

Category Six Introduction: Quality Overview

In many ways, the College is still recovering from an era of turmoil resulting from organizational unrest in its culture, its leadership, and its organizational structure. Yet, in 2012 the institution sought a new future. One grounded in authentic acceptance of some of the most brutal facts about the state of the College at that time. These included:

- LCCC was the largest of the Wyoming Community Colleges but was the worst performing by many measures such as graduation rates and course completions;
- Many of the College's facilities were dated and failing, with increasing deferred maintenance issues and, even in totality, not adequate to serve current and future students;
- There was a lack of instructional coherence with academic programs not designed for timely student completion or to assess student learning and development through them;
- Key aspects of the College's student services were on the brink of major compliance and operational issues and not fully integrated to serve students from a holistic perspective;
- Existing policies and procedures were applied inequitably, and several critical processes had extremely outdated policies or, worse, no policy or procedure at all;
- Employees were not being developed or managed to encourage growth and success within the primary roles and responsibilities needed by the Institution; and
- There were many strained relationships at the College – internally between employees, between the Trustees and Foundation Board, with the community, etc.

Once the Institution embraced and accepted these facts, a new platform for organizational reinvention and rebirth emerged. Today, the College is committed to promoting a culture of evidence that compels the Institution to continuously strive for greater efficacy while always seeking to transform students' lives through inspired learning. This is LCCC's commitment to quality.

Just two years shy of a decade of transformation, LCCC is notably a different place. There is no doubt the campus desired healing from those years of dysfunction – dysfunction that created internal and external strife, which distracted the College from what was most important – its students. Today, things have completely changed, and, as seen in Category 6, it has been the Institution's commitment to quality that has provided the foundation for this recovery.

Thus, as demonstrated within this category and throughout this Systems Portfolio, LCCC's institutional transformation is well underway. The foundation has been laid with quality philosophies grounded in policy; processes have matured and are established within administrative procedures, and cycles of assessment, planning, resource allocation, and implementation are integrated at all levels of the Institution. Some are formalized, while others are still informal and adapting. However, a culture of evidence is taking shape, and a dedication to honest analysis and hard work is in its early stages. These are all the pillars of quality.

LCCC's diligent work on quality improvement has led to processes at the alignment level on the quality maturity matrix, with some processes fully integrated. Results for this category are systematic and moving toward alignment.