

CATEGORY 6: SUPPORTING INSTITUTIONAL OPERATIONS

A wide range of student and administrative services provides necessary support for fulfilling the college's mission of student learning and success. Students and other stakeholders report generally high levels of satisfaction with these services. Responding to results indicating student dissatisfaction with registration, the college has made significant improvements in the enrollment process. Additional targets for improvement include the AQIP Action Project recommendations for online learning and student access and scheduling discussed in Category 3, and recent strategic planning recommendations to increase online registration, provide online access to student records, and reduce waiting periods for in-person registration.

6C1: KEY STUDENT AND ADMINISTRATIVE SUPPORT SERVICE PROCESSES

Table 6.1 lists key services that impact the largest number of students, employees, or operations.

TABLE 6.1: KEY SERVICES THAT SUPPORT STUDENTS AND OTHER STAKEHOLDERS

Student Services	<ul style="list-style-type: none"> Counseling, Advising and New Student Orientation Services for students with disabilities Information and processing of student financial aid Cultural and social programming Employment opportunities and job preparedness skills Testing services International student services Athletic opportunities Registration, Records, Admissions, and Recruitment TRIO programs for underrepresented populations Library and information literacy services Tutoring services, workshops, and additional opportunities to build skills for learning Online and alternative delivery of learning support services Health Fitness Center Bookstore Fine and Performing Arts Center
Administrative Services	<ul style="list-style-type: none"> Maintenance of grounds and buildings Human Resources Information Technology Police Department Finance and Purchasing Training and professional development Management of curriculum and evaluation of student learning Coordination of grants and implementation of institutional effectiveness measures Institutional Research and Planning Marketing and Creative Services College and Community Relations

6C2 STUDENT AND ADMINISTRATIVE SUPPORT SERVICES THAT REINFORCE CATEGORY 1 AND CATEGORY 2 PROCESSES

The primary purpose of student and administrative support services is to help students fulfill the goals outlined in 1C1 and in 1P1. Counseling, Advising, and Financial Aid provide the guidance and support students need to achieve their academic and personal goals. The Academic Skills Center and Library offer resources and services to help students develop the skills necessary for successful learning. Services such as Athletics, Student Life, and the Health Fitness Center enrich the student experience by promoting development of the whole person. Finally, administrative services such as Human Resources and Finance provide the structures necessary for developing and supporting an effective staff that meets student needs.

6P1: IDENTIFYING STUDENT SUPPORT SERVICE NEEDS

Faculty, staff, administrators, and students all play a role in the identification of support service needs of Moraine Valley students. Table 6.2 identifies the primary processes used to identify these needs.

TABLE 6.2: PROCESSES IDENTIFYING SUPPORT SERVICE NEEDS FOR STUDENTS

SERVICE/PROCESS	HOW NEEDS ARE IDENTIFIED
Student Milestone Approach	Student Development assesses student needs at each transitional stage from prospective student to lifelong learner. (See 3P1)
Academic Placement Testing	Mandatory assessments in math, reading, and composition determine appropriate course placement. Testing data is analyzed to make necessary adjustments in the testing and placement process.
Student Surveys	Graduate surveys, the CCSSE, and student development and department surveys assess the effectiveness of support services and suggest targets for improvement.
Enrollment Analysis Reports	Enrollment data provide guidance in determining academic program and course needs of students.
Focus Groups	Information from student focus groups is used to improve services for specific populations like nontraditional students and to enhance services like the library and the college Website.
Service Utilization Data	Utilization data for services such as online registration, testing, and tutoring guide decisions about staffing and scheduling needs.
Ongoing Market Research Mailings	Data from surveys of current and prospective students are used to improve a wide range of student services.

6P2: IDENTIFYING SUPPORT SERVICE NEEDS OF OTHER KEY STAKEHOLDERS

Table 6.3 outlines some of the means the college uses to identify administrative support services needed by faculty, staff, administrators, and other key stakeholders.

TABLE 6.3: IDENTIFYING ADMINISTRATIVE SUPPORT SERVICE NEEDS

SERVICE/PROCESS	HOW NEEDS ARE IDENTIFIED
Curriculum Development	Proposals from faculty, recommendations of advisory boards, and monitoring the development process for continuous improvement of curriculum.
Faculty Development Programs	Faculty surveys and workshop participant surveys to determine training needs and training effectiveness.
Online Learning Support	Online student surveys and benchmarking with peer institutions to determine support needed for online students.
Building Maintenance	Work order reviews, visual tours of projects, and annual review of numbers and types of requests to monitor building maintenance needs.
Online Purchase Order Requisitioning	Ongoing review of numbers of requisitions processed and identification of errors to improve the purchasing process.
Multimedia equipment purchasing/installation services	Tracking logs that record the number of requests, service calls, and incident reports to monitor usage and equipment needs.
Benefits and Employee Relations	Employee surveys, informal feedback, and employee inquiries to match assistance provided with employee needs.

6P3: MANAGING KEY STUDENT AND ADMINISTRATIVE SUPPORT SERVICE PROCESSES; SHARING KNOWLEDGE AND INNOVATIONS

Day-to-day management of key student and administrative support services focuses on meeting student needs. Yearly objectives linked to the college’s strategic priorities determine the action plans and daily activities for student and administrative services. Using the data and processes outlined in 6P1 and 6P2, managers identify the needs of students to improve service quality.

The enrollment process, for example, involves several divisions of the college in identifying student needs. Enrollment data helps academic deans and department chairs make informed decisions about class scheduling and staffing requirements. Information from new student orientations and placement testing enables counselors and advisors to identify specific service needs for these students. Information Technology provides the infrastructure to make data available to support both short term and long term decisions about course offerings, faculty staffing, facility utilization, and student support service needs.

Knowledge and innovations are shared in a number of ways, including the annual Learning College Day, In-Service days, campus print and electronic publications, professional development workshops, and the recognition given to yearly award winners.

6P4, 6P5: USING INFORMATION AND RESULTS TO IMPROVE STUDENT AND ADMINISTRATIVE SUPPORT SERVICES

Moraine Valley improves services in a variety of ways. The institution's Strategic Priorities provide a focus for change and coordination across the institution. Within departments, yearly objectives incorporate the institutional Strategic Priorities to create a vision for change while drawing on internal data and information to evaluate and enhance existing services and create new services. Across subdivisions, organizational and planning committees such as Academic Deans' Council and the Student Development Leadership Team work to coordinate daily activities and plan for future growth between departments. At the division level, groups such as the President's Advisory Council, Curriculum Review Team, Enrollment Management and Marketing Team, and Administrative Council bring institutional leaders together to work across divisional lines to implement and coordinate support services. These committees allow managers to address needs and set priorities drawing from the data outlined in 6P1 and 6P2.

Acting on the priorities set within departments, subdivisions, and divisions, individual managers use research data to improve services. These improvements may follow formal channels, or they may respond to needs reported by front-lines staff members. Table 6.4 presents examples of service improvements that resulted from specific data and information.

TABLE 6.4: EXAMPLES OF DATA COLLECTED AND SERVICE IMPROVEMENTS

PROCESS	DATA/INFORMATION COLLECTED	SERVICE IMPROVEMENTS
Curriculum Development and Documentation	<ul style="list-style-type: none"> • Courses added, updated, removed • Time through process • Input of advisory boards • Curriculum reports 	Maintained and expanded curriculum to meet student and other community stakeholder needs. Added new courses and removed inactive courses
Assessment of Student Academic Achievement	<ul style="list-style-type: none"> • Departmental assessment plans • Aggregated student performance data 	Provided data to departments and individual faculty members to improve courses and lessons
Faculty Development Programs	<ul style="list-style-type: none"> • Faculty needs assessment • Assessment surveys from workshops and faculty development day • Attendance at workshops 	Offered schedule of workshops from Center for Teaching and Learning, Learning College Day, and other services to meet the needs of faculty and staff members
Online Learning and IT Support	<ul style="list-style-type: none"> • Online student survey • Implementation team review • Benchmarking with peer institutions • Student support help desk 	Developed new support services for online students such as improved website and Blackboard support desk.
Monthly Building Walk-Through	<ul style="list-style-type: none"> • Generation of work orders based on visual tour 	Evaluated completed work to ensure efficiency while maintaining proper utilization of resources

Continued

PROCESS	DATA/INFORMATION COLLECTED	SERVICE IMPROVEMENTS
Police/Incident Reports	<ul style="list-style-type: none"> Records management System database and hard copies Incident and field contact cards 	Improved services and safety on campus
Media Distribution Services	<ul style="list-style-type: none"> Delivery and service call incident logs, stats, and reports Project tracking logs and service call incident logs, stats, and reports 	Improved efficient distribution and maintenance of equipment
IT Helpdesk Calls	<ul style="list-style-type: none"> Reports and tickets 	Maintained efficient responses to calls
Employment, Diversity and Development	<ul style="list-style-type: none"> Employee surveys Input from new hires Informal feedback Surveys to attendees Informal feedback 	Developed workshops and other activities to respond to diversity needs

6R1: RESULTS FOR STUDENT SUPPORT SERVICE PROCESSES

High satisfaction and increased utilization rates reported in the Occupational and Transfer Graduate Surveys reveal the strength of student support services at Moraine Valley. The following are specific results for student support service processes:

• Enrollment Services:

1. In response to student surveys, focus groups, and staff input, this department has transformed enrollment and payment options. With over 60 percent of students now registering and paying tuition online, frontline staff can provide enhanced services to new students.
2. When currently enrolled students expressed frustrations about the registration process, priority registration was established. The success of this initiative is evident, as approximately 5,600 students took advantage of this service in fall 2007, which allows for ongoing schedule additions and adjustments, as well as budgetary planning.
3. To meet the needs of students for ongoing and timely communication, the department sends e-mail alerts (“e-blasts”) to students and has implemented an “all-call system” that automatically calls students with news alerts.

• Student Development:

1. The 2005 CCSSE survey revealed that over 50 percent of students are using Academic Advising with an 87 percent satisfaction rate. To provide more flexible options, online advising has been made available to students.
2. The CCSSE data also showed high (69-93 percent) satisfaction rates with campus computer labs, financial aid advising, peer tutoring, disability services, and job placement.
3. To support the college’s core value of embracing diversity, Student Life in partnership with academic departments has provided increased cultural programming and a broadened range of student clubs and services.
4. Since recruiting and retaining nontraditional students has become a college priority, the college conducted a survey to assess the needs of nontraditional students. As a result, the college participated in “Nontraditional Student Week” to create a more welcoming and inclusive environment.
5. Library: Students report high satisfaction rates with the library, and library usage for October, the busiest month of the year, has doubled from 2006 to 2007. Student participation in information literacy class sessions continues to increase with over 300 sessions held in fall 2007.

- **Testing Services:** To meet increased demand, this department has expanded its hours of service and is piloting online placement testing in area high schools.

6R2: RESULTS FOR ADMINISTRATIVE SUPPORT SERVICE PROCESSES

The results for administrative support service processes reveal a mature institution that is continuously improving as it fulfills its mission. The following are specific results of administrative support service processes:

- **Academic Affairs:** Restructuring the curriculum development process to include a step-by-step proposal process and a curriculum review team has resulted in a more effective process with wider representation of campus departments. Implementation of CurricuNET has made the review of documents and records for curriculum development more readily accessible for department chairs, faculty members, and administrators.
- **Accounting:** Internal analysis and user surveys indicate quality customer services, motivated and productive staff, excellence in business processes, and responsible resource management. Areas needing improvement include documentation of policies and procedures, consistency in procedures and information provided to customers, reducing employee turnover, strengthening internal controls, and improving the intranet site for users.
- **Center for Teaching and Learning:** Participant surveys show continued satisfaction with workshops and training sessions. Feedback from Faculty Development and Learning College Days indicates strong faculty and staff interest in maintaining these professional development opportunities. In 2007, the National Council of Instructional Administrators honored the Moraine Valley Learning Academy with their Exemplary Initiatives Award.
- **College and Community Relations:** To communicate to news media outlets in a timely manner and to save postage costs, the college has moved to 100 percent online delivery of news releases. Implementation of the MV e-News, a weekly newsletter delivered via e-mail to staff and faculty, has improved communications about events, services, and policy changes.
- **College Facilities:** A community beautification award from the City of Palos Hills recognizes the ongoing efforts of the facilities staff to enhance the natural beauty of Moraine Valley's campus.
- **Finances:** The college is in good financial health as indicated in the following tables. Chart 6.1 documents an increase in net assets over the past three years.
- **Human Resources:** Employee surveys indicate a high degree of satisfaction with benefits services with nearly a 100 percent response rate in getting questions/claim problems answered. Participation in the college's wellness program, designed to manage healthcare costs, continues to grow.
- **Information Technology:** Staff surveys indicate a high level of satisfaction with Central Computing and Multimedia Services. Network Operations has implemented a network monitoring service to detect system outages, and Web technology has increased support for Blackboard to 85 hours a week.
- **Marketing and Creative Services:** Staff and faculty surveys, student focus groups, and online surveys reveal a high satisfaction with these services. The department has been recognized with many local and national awards for marketing and advertising materials, publications, and the college Web site.

CHART 6.1: NET ASSETS 2005-2007 (IN MILLIONS):

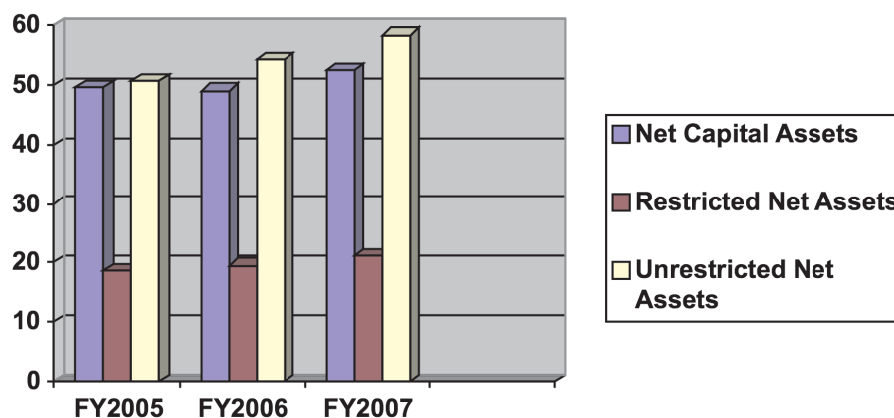


TABLE 6.5: FY2007 REVENUE RESULTS 2007 (IN MILLIONS):

Auxiliary	\$7.8 (9.7%)
Chargeback Revenue	\$0.1 (0.1%),
Tuition and Fees	\$21.4 (26.1%)
Investment	\$4.6 (5.7%)
Property Taxes	\$22.3 (27.4%)
Federal Grants/Contracts	\$8.4 (10.3%)
State Grants/Contracts	\$16.2 (20.0%)
Other:	\$0.7 (0.7%)

TABLE 6.6: FY2007 OPERATING EXPENSES 2007 (IN MILLIONS):

Instruction	\$25.5 (34.0%)
Academic Support	\$4.9 (6.5%)
Student Services	\$7.2 (9.6%)
Public Service	\$1.0 (1.3%)
Operations and Maintenance of Plant	\$7.6 (10.2%)
Institutional Support	\$14.9 (20.0%)
Auxiliary	\$7.9 (10.5%)
Financial Aid	\$3.7 (5.0%)
Depreciation	\$2.2 (2.9%)

6R3: COMPARING RESULTS

In the 2005 CCSSE survey results comparing use, satisfaction, and importance of student services, Moraine Valley's averages were higher than other colleges of similar size in gaining information about career opportunities and satisfaction with job placement assistance. Moraine Valley's 2005 CCSSE score for "Support for Learners" was 49.4, slightly below the median score of 50.1.

Student Support Services

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Administrative Support Services

Moraine Valley's tuition ranks 23 out of 39 Illinois community college districts. Moraine Valley's tuition will increase to \$82 per credit hour in FY2009. The college's tuition will still be slightly lower than the state average (\$82.74) and is lower than eight out of nine Chicago and suburban community colleges.

Moody's Investors Service assigned a Aa1 rating to Moraine Valley Community College's \$73.75 million General Obligation Community College Bonds (part of the \$89 million bond referendum). Moody's report states that the assignment of the Aa1 rating reflects the district's consistently sound financial operations supported by healthy reserves and a moderate debt burden.

6I1: IMPROVING CURRENT PROCESSES AND SYSTEMS

The college uses several methods to improve current processes and systems for supporting institutional operations, including formal surveys and inventories as presented in 6P4 and 6P5, the strategic planning process, and the DRIVE model for continuous improvement (O1). In addition, the AQIP Action Project team for "Student Learning, Student Development, and Student Success" has made recommendations for improving support systems for students in online learning and for student access and scheduling.

Improvements made to the enrollment process illustrate how improvements are made in student support systems. During registration, students enrolling in person and online are asked to complete surveys evaluating their experience. Data from these surveys along with enrollment numbers and transaction reports provide important information for adjusting and improving the process. The dean of Enrollment Services, academic deans, and department chairs use this data to evaluate staffing levels, quality of service, and course offerings for future semesters. Marketing and Creative Services uses this data to evaluate marketing strategies. When gaps are identified, managers eliminate these gaps to improve the process. For example, student surveys revealed several disconnects in the enrollment process. This problem was corrected by streamlining the process to better connect registration, records, financial aid, the registrar, administration, and counseling and advising. Recent student surveys reveal a marked improvement in the efficiency of service in the registration process.

6I2: SETTING TARGETS FOR IMPROVEMENT, IMPROVEMENT PRIORITIES, AND COMMUNICATIONS

Based on the college's Strategic Priorities and each division's annual goals and objectives, improvement targets are set for student and administrative support services. The registration process noted in 6I1 is an example of targeted improvements. Analysis of registration data enables Enrollment Services to set improvement targets in the registration process for the next semester. Three recent targets for improvement include increased online registration, online access to student records, and a maximum five-minute wait for in-person registration.

Results and improvement priorities are communicated to internal and external stakeholders in a variety of ways. Internal communications include presentations at President's Advisory Council, Administrative Council, and new employee orientations; print publications such as the biweekly staff newsletter Valley View, President's Memoranda, and electronically through a weekly online staff newsletter MV e-News, and the college Internet and intranet Web sites. External communications include presentations to and active participation in local, regional and national organizations; print publications such as brochures, fliers and posters; the President's Perspective periodic newsletter to external constituents, the college's Annual Report, the Glacier student newspaper, and the college Web site.