and Institutional Effectiveness Report

Below is a quick look at our current work in subcommittees and links to further details.

## Overview of Subcommittee Work

### Mission Fulfillment Indicators

Like key performance indicators, [Mission Fulfillment Indicators](#) are used to help the College determine whether or not we are meeting our mission. Each indicator is fully discussed in an associated [Scorecard](#). Mission Fulfillment Indicators are also used, along with other information, to create the [Mission Fulfillment and Institutional Effectiveness reports](#). During the 2021/2022 academic year, a subcommittee of the IEC worked with stakeholders to update the MFIs in order to ensure connection to and alignment with Lane's [Strategic Plan](#). All suggested recommendations were affirmed by the IEC, and approved by the President's Cabinet on June 27, 2022. Over the summer, members of the IEC will work with constituents to update the Scorecards. When the MFI recommendations are completed a summary report will be written and shared with campus community members. This work will be completed by fall 2022.

### Environmental Scan Subcommittee

The IEC convened the Environmental Scan Subcommittee in March 2022 to lead this research and writing project. Environmental scans are best practice and regularly performed in order to provide information to an institution about what internal and external trends may impact it going forward. This knowledge is helpful in order to make evidence-informed decisions. Also the institutional accreditation body, Northwest Commission on Colleges and Universities, requires (Standard 1.B.4) that we monitor internal and external environments to identify emerging

patterns, trends, and expectations and then use the information to assess strategic position, future directions, and to inform changes to our mission, program, services, and goal attainment.

This project will conclude in October 2022 and results in a high-level summary report listing trends and patterns, which will be shared with the campus community. Some of the topics covered will include societal, economic, technological, and demographic. For more detail read the [Environmental Scan Project Plan](#).

## Institution-Wide Portfolio Review Subcommittee

The IEC convened the Portfolio Review Subcommittee in April 2022. This subcommittee will be responsible for creating two recommendations:

- Recommend a decision-making criteria and process that will be used to evaluate the overarching portfolio of programs and services offered by the College
- Suggest which College body will be responsible for administering the process

For more information read the [Portfolio Review Project Plan](#) and the [Distinction between Program Review and Institution-Wide Portfolio Review](#).

## Institutional Review Board Subcommittee

The IRB will convene in fall 2022. The purpose of Lane's Institutional Review Board (IRB) is to regulate all research/survey activities involving human subjects on campus, ensuring that people who participate in research are treated ethically and in compliance with all federal and state laws and regulations. Our overriding principle is to protect all human subjects, including; all participants, the institution, and the researchers. Read the [IEC Subcommittees: Purpose and Scope of Work](#) for more information.

We are recruiting for the IRB. Please contact Cathy Thomas, [thomascw@lanecc.edu](mailto:thomascw@lanecc.edu), for more information or to join.

## Need more information?

If you would like to learn more about the IEC, the subcommittees, and our work, please contact the IEC Chair, Tammie Stark ([starkt@lanecc.edu](mailto:starkt@lanecc.edu)), or any of the IEC members listed on [our website](#). Thanks for all the work you do to ensure our College is effective!