



Center for Accessible Resources

Multi-Term Strategic Plan

Implementing Recommendations from AHEAD Program Review

September 2018

Updated June 2020

## **Executive Summary**

The Center for Accessible Resources (CAR) hosted an Association on Higher Education and Disability (AHEAD) evaluator, Tom Thompson, On February 12<sup>th</sup> and 13<sup>th</sup>, 2018. During his visit, Tom met with a variety of different groups to gain an understanding of how CAR operates and the services they provide. Tom met with all CAR staff, as well as other departments on campus (IT, Facilities, Deans and Directors, and the Vice President's office). There were also 2 forums each hosted for LCC faculty and students.



At the end of his visit, Tom outlined several strengths, as well as recommendations for the department. This report serves as the multi-term strategic plan to implement these recommendations, as well as progress that has already been made by the department.

### **Specific Priority Recommendations from the AHEAD Evaluation**



1. CAR needs the resources and expertise of full time professionals in key roles: Accommodation Specialists, Testing Coordinator, Alternate Format/Assistive Technology Specialist, and the Front Desk.
2. The Accommodation Specialist position descriptions should be upgraded to require at least a bachelor's degree, along with commensurate pay. Nationally almost all Disability Resource Services personnel in this role hold a B.A or an M.A.
3. The Associate Dean and the Project Coordinator (who functions like an Assistant Director) need to allocate time to doing more collaborative and educational work on campus with faculty, academic administrators, and with heads of key departments including IT and Facilities. It may appear (due to LCC classifications) that CAR has many administrative support personnel, however there are key positions with disability resources that are different from general office support, (i.e. Testing, Alternate Format). These are often B.A. level professional roles in other colleges.
4. CAR staff should organize more "listen and learn" problem solving sessions with selected faculty to discuss the procedures and communication necessary to ensure that elevated/complex accommodations are appropriate and do not constitute a fundamental alteration of academic learning objectives and performance skills.


5. The ADA Committee should expand its focus and goals to include an institutional review of digital communications, policy/procedures, and curricular access challenges. This will require strong, goal-driven leadership.
6. A few students who sought support in dealing with issues related to access and accommodations noted that the complaint and resolution process was confusing and not effective. A review of the submission process, explanation of steps and timelines, and the resolution/findings along with a means to appeal is needed. In addition, there isn't a description of how the informal complaint process is supposed to work.
7. The budget for CAR should be inclusive of personnel funding to support changes in upgraded positions and a growth in full-time personnel, along with access to contingency funding for accommodations (when these costs are higher than anticipated).



**Breakdown of the Above Recommendations, Categorized**

<b>CATEGORY 1: CONSULTATION AND COLLABORATION</b>				
	<b>Estimated Cost</b>	<b>Plan for Completion</b>	<b>Estimated Timeline for Completion</b>	<b>Progress</b>
Reorganize the web page information under Current Students. Organize the links in alpha order and group them by type to make them easier to locate and navigate for students.	Tech Specialist Wage X 1 hour.	Current CAR Tech Specialist will contact head of web design.	Finished.	  As of 4/18/2018
Create a Student Handbook.		Being created based on examples from other schools, while incorporating all CAR processes/procedures.	End of Summer Term 2018.	  As of 6/2019

**CATEGORY 2: INFORMATION DISSEMINATION**


	<b>Estimated Cost</b>	<b>Plan for Completion</b>	<b>Estimated Timeline for Completion</b>	<b>Progress</b>
Promote awareness to departments that host and promote events of the campus "Event Access" statement that can be included on print and digital communications.	Tech Spec wage X 2 hours.	Current CAR Tech Specialist will add another page to CAR Web Page that includes items about this from previous newsletter. The "Event Access" statement will be included here.	Finished.	 As of 4/1/2018
Include information on the Campus Accessibility link that includes event/program accessibility. Include how to obtain alternate format materials and highlight how graduation/commencement accessibility is handled.	Tech Spec wage X 2 hours.	Current CAR Tech Specialist will add another page to CAR Web Page that includes items about this from previous newsletter.	Finished.	 As of 4/1/2018
Discuss and plan the development of a year-long (or		Incorporating Universal	End of	



<p>two quarters) education and promotion of Universal Design (in Learning, Facilities, and IT). Involve speakers, do-it-yourself learning events, incentives for faculty to adopt UD in course design, etc. Consider the following resources in creating such an initiative:</p> <p><a href="http://www.washington.edu/accessibility/">www.washington.edu/accessibility/</a>  <a href="http://www.udlcenter.org/implementation/postsecondary">www.udlcenter.org/implementation/postsecondary</a>  <a href="http://www.udlcenter.org/implementation/">www.udlcenter.org/implementation/</a>  <a href="http://www.udlcenter.org/implementation/postsecondary">www.udlcenter.org/implementation/postsecondary</a>  <a href="http://www.washington.edu/doi/">www.washington.edu/doi/</a></p>		<p>Design in Faculty Handbook as well as presentations as requested and at Fall In-Service and Spring Conference.</p>	<p>Summer Term 2018.</p>	<p>  AS Nick and Tech Specialist created and monitoring for updates.</p>
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<b>CATEGORY 3: FACULTY/STAFF AWARENESS</b>				
	<b>Estimated Cost</b>	<b>Plan for Completion</b>	<b>Estimated Timeline for Completion</b>	<b>Progress</b>
Convene faculty from several disciplines to develop a forum or focus group to discuss the processes involved in deciding about complex accommodations. Encourage open feedback and dialogue and focus on: CAR's role, the student's role, faculty's role, and the legal parameters established by the ADA (i.e., accommodations must not be a fundamental alteration of course objectives or violate safety standards, etc.).		Create a faculty advisory committee, ask academic Deans for recommendations.	End of Summer Term 2018.	 2018 CAR visits annually with faculty during division meetings.
Work with a faculty or academic committee to co-author and develop college-level policy statements that specify the responsibilities and roles for CAR in determining and faculty facilitating accommodations. Examples of such		Contact AHEAD for statements. Go to Exec Team and ADA compliance officer for review.	To Exec Team/ADA by end of Spring Term 2018.	 Awaiting Exec Team and Compliance Officer.







<p>statements from other colleges/universities can be provided upon request. Such guidelines, endorsed by faculty/academic affairs can serve as a reminder and baseline for guiding decision making.</p>				
<p>Recommend additional training and involvement of the personnel in the 504/ADA Coordinator positions, with organizations such the National Association of ADA Coordinators and AHEAD. <i>Disability Compliance in Higher Education</i> is a Wiley newsletter that is also valuable – it is a short digest of emerging issues, legal cases, and best practices. AHEAD members have access to a legal database of court cases.</p>		<p>Research how much the cost of this would be and ask for additional funds.</p>	<p>Immediately upon receipt of funds.</p>	<p><input checked="" type="checkbox"/></p> <p>2020 Grant Matthews is ADA/504 Coordinator</p>
<p>Review the position descriptions of ADA/504 Coordinators from some exemplary institutions such as: Ohio State, University of Michigan, and Johns Hopkins to understand the scope of such</p>		<p>Terrie forwarded descriptions to ADA/504 Coordinator.</p>	<p>End of Spring Term 2018.</p>	<p><input checked="" type="checkbox"/></p> <p>2018 Sent to Vicky Trier</p>



roles in higher education.				
<p>Develop a broader range of disability awareness presentations and equip multiple CAR staff to present them to faculty, administrative units and to student groups and organizations. CAR needs to be engaged in presenting and collaborating on topics such as:</p> <ul style="list-style-type: none"> <li>o Promoting Inclusion and Access for Persons with Disabilities</li> <li>o Basics of How CAR works with Faculty to facilitate access &amp; accommodations</li> <li>o Disability as an Aspect of Campus Diversity</li> <li>o Universal Design in Learning, Facilities, IT, and Events</li> </ul>		<p>CAR will plan presentations at the Spring Conference 2018 regarding all 4 topics.</p>	<p>Spring Conference 2018</p>	<p> Finished, but will offer similar workshops each Fall In-service/Spring Conference (or additional times if needed)</p>




<b>CATEGORY 4: ACADEMIC ADJUSTMENTS</b>				
	<b>Estimated Cost</b>	<b>Plan for Completion</b>	<b>Estimated Timeline for Completion</b>	<b>Progress</b>
Develop a CAR staff training that involves case studies and have each staff member who determines accommodations create a plan independently. Compare the decisions made and discuss the rationale as to any differences that occur. Work to create a consensus decision-making process for determining, which involves student input, how to make case-by-case decisions that adhere to legal, logical, and best practice principles.		Team will implement this immediately.	Immediately.	 Ongoing
Develop a faculty training that includes a simple explanation of how accommodations are determined for classroom, experiential, and clinical/internship learning environments and a means of considering whether an accommodation is a fundamental alteration or a safety threat.		Part of Spring Conference Presentation (CAR 101).	Spring Conference 2018.	 Finished, but will offer each In-service or Conference

<b>CATEGORY 5: COUNSELING AND SELF-DETERMINATION</b>				
	<b>Estimated Cost</b>	<b>Plan for Completion</b>	<b>Estimated Timeline for Completion</b>	<b>Progress</b>
Promote and organize a student feedback forum (once or twice a year) which could be face-to-face, or a virtual meeting to invite student input about CAR operations, services, and personal supports.		Will put together a student survey on web page asking for student feedback.	End of Summer Term 2018.	 Completed as of 8/21/2018 Developed student survey Ongoing
Evaluate the impact and effectiveness of the Invisible Disabilities support group and consider expanding such offerings to encourage greater self-determination – student’s confidence in making decisions about their current work and future.		CAR Counselor will continue to offer workshops 4 times a term for CAR students on topics related to this.	Ongoing	 CAR Counselor offering ongoing, added 4 workshops.




<b>CATEGORY 6: POLICIES AND PROCEDURES</b>				
	<b>Estimated Cost</b>	<b>Plan for Completion</b>	<b>Estimated Timeline for Completion</b>	<b>Progress</b>
Establish a periodic review of procedures, processes (business practices), and forms that is based upon a regular cycle of review. Choose a few areas to review annually and update as needed; Gather feedback on these processes from a small representative group of students and faculty. Each summer CAR undertakes such reviews, but it isn't clear if there is student or faculty input.		Ongoing, thorough examination done each summer.	Ongoing	 Ongoing
Develop CAR annual plans for identifying other departments on campus where collaborative projects which improve access and inclusion can be undertaken in the next fiscal year. CAR did provide evidence of internal initiatives related to technology and some operational procedures.		Will get clarification from evaluator regarding next steps for this	End of Spring Term 2018.	 As of 7/10/2018 Created new annual report
Add a short statement on the home page, a new link, or a link under prospective and current students that states CAR's practices about confidentiality.		CAR Tech Specialist will add link to home page regarding FERPA.	Finished.	 As of 4/1/2018


<p>Conduct a thorough review of current complaint procedures (informal and ADA/formal) and ensure that the following is available:</p> <ul style="list-style-type: none"> <li>• Simplify information on CAR and campus websites about how to file a complaint and how the process works (with timelines). Provide necessary forms and more detailed instructions separate from the simple overview and provide contact information (for CAR and 504/ADA personnel) for students who request assistance in understanding and completing a complaint. Ensure all materials are available in alternate format.</li> <li>• Once new procedures are in place, conduct a training with all principles who could be involved in adjudicating, to discuss hypothetical case studies and determine if the process is workable.</li> <li>• An added asset would be to invite representative students and faculty to review and comment on the processes involved.</li> </ul>		<p>Create a spreadsheet to make navigation easier. Adding on informal complaint form some of the same instructions that are laid out on formal complaint form.</p> <p>Collaborate with ADA compliance officer on last two bullets.</p>	<p>End of Spring Term 2018.</p>	<p></p> <p>Completed as of 8/21/2018</p>
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<b>CATEGORY 7: PROGRAM ADMINISTRATION AND EVALUATION</b>				
	<b>Estimated Cost</b>	<b>Plan for Completion</b>	<b>Estimated Timeline for Completion</b>	<b>Progress</b>
CAR position descriptions should identify responsibilities within specific staff's roles that address the need to collaborate with others about education/training and barrier removal (facilities, digital, and policies) – most likely these would be primarily a part of the Associate Dean and the Project Director, though the Counselor could assist.		Add statement to AS description that addresses this. Check with Amanda in HR regarding implementing.	End of Spring Term 2018.	 Contacted Sharon in HR New Employee Orientation Spring 2020
Expedite the hiring process for finding a qualified person to fill the Project Director and Administrative Coordinator roles.		Administrative Coordinator search completed, start date June 4th. Awaiting Exec Team and Pres Cabinets approval for rehire of Project Coordinator.	Awaiting Approval.	 Completed 2019
Make a multi-year plan to address the Priority Recommendations contained in this report. Inform key stakeholders		Making a plan for implementation immediately (this report).	Immediately. Provided to ADA	



<p>(faculty, students, and campus staff) of the Improvement Plans and invite their participation as appropriate. Share the Plan and Priority Recommendations with the ADA Committee.</p>			<p>committee in June or in the Fall 2018.</p>	<p> Ongoing, this report serves.</p>
<p>Designate at least two key staff as “power users” of the AIM database, who will have responsibility to ensure its effective usage and to develop and generate reports (about students, services, etc.) that can be used by CAR for annual reporting, improvement of service delivery, and for timely communication and reporting (i.e., determining how many students have invisible disabilities to send a targeted communication to them about the existing support group).</p>		<p>CAR will continue to have 2 staff trained in the administrative uses of AIM. These staff will continue to research and collaborate with AIM developer to best utilize the database for the department.</p>	<p>Ongoing, spending time Summer 2018 to ensure data collection and features are maximized.</p>	<p> Ongoing</p>
<p>Develop a simple template, or Annual Reporting, that aligns with the expectations of the Executive Dean of Academic and Student Affairs and which</p>		<p>Consult with evaluator for samples.</p>	<p>End of Summer Term 2018.</p>	<p></p>






allows for multi-year tracking of key trends and data by CAR. Acquiring and using annual (summative) data along with multi-year (longitudinal) data can lead more effective capacity building or adjustments.				As of 7/10/2018
Create an annual process to allocate additional funds for accommodations, when needed (CAR currently alerts administration when higher costs are known).		Consult with Jenn Steele.	End of Summer Term 2018.	 Forwarded information, awaiting response.
Upgrade or reclassify the position description responsibilities of the Accommodation Specialists, the Alt Format Specialist, and the Project Coordinator. Convert the Testing Accommodations role to a staff role.		CAR has submitted requests to have AS positions reclassified. Waiting for Exec Team and Pres Cabinet approves Project Coordinator. Move request for full time Testing to Exec Team.	Awaiting Approval.	 Awaiting Approval.
Continue to analyze and report on the utilization of its assistive tech resources		Will gather reports on what equipment CAR has and	End of Summer Term	

<p>– student usage. Is demand greater than supply?</p>		<p>what the last 2 year pattern has been of usage. Gather report from CAR Tech Lab on student usage.</p>	<p>2018.</p>	<p>Ongoing</p>
<p>The Lane CC ADA committee should add a goal of focusing on assessing the level of accessibility in campus environments other than facilities, which was thoroughly addressed in the OCR voluntary audit. How can the principles of Universal Design be applied in a variety of campus environments to improve access for all?</p>		<p>To ADA/504 Compliance Officer.</p>	<p>End of Summer Term.</p>	<p> Shared information with ADA coordinator. Awaiting action Vicky Trier.</p>

<b>CATEGORY 8: TRAINING AND PROFESSIONAL DEVELOPMENT</b>				
	<b>Estimated Cost</b>	<b>Plan for Completion</b>	<b>Estimated Timeline for Completion</b>	<b>Progress</b>
<p>A minimum of \$5,000 should be allocated departmentally for professional development to include:</p> <ul style="list-style-type: none"> <li>• Participation in national, regional or state conferences</li> <li>• Regular scheduling of webinars for CAR staff and other stakeholders</li> <li>• Site visits to other colleges to review best practices</li> <li>• Collaboration with the University of Oregon in doing some on-site training</li> </ul>		Acquire Exec Team and Pres Cabinet approval.	End of Summer Term 2018	 Terrie opened account with the LCC Foundation
Create a professional development plan for staff roles that spans one to two years.		Collaborate with UO and use AHEAD membership to explore webinars. Staff attending ORAHEAD conference in November 2018.	Ongoing.	 Ongoing
Choose webinar topics that will encourage		Purchased a series of	End of Spring	

<p>collaborative participation of campus stakeholders in IT, Facilities, Faculty Development, etc.</p>		<p>webinars.</p>	<p>Term 2018.</p>	<p> Ongoing</p>
<p>Separate the functions of staff who are currently encompassed by this position description (Accommodation Specialists, Alt Format Specialists and Interpreters) into three separate position descriptions as the jobs, tasks, and skills required are quite different (i.e., most interpreters or captionists are not staff but are temporary workers or contractors. The Alt Format position is one that requires a high degree of computer expertise and knowledge of assistive software used for accessing digital materials. The Accommodation Specialists are the key staff members who work one-on-one with students and who consult with faculty.</p>		<p>Work with HR, Exec Team and Pres Cabinet</p>	<p>End of Summer Term 2018.</p>	<p> Terrie with VP on. Proposed plan. 2018 Front Desk was completed 2020 Testing Coordinator was completed</p>

<p>Make the lead staff currently working in Testing, the Front Desk, and the Alt Format area into staff positions, who can supervise and direct student and/or hourly workers. These areas should not be led by part-time, hourly workers.</p>		<p>Work with HR, Exec Team and Pres Cabinet</p>	<p>End of Fall Term 2018.</p>	<p> 2018 Front Desk was completed 2020 Testing Coordinator was completed VP to work on alternate format position.</p>
<p>The Project Director position at Lane is similar to the Assistant/Associate Director role in disability resources at other campuses. This person is the lead for overseeing and improving the operations of the department, supported by the Associate Dean (Director), while the Director is the lead for policy development, mission/ direction, and for outreach/training and barrier removal on campus.</p>		<p>Discussion with Exec Dean Kerry Levitt and ADA/504 Compliance Officer.</p>	<p>End of Fall Term 2018.</p>	<p> Completed.</p>
<p>Administration needs to determine why there has been so much turnover in key staff roles</p>		<p>Associate Dean is already conducting exit</p>	<p>Ongoing</p>	<p> Ongoing</p>

and take substantive steps to promote retention of qualified staff. This could include exit interviews with staff who have left employment.		interviews. Have identified some patterns that can be addressed through this report.		
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**Symbol Key:**  Finished  Ongoing  Progressing on Target  Awaiting Approval