

Category Four Introduction: Planning and Leading

Over the past seven years, the College has transformed from a reactive to an aligned institution as it pertains to our planning and leading processes, and in some instances to full integration. Likewise, LCCC has made a similar jump from reactive to systematic regarding our results, and examples of areas leaning to alignment, yet others that have not fully moved from reacting. Leveraging feedback on LCCC's 2010 and 2014 Systems Portfolios, the Institution has taken major steps in developing, strengthening and integrating processes that guide its planning and leadership towards higher levels of mission attainment.

Based on appraisal feedback, an interdisciplinary team from the College participated in a Strategy Forum in the spring of 2012 where they charted the path for a massive quality improvement initiative that would establish an organization-wide approach to continuous improvement. This work set the stage for the development and/or refinement of processes pertaining to leadership, strategic and operational planning, resource allocation, structure for organizational operations, inclusiveness and engagement of individuals (shared governance), and the assessment of program, function, and institutional effectiveness.

The collective efforts of that team, and many across the College, resulted in the LCCC Model of Continuous Quality Improvement (CQI) that now ensures the integration of essential processes required for a quality culture. The model originates and terminates with the Institution's mission statement and values. These are further expanded to drive the development of the College's envisioned future (vision) and the Institution's Strategic Plan, from which a cycle of continuous improvement is regularly implemented. The cycle includes both formative and summative evaluation, followed by different levels of organizational planning, supported by strategic resource allocation, which launches the implementation of planned actions. Upon completion, the cycle repeats. Review and validation of the mission and values occur within a regular cycle associated with the College's strategic planning process further explained in this section.

The College's mission statement serves as its ultimate public purpose and is augmented by employees' agreement on how they behave while working towards attainment of that purpose – LCCC's core and aspirational values. Achievement of these is then assessed through a series of summative KPIs and accompanying measures. The KPIs include both effectiveness (output) indicators as well as efficiency (process) indicators aligned to the foundations of the mission. The performance assessment of these areas is a critical element in informing the development of the vision statement, Strategic Plan, and downstream planning and actions.