

## Category 7: Measuring Effectiveness

### Context

#### 7C1 Data and information collection, storage, and accessibility

MSTC uses the PeopleSoft Student Administration 8.1 web-based database to manage data for students, human resources, financials, purchasing, and asset management. This database is connected to a data warehouse that is accessed using the Cognos Impromptu reporting tool and data cubes. Current students can access data they need through the MyMSTC web portal, MSTC.edu web page, the printed college catalog, the student right-to-know publication, or the printed college student handbook. New students and members of the community can access information about MSTC through MSTC.edu. Data that is protected either by privacy, FERPA, or GLB regulations is stored behind a firewall and a password is required to access those systems.

#### 7C2 Key institutional measures for tracking effectiveness

MSTC's key institutional tracking measures are identified in Table 43.

### Process

#### 7P1 Using data and information to support other categories

Internal data requirements are specified by the Executive Committee, Deans Council, or department manager. Data requests are discussed at these levels or at the Deans Council to determine what data is needed for the College. All requests for reports are then routed through the WILM Business Intelligence Request Site. See Figure 13 for the Business Process map.

In the academic area, the college uses data and information from a number of sources to make tactical and strategic decisions. Sources include statistics from the Department of Public Instruction, Graduate Follow Up Survey, Employer Follow Up Survey, Department of Workforce Development data, and local Chamber of Commerce statistics and projections. The various sources help the academic arm of the college to better understand employment trends when making programming decisions. Table 44 lists the performance measures utilized to support assessment of student support services effectiveness.

Human Resources effectiveness and employee satisfaction data are collected by the college as well. The data are both quantitative and qualitative in nature. The qualitative data are used to discern trends,

while the quantitative data are used to drive decision-making and budgeting.

Finance data are collected in a variety of areas. In addition to standard financial data, the college collects facilities performance data and data related to financial aspects of enrollment.

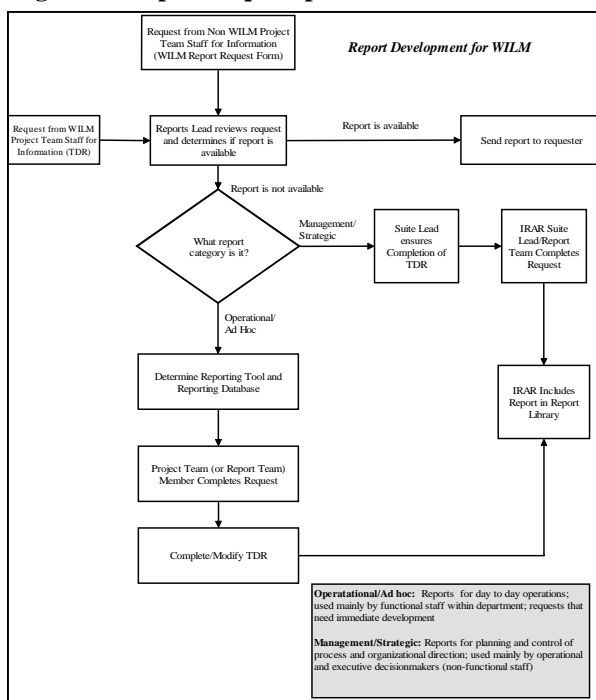
Enrollment data are accumulated throughout the organization. All of the enrollment measures outlined in the table for MSTC can be benchmarked against other WTCS districts. Other enrollment-related information, such as retention data, are captured for comparison within the state and nationally.

#### 7P2 Determining and meeting operating unit data and information needs

Data needs that are outside of the WTCS system are managed through the WILM Reports Administration and MSTC business processes. Data is available online, via secure web servers through the WTCS System Office, or through the WILM Cognos and PeopleSoft applications. Access to these secure databases is controlled through a security request process that is managed by a supervisor. Physical records such as employee or student records are stored in locked file cabinets in secure locations.

Operating unit data and information needs are defined by requests from the units. Preference is given to meeting needs with the broadest application across the

Figure 13 Report request process



**Table 43 Information, data collection, access, and ownership**

Information Needed	Data Collection Mechanism	How Access is Secured	Data Ownership	User Groups
College Policies Forms Departmental Information Regulatory Compliance Information	Intranet MSTC.edu MyMSTC Portal Professional Association Websites Departmental Operating Manuals WILM Functional Sites Shared Departmental Network Drives	Secure password access/ authentication Password reset process requiring authentication both online and via WILM Helpdesk/Association website help Access is approved by the manager for the respective data	Each department is responsible for maintaining their content in consultation with the web master for the College.  WILM teams maintain functional sites for college end users.	Employees
Student Education Records Student Financial Records Human Resource Records Financial Information	PeopleSoft information system hard copy filing systems in each department Microfiche student records prior to 1983	Secure password access/ authentication Password reset process requiring authentication both online and via WILM Helpdesk Restricted access to file cabinets and filing areas Microfiche records are stored in a safe	Each functional department is responsible for the maintenance of its data within PeopleSoft and for its own physical filing system. Student records are the district-wide responsibility of the Student Records Manager.	Employees
Institutional Communication	MSTC email system via Microsoft Outlook and Exchange	Secure password access/ authentication Password reset process requiring authentication both online and via WILM Helpdesk	Backups are performed by IT Department nightly. Individuals are responsible for management and records retention of their email.  Students are assigned an email address once they register for a class at MSTC. Email is promoted as a primary means of communication between the college and the student.	Employees Students
Video conferencing between campuses and state locations	ITV labs Conference Rooms wired for IP Video	Secure password access/ authentication Password reset process requiring authentication both online and via WILM Helpdesk	Employee Development Center	Employees Students
Course information, and student support services, public service announcements	My MSTC Student Portal Campus offices College public website College instructional web sites College publications Cougar (student newspaper) Collegis Helpdesk	On-line resources require secure password access and authentication	College web master manages portal and website with content provided by functional areas. Admissions Student Support Instructors WILM functional teams Collegis	Students
Online/web enhanced course information	Blackboard uCompass Educator Syllabus MSTC Instructor web sites	Blackboard and Educator require secure password access and authentication	Blackboard and Educator content for online/web enhanced courses is managed by the instructor  Instructors are voluntarily trained and are required to maintain their courses	Employees Students

**Table 43, continued**

Information Needed	Data Collection Mechanism	How Access is Secured	Data Ownership	User Groups
Graduation Rate Graduate Employment Follow-up	WTCS Reports MSTC Graduate Follow-up Report MSTC Website publication of graduate follow-up Student Right to Know	Open access	WTCS Student Records Manager	Community Employees Students Employers College partners
Courses and classes shared over ITV	ITV labs		Employee Development Center	
Comprehensive College updates and actions regarding overall operations, fiscal responsibility	Executive Committee Reports to the District Board meeting MSTC website Press releases and media announcements Annual Report		Executive Committee Director of Communications Department Heads	Community Employees Students Employers College partners
Youth Options Youth Apprenticeship High School Articulation	MSTC website Annual High School Report Cognos Reporting Tool	Data is secured on departmental drive Hard copy is secured in Coordinator's office	Tech Prep Coordinator	High school students and their parents High school counselors and school to work coordinators Employees
Facilities Projects and Infrastructure	MSTC Facility Plan WTCS Facility Inventory System		Facilities Director	WTCS MSTC Board Executive Committee WTCS System Office
Instructional Competencies and Curriculum Design	WIDS	Login and password to system is required	WTCS MSTC	Instructors Academic Program Managers Executive Committee
MSTC's results compared to other technical colleges Client-reporting and fiscal data meeting WTCS standardized criteria , WTCS Reports	WTCS SystemAttic website reports IPEDS Cognos Reporting Tool WTCS reports and Remote Desktop data Cost Allocation Report	IPEDS, Cognos and Citrix require a secure login and password WTCS reports and Cost Allocation report are on the WTCS public site	Admissions Business Office Human Resources Academic Affairs	Executive Committee Public Employees
College Goals	Intranet – Accountability Statements MSTC Website – About MSTC MyMSTC Portal	Intranet and MY MSTC access requires a network login/ password Website may be accessed without a password	MSTC Board Executive Committee Management Team	Community Departmental managers

**Table 44 Student support service processes**

Strategic Priority	Performance Measures
Enrollment	Headcount by Campus, Program and Aid Codes FTE by Campus, Program and Aid Codes Market Share of Recent High School Graduates Financial Aid Applications YTD Comparison to Previous Year WTCS Interdistrict Aids Survey Applications YTD Comparison to the Previous Year
Retention	Cohort Graduation Rate ( <i>WTCS Perkins Data</i> ) Graduate Employment Rate Inside/Outside of District IPEDS Retention Rate Fall-to-Spring Retention (Program Declared)
Academic Program Effectiveness	Developmental Student Success in Credit Courses Perkins Improvement Indicators Course Completion Rates Employer Satisfaction GED Pass Rate Characteristics of a High Quality Program Course Feedback Forms Full Class Sections Accreditation Reports from Program Accreditation Bodies WTCS Quality Review Process - Program Scorecards
Finance	Program Profitability Analysis Fund Balance (% of Operating Budget) Actuarial Study Regarding Future Retirement Liabilities Insurance Claims Class sizes and breakdown within adjunct budget Cost Allocation Report Cost per FTE
Stakeholder Satisfaction	Course Feedback Forms Employee Satisfaction with College Environment Graduate Satisfaction with Training Employer Satisfaction with Graduates' Training Student Satisfaction Inventory from Noel Levitz
Facilities Effectiveness	WTCS Energy Conservation Survey WTCS Facility Planning Process Facilities Work Request Statistics
Human Resources Effectiveness and Employee Satisfaction	Employee Professional Development Expenditures (includes monies from the Professional Development Committee and Human Resources to further one's education) FTE's Generated per Faculty Member Average Faculty Workload Exit Interview Surveys WTCS Human Resources Comparison Report Benefits Usage Statistics Advertising Effectiveness Relative to Minority Inquiries Performance Evaluations/Statement of Accountability Employee Turnover Rates
Information Technology Effectiveness	Web site and Portal Usage Statistics Help Desk User and Case Statistics System Downtime Software Upgrades and Hardware Refresh Process Return on Investment Help Desk satisfaction survey results relating to IT staff

district. Key information technology processes are summarized in Table 45.

**7P3 Using comparative information**

The Wisconsin Technical College System plays a key role in working with MSTC and the other technical colleges to determine data that should be used by the college to operate effectively. The system office collates data and information from the sixteen districts across the state, and then serves the data and information out to support individual comparative information needs.

MSTC comparative data needs are met through the WTCS client reporting system reports. Reports from WTCS benchmark the colleges within the WTCS on graduation rates, program cost allocation, enrollment data, high school graduate data, and transfer within the WTCS and UW systems. These reports provide MSTC with complete and consistent benchmarking data against the other WTCS Colleges.

Executive Committee members utilize the IPEDS Executive Peer Tool to compare MSTC within a nationwide cohort. The comparison data can be customized within the data elements that are collected through IPEDS during the academic year.

Every two years MSTC engages the services of Noel-Levitz to perform the Student Satisfaction Inventory. This process surveys students regarding MSTC programs and services. The results are then benchmarked against other two-year colleges from across the nation. This process is used to facilitate discussion regarding program and service improvements at the college.

**MSTC Academic Division/Departmental and End User Report Request Process**

The MSTC report request business process is outlined in Table 46.

If an MSTC report request is logged within the WILM Business Intelligence website the decision tree in Figure 13 is initiated within the consortium.

**7P4 and 7P5 Analyzing overall performance at the institutional level, and aligning departmental analyses with institutional goals**

The college has been working diligently to integrate PeopleSoft into daily operations. The WILM consortium is in the process of developing a data-based decision making tool that will allow the member colleges to analyze institutional performance and align departmental performance across the institution. The development should begin to bear fruit in 2007.

**7P6 Ensuring effectiveness of information systems and processes**

MSTC shares a mission with the other schools in the WILM consortium. The mission of the consortium is to collaboratively procure, develop, enhance, and manage a customer-focused, state-of-the-art environment for providing administrative systems and services to consortium members. The mission statement drives the hardware, software, data, and information handling at the college.

In addition, the consortium works toward common and best business practices, with a strong focus on training, collaborative problem solving and cost sharing, and common technology standards and environments. Table 47 lists information technology effectiveness measures.

**7P7 Measures of effectively measuring effectiveness**

As part of the PeopleSoft implementation process, MSTC in conjunction with other WILM colleges develops common business processes where it is beneficial to the college and other WILM colleges (the roles of individuals within the consortium is outline in Table 48). WILM possesses a business process model that begins with end user/management teams that develop common business processes that are reviewed for approval by College managers. This process allows for the evaluation of processes relating to data entry and data efficacy within the operations of the College and WILM. This process occurs during the course of a major upgrade/change of functionality with the PeopleSoft software. There is no regular schedule for

Table 47 IT/hardware effectiveness measures

Data/physical records system	Effectiveness measure
Student Administration	Client Reporting Edits, Error Exception Queries, Monthly Client Reporting error reports, Graduate Follow-up edits, Apprenticeship Follow-up edits, Course and Curriculum Approval Edits
Financial Aid	EZ Audit for Department of Education, Title IV Reconciliation process, Annual Financial Audit
Finance/Purchasing	Fund Accounting System Edits, Annual Financial Audit, Contract Reporting Edits
Human Resources	Staff Accounting Edits

**Table 45 Information processes**

Hardware	Hardware Upgrades	Three- or four-year upgrade cycle for desktop systems
	Hardware Security	Equipment tags and inventory; hardware locks where possible
Software	Software Upgrades	In the classroom, as demanded by industry. On desktops, as a business case is made for the upgrade
	Software Security/ Licenses	Software License inventory is maintained by the Information Technology Department or WILM.
System Data	Integrity	Data integrity is measured and maintained through error exception reports, edit reports from MSTC, WILM, and the WTCS.
	Confidentiality	All systems with confidential access are password protected. Passwords are not forced to reset. Some employees have training on secure passwords, others have not yet had this training
	Redundancy	Monthly Backup - captures entire data center and is stored offsite Weekly Backup - full backup of all data center servers, stored offsite Daily Backup - Incremental - captures only changed data on production servers
	Security	Data servers are located at the LTC Data Center in restricted access areas. Backup data is maintained offsite of the LTC campus at ARMS.
Physical Records Security and Storage	Integrity	Checked as data are entered into PeopleSoft
	Confidentiality	Locked file cabinets and restricted access
	Redundancy	Paper records entered into PeopleSoft for storage, use, and retrieval
	Security	Locked file cabinets and restricted access

**Table 46 Report request processes**

Process Steps	Who?	What Is Needed?	Process Criteria
Report data is validated	Report requester	Report is provided to manager for validation of data	Is the report data accurate? If the data is in raw form, are you able to manipulate it in MS Excel with minimal effort (i.e. sorting, formatting)
Report is confirmed as completed	Report requester	Originator of the report submits a confirmation on the WILM BI Reports Request System for the completed report.	Is the report/data accurate and complete?
Report is documented in the system	Report writer	Report is documented in WILM library. If it is a report that is done in query it can then be moved to Cognos Impromptu once time/resources are available for performing that process.	Is the report definition and title in Cognos and the WILM library representative of the data produced?

**Table 46, continued**

Process Steps	Who?	What Is Needed?	Process Criteria
Check report request against WILM report library, queries, state report library - Can an existing report be enhanced?	Report requester	Training and access to query run/ Cognos Impromptu/Cubes, links to state report library/Citrix	Does the report exist already in one of the data systems? Can an existing report be enhanced?
Request new reports	Requester enters initial report request into the WILM BI (Business Intelligence) Reports Request System		
Clarification of specific report/data needs	Report writer and functional area person review and clarify needs with requester	Precise name of the report, data elements, prompts, sorting, due date	Does the name represent the data being generated? Is the name of the report specific or vague?
Check report request against WILM report library, queries, state report library - 2nd time. Can existing reports be enhanced?	Functional area	Access to query run/Cognos Impromptu/Cubes, links to state report library/Citrix/Functional knowledge of reports and tables	Does the report exist already in one of the data systems? Can an existing report be enhanced?
Identify users and distribution	Report requester	Communication with departments/ individuals throughout MSTC and then WILM who would use this report	Do other departments or individuals want access to this data as well? If so are they included in the request? How often will the data need to be accessed? Is this a one-time request or will there be a recurring need for this data? Will this request involve significant work on the part of the reporting team or WILM? (i.e. development of a cube or SQR)
Define report data elements	Functional area person works with report requester	Functional knowledge, communication of needs from report requester, specific data elements.	Do the data fields exist in PeopleSoft relative to the data being requested? If it is data that crosses PeopleSoft systems, is it possible to connect data via a query or Cognos?
Work with report writer to determine tables to be accessed for report data	Functional/Report writer	Functional and table knowledge	What fields and relationships exists between data being requested? What is the most efficient way to get to the data?
Report is written in Cognos	WILM BI Team	Cognos report and cube writing skills	Can this report be written in Cognos?
Report is written in Query	MSTC staff	Query writing skills	Can this report be written in PS Query?

the re-evaluation of existing business processes at MSTC; the college engages in on-going business process reviews and modifies the processes as needs arise or concerns dictate.

#### **Data Integrity Effectiveness Measures**

- System downtime for all college and WILM applications
- Helpdesk ticket volume by various operational categories
- Staff productivity as measured by helpdesk resolution rates

### ***Results***

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#### **7R1 and 7R2 Evidence for measuring effectiveness, and Comparisons with other institutions**

The focus within the WILM consortium over the past three years has been on deploying PeopleSoft. Now that the system is up and running, efforts are turning to measuring effectiveness and comparisons within the consortium. The college will have results soon.

### ***Improvement***

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#### **7I1 and 7I2 Improving current processes, and Setting targets for improvement**

Process improvement is driven by the organizations, processes, and individuals listed in Table 48. The college is just beginning to use the information in PeopleSoft and should have a response to the improvement questions in the future.

**Table 48 Processes and roles in the WILM consortium**

Process	Presidents	Board	Leadership	Dir. Ent Apps	Suite Lead	District Lead	Functional
Common and best business practices will be established.	WILM Guiding Principle	Monitor WILM Teams & awareness	Collaboration and awareness, final decision	Provide coordination, review and reporting	Provide leadership, overview, and details of the process at the WILM level.	Provide leadership, overview, and details of the process at the college level.	Collaboration and define the business process.
1) Select a Business Process					Assign each college to define the business process	Define the business process for respective college	Assist District Lead to define business process.
2) Review the Business Processes from each college.					Review to determine details of any differences	Review to determine details of any differences	Review to determine details of any differences
3) If no differences or a minor process not worth pursuing; submit to Dir. Enterprise Application				Provide guidance to Suite Lead Collaborate with Suite Lead to continue Update Business Process Report	Collaborate with Dir Ent Apps Submit report to Dir. Enterprise Applications		
4) If differences in Business Process. WILM Defined Differences: a. Structural / Organizational differences b. Customer services goals c. Union contracts d. College policies e. PeopleSoft flexibility within the application			Collaborate with local college teams			Communicate to local Leadership the business process differences.	
			Collaborate with WILM Leadership to communicate differences. Final decision		Collaborate with WILM Leadership to communicate differences.		
		Awareness of differences through local Suite Leadership.	Communicate to local Board member differences and why.	Update Business Process Report	Submit report to Dir. Enterprise Applications		
5) Submit Business Process Management Report	Review report quarterly	Review report monthly	Review report monthly	Provide updated report	Review report		