

## **Category Five Introduction: Knowledge Management and Resource Stewardship**

During the last four years, the College has realized many visible advances through collaboration of Institutional Research (IR), Integrated Technology Services (ITS) and Administration and Finance (budget/plant operations). Furthermore, the College made good progress in advancing its processes' maturity levels, and it responded to several improvement opportunities identified in its 2014 Appraisal Feedback Report (stakeholder needs alignments, expanded benchmarking, and performance target identification).

The College has significantly increased its systematic usage of stakeholder feedback and integrated it into operational planning and process design. The Budget Process Advisory Committee regularly reports feedback-informed improvements to LCCC's College Council. Both ITS and IR operationalized advisory committees with broad College representation that help with planning and process improvement. ITS, IR, and Plant Operations implemented online project request formats. Administration and Finance, IR, and ITS initiated client satisfaction surveys. The College's electronic survey resource (Baseline) has realized steady gains in project volume over three years.

To expand user access to benchmarking resources, IR now offers a virtual office site dedicated to benchmarking data (e.g., National Community College Benchmark Project data). IR also provides comparative data with its Voluntary Framework for Accountability dashboard and access to the Wyoming central data warehouse.

LCCC vastly expanded its continuous quality initiative (CQI) infrastructure by adding a campus-wide annual assessment process for service and support functions (115 plans). This CQI initiative includes establishing operational outcomes based on identified stakeholders' needs, setting performance targets, and mapping processes.

ITS added several user-friendly technology solutions. It recently implemented a new campus portal system, improved video-conferencing (Zoom), helped operationalize a new LMS, and streamlined college email for students and employees (Office 365). Recent self-service applications improved online class registration and enabled employees to monitor operational budgets in real time.

The College completed a significant portion of the 2016 Campus Master Plan initiatives, including completion of two new buildings, a crossroads concept for student engagement, multiple renovations, and wayfinding enhancements. Building expansion was matched with efficiencies in fiscal management. Debt service monitoring/reporting efficiencies led to the refinancing of bond debt that achieved costs savings and better revenue stream alignment for improved fiscal operational stability.

To better manage physical risks, the College contracted with an external risk manager and initiated multiple safety programs. ITS dedicated a position to lead cybersecurity efforts and helped implement mandatory privacy security training for employees. LCCC implemented a data privacy plan using a committee of key data stewards to manage controls.

Capacity building for cybersecurity and data security has created alignments among the Registrar, Financial Aid, ITS, IR, and Sponsored Awards. Recent technology solutions (portal, Zoom, SharePoint) have encouraged collaboration that facilitates integration among units. Internal peer-review of functions assessment planning expands knowledge and transparency across functional areas and facilitates alignments. Self-service options and Tableau dashboards bring real-time data to users.

Knowledge and Resource Management processes are at the aligned level of the quality maturity matrix with some features of integration emerging. Results are largely systematic (archived, analyzed with trend data, and shared) with some pockets emerging at the alignment level.