5.3 - Operational Effectiveness

Operational Effectiveness focuses on how an institution ensures effective management of its operations in the present and plans for continuity of operations into the future. The institution should provide evidence for Core Component 5.A. in this section.

5P3: PROCESSES

Describe the processes for operational effectiveness, and identify who is involved in those processes. This includes, but is not limited to, descriptions of key processes for the following:

- Building budgets to accomplish institutional-1 (, 4 (ttt)-2 (CID 6 >   -2 (i)-   ,n209.08 0 Td   ( )Tj   EMC

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recommendations to the College Council, LCCC's shared governance group, which further reviews proposals for goal alignment and then recommends the budget to the President. The President works with his Cabinet to finalize the budget and presents it to the Board of Trustees (BOT). The BOT reviews the budget during three meetings before approving it for the fiscal year beginning in July.

5P3b. Monitoring financial position and adjusting budgets (5.A.5)

The College monitors its financial position primarily through its budget/expenditure reporting process. The Budget Director posts monthly reports for all budget managers (department-, division-, and cabinet-level) who are expected to monitor allocated amounts and expenditures using the budget self-service tool. Budget managers also have access to the Colleague Financial System self-service module, which provides real-time budget and expenditure monitoring. Additionally, the BOT's Facilities and Finance Committee (FFC) receives and monthly institution-level reports, which it presents at public BOT meetings. This multi-level reporting process ensures continual monitoring of the College's financial position (**5.A.5**).

The College's standard practice is to not adjust institutional budgets once approved by the BOT. However, when extraordinary matters arise, a budget amendment process, guided by Wyoming Statutes 16-4-113 and 16-4-114, is used to present the amended budget for BOT approval. Cabinet members have the authority to reallocate funds within their areas to make department-level budget adjustment during the fiscal year when unanticipated needs arise, if the financial resources are available. This reallocation must continue to align with strategic goals.

5P3c. Maintaining a technological infrastructure that is reliable, secure and user-friendly

LCCC has several processes for maintaining a technological infrastructure that is reliable, secure and user-friendly. ITS uses a review process for all technology purchases (hardware and software) to ensure they meet the College's equipment and software standards, adopted to promote reliability and user-friendliness. Responding to stakeholder input, LCCC implemented a more user-friendly portal enabling single sign-on for students and employees. ITS also uses an audit process to identify and replace student computer systems over five years old to improve reliability. Computer networks and storage solutions are regularly monitored and upgraded to further promote reliability.

To maintain technological infrastructure security, the College has implemented several policies and procedures for employees and students, strengthened the password requirements for students and employees accessing its networks; and implemented technology security training (Security Mentor) for all employees. LCCC recently completed cybersecurity assessment using a variety of tools (the Federal Financial Institutions Examination Council (FFIEC) Cybersecurity Self-assessment, Cyber Resilience Review and External Dependencies Management Assessment, and third-party penetration testing). ITS staff are developing additional processes to ensure security based on these assessment results. Finally, the College has implemented a software-based disaster recovery solution (Zerto) for critical data systems.

5P3d. Maintaining a physical infrastructure that is reliable, secure and user-friendly

The College uses three annual processe

emerging technology solutions. For example, the adoption of a new campus portal (ClassLink) responded to stakeholder demand for a less cumbersome, single sign-on system. In most cases, ITS adopts the technology solutions at cost savings.

Improvements in maintenance project processes resulted in a 10% increase in renovation process satisfaction ratings, which exceeded the target of 5% gains.

Through LCCC's newly implemented function assessment planning process, functional areas are establishing operational targets for its functions. For example, one of its outcomes for the Maintaining Enterprise Software function sets a target of having 12 or less unexpected down times over a year's time. Function assessment plan results (pg. 4) show four unscheduled instances (totaling 271 minutes downtime), meeting the function's target.

5R3c. Interpretation of results and insights gained

- Adopted a new LMS with 24/7 service for all users and added videoconferencing (Zoom).
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