

Lane Community College
Unit Plan for the Center for Meeting & Learning

Chapter 5: Program Initiatives to Improve Performance

“How do you propose improving future performance?”

➤ Initiatives

➤ Appropriate expectations for performance and contribution

Priority: 1

- The CML is still effectively in its first year of operation. One year ago we had a dirt floor for a catering kitchen, incomplete flooring, no chairs to call our own, and an unfinished auditorium. Today we still struggle with incomplete sound and audio-visual installation, heating and cooling issues, inadequate staffing, and challenges as to the best way of integrating students into the CML. By most standards, start-up operations take three years to accomplish. Expectations that the CML reach profitability by the end of 2003-2004 academic year are providing interesting challenges. This initiative looks at what is feasible under the circumstances, and what resources would help.
- The CML will end the 2003-2004 year with net to carry forward, due to the general fund contribution and revenues received from external and internal events and catering. We would request to use any net carry-forward for future buffer.
- Assuming that the expenses associated with the administration of the division are taken out of the CML budget (see CCS division initiatives), the CML will commit to meeting all direct expense associated with operations during the 2004-2005 year, barring unforeseen events. There would be no general fund contribution into the CML program budget beginning next year. We would request to carry forward all remaining net generated during 2004-2005.
- Beginning with net generated during 2005-2006, we would propose contributing 50% of the CML net revenue to the general fund. The 50% remaining in the CML will be used to sustain and upgrade CML equipment and services. Estimates of contribution would be provided during the 2005-2006 budget cycle.
- The product of this initiative would be that the Center for Meeting and Learning would be self-sufficient by 2004-2005, and contributing to the general fund from funds generated during 2005-2006 and beyond.
- This allows the CML adequate time and resources to complete the start-up phase of operation, and gives the college a contribution to the financial stability it desires.
- How does this project articulate with the college's vision, mission & goals and contribute toward meeting the President's/Board's approved goals?
 - This initiative supports integrity and promotes responsible stewardship of resources and public trust by creating a balance between the need for the college to provide adequate support for a start-up profit center and its need to receive revenue from that source once it is operational.
 - It supports innovation, acting courageously, deliberately and systematically in relation to change. The Center for Meeting and Learning has always been an “out there” concept, not readily embraced by the majority of the campus community. Building it was a courageous act. It now feels like a courageous act to declare that we will commit to cutting the ties to general fund support and put forth a plan to provide financial support to the general fund.
 - This supports Lane's strategic direction of achieving financial stability. It puts forth a plan for CML financial contribution to the college.
 - It provides definition to the strategic direction of bringing the CML to profitability and is a key component to implementing the BWEL reorganization plan.

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➤ Provide Excellent Customer Service

Priority: 2

- We hold the value of providing excellent customer service, establishing a reputation for quality in the community, and becoming the preferred venue for educational and community events. Our service to date has been described as gracious but disorganized. We provide a wide variety of services including booking, scheduling, set-up, clean-up, catering and banquet services, computer access and audiovisual equipment, all in a clean, accessible environment. We look to involve students at all levels, which adds a wonderful and sometimes chaotic element of surprise. Our events are not always predictable; our service is not always predictable, also. In order for us to be successful, we need to continue to build our staff and expertise, work within our department and with other departments to create that seamless and responsive flow so that all customers get their needs met in an organized and gracious manner.

We ask for the continued patience and support as we work out the kinks in our start-up phase.

This most likely will take no new expenditures from the college. We will need to add additional staff, and we will self-fund those positions through CML and catering revenue. We will, however, need to partner with different departments and the college in creating new and lasting structures that serve their needs, our needs, and the needs of our varied customers. The product would be excellent customer service delivered in an effective and efficient manner.

- How does this project articulate with the college's vision, mission & goals and contribute toward meeting the President's/Board's approved goals?
- We are transforming lives through learning. As we learn how to fully operate and integrate the CML into the campus life, each of us is transformed. The students who use the center for a learning lab learn skills they would not otherwise have the opportunity to practice. The faculty and staff are transformed through the sometimes difficult but collaborative partnership of combining operations with instruction. The college is transformed by having a unique venue to add to the types of educational and fund-raising events that can occur in our facility.

This project requires us all to work together to create a learning-centered environment. Because we serve the public as well as student and staff, we come to see how we each can collaborate for a different purpose.

Accomplishing the start-up of a conference center entwined with instruction, service and profitability will foster a culture of achievement in a caring community.

Meeting this initiative will help to bring the CML to profitability, because when you "WOW!" the customer, people come back again and again, and the word spreads to attract more business.

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➤ Welcoming and Easy Access for CML Guests

Priority: 3

- The Center for Meeting and Learning attracts many first-time and one-time guests who are coming to a meeting, conference or fund-raising event. They may be unfamiliar with the campus, especially since the major renovations. We want to make their visit as positive as possible. Easy access and excellent signage would be helpful and comforting to new visitors. This initiative includes a long-term request for an attractive electronic reader board sign that locates the CML and lists the events of the day that include outside guests. The sign helps people to know that they have arrived at the right place.
- This project would take financial resources.
- List the possible funding sources
 - The sign could be jointly purchased with facilities way finding funds and CML funds.
 - Costs would vary, from \$12,000 to \$20,000, depending on the size and functions of the sign.
- How does this project articulate with the college's vision, mission & goals and contribute toward meeting the President's/Board's approved goals?
 - Lane's mission includes providing skills upgrading, business development, and career enhancement opportunities, lifelong personal development and cultural and community services. These goals are addressed in many of the activities taking place in the Center for Meeting and Learning. We upgrade the experience of these participants by making the CML more accessible through signage.
 - Core values include
 - encouraging and expanding partnerships with organizations and groups in our community. One concern we often hear from community members is that the perception of distance and uncertainty about our location on campus detract from the CML as a desirable destination for meetings and conferences. This initiative addresses that concern.
 - minimizing geographical, environmental, social and cultural barriers to learning. Our campus can be seen as inaccessible to those who are not students here. Signage would help to break down this barrier.
 - Strategic directions include
 - Enhancing college climate, by welcoming people of the community and state to our facility.
 - Bringing the Center for Meeting and Learning to profitability by making the center more visible and accessible to CML users and potential users. Attractive adequate signage would help to create a more marketable center.

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➤ Art in the Center for Meeting and Learning

Priority: 4

- Describing the CML: “Inside the verdant beauty of the grounds and the forested hills of the west campus are clearly visible through the huge glass windows that front the building and illuminate the lobby and reception area. Here, too, the space is functional, clean and spare: good carpet in neutral colors, cream paint on the walls, modernistic but comfortable seats and benches. The bare walls scream for art, but “I have a plan for that,” says Peg Allison, chair of the whole division and director of Conference and Culinary Services.” (Lance Sparks, Eugene Weekly, January 22, 2004).
- We would like to exhibit works of art throughout the CML. Each term the exhibit would change. The art would be the work of students, faculty, and community members and would evolve around a specific theme. The changing exhibit each term would provide students, faculty and community members with a venue to showcase their artwork. As the CML generates more revenue, there may come a time when works of art would be purchased for the college’s permanent collection. In the meantime, in order to begin facilitating this initiative, discussions around security, placement, art selection process, liability and other issues are underway.
- This project would take financial resources.
- List the possible funding sources
 - The CML is interested in self-funding this initiative over time with revenues and donations through the Foundation.
- How does this project articulate with the college’s vision, mission & goals and contribute toward meeting the President’s/Board’s approved goals?
 - Lane’s mission includes providing lifelong personal development and enrichment and cultural and community services.
 - Core values include
 - Fostering a culture of achievement in a caring community; welcoming, valuing and promoting diversity among staff, students, and our community; encouraging and expanding partnership with organizations and groups in our community; supporting creativity, experimentation and institutional transformation.; promote responsible stewardship of resources and public trust; and strategically grow learning opportunities.
 - Strategic directions include
 - Enhancing college climate by creating an interesting, creative, and welcoming environment in the CML for our community and state.
 - Bringing the Center for Meeting and Learning to profitability by creating an attractive and welcoming facility for CML users and potential users.