![Pima Community College logo]

PimaCountyCommunityCollegeDistrict
Administrative Procedure

AP Title:	**Institutional Quality (IQ)**
AP Number:	AP 1.16.03
Adoption Date:	5/10/17
Schedule for Review & Update:	Every three years
Review Date(s):	9/17/18, 6/30/21, 6/12/24
Revision Date(s):	9/17/18, 11/10/21, 6/12/24
Sponsoring Unit/Department:	Strategy, Analytics and Research
Policy Title(s) & No(s).	College Effectiveness, BP 1.16
Legal Reference:	
Cross Reference:	Strategic Planning, AP 1.16.02

PURPOSE

Institutional Quality (IQ) is a data-driven continuous improvement model used by Pima Community College ("College") to monitor performance and improvements across operational units, and ensures alignment, with institutional strategic priorities. The IQ process runs in parallel with mission fulfillment, strategic planning and systems that track major projects at the College, with IQ providing a focused view of unit operations, improvements and outcomes. The system is overseen by the Office of Strategy, Analytics and Research (STAR).

IQ is an annual continuous improvement process comprising annual separate, but interrelated, components. There are two central components of the system:

(1) Unit Planning

(2) Annual Continuous Improvement Initiatives

SECTION 1: The Institutional Quality (IQ) Review Processes

For all units identified via the Executive Leadership Team (ELT), the following process applies. Operational units may be exempt from this process if they are small units composed of three or fewer staff or support units with a limited, specialized focus. Units may also be exempt from the process for other reasons as identified by their supervising ELT member.

Each ELT member is responsible for deciding if their units will develop a combined plan, separate plans for each unit or a combination of the two. If a combined plan is to be developed, the relevant units will collaboratively participate in the following process.

1.1   Process

STEP 1: Units gather existing documentation (data and information) from previous years. Sources may include, but are not limited to, service review documents, operational effectiveness documents, operational plans, previous IQ reports or plans.

STEP 2: Units confirm their mission and operational objectives and take a focused look at their operations based on the information and a series of analyses, including, but not limited to, self-assessment reviews, customer input, strengths, weaknesses, opportunities and threats analysis.

STEP 3: Units review the Mission Fulfillment Framework and Strategic Plan, determine the impact of the priorities on their operations, and identify the actions they need to take to support the plan.

STEP 4: Units produce a multi-year planning document (IQ Plan) with embedded tracking. The IQ Plan includes actions to improve unit operational efficiency and to support strategic priorities.

STEP 5: Documents are reviewed by the Vice Chancellor of STAR and the appropriate content-area senior administrator. Recommendations following review are: approval, partial approval or rejection. In the latter case, the unit is directed to carry out additional review, develop a new improvement plan and submit the plan within two months.

STEP 6: At the completion of the review, STAR notifies the unit of the decision. STAR will work with units that receive partial approval or are

rejected to assist the unit in rectifying their review processes and/or planned activities.

STEP 7: Each unit works according to its plan, gathering evidence of work progress and the ongoing results of effectiveness monitoring efforts. If a new issue or circumstance emerges, a unit's plan will be amended by the unit. In addition, at every checkpoint defined in the unit's plan, each unit will report any new data/information to STAR.

1.2   Timeline

1.2.1 The IQ process runs in parallel with the development and implementation of the Strategic Plan to ensure strategic and operational alignment. The IQ review and planning process occurs in the first year of Strategic Plan implementation. The IQ plans conclude during the first year of the following Strategic Plan in parallel with the next IQ planning year.

1.2.2 Units are required to update their progress at least once annually.

1.2.3 In the event that a unit is not following through on its IQ plan, STAR will first contact the unit and, if necessary, notify the relevant Executive Leadership Team member for follow-up.

SECTION 2: Annual Continuous Improvement Initiatives

2.1   To support institutional improvement, each year the Vice Chancellor of Strategy, Analytics and Research (VC-STAR) identifies a potential college-wide improvement theme, based on the Strategic Plan, institutional key performance indicators and input from the Improving Methods and Processes Across College Teams (IMPACT) group, the Deputies Group and unit leads.

2.2   The VC-STAR proposes the theme to the Executive Leadership Team for discussion and approval.

2.3   Upon approval of the improvement theme, STAR develops the timeline for the year in collaboration with stakeholder groups and leads the college-wide improvement activity. A Standard Operating Procedure is developed for each annual improvement initiative and archived in STAR.

2.4   During the first year of Strategic Plan implementation, the annual continuous improvement initiative is the development of unit plans (See section 1). Additional college-wide improvement initiatives are not conducted during that year to ensure there is adequate time for unit level planning.