

6.2 - Culture of Quality

Culture of Quality focuses on how the institution integrates continuous quality improvement into its culture. The institution should provide evidence for Core Component 5.D. in this section.

6P2: PROCESSES

Describe how a culture of quality is ensured within the institution. This includes, but is not limited to, descriptions of key processes for the following:

- Developing an infrastructure and providing resources to support a culture of quality
- Ensuring continuous quality improvement is making an evident and widely understood impact on institutional culture and operations (5.D.1)
- Ensuring the institution learns from its experiences with CQI initiatives (5.D.2)
- Reviewing, reaffirming and understanding the role and vitality of the AQIP Pathway within the institution

6R2: RESULTS

What are the results for continuous quality improvement to evidence a culture of quality? The results presented should be for the processes identified in 6P2. All data presented should include the population studied, the response rate and sample size. All results should also include a brief explanation of how often the data is collected, who is involved in collecting the data and how the results are shared.

6I2: IMPROVEMENT

Based on 6R2, what process improvements to the quality culture have been implemented or will be implemented in the next one to three years?

Responses

6P2a. Developing an infrastructure and providing resources to support a culture of quality

LCCC has embraced the foundational elements of CQI by focusing the Institution on rigorous assessment of institutional effectiveness, improvement planning based on evidence, resource allocation and implementation, and formative and summative evaluation, repeating the cycle. Integrated within this cycle is the College's belief in shared governance and inclusiveness across all levels of the Institution. This forms the infrastructure to support a culture of quality and continuous improvement at the College.

More specifically, LCCC utilizes four processes to develop infrastructure and provide resources that sustain the culture of quality at the College.

1. Integration of the CQI model in Major Processes – Throughout this Systems Portfolio, major institutional processes are described. Elements of the LCCC CQI model are integrated within them. For example, the incorporation of KPIs into various planning and resource allocation processes, strategic plan goals and strategies integrated within budget development process, operational planning, etc. In addition, the College has established an entire chapter in its policy manual focused on Continuous Improvement, which houses Board Policies and Administrative Procedures establishing major CQI processes.
2. Employee Development and Performance Assessment on CQI – LCCC has incorporated continuous improvement expectations into employee selection/hiring, as well as development processes. CQI is a building block in the draft employee competencies framework currently in development.
3. Proliferation of CQI Cycle (culture of evidence) – The College has been disciplined in its rhythm of CQI, leading by example with the review and update of strategic plan progress, the annual assessment of institutional effectiveness and release of the College’s Report Card at each fall convocation, and the difficult, yet concerted, effort to establish academic program review and the developing service/support function review processes.
4. Resource Allocation tied to CQI Initiatives – LCCC has made a formal commitment to allocate its financial resources to those areas that demonstrate a commitment to improvements leading to higher levels of efficacy. For example, new position requests and one-time fund requests are scored against criterion rubrics that incorporate CQI expectations and alignment with institutional mission and strategy.

Other recent institutional actions demonstrate the College’s commitment to developing and sustaining the infrastructure that supports the LCCC CQI model. These include the establishment of an Institutional Effectiveness Division that focuses on developing a culture of continuous improvement, creating an Institutional Projects office to house a new position for institutional project management, funding of a continuous improvement technology platform (Aquila - Campus Labs), data visualization software (Tableau), etc.

6P2b. Ensuring continuous quality improvement is making an evident and widely understood impact on institutional culture and operations (5.D.1)

Since publishing its first Systems Portfolio in 2010, LCCC’s quality transformation has been built on the foundation of disciplined, evidence-informed decision making, strategic allocation of resources, and clearly articulated processes. Prior to 2010, pockets of the Institution focused on continuous improvement, and some basic elements of an integrated cycle were at the institutional level; however, the culture and institutional operations were not clearly connected to this concept.

Today, the College openly assesses institutional, program, and function effectiveness and widely distributes documentation of the results. This is primarily illustrated through the annual assessment of institutional effectiveness and efficiency reported in the KPIs. Each year, during the fall state-of-the-college address, the President presents the College’s report card on these measures (5.D.1). They are objective, authentic, and pertinent to LCCC’s performance, and,

of student success, are moving in the right direction. In the past six years, the College has had two record-setting graduating classes. Moreover, LCCC awarded more credentials in the past five years than at any other time in its history, while experiencing year-over-year enrollment declines. In addition, course completion rates have increased every year, illustrating that LCCC is becoming more effective in getting students to succeed in their coursework. Finally, for all success metrics used for Guided Pathways, LCCC's results outpace those of its cohort and, more importantly, are moving in the right direction.

The College has received national and local recognition for its innovation. Like its acceptance into the American Association of Community College's Guided Pathways 2.0 (one of just 13 institutions selected to be part of this program), LCCC is continually rising to the national stage for its efforts, innovations, and outcomes. The College also actively leads locally, within the community college "system," mentioned above, and within its community. From leadership in a local community planning effort, LCCC's active involvement in the Governor's economic diversification efforts, leadership on community and business organizations, and so many more, LCCC is stepping up and being recognized for it.

6I2. Based on 6R2, what process improvements to the quality culture have been implemented or will be implemented in the next one to three years?

Stated briefly above, the annual cycle of assessment results in the identification of areas for improvement in many of the CQI process and sub-processes. Thus, there are numerous improvements in these various processes each year. For example, as described earlier in this portfolio, after the initial roll-out of the academic program review process, primary stakeholders' feedback identified numerous areas for process improvement. A committee of faculty and other vested stakeholders was formed to implement significant improvements to the program review template, the calendar cycle, etc.

In addition, utilizing a 2015 Strategy Forum, the College established an action project to develop a service/support function (or non-academic program) review process. This work is well underway with the initial emphasis on articulating function purpose, mapping processes, identifying and engaging stakeholders, and establishing baseline data and benchmarks to assess current performance levels. This work proved useful in making strategic, objective decisions in 2016 when the College faced significant budget cuts in state appropriations.

Finally, and, likely the most significant improvement planned to further build a quality culture at LCCC, is the design and deployment of a college-wide continuous quality improvement professional development program for employees. While LCCC has made it well known that employees are expected to embrace CQI and illustrate an understanding, through action, of continuous improvement practices and process, it has not yet integrated a process for the formal development of CQI knowledge, skills, and abilities for all its employees. This CQI training program will be designed to help employees actively contribute to CQI in their current positions, while helping them develop those CQI competencies that are most desired in other positions at LCCC that they may be interested in pursuing.