

Category 6: Supporting Institutional Operations

Context

6C1 Key student and administrative support service processes and the support service process needs of students and other stakeholder groups

MSTC has identified three major categories of student support services. They include Enrollment Services (Table 35), Student Support Services (Table 36), and Campus Services (Table 37). Components of these categories fulfill a specific purpose within their respective organizational unit. These categories and their respective process owners align with MSTC's overall structure.

support processes resides in a number of functional areas. They include Student Support, Admissions, Human Resources, Auxiliary Services, and College Advancement.

MSTC has identified two major categories of Administrative Support Service processes. They are Business Support Services (Table 38) and Information Technology Support Services (Table 39). Components of these categories fulfill a specific purpose within their respective organizational unit. These categories and their respective process owners also align with MSTC's overall structure.

Table 35 Enrollment services processes

Processes	Support Needs	Process Owners
Marketing & Public Relations	Awareness of opportunities in terms of college, programs and career paths.	Communications Dept. & Academic Division or Support Services Dept.
Student Recruitment	Select a suitable college, program and career path.	Enrollment Advising/Tech Prep
Student Admissions & Advisement	Select a suitable program and career path. Completion of a program in a timely manner so that entry into the workforce can happen. 77% of our student body benefits from some type of FA—students need to know their financial options to meet their career goals. Declare and make commitment to program of study.	Enrollment Advising/Tech Prep, Counselors
Student Financial Aid & Assistance	Affordable education with minimal financial burden	Financial Aid staff
Student Registration	Registration needs to be organized in a manner that is understandable & clear cut for students that is available on the student's terms. Class offerings that don't conflict – allowing students to graduate within program recommendations.	Student Records Manager
Student Billing & Accounts	Timely, understandable	Student Financials Specialist
Student Orientation	Understand services, activities, opportunities available to all students as well as expectations.	Enrollment Advising
Graduation	Meaningful and special. Conferment of degree ASAP after semester end. Follow class semester curriculum guidelines allowing student to complete program within recommended timeframe.	Student Records Manager– Graduation Audits, Career Services Manager, Campus Deans - Ceremonies
Job Placement & Employment Services	Related job in field of study	Career Services Manager

Processes within Enrollment Services, shown in Table 35, include basic support activities which are essential to every student throughout their student life cycle - regardless of their program.

Student Support processes focus on personal services available to students on an as-needed basis. The intent is to retain students and to help them succeed in reaching their educational goal. These personal services are included in Table 36.

Campus Services (Table 37) are available to the general student population and are intended to improve the learning environment by fulfilling everyday needs and enriching student experience outside the classroom. Organizationally ownership of these

There are a number of other student support service processes identified in Table 40 that are addressed in other Categories.

6C2 Processes and systems that reinforce key student and administrative support services

The student and administrative support services reinforce the processes and systems in Categories 1 and 2 by providing the structure within which MSTC operates. By creating an inviting student environment, both physical and cultural, student success becomes a realistic achievement. Information technology is also a key system to support student success.

The availability and delivery of the full compliment of student support systems and processes to the Stevens

Table 36 Student support service processes

Processes	Support Needs	Process Owners
Career planning & advising	Skills & abilities matched to a rewarding career	Career Awareness
Student Retention	Completion of educational training to obtain desired job, transfer or student intent	Academic Affairs/Student Affairs
Counseling	Skilled professionals to assist in handling barriers that may interfere with program completion	Counselors
Academic Support Services (Remedial Learning)	Preparation for program acceptance as well as program / course completion	ASC
Disability Services	Special services to compliment learning styles/abilities	Disability Services
Services to special populations	Address barriers to specific target population	Disability Services

Table 37 Campus services processes

Processes	Support Needs	Process Owners
Tutoring	One-on-one assistance to comprehend course competencies	Director of Student Support
Student Governance/Senate	Opportunity to influence the spending of student activity dollars as well as plan events based on student body input	Director of Student Support
Student Life & Activities	Connected feeling in the college "community"	Student Life & Athletics Coordinator
Intercollegiate & Intramural Athletics	Opportunity to relate to fellow students outside of the classroom	Student Life & Athletics Coordinator
Student Clubs & Organizations	Networking with students in related program areas outside of the classroom	Student Life & Athletics Coordinator
FERPA Compliance	High regard and respect for educational records	Director of Admissions
Facility	Comfortable environment conducive to achieving each individual's educational goal.	Director of Facilities
Food Service	Low cost food items that taste good, quick, friendly service	Director of Auxiliary Services
Bookstore	Easy access, quick friendly service, have items needed in stock or short lead time	Director of Auxiliary Services
Safety, Health, and Risk Management Services	Safe learning environment, general health information resource	VP of Human Resources
Computing Technology support	Provide equipment and space students need to accomplish educational goal	Director of College Advancement
Media & Copy Center	Fill copy and laminating requests timely and accurately. Complete copy requests timely and accurately (typically 3 days or less)	Director of College Advancement

Table 38 Business support services processes

Processes	Support Needs	Process Owners
Payroll	Accurate and timely processing and distribution	Payroll Supervisor
Purchasing	Appropriate specifications, terms, and receipt of goods and services.	Director of Auxiliary Services
Financial Planning & Budgeting	Accurate revenue forecasts, appropriate resource allocation, a balanced budget, strong financial position.	VP of Finance
Accounting Services	Accurate & timely recording and reporting of transactions in accordance with WTCS, Federal, State, GAAP, and other requirements.	Accounting Manager
Non-Student Third-party Billing	Assurance that money due to MSTC is billed and collected.	Accounting Manager
Customized Instruction Contracting	Account for customized instruction and technical assistance provided to businesses and government units.	Accounting Manager
Grant Management	Account for federal and state grants accurately and timely an in accordance requirements.	Accounting Manager

Table 39 Information technology support service processes

Processes	Support Needs	Process Owners
IT Network Infrastructure	Reliable and secure network of information servers and routers, and adequate bandwidth for voice, data, and video.	IT Dept
Instructional Technologies (ITV, Smart workstations)	Reliable equipment and use of the IT network to provide proven instructional technologies.	IT Dept
IT Help Desk Support	How to access or use services available through the college's information network.	IT Dept
Information Application Systems	Accurate, reliable, and timely collection, processing and reporting of Financials, Human Resources, and student administration data.	IT Dept

Point and Marshfield campuses and the Adams Center is a priority at the college. The ability to support the student at any MSTC location is critical to the success of the student considering the number of students that utilize more than one campus location in their career at MSTC.

Considerable resources have also been invested in ensuring that technology will also follow the student to the Stevens Point and Marshfield campuses as well as the Adams Center. MSTC's Information Systems department has developed an infrastructure that allows the student to access to their personal digital data at all MSTC locations throughout the district.

Process

6P1 and 6P2 - Identifying the support service needs of their students, faculty, staff, and administrators, as well as other key stakeholder groups

Opportunities for direct input and feedback from students occur at various times through-out a student's program of learning at MSTC. The most predominant sources include student orientation sessions, advising and counseling sessions, course evaluations, feedback from instructors and staff who have direct contact with students, unsolicited feedback from employers, and the Noel-Levitz Student Satisfaction Survey, which is administered every three years.

There are also many opportunities for indirect student input and feedback, as well as opportunities to address administrative support needs. The most common sources include: input and feedback from MSTC support staff; leadership such as the Executive Committee and the Dean's Council; steering committees such as the Information Technologies Steering Committee and the Student Financials Steering Committee; PeopleSoft ERP implementation and upgrade teams; and departmental meetings. MSTC's core values are also intended to encourage open discussion and collaborative solutions.

Many times the student and other stakeholder needs or requests are related to legislative and political

requirements and expectations. Statutory and legislative requirements are often interpreted, directed, and disseminated through the WTCS office. Our college's challenge is to gather the necessary data, process it, and report it in an accurate and timely manner. Doing so complies with State and Federal agencies, as well as the needs of the student and other stakeholders.

6P3 Management and documentation of key student and administrative support service processes

MSTC relies heavily on its organizational structure, managers, and the established lines of authority. Managers and supervisors manage specific areas and the processes that are most applicable to those areas. They direct staff in a manner that is effective and efficient, and achieves their objectives. MSTC promotes customer awareness and encourages managers to incorporate those needs into their day-to-day activities.

Many MSTC processes and services cross functional lines. Employees are encouraged to work collaboratively with other functional areas and often process ownership is shared. As MSTC addresses individual processes and recognizes problems it clarifies the roles and responsibilities of involved staff and departments. As an example, the District Business Office and Student Support Office clarified and redesigned the flow, roles, and responsibilities for establishing budgets, managing billing, and closing out annual grants. This process was documented and presented to all the grant coordinators. Similar process improvements were completed for annual debt issues, and are underway for the annual financial audit. MSTC has also evaluated many of its Student and Human Resource processes in conjunction with the implementation of an ERP (Enterprise Resource Planning) system.

The purchase and implementation of the PeopleSoft information system required MSTC to realign our Financial, Human Resource, and Student Administration processes with the information system.

Table 40 Student support service processes

High-Level Process	Key Process Services, Activities or Events	Routine Measurements 6P5	Measured Results 6R1 & 6R2	Comparative Results 6R3
Enrollment Services				
Marketing & Public Relations - Disseminate college, program, promotional, and Web-Site information.	Development of marketing materials in print-based and web-based mediums.	Reader response cards, web site traffic reports	Prospect, Applicant and Enrollment Yields relative to promotional material codes, web site metrics	Products are benchmarked against other WTCS colleges for visual appearance, functionality and ease of use.
Student Recruitment – Locating and convincing students to attend MSTC.	Special Recruitment Events, Meetings with Individual Students	PeopleSoft Queries, Cognos Reports, WTCS Reports	Prospect, Applicant and Enrollment Yields relative to event or prospect inquiry method	WTCS Colleges
Student Advisement on Programs, Financials, & Student Life Advisement	Students meet with faculty or counselors to check on their progress toward program completion	None	None	None
Student Admissions - Admit students into the college & a program	Communications with student, processing of student application, counselling of students into appropriate programs	PeopleSoft Queries, Cognos Reports, WTCS Reports	Admit and Matriculation Rates YTD	WTCS Colleges
Student Financial Aid – Providing financial assistance to students	Student aid data is processed and evaluated, financial aid is awarded, financial aid monies are appropriately accounted for	PeopleSoft Queries, Cognos Reports	Financial Aid applications YTD, Aid Awarded based on need, Aid awarded based on Pell, FFELP	NSLC Reports, IPEDS Reports
Student Registration – Student is advised and registers for classes	Student is registered for classes using in person or online services.	PeopleSoft queries. Student feedback	On line registration and drop rates. Matriculation rates, FTE and Headcount by Division and Location	Other WILM Colleges
Student Orientation – Students received important information about MSTC services and policies.	Students attend a program/college orientation.	PeopleSoft queries measure attendance.	Orientation attendance and enrollment yields	None
Student Billing – Students receive accurate bills.	Students are mailed a bill. Students may pay bills in person or online using checks or payment plan functions.	PeopleSoft queries	Students with service indicators and outstanding balances	Other WILM Colleges
Graduation - Students who meet requirements are graduated from MSTC in a timely manner and are able to attend a ceremony with their family.	Student is evaluated for graduation based on program requirements at semester of entry, student participates in graduation ceremony	PeopleSoft Queries, Graduate Follow-up Reports, IPEDS	Graduation rates, Graduate Follow-Up	Other WILM Colleges, WTCS colleges, other institutions with a similar institutional profile

High-Level Process	Key Process Services, Activities or Events	Routine Measurements 6P5	Measured Results 6R1 & 6R2	Comparative Results 6R3
Student Support Services				
Career planning & Advising	Career awareness class, counseling, academic advisors	Noel Levitz Student Satisfaction Survey Course Evaluations Course Completion Rates Graduation Rates Perkins Report Card Graduate Placement Survey Employer Satisfaction Survey Enrollments FTE's Migration patterns of students in and out of district Quality Review Process Socioeconomic Benefits study of the WTCS	None	None
Student Retention	All listed Student Support services	None	Course Completion, Non-Returning Students Report	None
Counseling	Admissions assistance, career planning, program acceptance, advanced standing & transfer, academic advising, staffing, course & course load scheduling, suicide prevention	None	None	None
Academic Support Services (Remedial Learning)		None	Extended Education enrollment and FTE data	None
Disability Services	Assessment of disability & needed accommodations, classroom & testing accommodations, assistive technology, transition (in & out), ADA/504 compliance, faculty training	None	Number of students served by disability type	None
Services to special populations	Admissions assistance, career planning, program acceptance, advanced standing & transfer, academic advising, staffing, course & course load scheduling, suicide prevention, direct/emergency financial assistance	None	WTCS Special Populations report	None
Tutoring	Identification of peer tutors, connect with students in need, fund activity, payroll	None	Usage Data for Peer Tutoring	None
Student Governance/Senate	Elections, club representation, student activity fee budget, input to administration	None	Are elected positions filled each year. Events and initiatives supported by Student Senate	None

Student Financial Assistance		None	None	None
Student Life & Activities	Identify, organize & implement student development opportunities	None	Attendance at special events as a percentage of enrolled students	None
Intercollegiate & Intramural Athletics	Foster academic achievement of athletes, supervise coaches, schedule games, booster club	None	Participation rates as a percentage of enrolled students, NCAA Eligibility	None
Student Clubs & organizations	Approval process for program or student requests for clubs, orient student & advisors	None	Participation rates as a percentage of enrolled students	None
FERPA Compliance	Students privacy is protected	Periodic FERPA audit of College processes	FERPA Complaints	Other Colleges FERPA policies and standards
Communicating information to students	Enrollment, admissions, and retention communications	None	None	None
High-Level Process	Key Process Services, Activities or Events	Routine Measurements 6P5	Measured Results 6R1 & 6R2	Comparative Results 6R3
Campus Services				
Facility	Clean, comfortable learning and working environment	None	None	None
Food Service	Prepare individual orders and serve food quickly, catering services on campus	Comment cards	None	None
Bookstore	Special order or stock and sell necessary items	None	None	None
Safety, Health, and Risk Management Services	General Health and Safety information	None	None	None
Computing Technology support	Support staff on site	None	None	None
Campus Office	Answer questions and concerns from anyone or direct to proper resource	Customer Satisfaction	Student Satisfaction Inventory every three years	None

Our goal was to adapt where we needed to in order to avoid customizing the system. Implementation teams were identified to understand available functionality, features and processes, and to incorporate process and procedure changes where it was necessary to accommodate data collection, processing, and reporting. MSTC started this journey by joining into a consortium named WILM with two other Wisconsin technical college districts – Wisconsin Indianhead Technical College (WITC) and Lakeshore Technical College (LTC). One of the many principles and objectives of this initiative was to develop common best practices. Nevertheless process evaluation and improvement to-date has been limited by our objective to minimize customizations. WILM always intended to address process improvement further as it implemented workflow functionality of the ERP system. The first workflow project has recently begun in Human Resources.

6P4 Use of information and results to improve services to key student and administrative support areas

Data that is gathered and processed throughout a student’s life-cycle is available for retrieval, analysis, and comparison. MSTC has worked with their WILM partners to create an operational reporting team and reports repository, using both purchased reporting tools and custom-developed reports. This WILM process is addressed in Category 7. College staff is also encouraged to develop an understanding of basic tools such as PeopleSoft Query and Microsoft Excel.

Individual departments are able to use or modify reports generated by the other WILM colleges. Decision makers can also submit a request defining their own reports. Although data from the previous student data system was transferred into PeopleSoft, trend data is only available from the PeopleSoft conversion forward (2002). Comparative data from other Wisconsin technical colleges may be available only if it is required and collected by the WTCS. WILM has some standard business processes and practices creating opportunities to compare specific performance measurements among the WILM colleges.

Generally speaking MSTC does not have performance measurements for specific processes unless they are

Table 41 Summary of financial aid programs

	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005
Total Unduplicated Recipients	1,191	Unavai	1,063	1,452	1,584	1,565
Total Financial Aid	\$3,607,287	\$3,980,847	\$4,601,216	\$5,926,218	\$7,051,106	\$5,931,839
Eligible Applicants	1,579	1,725	1,964	2,181	2,269	2,246
Total Different Awards	3,121	3,540	3,899	4,471	4,754	4,758

mandated. Established measurements, reports, surveys, and comparisons are limited to those generated by the WTCS. As a federally funded higher education institution, MSTC reports student, academic, personnel, and financial data annually to IPEDS; however the college has not used the data for benchmarking to date.

MSTC’s periodic measurements are limited to those used as institutional effectiveness indicators addresses in Category 7, Measuring Effectiveness.

6P5 Collecting and analyzing student and administrative support service processes

Table 40 highlights routine measurements, measured results, and comparative results from student support processes, and instructional support processes.

Results

6R1 Student support service process results

The Noel-Levitz Student Satisfaction Survey is used on a regular basis for obtaining feedback from the student population. The survey has been previously administered in the spring semester of 2002 and 2003, with spring 2006 scheduled. As on ongoing feedback tool the Noel-Levitz Student Satisfaction Survey is planned to be administered on an alternate year basis.

Seventy-seven percent of students attending MSTC pursuing degrees or diplomas require financial assistance from grants, loans, and scholarships. Approximately 39% of MSTC students qualify for grants. Table 41 details a financial aid summary by funds distributed and by funds type.

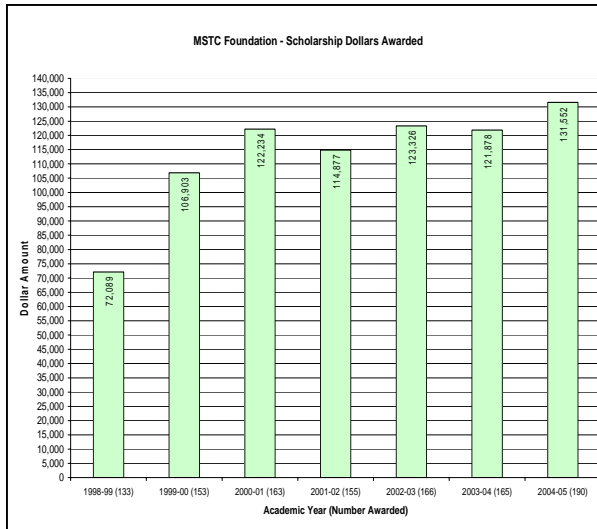
In 2006 the MSTC Foundation will recognize 25 years of scholarship distribution having begun in 1981 awarding 17 scholarships totaling \$1,600. When the Foundation closes fiscal year 2005-06 it is expected that over 180 students will have been financially assisted in achieving their academic goals through distribution of \$132,000 in scholarships.

Since 1998 there has been significant growth in MSTC Foundation scholarship dollars awarded and in the number of recipients as illustrated by Figure 9.

6R2 Administrative support service process results

As reported in MSTC’s FY05 Financial Statement, Moody’s Investors Service confirmed the financial condition of MSTC by stating that “The Aa2 rating

Figure 9 Foundation Scholarships awarded



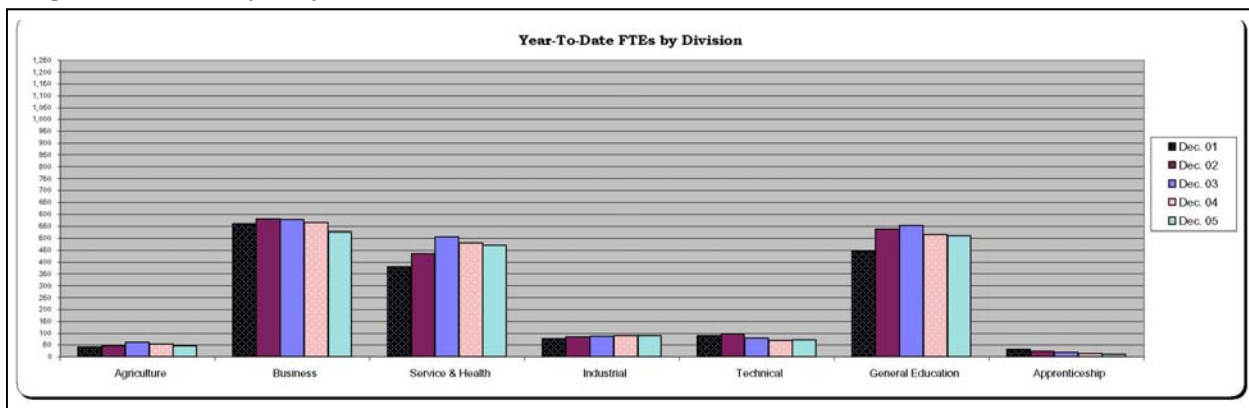
reflects the District's large and growing tax base with significant medical, agricultural, and industrial presences; sound financial management marked by healthy General Fund balances; and minimal amount of rapidly retired debt."

A slight erosion of FTEs has resulted in the college reevaluating its retention programs. Between semester one and two in FY05, FTEs dropped 3.2%. Comparing FY05 to FY06 there has been an improvement in the retention of program FTEs between the first and second semester of 2.8%.

There have also been some factors that have negatively influenced FTEs in the district. Factors include fewer dislocated workers in our region and district, loss of FTEs due to students taking online courses out of district, and declining high school graduation rates. Figure 10 compares FTEs by division.

Program improvement grants are detailed in Table 42. Student support grants including Perkins and AEFLA

Figure 10 FTE analysis by division



02 ASC FTE information not available

Source: Week 31 Cognos FTE By Week and Division Cube

Table 42 Program improvement grants

Year	Award	Program
2000	\$28,974	Respiratory Care Practitioner
2001-02	\$16,165	Respiratory Care Practitioner and Service and Health Programs Orientation
2002-03	\$40,762	Business- Student Readiness and Retention for Students Entering the Business Division
2003-04	\$33,590	Business- Mitigation of Suboptimal Student Retention in Business Programs
2004-05	\$35,000	Business- Development of Alternative Delivery Course Orientation for Business Administration
2005-06	\$35,000	Business- Enhancing IT Network Specialist Program

funds (federal programs administered by the WTCS) are charted in Figure 11, Grant Funding-Student Support. All grants including Student Support, State General Purpose Revenue and Federal and Local Public and Private Grants are charted in Figure 12.

Figure 11 Grant funding-Student Support

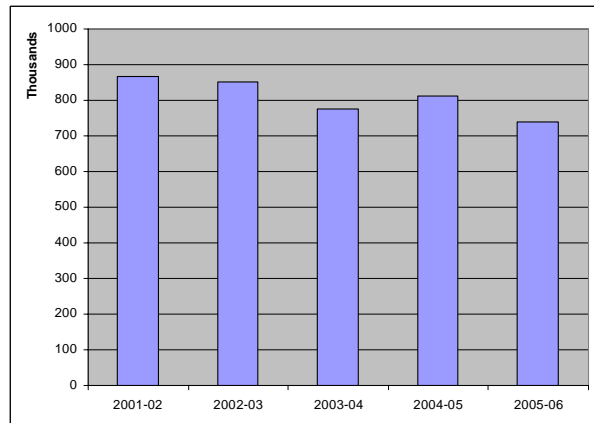
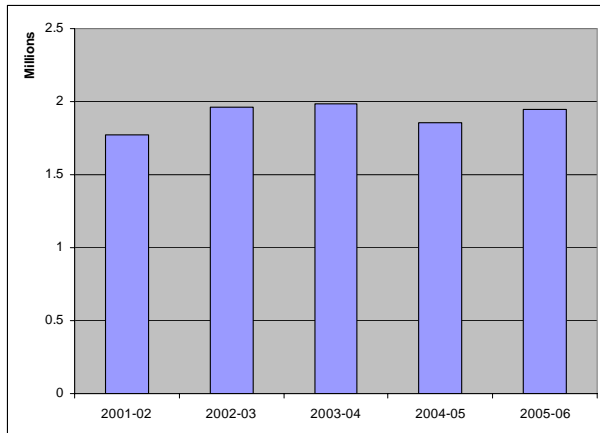


Figure 12 Grant Funding-All



6R3 Comparison to other higher education institutions

Comparative data is submitted to the Wisconsin Technical College System on an annual basis or as required. Other comparative data will be evaluated in the continuous improvement process.

Improvement

6I1 Improvement processes and systems for supporting institutional operations

Process improvements are evaluated by various administrative teams within the college and from feedback from external stakeholders. The MSTC Executive Committee leads many initiatives because the vice presidents work closely with the key student support and administrative support areas. Furthermore, the implementation of PeopleSoft has necessitated that the college undertake a formal review to evaluate and document its processes as well as modify its processes to fall in line with the software system and consortium colleges.

6I2 Setting targets for improvement, prioritizing, and communicating student and administrative support processes

A Quality Review Process (QRP) has been implemented to review each MSTC academic program in a periodic manner. This process will be used, not only for the enhancement of the student experience at MSTC, but to share information with the Wisconsin Technical College System for use in benchmarking throughout the state.

Improvement initiatives and communication of results is disseminated throughout the college via methods identified by the AQIP Communications team.