The Banner Core Team also plays a role in ensuring the effective implementation of business practices that impact data accuracy, security and confidentiality (7P2). One of the prime advantages of the switch to the Oracle Discoverer business intelligence tool is that the data underlying any given report are centrally and uniformly defined; WCTC no longer has problems with different results coming from different internal sources because of how data are extracted. When internal data inconsistency is suspected, the process used to collect and input data into the system is reviewed with process stakeholders and improvements are made whenever needed (7P2). Local reports are not always in sync with WTCS reports, in part because of differences in definition and in part because the QRP database, in particular, is not yet as stable as it should be. New definitions of many items coming with Perkins IV will make it easier for WCT to reproduce state reports using local data and achieve greater consistency.

**7P7 Analysis of effective measurement**

The college systematically collects and analyzes college climate survey results such as the Personal Assessment of the College Environment (PACE) and AQIP Constellation survey results (Figure 7-7) as well as QRP feedback from staff and external participants to determine the effectiveness of our system for measuring effectiveness.

WCTC is in the process of re-affirming its measures of institutional effectiveness based on their effectiveness in reliably measuring mission and strategic goal attainment, including student learning and retention; their usefulness for improving processes and other outcomes; and best practices used by other colleges. The process of identifying and evaluating measures is inclusive, involving cross functional teams. This has occurred through the strategic planning process, the work of the data quality team, the Discoverer team, and an AQIP action project team. Evaluating measures also occurs through our involvement with the WTCS QRP and NCCBP. WCTC’s next action project will be to develop a balanced scorecard with validated dashboard measures and targets.

**Results**

**7R1 Results for measuring effectiveness**

Ongoing feedback from employees, formal assessments results from climate surveys conducted every 3-4 years (PACE in 1996 and 2000; Constellation Survey in 2004), and open forums including Conservation Day indicate that staff are not sufficiently satisfied with the college’s system for accessing and using institutional level data for decision making nor with its process for communicating how decision are made.

Two AQIP Action Teams (Figure 5-1) were developed to make systemic improvements to the processes (Figure 7-7) and a strategic goal is in place to implement an institutional effectiveness monitoring system. WCTC has an ongoing effort to improve data integrity by improving staff training and using automated data error reports. There is also an effort to improve data access through application and training in the use of Oracle Discoverer, Cognos and other tools and to improve staff’s understanding, analysis and use of the reports generated by those tools.

**7R2 Results for measuring effectiveness**

The Constellation Survey results identify areas of WCTC’s relative strengths and opportunities, however, comparative results to other AQIP colleges were not provided. This would be useful for benchmarking across institutions. The college has historical PACE climate survey results which compared ratings made by classified, faculty and management staff to those of other Wisconsin and nation-wide community and technical colleges, however the last administration was in 1999.

**Improvement**

**7I1 Improving current processes and systems**

Improvement of current processes continues by assessing employee satisfaction (see 7R1) and evaluating current practices for measuring, analyzing and monitoring institutional
effectiveness. The current administration supports staff development in continuous quality improvement and knowledge management by attending conferences sponsored by organizations such as Wisconsin Forward, Baldrige, the Continuous Quality Improvement Network (CQIN), and American Association of Community Colleges (AACC) and by collaborating with consultants from Sungard-HE (Higher Education) Banner to help improve our business processes and maximize use of software and tools. We also engage in ongoing information sharing with other Wisconsin technical colleges and study institutional monitoring practices used nationwide. In 2007, institutional effectiveness measures were identified and refined through our participation in the NCCBP. WCTC anticipates receiving comparative data later this year. WCTC’s goal is to create an integrated monitoring system with direct access to data through a web portal.

The QRP is another vehicle for monitoring measures and evaluating their effectiveness; two new curriculum related measures were identified in 2006. WCTC’s role as a pilot site for implementing the WTCS QRP has influenced statewide adoption of the academic program measures and the ways in which WCTC compares itself to other colleges.

Reaffirming the utility of the College’s measures and setting performance targets are activities planned for 2007-08. In 2005, a Discoverer quality team was formed to improve data consistency, understating of data and access to it, while an AQIP action team focuses on improving the use of data and information for shared decision making (5P3). These two teams continue to implement their action plans. Providing college-wide training in accessing and using data and information will be deployed in 2007-08.

7I2 Setting targets, improvement priorities and communicating results
Targets are set based on historical trend analyses, results of environmental scanning and research that aids in forecasting, and benchmarking high performing colleges. Typically, targets are established by process stakeholders in collaboration with the administration and District Board.

WCTC has a long-standing customer service target that was developed through the strategic planning process: *All (100%) of our students and other customers will state that their experiences with WCTC were a good use of their time and money*. Maintaining student and customer’s satisfaction is a priority; a variety of student and other customer surveys routinely assess customer needs and satisfaction.

Controlling costs and cost per FTE student at the institution, division and program level are priorities and measures are taken to reduce cost.

As part of the QRP, a team of WTCS staff and Wisconsin technical college research and evaluation staff prioritized 10 course completion, retention, graduation and placement measures to benchmark on a statewide basis (1P8). In addition, each college also establishes its own college and program level indicators and targets. WCTC’s college level indicators (enrollment, graduates, graduate satisfaction, job seeking success rate, FT/PT job openings, % of curriculum in WIDS) were established by a cross functional team that identified improvement priorities and set targets based on historical trend analysis, performance distribution analysis, and rational criterion rather than norm referenced (which did not create meaningful targets and thresholds) (1P8). A new process was developed to streamline the annual analysis and communication of these “scorecards” so annual improvement plans can be readily developed.

Institutional effectiveness measures and information (Figure 7-2) are presented to and discussed with the District Board and staff at District Board meetings, posted on the college’s website, and presented and discussed with staff at open forums and department meetings. Monitoring and assessment results are incorporated into program and service unit QRPs and are shared with the administration and department staff as needed.