NWACC's Office of Institutional Effectiveness

Mission Statement

The mission of the Office of Institutional Effectiveness at NorthWest Arkansas Community College is to optimize institutional effectiveness through facilitating an evidence-based organizational culture of continuous improvement (CI) supported by effective processes, valid measures, and appropriate assessment.

Goals

1. Develop and maintain system for collecting, maintaining, and accessing relevant data in support of AQIP accreditation.
2. Promote continuous improvement through maintaining an effective AQIP Action Project management process, supporting process improvement teams in units across campus, and communicating successful process improvement initiatives.
3. Ensure AQIP accreditation by maintaining Action Projects, Systems Portfolio, responding appropriately to Systems Appraisals, and facilitating a successful Quality Check-Up visit.
4. Ensure that all administrative units are periodically reviewed and utilize strategies consistent with the best continuous improvement strategies and accreditation guidelines mandated by AQIP.
5. Facilitate a change process to become a continuous improvement, evidence-based organizational culture by promoting the use of various continuous im provement tools.
6. Facilitate communication and dissemination of information about accreditation, institutional effectiveness, and assessment activities.

NWACC's Quality Council

The purpose of the Quality Council (QC) is to promote and institutionalize systematic process improvement at NWACC. The QC will advance institutional effectiveness by utilizing continuous improvement strategies, principles and the LEAP Model to promote data-driven decision making in institution-wide processes.

NWACC
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A Structure of Continuous Improvement in Higher Education

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What is Continuous Improvement

A way for organizations to get better by:

- Continually examining processes
- Formulating possible interventions
- Using controlled experimentation to determine if the desired effect is achieved
- Changing the organization based on this experimentation

Two approaches to designing a Management System

Product/Service Focus

Quality checks at end

Process Focus

Quality checks throughout

Historical Development

Shewhart

Proposal stopping "end check" approach (Product/Service focus) and replacing it with a process-focused approach.

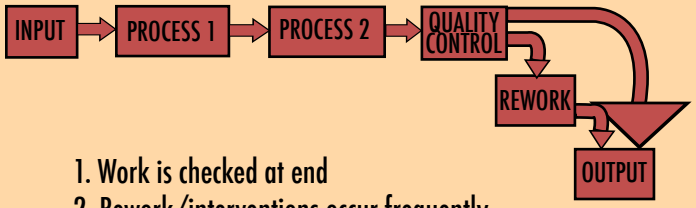
Deming

Embraced Shewhart and proposed the "Shewhart" cycle as a tool to guide a process-focused approach

The cycle included four steps (Plan, Do, Check, and Act)

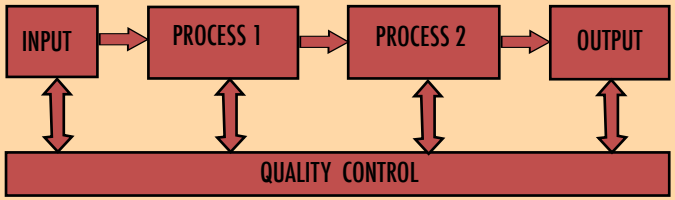
This has since been expanded by some to adopt their own personal brand of the approach

Product/Service Focus



1. Work is checked at end
2. Rework/interventions occur frequently
3. Groups work in silos – little communication
4. Large group sessions consist primarily of finger-pointing

Process-Focused

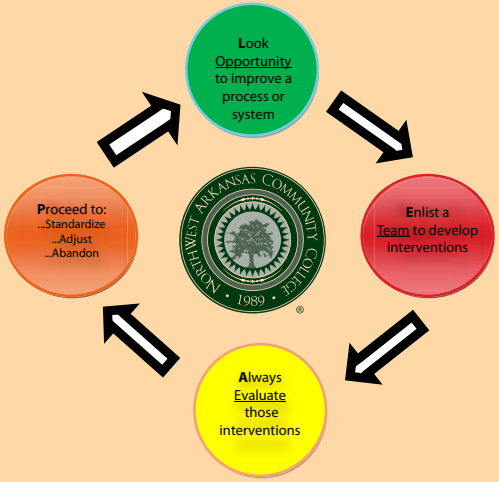


1. Work standards are developed and are checked at every step (process owners control this activity)
2. Rework occurs only in rare instances
3. Continuous Improvement Teams periodically meet to promote better service
4. Large group meetings are more focused and systematic
5. Formal communication is dominant

Continuous Improvement Program at NWACC

Requires commitment of top management
Is process-focused
Utilizes teams to do the work
Requires controlled experimentation before adopting formal change

NWACC's Continuous Improvement Model (LEAP)



LEAP Model

LOOK
Faculty and staff look for opportunities to improve systems and processes within the institution

ENLIST
Once an opportunity has been identified, a team is formed of the people closest to the process to develop possible interventions

ALWAYS
Evaluate any interventions via controlled experimentation (pilot area) to improve the system and/or process

PROCEED
Once evaluated, the intervention should be standardized across the organization, adjusted for better outcomes, or abandoned that intervention and recycle through the model