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## Action Project

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<b>Institution:</b>	Lansing Community College	<b>Contact:</b>	Penny A. Denczek
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### Timeline:

Planned project kickoff date: 10-01-2006

Target completion date: 01-01-2005

Actual completion date: --

A. Give this Action Project a short title in 10 words or fewer:

Creating Continuous Process Improvement Systems

B. Describe this Action Project's goal in 100 words or fewer:

The college will create a comprehensive system of data-driven continuous quality improvement that will comprise all instructional and services units of the institution. Integrated planning and review processes will be designed using the plan/do/study/act model at all levels of decision-making and service delivery. Participation in the Academic Quality Improvement Project will provide a context for this work. The AQIP Quality Criteria will provide a framework for planning and reviewing the approach, deployment and results of College performance. The college is also exploring ISO 9000:2000 compliance for its Business & Community Institute (BCI) and its Information Services/College Development (ISCD) Division.

C. Identify the single AQIP Category which the Action Project will most affect or impact:

Primary Category: Helping Students Learn

D. Describe briefly your institution's reasons for taking on this Action Project now -- why the project and its goals are high among your current priorities:

Today, meeting the learning needs of students, keeping up with the pace of technological change and addressing the demand for increased accountability for demonstrable results make establishing continuous quality improvement systems essential. The college's 2000 Strategic Plan revolves around continuous quality improvement.

E. List the organizational areas - -institutional departments, programs, divisions, or units -- most affected by or involved in this Action Project:

All College units will be involved in refining or developing continuous quality improvement systems.

F. Name and describe briefly the key organizational process(es) that you expect this Action Project to change or improve:

Major processes addressed by this plan include collaborative processes to determine the mix of course sections offered in various delivery modes; a process to determine instructional staffing needs in each department; a process for establishing standards for quality practice in the classroom (online or onground); a systematic review process on a biennial cycle addressing program effectiveness; and program and department planning to meet specific student learning outcomes. These processes are all outlined in a detailed Instructional Master Plan. In service

departments, processes affected by establishing CQI systems will vary significantly from one area to another. Currently, the College Director of Quality Assurance is working with all service units to define their purpose, articulate their service concept and specify their deliverables. A biennial review and planning cycle has been established that will address specific unit processes and results as it unfolds.

G. Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion):

The commitment of the Board of Trustees and executive leadership at the college clearly and unquestionably promotes and supports continuous quality improvement system. College staff will establish reliable communication channels, many electronic, that are accessible, current, and responsive. The College is working to include the plan/do/study/act steps required by these CQI processes in ways that replace, rather than increase, current workloads.

H. Describe how you plan to monitor how successfully your efforts on this Action Project are progressing:

Tracking the progress of academic departments and service units through their biennial review and planning cycles will enable the College to measure the progress of each in its capacity to manage the continuous quality improvement system. Application of current technology and appropriate staffing are key process measures at lower levels of analysis.

I. Describe the overall "outcome" measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals:

The critical outcome to measure progress toward this goal is, of course, student learning. College-wide, we will be tracking (See action plan **\*\*Creating a System for Reporting Results\*\***) broad measures of student achievement including completion (course, sequence, certificate, degree), retention, student success in career, student success after transfer; and student/faculty/community satisfaction with the quality of College instruction and services.

J. Other information (e.g., publicity, sponsor or champion, etc.):

100% of all academic programs complete initial review process including planning for next cycle; Initial quality measurement system in place for each service unit. 25% of all academic programs complete full review/planning process in new biennial cycle. Organizational development plan addressing planning/data management in place for all service units. 50% of all academic programs complete full review/planning process in new biennial cycle. Comprehensive documentation system in place for all units, academic and service.

K. Project Leader and contact person:

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### **Annual Update: 2007-09-13**

A. Describe the past year's accomplishments and the current status of this Action Project.

Lansing Community College established a new Quality, Planning and Economic Development (QPED) Division. This division will be responsible for coordinating the consistency of Quality improvement, projects, plans and systems. Within this division there is the Institutional Effectiveness and Research (IER) Department. The IER department will be responsible for data

gathering – all communications will go through this department; Coordination/publication of State and Federal reporting; State of the College report that is replacing the ARI Report. The State of the College report will be used to update the Systems Portfolio for our Reaffirmation of Accreditation next year.

**Review (09-23-07):**

Lansing Community College has identified as an overall goal for this action project to “. . . create a comprehensive system of data-driven continuous quality improvement that will comprise all instructional and services units of the institution.” As described this goal speaks to several AQIP Categories including Helping Students Learn (Category 1), Understanding Stakeholder’s Needs (Category 3), Measuring Effectiveness (Category 7) Planning Continuous Improvement (Category 8), and Building Collaborative Relationships (Category 9). This goal is an impressive and ambitiously inclusive goal which accounts for the long duration of the current project. Most recently the institution has established a new Quality, Planning, and Economic Development (QPED) Division which includes the Institutional Effectiveness Department (IER). Together the QPED and IER will be responsible for coordinating consistency in the continuous improvement process. The successful creation of these systems appears to this reviewer to demonstrate that the college has effectively institutionalized a comprehensive culture of data-driven continuous quality improvement.

**B. Describe how the institution involved people in work on this Action Project.**

The following are our next critical steps for this action project. The QPED staff along with other colleagues across the campus will be participating with issuing Press Releases, participating in strategic meetings, disseminating the LCC’s News to Use Employee Newsletter (via email) to all employees.

**Review (09-23-07):**

As a part of involving personnel further in this Action Project the institution identifies planned press releases, strategic meetings, and email newsletters by the newly formed QPED to communicate with all employees. This activity will address, in part, AQIP Question 5P5, communication across institutional levels. In addition there is a planned College Wide Quality Team that will draw from a cross-section of the campus. One of the tasks identified for this group is to prepare the update of the Systems Portfolio in anticipation of the Reaffirmation of Accreditation. While this is an important task, it appears to this reviewer that these efforts will also be useful in examining such issues as how the institution manages all facets of the planning process (AQIP Questions 8P1-8P8) as well as issues around internal collaboration (AQIP Category 9).

**C. Describe your planned next steps for this Action Project.**

ISO Audits/Meetings, QPED Fall Open House, Internal Communication mechanisms, CEO Roundtables with IT organizations around Mid-Michigan area. A College Wide Quality Team, comprised of a cross-section of employees from across campus as well as QPED, is being planned with one of the tasks assigned to update the College's Systems portfolio for our Reaffirmation of Accreditation next year. This group will also likely be the group that will write the summary to be submitted next August after our Systems Portfolio is updated.

**Review (09-23-07):**

The range of planned steps for the current project represents a wide selection of activities that would logically follow as functions of the QPED and IER. This set of activities appears, therefore, to be further evidence of the institution’s ongoing culture of continuous improvement.

D. Describe any "effective practice(s)" that resulted from your work on this Action Project.

Following are effective practice(s) that have resulted from the work on this Action Project. ROI Certifications, ISO Processes, Connections Training for Customer Service Staff in the Student services area, Employee Retreats.

**Review (09-23-07):**

Development of the listed effective practices for this project represents a significant amount of effort and successful planning and implementation. The institution can be proud of the productiveness of this action project.

E. What challenges, if any, are you still facing in regards to this Action Project?

These are the challenges that LCC are still facing: Streamlining processes, data gathering, and building systems for collecting data; however the Strategic Alignment Initiative Action Project is assisting us by creating an institutional goal model/matrix that we will utilize to operationalize the 2006-2011 Strategic Plan.

**Review (09-23-07):**

The challenges identified represent a sound assessment of future problems to be tackled by the newly created QPED. With this clear identification of these challenges it becomes possible to plan responses and incorporate them into the daily operations of the institution or into future Action Projects as appropriate.

F. If you would like to discuss the possibility of AQIP providing you help to stimulate progress on this action project, explain your need(s) here and tell us who to contact and when?

**Review (09-23-07):**

Global assessment - #2. Lansing Community College has cause for celebration. The implementation of the QPED and IER, along with related elements of this update appears to indicate the successful creation of “. . . a comprehensive system of data-driven continuous quality improvement that will comprise all instructional and services units of the institution.” As such it would appear that this project has been successfully completed and ready to be retired. This retirement would allow the institution to move on to Action Projects that can be specifically focused on the various challenges identified. These more focused projects can more briefly implemented allowing for continual refinement in the goals and activities.