

Category 6 – Supporting Institutional Operations

CATEGORY 6 INTRODUCTION

Processes for Supporting Institutional Operations at Madison College are all at the Aligned maturity level. Several processes are moving toward the Integrated maturity rating, including drafting the College’s Strategic Plan, increasing system and process efficiencies, and implementing the new Admissions Advising services unit.

The College has successfully implemented improvement projects such as the STEPS process and the newly created Campus Community Team to focus on transforming the student experience and connecting those who know the support needs of Madison College students with those who have the capability to make changes.

Future initiatives will focus on improving alignment of the work of departments with resources and developing a creative and

analytical approach to cross-functional support.

ALIGNED processes that are stable, consciously managed, regularly evaluated for improvement and address the institution’s key goals and strategies include 6P1, 6P2, 6P3, 6P4, and 6P5. These processes address identifying support service needs of students, stakeholders and employees; designing and maintaining safety and security support processes; day-to-day management of support processes; and documenting support processes.

6P1: Identifying support service needs of students and key stakeholders

Madison College offers a range of services to support students throughout their careers at the College. Surveys; data from tools, such as PeopleSoft and Smarter Measures; and trend analysis are the primary ways to identify student support needs. The specific tools used to identify student needs can be found in Table 6.1.

Table 6.1 - Service Area Methods For Identifying Student Support Needs

Student Support Service Area	Student Support Needs Identified Using:
Learner Development	<ul style="list-style-type: none"> Advising and Career Resources Student Satisfaction Survey Counseling Services Student Needs Survey Student Services Usage Data
Learner Success Hub	<ul style="list-style-type: none"> Student Opinion of Instruction Surveys CollegeNET X25 room utilization reports and class scheduling standards Smarter Measures – a web-based tool to assess success in an online class PeopleSoft Query Manager to assess effectiveness of day-to-day operations
Marketing and Enrollment Development	<ul style="list-style-type: none"> Noel Levitz SSI and CCSSE Surveys DaneTrak Community Perception Survey Trend analysis of student success and retention data
Administrative Services	<ul style="list-style-type: none"> Student and faculty focus groups and surveys Student Senate and Student Ambassadors Trend analysis of specific food sales to students
Library	<ul style="list-style-type: none"> Online and on-site suggestion boxes Short, informal surveys and formal surveys Library Helpdesk Analytics
Testing and Assessment	<ul style="list-style-type: none"> Surveys of student experiences Mandatory Assessment Advising and Placement process
Technology Services	<ul style="list-style-type: none"> Educause Center for Applied Research (ECAR) – Study of Students and Technology Technology Services Satisfaction Survey Student web usage trend analysis Help Desk log resolution rate

The Campus Community Team serves as the ongoing resource and point-of-contact for identifying service gaps and unmet needs of all stakeholders; the team includes members from Enrollment Services, Financial Aid, Learner Development, Learner Success, Student Financial Services, and Technology Services. The team reviews the impact of proposed changes and works to maximize the College's investments in a quality student experience and learning environment. In addition to reviewing requests, the team prioritizes development efforts, reporting to the STEPS program team. More on how the College determines stakeholder needs can be found in 3P3.

6P2: Identifying support service needs of faculty, staff, and administrators

Administrative support needs are identified using a variety of methods, including survey and data tools, work teams, and internal planning processes. Examples of ways the College determines support service needs for all employees are listed below:

Surveys, Data and Feedback

- PACE Survey
- Needs assessment surveys
- Service evaluations
- Focus groups
- Technology comparisons to industry standards
- Technology penetration testing and audits
- Exit interviews

College Processes

- Unit Planning Process
- New Employee Orientation feedback
- Facilities Master Plan collaboration
- Capital Budget Planning Process

Teams and Committees

- President's Advisory Team
- Madison College Sustainability Alliance
- Blackboard Advisory Team
- Instructional Technology Advisory Team (organized out of CETL)
- Refresh Committee
- STEPS Team

- Web Advisory Committee
- Cognos dashboards and data cubes
- External advisory committees

6P3: Designing, maintaining, and communicating key safety and security support processes

Madison College believes that a safe campus environment is the responsibility of the entire college community. Campus Safety and Security is comprised of Public Safety Services, the Behavioral Intervention Team, the Risk Management Department and the Environmental Health and Safety Department. Each of these units is charged with designing, maintaining, and communicating specific safety-related policies and processes.

Public Safety Services focuses on protection of all employees, students and visitors, as well as enforcing Federal, State, and Municipal laws and the Madison College Student Code of Conduct. In addition to providing routine patrols at the main campuses, parking control, and medical response, Public Safety Services developed safety initiatives including a security escort program, a crime prevention team, service for unlocking vehicles, and a WolfPack Alert system to alert employees and students of emergencies and weather-related incidents. Public Safety uses these communication methods:

- WolfPack Alerts system - enables Madison College students, faculty and staff to receive text messages on their mobile devices or via email as emergent news breaks.
- Bulletins – Safety and Evacuation.
- Crime Prevention Team – 60 day crime log; bi-weekly student newspaper articles.
- Online Incident Reporting and Emergency Procedures Guide.
- Online resources – forms, local/regional agency websites, hotlines.
- Clery Act Annual Security Reporting (data is available from 2007 – 2011).
- Color-coded indexed Emergency Procedure spiral-bound flip charts posted throughout the District.

The Behavioral Intervention Team (BIT) created a process for responding to Student Code of Conduct issues. The BIT maintains a page on

the College website where employees can submit a referral or access more information about the process. Specific student behavioral concerns are addressed by this interdisciplinary team that meets weekly to assess and implement intervention plans for students deemed to be at risk to themselves or others socially, mentally and physically.

The Risk Management and Environmental Health and Safety Department (Risk/EHS) is responsible for developing and maintaining processes related to occupational and environmental health and safety issues, including but not limited to: accident prevention and investigation, chemical/laboratory safety, infection control, hazardous waste management and environmental protection. Specific responsibilities include:

- Responding to all property, liability and other casualty losses, initiating investigations and resolving claims.
- Developing programs for loss prevention based on loss data.
- Coordinating loss control activities in cooperation with Security Services.
- Authorizing and maintaining database of approved drivers.
- Managing special insurance programs, including surety bonding, equipment maintenance insurance, and programs to protect employees on qualified federal grants and participants in camps and clinic programs.
- Reviewing insurance language in contracts to control transfer of risk.
- Reviewing and approving Certificates of Insurance for vendors and facility users.
- Maintaining online database of insurance information.
- Serving as resource and consultant on insurance and loss prevention matters.

The Risk/EHS office maintains a webpage and presents at college-wide forums to communicate information to employees.

6P4: Day-to-day management of key support service processes to ensure needs are addressed

To improve administrative support service processes, Madison College continues to align

functional responsibilities with service expectations. Through Student Transformation through Effective Process and Systems (STEPS), the College maps administrative support services at the project level, monitors their KPI's and analyzes data to determine areas for improvement. The Campus Community Team (CCT), under the direction of STEPS, is charged with managing day-to-day student administration development requests by reviewing, approving, and prioritizing the requests. These two cross-functional teams guide the day-to-day operations of college support services.

Individual work units create specific processes and policies that best address their stakeholder needs on a day-to-day basis. For example, IRE created a work request process to manage day-to-day data projects. Marketing has created an online Marketing Project Request Guide to help internal customers define the scope and needs of their project. Internal customers can also submit their request online through a Marketing Project Request Form. Allowing individual units the freedom to design these day-to-day processes helps increase efficiency and productivity.

6P5: Documenting support processes to encourage knowledge sharing, innovation, and empowerment

The College documents processes to share knowledge and encourage innovation through process mapping and project documentation. In mapping support processes, subject matter experts describe process steps and identify issues and possible areas for improvement. The STEPS team also created a uniform system for documenting processes across the College. This documentation process helps empower employees to take ownership of the improved processes and results. Information is communicated through the Shared Drive for all systems and processes, including budgets, AQIP, HR, technology upgrades, etc. Another tool for sharing information is the Unit Planning Process, which provides online access to current and past unit plans. Finally, many departments and projects publically share charters, process maps, information, and metrics through the College website.

For example, recent projects produced two new major college-wide systems to enhance staff

communication, increase student access and improve services. A major component of both projects was reviewing and documenting current processes with the goal of implementing best practices across the College.

The Room Scheduling project included the following components:

- Room utilization reports
- Documenting consistent class scheduling practices and policies

The Customer Relations Management (CRM) project included the following components:

- Six functional teams
- Requirements documented
- List of measurable outcomes

6R1, 6R2, and 6R3: Measures of and performance results for student, administrative, and organizational support service processes

Measures of student, administrative, and organizational support service processes are described below. Due to the specific nature of each support process, each service unit determines, collects and analyzes information related to measures specific to that process.

Technology Services:

- Tech Services Satisfaction Survey
 - 82% of respondents are very satisfied or satisfied with services.
- Helpdesk contacts closed on first request
 - 2010: 62%
 - 2011: 64%
 - 2012: 70%

Food Service:

- Sales/enterprise loss
 - Sales up 8%
 - Enterprise loss reduced
- Customer counts
 - Up 11%
- Student satisfaction
 - Shows improvement

Bookstore:

- Service improvements

- Thirty titles now in textbook rental program
- Customer satisfaction
 - Staff are helpful: 5.88 out of 7

Library:

- Average number of physical visitors
 - 2010-2012: 736,418
- Online visitors
 - Increased 83% since 2009
- Computer questions received
 - Up 40% from 2009-10
- Number of information literacy sessions
 - Average 450 sessions/7,000 students per year
- Student satisfaction data
 - Resources and services are adequate: 5.77 out of 7
 - Staff are helpful and approachable: 5.95 out of 7

Testing and Assessment:

- Number of students tested
 - 815 COMPASS
 - 314 GED

Disability Resource Services:

- Student satisfaction with DRS
 - 91% strongly agree or agree in 2011
 - SSI: 5.91 out of 7
- Disabled student course success
 - 2010-11: 70.7% for students with disabilities compared to 76.9% for those without
- 2010-11: Number of students served and transitioned
 - 1,288 students served
 - 436 transitioned

Risk Management/EHS:

- Experience Modification Rate
 - MOD below classification average
- Incident frequency vs. severity
 - 5% reduction

Engineering Services:

- Energy savings per year
 - Overall energy use reduced by 11.17% for 2010-2011

Support Service	Action
Technology Services	<ul style="list-style-type: none"> - Manage staffing levels and budget and resource usage - Initiate and plan projects
Food Service	<ul style="list-style-type: none"> - Implemented staffing plan focused on customer service - Reduced food prices and updated all menus - Added a Health Café food venue
Bookstore	<ul style="list-style-type: none"> - Opened bookstore/coffee shop at West campus - Implemented book rental program - Centralized book purchasing and improved web presence for online ordering - Leveraged of social media to communicate the students - Improved integration with student administration system and financial aid
Library	<ul style="list-style-type: none"> - Examine increases/decreases in use of resources/services to re-evaluate demand or need - Review staffing models and increased staffing needs - Gauge promotion or need for awareness campaigns - Determine budget allocation or needs
Testing and Assessment	<ul style="list-style-type: none"> - Analyze to determine peak times for staff and facility planning and frequency of offerings
Risk Management /EHS	<ul style="list-style-type: none"> - Take proactive steps to reduce incidents - Promote risk and safety principles to employees
Engineering Services	<ul style="list-style-type: none"> - Implement energy conservation - Install energy efficient equipment

Table 6.2 - Sample Actions Taken By Service Areas Based on Data and Feedback

6R4: Using information and results to improve key student, administrative, and organizational support services

Support service areas use data and information gathered at the College and service level to identify areas for improvement. Based on data and trend analysis, administrative and support staff review current practices and programming, identify opportunities for improvement, implement changes to existing services and procedures, and then assess the impact of those changes. In general, results are used on a summative basis for measures related to periodic surveys, retention and success rates, needs assessments and service data. However, day-to-day results are leveraged where more systematic automation exists for measures such as web-trend analysis, enrollment activity, incident management, student contact tracking, and other

specific service data. Table 6.2 above shows specific examples of actions taken by service units based on feedback and data to improve their services.

6R5: Comparative performance results for Supporting Organizational Operations

Many of the performance measures used by support services are internally designed based on industry best practices (e.g., Gardner); however, making direct comparisons to other schools or organizations is difficult because these processes are adapted to the College’s unique needs. Noel Levitz SSI data provides a national comparison for student satisfaction with support services. Table 6.3 on page 89 shows a sampling of SSI results for questions relevant to support services. In most cases, the mean difference shows that Madison College exceeds the national average for support service related questions.

Scale	Madison College Satisfaction	National Satisfaction	Mean Difference
Personnel in the Veterans' Services program are helpful.	5.16	4.62	0.54
This campus provides effective support services for displaced homemakers.	5.12	4.78	0.34
Career services office provides students with the help they need to get a job.	5.17	4.96	0.21
Security staff are helpful.	5.20	5.01	0.19
Security staff responds quickly in emergencies.	5.39	4.99	0.40
The campus is safe and secure for all students.	5.93	5.59	0.34
Financial aid awards are announced in time to help in college planning.	5.05	4.93	0.12
Financial aid counselors are helpful.	5.16	5.06	0.10
Admissions counselors accurately portray the campus in their recruiting practices.	5.36	5.14	0.22
Admissions staff are knowledgeable.	5.52	5.40	0.12
Admissions counselors respond to prospective students' unique needs and requests.	5.33	5.18	0.15
Library resources and services are adequate.	5.77	5.64	0.13
Library staff are helpful and approachable.	5.95	5.57	0.38
Computer labs are adequate and accessible.	5.47	5.56	-0.09
The equipment in the lab facilities is kept up to date.	5.74	5.45	0.29
The personnel involved in registration are helpful.	5.31	5.34	-0.03
The business office is open during hours which are convenient for most students.	5.57	5.40	0.17
Bookstore staff are helpful.	5.88	5.59	0.29

Table 6.3 - Comparative Data for Student Satisfaction With Support Services

6I1: Recent improvements in Supporting Organizational Operations

Key institutional support process improvements include:

STEPS Program:

A college-wide initiative focused on transforming the student experience. Since the STEPS Program began in fall 2009, the program has delivered widespread student administration improvements to students and service areas, laying a solid foundation for continuous future improvements. The STEPS team also managed the PeopleSoft 9.0 upgrade which increased system and process efficiencies and brought new, innovative tools and services to students and staff. Members of the STEPS team continue these efforts through the Campus Community Team.

New Admissions Advising services:

Assists prospective students with:

- Program admission
- Financial aid
- First semester course selection
- Evaluating transfer credit
- College and community resources
- Career identification

Customer relationship management (CRM):

Business strategy and tool used for managing interactions with students. The goal of the CRM is to create positive relationships with stakeholders. Benefits of CRM include reducing costs; increasing student enrollment; identifying new opportunities and ways to expand; and improving customer value, satisfaction, profitability and retention.

Additional, unit-specific improvements are included in Table 6.4 on page 90.

The units responsible for administrative support processes typically use many methods to identify the support needs of stakeholders: surveys (before and after improvements), focus groups, college-wide teams, etc. These methods provide systematic and comprehensive feedback used to help understand stakeholder needs. In addition, the units within Campus Security have also developed processes and services to address safety issues at the College and communicate these processes effectively. Measures for this category are also thorough, and the results section provides clear evidence that data and information are used at all levels of the

College to create action plans and implement improvements.

6I2: Selecting specific processes to improve and performance targets

The Executive Team, STEPS, and the leadership of the College select specific processes to improve and set performance targets. The Executive Team and STEPS set college-wide goals for organizational operations, while the leadership of specific operational units set local performance targets through the Unit Planning Process. Additional school-wide processes, such as AQIP Action Projects, have also led to a number of process improvements that support student success and institutional operations.

Table 6.4 - Support Service Improvements

Support	Improvements
Technology Services	<ul style="list-style-type: none"> • Technology-enhanced active learning classroom models. • College mobile app to facilitate communication and access. • Virtual Desktop. • On-line course evaluation tool and transcript requests.
Enrollment Management	<ul style="list-style-type: none"> • Role-based security project linked security access to positions. • Enterprise Content Management system conversion from ImageNow to OnBase: <ul style="list-style-type: none"> ○ Removed barriers to admissions and financial aid to improve student experience. ○ Increased student satisfaction through faster turn-around of transfer processing and financial aid awards. ○ Improved monitoring of increasing regulatory compliance demands.
Admissions and Records	<ul style="list-style-type: none"> • Centralized admissions to ensured more accurate wait-list numbers.
Transfer Credit	<ul style="list-style-type: none"> • Streamlined turnaround on transfer credit. • Automated Student Center reminder for students to review transfer credit.
Admissions Advising	<ul style="list-style-type: none"> • New Admissions Advising service unit to assist prospective students.
Financial Aid	<ul style="list-style-type: none"> • Reduced time between submission and disbursement of financial aid. • Improved PeopleSoft for faster certification of veterans’ benefits. • New book charge process allows students to charge textbooks before financial aid has been disbursed. • 43% increase in financial aid from 2008-09(\$35 million) to 2009-10(\$50 million).
Student Services	<ul style="list-style-type: none"> • Registration Express open to students for advising and registration assistance held immediately prior to term start.
Enrollment Operations	<ul style="list-style-type: none"> • Automated Class Permissions saving \$428,200 annually. • PeopleSoft Faculty Center: new and enhanced class and grade roster features and access to new Advisor Center. • Student Center improvements: Message Center student communications, enhanced Shopping Cart, self-service class swap, account and financial aid information, myScheduler class schedule creation tool. • 24/7 askMadisonCollege knowledge base of 1,700+ public and internal FAQs.
Marketing Department	<ul style="list-style-type: none"> • New Experience Madison College event. • Year-round marketing campaign (registration cycles, value of college education). • Search engine optimization.
Library Services	<ul style="list-style-type: none"> • Remodel of Fort Atkinson, Reedsburg and Watertown libraries. • New West campus library. • Creation of Spanish version of library website. • Social media as a communications, marketing and community building tool.
Disability Resource Services	<ul style="list-style-type: none"> • New technologies, such as: “smart pens” and I pads. • Advocated for state legislation requiring publishers to provide appropriate format to get materials to students sooner.