*AQIP Category Six, **SUPPORTING INSTITUTIONAL OPERATIONS*** *addresses the organizational support processes that help to provide an environment in which learning can thrive.*

Processes (P)

6P1. How do you identify the support service needs of your students and other key stakeholder groups (e.g., oversight board, alumni, etc.)?

6P2. How do you identify the administrative support service needs of your faculty, staff, and administrators?

6P3. How do you design, maintain, and communicate the key support processes that contribute to everyone's physical safety and security?

6P4. How do you manage your key student, administrative and organizational support service processes on a day-to-day basis to ensure that they are addressing the needs you intended them to meet?

6P5. How do you document your support processes to encourage knowledge sharing, innovation, and empowerment?

Results (R)

6R1. What measures of student, administrative, and organizational support service processes do you collect and analyze regularly?

6R2. What are your performance results for student support service processes?

6R3. What are your performance results for administrative support service processes?

6R4. How do your key student, administrative, and organizational support areas use information and results to improve their services?

6R5. How do your results for the performance of your processes for Supporting Organizational Operations compare with the performance results of other higher education organizations and, if appropriate, of organizations outside of higher education?

Improvement (I)

6I1. What recent improvements have you made in this category? How systematic and comprehensive are your processes and performance results for Supporting Organizational Operations?

6I2. How do your culture and infrastructure help you to select specific processes to improve and to set targets for improved performance results in Supporting Organizational Operations?

Supporting Institutional Operations

BSC operates primarily with systematic to aligned approaches in this category. Processes are generally stable and consciously managed. Data is collected and used to make improvements. Title III grant efforts will make it easier for employees to acquire and use data more effectively. With improved access it will be easier to coordinate work between and among departments, and will offer greater transparency for everyone.

As a part of Title III, we hired an effectiveness and assessment coordinator who will be developing systematic evaluation plans for non-academic units of the college. The implementation of these plans should greatly enhance our current evaluation efforts and make it easier to discover the improvements that are needed.

The new strategic plan identified several objectives that deal with this category. Two of the four prioritized objectives focus on improving support services. They include implementing the full potential of Hobsons CRM to assist with student retention and improve communication. Also, BSC completed a new market analysis that provides quantitative data that can be compared to benchmark data from a previous analysis. This effort will help us better promote the College and target potential student populations. The market analysis will tie closely with the work of the enrollment management committee.

6P1 Support services providers use a variety of means to identify the needs of students and other stakeholders. This is done through direct contact, the Noel-Levitz Student Satisfaction Inventory and other surveys, and committees/teams.

Support service needs of faculty, staff, and administrators are primarily identified through the annual budgeting process and departmental and committee meetings. The Operations Council plays an important role in identifying the needs of employees. The OC receives input regarding facilities, programming, technology, safety, and other issues. The chairperson of the OC attends the Executive Council meetings to communicate employee needs.

Information gathered is evaluated by relevant departments or service areas to determine if the needs are consistent with their purpose and mission, and the capacity and resources available to meet the needs.

Methods for identifying support service needs of students, other key stakeholder groups, and faculty, staff, and administration are shown in Figure 6.1.

Identification Method	Examples
Surveys	Campus Quality Survey
	Student Satisfaction Inventory
	HERI Faculty Survey
	Alumni Survey
	Employer Survey
	First-time freshmen student evaluations in fall
	College Student Inventory
Direct Feedback	Student feedback during advising and registration sessions
	Advisor feedback
	Visits with employers
	Prospective student campus visits
Stakeholder Committees	Faculty Senate
	Staff Senate
	Board of Governors (student governance)

Planning and Budgeting Process	Requests for personnel, technology, and facilities are evaluated by committees and administration
NDUS Meetings	Academic Affairs Council, Human Resources Council, Student Affairs Council, Chief Information Officers' Council and others
Professional Associations and Development	Use of best practices Attending conferences, workshops, and training
Stakeholder Connections	BSC Alumni Association BSC Foundation

Figure 6.1 Methods for collecting students' and other stakeholders' needs

6P2 Administrative support service needs of faculty, staff, and administrators are identified through the annual budget process, through direct communication with supervisors, through various committees, and department meetings. Input from employees is used to make improvements in staffing, programming, facilities, technology, safety and security, and other services.

BSC has a defined annual budget process which requires each department to review their needs for the next fiscal year along with linking the budget to BSC's strategic plan. The budget process also looks at the tactical planning phase, with different plans being updated each budget year. Aligning the budget process directly with the strategic plan ensures that the resources to provide support needs will be available. More information about the budget process is found in 8P6.

A flattened campus structure encourages all employees to communicate needs and to understand their important role in the decision-making processes of the College. The Operations Council was created to empower employees to make decisions and solve problems. The OC works with all employees and students to address issues. When appropriate, the OC coordinates cross-functional teams consisting of staff, faculty, and students to address any new initiatives and provide solutions to campus-wide challenges.

6P3 Bismarck State College has a safety program that is designed to ensure a safe environment through preventive planning, an emergency response plan, and training. Campus safety needs are analyzed regularly and are maintained through a review of policies, procedures, and statistical information, (e.g., crime reports), training, and employee communication and meetings. Figure 6.2 provides more specific information about safety and security measures.

Safety and Security Measures
Campus Safety and Security • Security office and security vehicle • Full- and part-time security professionals are present on campus during operational hours • Contract with a security firm to provide eight hour/day weekend security • Security cameras covering parking lots and internal hallways and offices with a high volume of traffic • Campus escort service available on request • Collaboration with the Bismarck Police Department related to pedestrian traffic • Crosswalk signs • Defibrillator machines in numerous locations and buildings • Maintain a safe outdoor environment through snow/ice removal, de-icing sidewalks, and repairing damaged equipment • Maintain a safe and hazard-free internal environment • Committees that support safety and security include Loss Control, Risk Management, and the Behavioral Intervention Team
Emergency Response • Use Notifind and a public address system to warn of imminent danger or school closures

- Security phones located at several buildings throughout campus
- Emergency flipcharts and an emergency procedures manual distributed to employees
- Emergency Operations Committee oversees emergency response efforts

Training
- Regular fire drills
- Access to the ND Law Enforcement Training Center for campus training
- Employee training provided in CPR and defibrillator use
- Safety policies and procedures located on the college website for students
- Residence hall staff are trained in fire extinguisher use, inclement weather issues, first aid, and CPR

Figure 6.2 Safety and security measures

6P4 Key student, administrative, and organizational support service processes are managed on a daily basis by trained front-line staff supported by departmental managers. Department meetings are held on a regular basis for staff to discuss issues and to ensure that concerns are handled at the lowest level appropriate to the situation. Open door policies by managers allow informal and formal discussions among and between employees and supervisors.

Stakeholders are also welcome to meet with appropriate College officials to discuss their concerns and needs. Students have the opportunity to provide input through contact with faculty and advisors. They also have a voice through the BSC Board of Governors (BOG) which is comprised of representatives of student organizations and is open to any interested student. The BOG determines how student activity fees are spent on social, recreational, and cultural programs for students. They also meet with administration to identify areas of concern and to propose changes and improvements.

Formal and informal teams and committees are employed to analyze and respond to data and other forms of feedback regarding the effectiveness of the processes in meeting stakeholders' needs. Formal action requests, particularly those that impact several departments, go through proper communication and administrative channels: department chair, Staff Senate, Faculty Senate, dean and associate vice presidents, vice presidents, Operations Council, Executive Council, and president for approval.

Since our last portfolio, BSC implemented a campus reporting solution to streamline and access reports on a consistent basis giving departments the ability to view and execute daily reports at a set date and time, such as current day, future term, and past terms. The reports can be viewed and shared by those who have appropriate security. The campus reporting solution utilizes data extracted from CampusConnection databases. Academic Records executes the official reports required for the NDUS office. These reports are extracted from CampusConnection databases and include various enrollment reports and student data.

BSC is in the process of enhancing its capacity to provide data and information through a Title III grant. This grant will provide better data access to employees for improved decision making.

6P5 BSC documents its support processes to encourage knowledge sharing, innovation, and empowerment as outlined in Figure 6.3.

Support Services' Processes and Documentation		
Support Service	**Support Process Provided**	**Documentation**
Bookstore	• Academic materials and retail products	• Sales records
Business Services	• Accounts Payable • Budget • Finance • Fixed Assets • Purchasing • Student Finance	• CampusConnection budget and payment records • Financial statements • Tax reports • Federal and third party audits • Purchasing records
Campus Safety and Security	• Safety • Risk Management	• Emergency procedures manual • Annual campus security report • Safety policies/procedures • Incident reports
Facilities/Maintenance Physical Plant	• Maintenance of facilities and repair of equipment • Grounds Maintenance	• Work orders
Food Service	• Food service • On-campus catering	• Sales receipts/records
Human Resources	• Benefits and compensation • Degree/certifications • Performance evaluations • Hiring and terminating • Policies/procedures • Employee development	• Degree/certification reports • Recruitment/retention plan • BSC employee manuals • Payroll/personnel records • BSC and NDUS policies/procedures
Library	• Print and electronic resources • Instructional Support	• Usage reports
Information Services	• Network and server configuration/management • Software installation • Computer imaging • Help Desk • Software licensing	• Standard operating procedures and manuals • Equipment inventories • Software installation reports • Technical support activity records • Software licensing database
Student Services	• Admissions/registration • Academic records • Career services • Counseling and advising • Financial aid • Student accessibility and veterans' services • Student Success Center • Testing and placement	• Image Now – transcripts, applications • CampusConnection • Hobsons – recruiting, enrollment • Federal and third party audits • Articulation and other agreements • Student planner and BSC catalog • Tutoring and study skills • BSC Student Handbook and Planner • Student usage of services
BSC Foundation	• Fundraising • Alumni Association • Resource Development	• Scholarships • Grants • Awards • Annual report

Figure 6.3 Documentation of support processes

Documentation for many support processes is managed electronically through the College's internet, blogs, PeopleSoft, the BSC Chronicle, the FYI Newsletter, Ask Mystic (campus web source), alumni newsletter, electronic wallflowers, department Facebook and Twitter pages, automated phone and text messages system, and shared computer drives.

6R1 Bismarck State College collects the following measures on a regular basis to gauge student and stakeholder satisfaction. Formal measures include the Student Satisfaction Inventory, Alumni Survey, Employer Survey, Community College Survey of Student Engagement, Campus Quality Survey, online and traditional courses and instructor evaluations, and other surveys for students, alumni, employees, and other stakeholders, as needed. The following table lists the measures that are collected and analyzed regularly.

Student Service Areas	Processes Used to Measure Effectiveness and Improve Services
Academic Records	Student Satisfaction Inventory Student completion data
Admissions and Enrollment Services	Student Satisfaction Inventory Number of student applications
Advising and Counseling; Student Accessibility	Student Satisfaction Inventory Students served
Bookstore	Student Satisfaction Inventory
Financial Aid	Student Satisfaction Inventory Number of students receiving financial aid Number of scholarships provided
Learning Resources	Library use statistics Student Satisfaction Inventory Students served in the student success center
Security	Student Satisfaction Inventory
Technology Support	Number of computer labs Student Satisfaction Inventory Community College Survey of Student Engagement
Administrative Service Areas	**Processes Used to Measure Effectiveness and Improve Services**
BSC Foundation/College Advancement	Number of grants submitted and received Scholarships provided
Business and Finance	Financial and compliance audits Key financial ratios Budget monitoring Student Satisfaction Inventory
Facilities and Grounds; Security and Safety	Student Satisfaction Inventory Security and safety reports
Human Resources	Employee turnover Number of employees Employee evaluations
Technology Support	Use of Help Desk Information technology infrastructure

Figure 6.4 Measures of effectiveness

6R2 The Student Satisfaction Inventory measures several factors related to student support services. Results for these factors for 2010 and 2012 are listed in Figure 6.5. The results are reported by the performance gap between what students expect and their perceptions of current standards. A lower gap score indicates higher satisfaction.

Student Satisfaction Inventory Scales	Performance Gap Score	
	2010	**2012**
Student Centeredness	0.42	0.29
Campus Support Services	0.42	0.47
Safety and Security	0.59	0.51
Academic Advising/Counseling	0.73	0.63
Admissions and Financial Aid	0.43	0.60
Academic Services	0.23	0.20
Registration Effectiveness	0.40	0.34
Service Excellence	0.41	0.39

Figure 6.5 SSI results for student support service processes

Additional results for the performance measures are listed below for student support services:

Admissions and Enrollment Services
BSC has recently experienced a decline in enrollment after many years of steady growth. We attribute the decline to the very strong economic conditions in the state and the availability of relatively high-paying jobs for people with a high school education. Fall semester enrollment applications numbered 2955 in 2010, 3275 in 2011 and 3244 in 2012.

Academic Records
We are working to improve graduation numbers on campus. The graduation rate is currently 46.47%.

Year	Certificate	Diploma	Associate's Degree	BAS
2009-2010	157	9	868	13
2010-2011	154	7	989	32
2011-2012	134	2	996	43

Figure 6.6 Student completions

Financial Aid
The Bismarck State College financial aid department participates in federal, state, and institutional financial aid programs. These programs are designed to assist students in paying education related expenses such as tuition, fees, room, board, books, and tool costs.

The BSC Foundation Scholarship Program was established for the purpose of attracting and retaining students of outstanding ability, regardless of gender, race, creed, or national origin.

Below is data regarding the number of students receiving scholarships and the number of students receiving financial aid funding administered through the financial aid office.

Year	# of students receiving scholarships	Amount	Percentage receiving scholarships
2009-2010	551	$703,060	10%
2010-2011	638	$961,558	13%
2011-2012	677	$1,039,297	13%

Figure 6.7 Students receiving scholarships, private and institutional

Year	# of students receiving financial aid funding	Amount	Percentage receiving financial aid funding
2009-2010	3,152	$20,388,923	60%
2010-2011	3.231	$20,307,213	64%
2011-2012	3,087	$19,517,613	59%

Figure 6.8 Students receiving financial aid funding

Advising and Counseling

Academic Advising
The Mystic Advising and Counseling Center houses the staff for academic advising and counseling services.

Year	Academic Advising	Multicultural	Total
2009-2010	3395	752	5869
2010-2011	4095	452	6466

Figure 6.9 Advising and multicultural contacts

Career and Personal Counseling; Placement

Year	Career Counseling	Personal Counseling	Placement	Total
2009-2010	328	401	993	1722
2010-2011	256	370	1293	1919

Figure 6.10 Students served through career and counseling services

Learning Resources

Library
The BSC Library serves on-campus and online students providing resources, reference assistance, and instruction. Library statistics are presented in Figure 6.11.

BSC Library Statistics	2011	2012
Number of registered patrons	2051	1568
Circulation Transactions - Loans	6783	4925
Databases	93	95
Database Use - Number of sessions	36,636	53,946
Interlibrary Loan – Lending	1649	1496
Interlibrary Loan – Borrowing	452	416
Library Instruction - Librarian-led	79	70
Library lab instruction- Number of participants	6443	4446
Reference Questions	2306	2112
Gate count	38,614	30,386
Collection Size (Item count)	106,593	121,116

Figure 6.11 Library statistics

Sykes Student Success Center
Academic support services through the Sykes Student Success Center include tutoring, supplemental instruction, facilitation of study groups, and student success seminars. Online tutoring is available through Smarthinking.com in math, English, accounting, and economics.

Year	Unduplicated Student Count	Number of Students	Number of Student Contacts	Contact Hours
2009-2010	467	570	3291	3689.25
2010-2011	527	637	3903	4156.00
2011-2012	448	541	2998	3249.75

Figure 6.12 Academic support services statistics

Student Accessibility Services
BSC recognizes its responsibility to meet the needs of students with documented disabilities who are otherwise qualified to participate in programs and courses of the college. Students served in Student Accessibility Services numbered 226 students in 2010-2011 and 195 in 2011-2012.

Technology Support
The Computer Support Services department within the Information Services division provides a local Help Desk that serves as a first line of support for students, employees, and collaborative partners located on the BSC campus. The number of clients served by the local Help Desk can range from an average of 14 customers daily to a maximum of approximately 200 or more a day during peak times. In addition to the local Help Desk, the NDUS provides a remote Help Desk known as Service Now, or SNOW, which is available 24 x 7 x 365 days a year.

6R3 The Student Satisfaction Inventory queries students about their perceptions of certain administrative support services and functions. Figure 6.13 shows the performance gap results that apply to those services. A lower gap score indicates higher satisfaction; our scores are under 1.00 reflecting high student satisfaction.

Student Satisfaction Inventory Statements	Performance Gap Score	
	2010	**2012**
Business and Finance		
• There are convenient ways of paying my school bill.	0.23	0.34
• The business office is open during hours which are convenient for most students.	0.30	0.24
• Billing policies are reasonable.	0.32	0.28
Facilities and Grounds; Security and Safety		
• Parking lots are well-lighted and secure.	0.52	0.27
• The amount of student parking space on campus is adequate.	1.10	0.73
• The campus is safe and secure for all students.	0.35	0.32
• On the whole, the campus is well-maintained.	-0.07	-0.06
Technology Support		
• Computer labs are adequate and accessible.	0.24	0.12

Figure 6.13 SSI results for administrative support service processes

In addition to the Student Satisfaction Inventory, the Campus Quality Survey administered to employees provides insight about employee satisfaction with campus administrative services. In 2012, the highest rated programs, services, and activities were:
- cafeteria and food service
- maintenance and custodial services
- payroll services
- continuing education and community programs and services
- relations with the private sector and business community.

The five areas rated lowest overall were:
- health and nursing services
- marketing, advertising, and public relations
- communication with other departments
- security/police services
- student admissions and registration services.

Efforts are underway to improve in the areas of lowest rating. An explanation of these improvements can be found in the Category Six introduction, 6I1, 5I1, and other sections.

Additional results from other sources related to administrative support services are listed below:

BSC Foundation/College Advancement
Through the efforts of the BSC Foundation and Resource Development department, Bismarck State College receives numerous grants each year. From 2010-2012, BSC was awarded grants in the amount of $17,340,920. These grants included a $1.9 million Title III for five years and a $14,642,938 five-year award for job training in high-paying, high-skills jobs (a collaborative project with four other colleges). Other grant awards are for the purpose of purchasing equipment for programs.

Business and Finance
The Finance and Operations division monitors the College budget and key financial ratios on an ongoing basis and prepares an annual financial review. Financial and compliance audits are conducted regularly and indicate that the College is fiscally sound and meeting regulatory requirements. In addition, the North Dakota University System prepares an annual financial report that includes financial data from all eleven institutions, including BSC.

Technology Support
The Campus Information Technology department provides administrative support services as described in 6R3. In addition to help desk services, the Information Services Division consistently monitors:
- server availability and utilization
- network availability
- wireless network availability
- emergency public address system availability
- surveillance equipment availability
- internet bandwidth usage
- top users of the Internet
- campus network utilization by Vlan, server, and by building.

Facilities and Grounds
Campus buildings and the grounds are typically rated extremely high by employees and students alike. Pride is taken in the care of the campus, and much energy is expended in providing a safe, clean, and aesthetically pleasing environment. Visitors to the campus consistently comment on the attractiveness of the campus.

A Campus Security and Crime Statistics Report, required by federal law is produced annually to keep students, employees, and the public informed. Serious crime is negligible on campus. Every effort is made to provide a safe environment for everyone on campus. Safety incidents are reported and used to ensure that safety problems are corrected.

Human Resources
Information regarding employee turnover and the number of employees newly hired appears in Figure 6.14. Used to monitor employee satisfaction, this data also demonstrates the number of people hired to provide instruction and support services for students and employees.

Year	Employee Turnover Rate			Number of Employees		
	Faculty	**Staff**	**All**	**Faculty**	**Staff**	**All**
2011	3.25%	7.84%	6.12%	128	203	331
2012	2.44%	9.27%	6.71%	127	209	336

Figure 6.14 Turnover rates and employee numbers

6R4 A variety of methods are used to improve services based on information and performance results. Some methods or processes are informal, such as the use of anecdotal information gathered through discussions and conversations. Other methods are more formalized and include survey data, measurement results, and evaluations.

Information and results obtained from various surveys, data points, and performance measures are used by student and administrative support offices, the Operations Council, and the Executive Council to improve services. Improvement needs are identified through the strategic planning review process, as well. Departmental units, cross-functional teams, and ad hoc committees are regularly formed for the discussion of results and the implementation of improvements.

Performance results are shared with campus employees through campus meetings or forums. In addition, results and information can form the basis for Wild Endeavors projects and innovative ideas. The flat campus environment fosters the involvement of all employees in the improvement of services.

6R5 The Student Satisfaction Inventory compares student responses to scales of support areas. Figure 6.15 shows the comparison of BSC students to community colleges nationwide. The data demonstrate that BSC shows higher satisfaction in all areas.

	BSC		National Community Colleges	
Category	**Satisfaction**	**Gap**	**Satisfaction**	**Gap**
Campus Support Services	5.26	0.47	4.98	0.52
Safety and Security	5.55	0.51	5.03	1.02
Academic Advising/Counseling	5.76	0.63	5.20	0.97
Admissions and Financial Aid	5.69	0.60	5.16	0.92
Academic Services	5.98	0.20	5.49	0.59
Registration Effectiveness	5.96	0.34	5.44	0.75
Service Excellence	5.79	0.39	5.29	0.70
Campus Climate	5.83	0.36	5.32	0.69

Figure 6.15 2008 Institutional Summary, Noel-Levitz SSI

The Community College Survey of Student Engagement also asks some questions of students regarding their satisfaction with student support and administrative services. Data for 2012 reveals that BSC students and students of other colleges rate their satisfaction about the same. Figure 6.16 illustrates the satisfaction results from the CCSSE survey for BSC and other colleges.

Item	BSC Mean	Small Colleges Mean	2012 CCSSE Cohort Mean
How satisfied are you with the service? *0=N.A., 1=Not at all, 2=Somewhat, 3=Very*			
Academic advising/planning	2.22	2.30	2.23
Career counseling	1.99	2.07	2.05
Job placement assistance	1.92	1.85	1.81
Peer or other tutoring	2.17	2.20	2.19
Financial aid advising	2.24	2.31	2.24
Computer lab	2.57	2.51	2.50
Transfer credit assistance	2.09	2.10	2.07
Services to students with disabilities	2.05	2.07	2.04

Figure 6.16 CCSSE student satisfaction with services

6I1 Systems and processes for supporting institutional operations are improved by making changes based on feedback from students, employees, and external stakeholders. In previous years we completed several AQIP Action Projects to improve student services. Currently, we have an Action Project to develop a one-card system on campus. This Action Project will provide students with a student ID card that can be used for contract dining, library services, and as a declining balance card for the bookstore and food services. The card is easier for students and more efficient for BSC employees. Additional one-card services will be phased in over time.

We are always seeking ways to improve admissions and registration services. In summer 2013, we will implement a more streamlined and efficient registration process for students. The one-stop registration process will bring together advisors and pertinent office staff from financial aid, student finance, academic records, and other campus service areas to register students and be accessible for student questions and to offer assistance.

We are addressing security needs on campus by improving emergency response plans and offering more employee training. Also, as a result of recent legislative action providing the requisite resources, BSC will be able to acquire and/or upgrade security equipment or services for the College.

Other important improvements related to this category include:
- merging Veterans Services, Student Accessibility, and Academic Support Services into a single place to better serve students
- developing the SharePoint CORE portal to provide employees with better access to data and information that will help them in decision making
- developing a student retention plan and improving the implementation of the College Student Inventory, a tool that is used to retain students.

Plans are being developed to provide health care services on campus through a cooperative arrangement with the University of North Dakota School of Medicine. This agreement will bring much-needed health services to students by fall of 2013.

6I2 Bismarck State College continues to have a strong commitment to quality improvement. An important part of ensuring quality improvement at BSC is the empowering of employees and giving them the confidence to make decisions that result in better support services for students, employees, and other stakeholders. Innovation is stressed and encouraged on campus. As a result, many new and positive improvements are suggested by employees.

The development of CORE improves transparency and access to data that helps employees to make sound decisions. As we move toward an evidence-based culture we will continue to see improvement based on reliable information. The movement toward greater openness and transparency on campus encourages employees to be willing to evaluate support services in an effort to improve them.

Survey data and other measurement results inform campus employees as they submit initiatives through their departments for change and improvement. These initiatives, or targets for improvement, are addressed and set during the strategic planning and budgeting cycle, which also includes identifying AQIP Action Projects. The initiatives include implementation plans, funding needs, and a timetable for completion.