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Quality Improvement Newsletter For The California State University

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Quality Improvement at CSUSM Begins with Training

By Tanis Brown

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In January 1996, Executive Vice President Ernest Zomalt made a commitment to quality service within the Administrative Services Division, and from his Executive Vice President's Council created the Quality Service Council. This commitment is articulated in the division's quality improvement mission statement:

"The division is committed to an innovative quality service effort. The effort is built on a team concept from partners internally and externally across campus for the delivery of continuously improving services."



In August 1996, the Council identified two projects to begin its quality service program, recruiting two teams that participated in five days of training before setting to work on their assigned projects.

One of the teams developed the **Peer Recognition Program** to recognize employee accomplishments. The first recognition awards were presented in May 1997. Criteria for peer nominations are Initiative, Customer Service, Consistency, Dependability, Productivity, Savings of Cost or Time, and (new this fall) Team Player. Nomination forms are available on the Web, and hard copies

are distributed to staff each fall and spring. Two outstanding employees are chosen during each nomination period. They receive \$100 cash, a \$50 gift certificate in the campus bookstore, a recognition plaque and star pin. Other nominees receive a certificate recognizing their nomination and a gift (clock, paperweight, etc.). Twenty people were nominated by their coworkers during the most recent nomination period. The program has been an overwhelming success and has now become a semi-annual event for the division.

The second team was charged with finding optimal ways to retain university records. Their team made several recommendations including a plan for a comprehensive **Records Management Program**. The proposal addressed both electronic and hard-copy methods of storage. The high cost of electronic solutions prompted the establishment of a smaller target team to focus on storage and maintenance of hard-copy records. This team drafted policy and procedures for records management that provided a framework for the entire campus. It also designated an Office of Records that would require minimal staff support and reduce multiple copies.

The Council, happy with the results of the two teams' efforts, recognized that their success could be partially attributed to the initial training they had received. The Council had enlisted S. Katie Smothers, of

Achieving Excellence Today, to train the teams in effective communication skills, consensus-building, problem-solving, and using the process improvement model: Plan, Do, Check, Act.

By 1998, the Quality Service Council recognized that this type of training would be the key to continuous improvement efforts in the division. The first step was to develop on-campus trainers who would facilitate teams and provide training to others within the division. Sixteen volunteers became the first team of **Quality Trainers (QTs)**. After completing their own training, the QTs developed a resource manual for Quality Service Training on campus.

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QI Calendar

January - April 2000

Refer to the website for specific information,
<http://www.calstate.edu/tier3/qi/>.
For Process Mapping, see page 7.

January

20-21 Customer Satisfaction Survey Meeting

23-26 2nd Annual Knowledge Management
World Summit (Scottsdale, AZ)

31 Planning Committee Meeting

February

1 Planning Committee Meeting

8-9 College Administrators and Business
Officers Meeting

23 Vice Presidents of Student Affairs Meeting

March

7-8 Joint Meeting of Steering and Planning
Committees

April

3 QI Quarterly Newsletter

4-5 College Administrators and Business
Officers Meeting

5 Student Health QI Workshop

9-11 Financial Officers Association Annual
Conference

27-28 QIF and Function Chair Semi-Annual
Training

Introducing . . .

The Quality Improvement Planning Committee



Left to right, front row: Cher Thomas, Chancellor's Office; Dolores Basilio, Chancellor's Office; Don Coan, Long Beach; Andrea Peters, San Diego; Susan Hansen, Humboldt; Matt Ceppi, San Luis Obispo.

Back row: Larry Glasmire, Sacramento; Ron Ashcroft, Chancellor's Office; Ed Chambers, San Jose; Arno Rethans, Chico. Not pictured: George Wellman, Chico.

Beginning with this issue of the QI Newsletter, a series of articles titled "Introducing . . ." will acquaint you with the committees and people who comprise the QI Programs in the CSU. This first article will introduce the Planning Committee. In the future, you'll meet the Quality Improvement Facilitators, Function Chairs, Customer Satisfaction Survey Committee, the Steering Committee, and other committees and subcommittees that may be developed.

The Quality Improvement (QI) Planning Committee is made up of campus representatives and is staffed by the Chancellor's Office. It reports to a Steering Committee made up of several Vice Presidents of Administration and Student Affairs, along with representatives from the Chancellor's Office. The committee's charter is to develop and implement new programs that support and promote QI within the CSU.

The committee has just recently completed the 2nd Annual Quality Improvement Symposium offered each year in November. The committee is also responsible for coordinating and developing process mapping and benchmarking programs. Currently, several function areas are involved

in process mapping workshops with additional Process mapping workshops being planned for the first few months of the new year. (For more about process mapping efforts, see page 7.) Also being scheduled for next year is a major CSU benchmarking project.

The committee is always interested in new ideas in quality improvement planning. If you are interested in participating in any of the upcoming programs mentioned above, please contact any one of the committee members.



The 2nd Annual Quality Improvement Program Highlights

By Diane Slagle

Communications Specialist/Division of Business and Financial Affairs
San Diego State University

The CSU's Second Annual Quality Improvement Symposium, ***Demonstrating Excellence in the 21st Century***, took place November 18 in Los Angeles.

Filling in for scheduled speaker Chancellor Charles B. Reed, Executive Vice Chancellor and Chief Financial Officer Richard West delivered Reed's opening address: "QI in the CSU - What We Know and Have Accomplished Thus Far." Presenting Chancellor Reed's remarks—and improvising with many of his own—West pointed to a paradox in higher education: while we regularly measure students to monitor their growth and improvement, traditionally we have not applied such measures to our educational institutions. Stressing the CSU's role as a service-oriented institution, Reed's address emphasized the importance of excellence and accountability.

"Excellence is not something you get and keep forever," said West. Instead, upholding the CSU mission demands constant monitoring of our practices and a willingness to pursue and implement better ones.



Reminding audience members of the increasing taxpayer demand for accountability in public education, the address ended with a call for campuses to make QI part of their daily culture. "Our public demands it, and our students deserve it."

Keynote Speaker C. Jackson Grayson, CEO of the American Productivity and

Quality Center (APQC), traced his organization's conceptual evolution, explaining how APQC's initial focus on productivity grew to encompass benchmarking, best practices and knowledge management.

Grayson said CSU campuses must learn to think globally, adopt a systems approach, and be willing to make meaningful structural changes if QI efforts are to have real impact. He urged campuses to move beyond "random acts of improvement" (unorchestrated, individual changes) and work instead to align QI efforts so that all are directed toward a common goal.



Advocating the benefits of knowledge management, Grayson defined knowledge as information that has value. "Every day," said Grayson, "CSU faculty and administrators are inventing, improvising, discovering . . . Do you capture it?" Probably not, he said. Knowledge of best practices must continually be identified, transferred (shared), put into practice, and documented (to prevent loss due to turnover or attrition). Grayson's message: if your institution is not involved in active and systematic knowledge management, it should be.

Following Grayson's remarks, an executive panel from San Jose State University reported on progress at their campus resulting from recent QI measures. President Robert Caret and SJSU vice presidents outlined restructuring, resource reallocation, and redirection efforts. Maintaining focus on its mission statement and core values,



San Jose State Executive Panel

SJSU has implemented a variety of changes resulting in improved practices and attitudes. Panel members emphasized the importance of creating a framework for change and securing the commitment of senior management. SJSU has formed a cross-functional quality team and soon will begin a balanced scorecard initiative. Vice President for Student Affairs Monica Rascoe noted that QI is initially distrusted by many academics, who view it as a product of the non-humanistic business culture. There is work still to be done, she said, to convince academics that this model can be useful in higher education.

Afternoon Track Session Summary

Track I included two presentations aimed at enhancing management skills within the CSU.

The first presentation, "A Quality Approach to Developing Management Training," focused on a proposal to develop a CSU Business Management Leadership Development program. Conducted by a panel of human resources experts from five different CSU campuses, the informative presentation addressed paradigm shifts affecting the CSU and the critical need to provide an organized management/leadership training program to "grow our own" leaders for the future. Three campus-based programs were highlighted as models for effective management/leadership development programs.

A second Track I discussion, "Managing Change," was presented by consultants from Booz-Allen & Hamilton, Inc., one of three consultants selected by the CSU to provide services to campuses as they travel on their QI journey. "Managing Change" focused on understanding organizational "culture," identifying characteristics of "change resilient" employees and techniques for fostering change resilience within organizations and structured approaches to change management.

Track II presentations provided information about the balanced scorecard approach for quality improvement:

Representatives from the Administration and Finance Division at the Cal Poly Pomona and San Luis Obispo campuses presented their five-year plan for implementing Balanced Scorecard.

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QI 2nd Annual Symposium



QI 2nd Annual Symposium



Semi-Annual QI Training

November 1999

The Quality Improvement Facilitators (QIFs) and Function Chairs attended a semi-annual training following the QI Annual Symposium. Training took place the evening of November 18 and on the following day, with the purpose of providing additional knowledge and skills to help participants lead QI efforts on their campuses and in their systemwide functional areas.

On Thursday evening, a condensed two-hour session of "Roles and Responsibilities Training" provided QIFs and Function Chairs with an overview of their QI role. Ron Ashcroft, QI Programs Manager at the Chancellor's Office, coached new participants in their roles and responsibilities.

On Friday, all QIFs and Function Chairs received training to support them in their leadership roles. "Effecting Change," led by Drs. Joyce Dutcher and Debra Weiner of Booz-Allen & Hamilton, focused on how to make QI changes occur. Dutcher and Weiner instructed the group in applying a four-step model for change management: Diagnose, Design, Deploy, and Dynamically Refine.

A "Sponsoring for Success" workshop, led by Susan Williams of ORION Development Group, shared tools and concepts for team building. Williams defined "sponsoring" as "the act of delegating tasks, projects or problems to others to be solved, analyzed or managed." A sponsor is "the individual or individuals who have budget and decision-making authority over the process(es)." Attendees learned about the importance and benefits of sponsoring, and gained tools for fostering team participation.

The next semi-annual QI training will be held in April 2000 at the Chancellor's Office. Training will cover utilization and integration of data for quality improvement efforts. For additional information about this and other training and workshops, visit the QI website.



(continued from page 3)

...Program Highlights

Identifying the division's strategic objectives and the critical functions performed by the division, the plan outlines roles for both management and departmental staff. While management will determine strategic direction, staff will contribute by determining specific objectives, measurements, and targets for reaching strategic objectives. The division will develop a balanced scorecard for each critical function, helping each function to meet strategic objectives.

In the second presentation, representatives from CSU Chico and QPR Software, Inc., demonstrated the use of Scorecard software in automating Balanced Scorecard for the division of Academic Affairs at the Chico campus. A live demonstration of the Chico scorecard illustrated how this university's vision and mission have been translated into specific measures for success in four balanced scorecard areas: financial, students and stakeholders, internal university processes, and learning and growth.

In **Track III** Dr. Cathy Coulman, director of Student Health at CSU Hayward, explained how QI tools have been used to improve health care on her campus. Dr. Coulman described benchmarking as a **"Power Tool of Quality"** providing a means for Hayward's Health Center to improve operational efficiencies and set goals for continued improvement. Her discussion provided step-by-step examples of measures that Hayward has used for implementing quality improvements.

Symposium Survey

Survey results showed that responses ranged from good to excellent. Comments included the following:

- Quality of symposium is better than ever. Great speakers!
- Overall, I was impressed. Fewer but longer break-out sessions would be more valuable.
- Consider presentations with speakers from non-business-related disciplines, such as social scientists, in terms of managing change effectively – outside of our box.

Symposium vendors were California Council for Quality & Service, and framework consultants APQC, Booz-Allen & Hamilton, and Citygate Associates.

To download and preview all presentations from the symposium, visit the QI website at www.calstate.edu/tier3/qi/.

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Quality Improvement at CSUSM Begins with Training

Since 1998, over 90 percent of the employees in the division have received training in:

- Team Building
- Flow Charting
- Creating a Milestone Chart
- Brainstorming
- Force-Field Analysis
- Cause/Effect Diagrams
- Decision-Making Matrices

It is anticipated that other training will be added to the program as the division grows and changes. The most important outcome of the division-wide training has been the development of self-initiated work teams. These teams form for the purpose of solving a problem, or to create new processes using the tools learned in the Quality Training. Once the problem is solved or the process is completed, the teams evaluate their process and then disband. Some of the self-initiated teams created and their resulting improvements include:

- A collaborative effort between Fiscal Operations and Procurement with students from a Senior Experience Project Team to create on-line purchase requisitions.
- A Parking Services Team to reduce problems associated with relocation of their office from an offsite location to the main campus.
- A "Show Me the Money" Team that monitors capital construction projects and keeps the necessary funding processes moving seamlessly.
- A Contracts Team that has revamped contracts and professional service agreements.
- A Customer Service Inventory Team that was recently formed to identify student customer service initiatives on campus. This inventory will serve as the benchmark for comparison with future initiatives.

Teams such as these are being formed regularly and are applying innovation, teamwork, good communication skills and other tools to address issues before they become problems.

With staff taking ownership for continuous quality improvement, the Quality Service Council membership now includes both management and staff from the

Announcements

Semi-Annual Quality Improvement Training for Quality Improvement Facilitators and Function Chairs

Date: April 27-28

Location: Chancellor's Office

Who should attend: QIFs and Function Chairs

Tentative Agenda: Roles & Responsibilities Training; Utilization and Integration of the Data; Hands-on ConnectEd Training

Check the QI website for additional information.

Process Mapping Workshops

Function Chairs -

Reserve a workshop now! Get together 5 or more campuses (25-seat limit); more than one representative per campus are welcome to attend. Contact the QI Programs to reserve your workshop.

Administrative Services Division. Its commitment to Quality Service Training has created an environment where teams are formed as they are needed and all members of the division are encouraged to participate.

The division is now also working toward continuous improvement in the Quality Service Programs. Toward this end, a recent "Meeting of the Minds," a joint meeting of the Council and QTs, gathered to review quality service leadership. Recent efforts include a survey of employees, team awards, and ongoing training. Quality Service has caught on at CSUSM, and the efforts are showing.

Mapping the Progress of Process Mapping

In the October 1999 QI Newsletter, you were introduced to Process Mapping Workshops. This quarter's newsletter provides a report on some of the activities of functional groups after attending Workshop I (the first in a series of three). To view the article in the October '99 newsletter, visit the QI website at www.calstate.edu/tier3/qi/.

The CSU is on its way to mapping for quality improvement. Four two-day workshops have already taken place, with 20 campuses participating and 17 functional areas represented. Some of the functional areas that have received training include Accounts Payable, Procurement, Student Accounts Receivable, Student Health, and Libraries.

Student Accounts Receivable (SAR), under the functional leadership of Marlene Anderson (SJSU), is focusing on improving the processing of fee refunds. The SAR team is concentrating its efforts on refund request and evaluation processes by studying various campus interpretations of Title 5. The 11-member team comprises representatives from Chico, Fullerton, Long Beach, San Bernardino, Sacramento, San Jose, and Sonoma.

A total of 25 participants representing 14 campuses attended the **Student Health** team workshop. One group in Student Health is addressing walk-in service versus appointment scheduling. Flora Salas (Hayward) reports her group plans to develop guidelines defining which students should use walk-in services and will examine ways to staff walk-in with no additional funding or personnel. Other Student Health groups are developing different process objectives.

A cross-functional team from the San Diego campus is analyzing its **Work Order Process** in a process improvement effort. The team comprises ten individuals from Accounts Payable, Facilities Planning and Management, Environmental Health & Safety, and Physical Plant, and Telecommunications and Network Services. Goals include a more user-friendly work order process,

increased internal and external customer satisfaction, reduced confusion, improved public relations, and reduced risk liability.

Susan Williams of Orion Development Group has been the trainer at these process mapping sessions. Participants are actively involved in exploring the fundamentals of process mapping. At workshops, the participants learn:

- How to use the **Hand-Off Map** to identify the suppliers and inputs, and customers and outputs to a process.
- How to perform a **Macro/Micro Systems Analysis** that identifies cross-functional as well as specific functional processes.
- How to develop the **Top-Down Flowchart** of a specific process.
- How to develop a **Process Objective Worksheet**. Smaller work groups develop this worksheet to document the process they are examining, their group expectations, desired outcomes, measures of success, team empowerments (decisions the team can make) and boundaries (decisions that must be made outside the team).

Year 2000 workshops for these functional areas are already taking reservations:

- Parking, January 20-21
- CMS, Budget, Finance, Student Services, February 1-2
- CMS, Human Resources, February 3-4
- Student Unions, February 22-23
- Career Centers, March 21-22

Other workshops are still available for functional groups to reserve. Visit the QI website at <http://www.calstate.edu/tier3/qi/> for more information about process mapping workshop objectives, workshop schedules and available dates, and registration.



QI Process Mapping Calendar

January - March 2000

Refer to the website for specific information and registration.
<http://www.calstate.edu/tier3/qi/>

January

- 11-12** Process Mapping Workshop I (General Session)
- 20-21** Process Mapping Workshop I (Parking Services)
- 25** Process Mapping Workshop II (Student Health)
- 27-28** Process Mapping Workshop I (CMS-Enrollment Services;CSUN)

February

- 1-2** Process Mapping Workshop I (CMS-Finance & Student Services)
- 3-4** Process Mapping Workshop I (CMS-Human Resources)
- 8-10** Process Mapping Workshop Train-the-Trainer
- 16-17** Process Mapping Workshop I (unassigned*)
- 22-23** Process Mapping Workshop I (Student Unions)
- 29-3/1** Process Mapping Workshop I (unassigned*)

March

- 14** Process Mapping Workshop II (Libraries, Student Accts, Work Order Process)
- 17** Process Mapping Workshop II (Accounts Payable & Procurement)
- 21-22** Process Mapping Workshop I (Career Centers)
- 23-24** Process Mapping Workshop I (unassigned*)

*To reserve one of the "unassigned" workshops for your functional group or a CMS effort, contact QI Programs at (562) 951-4552 or (562) 951-4556.

QI Terminology - *What do we mean when we say . . .*

This is second in a series of defining QI terms used by the Quality Improvement Programs. The first glossary of terms appeared in the October 1999 issue of the QI Newsletter.

Best or Model Practices

Practices by a campus or organization recognized as the most productive and effective for its operations or process.

Customer Satisfaction Survey

An instrument to determine levels of satisfaction of a function's customers (internal and external) developed by the CSU to provide qualitative data to support the quantitative data collection and analysis efforts of benchmarking.

Data

Information collected as a result of specific inquiries concerning a certain function or work process on a campus.

Data Definition

The meaning of the data or information included in a data element.

Data Element

Separate pieces of information or contributing portions of a ratio calculation.

Duplicate/Shadow Systems

Same or like work processes duplicated in more than one department on a campus.

Longitudinal Data

The comparative of an individual element over a period of time, most often in years.

Non-benchmarking year

A year when benchmarking is not performed. Benchmarking is usually performed bi-annually, every other year. The mini-benchmark effort occurred in a non-benchmarking year.

Mean

The arithmetic average of the sum of values divided by the number of values.

Median

The value at the midpoint of a group of items (or numbers) arranged in ascending order.

Process Mapping (Map)

A process that maps the steps of an activity from the beginning of its process through the conclusion of the activity.

