

INSIDE:

Quality Improvements
at CSU Sacramento

QI in Student Health

San Diego State's
Love Library

Balanced Scorecard at
Cal Poly San Luis Obispo

QI Calendar

Cal Poly San Luis Obispo
Recruitment Update

QI

Quality Improvement Newsletter FOR THE California State University

JULY 1999 • VOLUME 1 • NUMBER 1

Greetings from Don W. Kassing

VICE PRESIDENT FOR ADMINISTRATION
SAN JOSE STATE UNIVERSITY
CHAIR, QUALITY IMPROVEMENT STEERING
COMMITTEE



Welcome to our first CSU Quality Improvement Newsletter, to share and celebrate CSU campuses' quality improvement efforts! Initial systemwide quality improvement (QI) efforts began in 1993. Since 1993 the CSU has used various QI tools such as benchmarking, process mapping, customer satisfaction surveys, and has offered symposiums, quality training workshops and educational programs to promote and support campus QI initiatives. A Quality Improvement Steering Committee (QISC), consisting of Vice Presidents of Student Affairs, Vice Presidents of Business and Administration, and Chancellor's Office personnel oversee and direct these efforts. QISC has adopted the mission statement below.

Quality Improvement Mission Statement

The Quality Improvement Steering Committee promotes continuous quality and productivity improvement in the California State University through support for:

- Systematic identification and transfer of best practices
- Quality enhancement strategies and frameworks
- Assessment of customer needs and satisfaction
- Process measurement and evaluation tools
- Outcomes assessment and performance measures
- Campus and/or systemwide collaboration

In 1998 QISC created the Quality Improvement Planning Committee (QIPC) to support, promote and recommend new quality activities. During the past year, QIPC has been active in addressing the following QISC initiatives:

- Encouraging campuses to appoint at least one Quality Improvement Facilitator (QIF). Training workshops have been and will continue to be organized for the support and education of QIFs in their roles and responsibilities.
- Providing access and training for campus personnel on the use of the American Productivity & Quality Center's ConnectEd database, a web-based resource of "best practices."
- Educating campus leadership on the use of quality frameworks. Several workshops on quality frameworks have been offered and more are being organized. The Planning Committee is in the final stages of a Frameworks RFP.
- Offering workshops to teach campus personnel how to process map their operations. This has been identified as a high priority and QIPC is in the beginning stages of a Process Mapping RFP.
- Preparing for collaborative system of benchmarking efforts in 2000/2001.

In addition to this quarterly newsletter, we now have a CSU Quality Improvement website: <http://www.calstate.edu/tier3/qi/>.

The work of QISC and QIPC is designed to support and promote quality improvement within The California State University. I sincerely hope that you will join us by becoming involved in one or more of the programs being offered.

Calendar

July - December 1999

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

July

- 8-9 Frameworks: Determine Finalists
- 12 Post Data Collection Workshop
- 21-22 (week of) Frameworks: Consultant(s) selected
- 23 Delivery/Distribution Post-Process Mapping Workshop

August

- TBD Process Mapping: Vendor Presentations and Selection of Consultants
- TBD Frameworks: Consultant(s) availability to Campuses
- 17 or 18 QI Report to CABO
- 27 Plant Directors Meeting, Chico

September

- 9-10 Meeting: Planning Committee, San Diego
- 21 Reports and Presentations to the Steering and Planning Committees
- 22 Joint Meeting: Steering Committee and Planning Committee

October

- TBD Parking and University Police Customer Satisfaction Survey
- 1 Quarterly QI Newsletter
- 13 QI Workshop: Student Health Services

November

- 9 QI Workshop: Parking Services
- 18 Annual QI Symposium
- 19 QI Meeting: QIFs and Function Chairs

Quality Improvement at CSU Sacramento

BY FRANK WHITLATCH
UNIVERSITY AFFAIRS

Administration and Business Affairs at CSUS wanted to make things simpler. Operational managers with process knowledge joined forces with the Quality Steering Council to simplify procurement processes using quality methods.

"The idea was that in certain areas, purchasing and accounting rules were causing extra and unnecessary work," said James Kho, associate vice president for administration at CSUS and chair of the Quality Steering Council. "We knew that if we worked at it, we could make the process better and easier."

The team went to work in June 1998. By that September they were testing a new "direct payment request" system in two of the university's seven colleges and in athletics. Weeks later, the option was being offered to the entire university.

Now, accreditation costs, referee fees, association dues, gas charges, limited consulting costs, interview expenses and other services where credit cards can't be used are paid by submitting one simple approval form. Payments are made in two or three days, rather than weeks or months. Units throughout the university are saving time and effort, and are finding it easier to work with outside vendors and contractors.

The direct payment system is just one result of an ongoing, seven-year commitment to quality improvement at CSUS. A few other successes are:

- Promotion of the customer service focus
- Outcomes assessment

The first department at CSUS to embrace a formal total quality management approach was Facilities Management. During the last seven years, Facilities Management has had nearly a dozen teams examining efficiency, productivity and creativity. Among them was "Woopi Team" which helped streamline the work order

process so that, among other things, urgent and emergency work no longer requires a work order. The "Flash Team" developed a more effective approach to dealing with fluctuating classroom and office temperatures.

"What's unique about the quality management approach is that process improvements are being made by staff," says Howard Harris, associate vice president for facilities management.

"It is about staff—not management—being empowered to make improvements. And, as a bonus, we have found that in the process of improving our services, we're also reducing costs by reducing paperwork or by doing the job right the first time."

"We must find ways to utilize the potential of our staff," says Chiang Wang, a professor of management at CSUS and one of two professors who have worked with the Quality Steering Council. "That means managers and staff must communicate and work together better."

Joseph Orsini, also a professor of management at CSUS, is the other professor who has worked with the group. As part of their work, the two have trained 53 employees as quality facilitators, people who can help teams and other groups accomplish their goals.

Despite the occasional setback—and the time commitment required for success—numerous managers and staff across campus remain convinced that teams of employees are able to create innovative solutions.

Kho, the CSUS Quality Improvement Facilitator, is working to create a campuswide quality improvement team. He envisions the team as a more inclusive version of the Quality Steering Council, with representatives from all units on campus. More information is available by contacting Kho at (916) 278-6312 or by visiting the website maintained by the CSUS Quality Steering Council at <http://www.csus.edu/admbus/core.htm>, or by inquiry to Sarah Whyte, quality coordinator, at whytes@csus.edu.

The above is an abridged version of the article. The entire article can be found on the Quality Improvement website: <http://www.calstate.edu/tier3/qi/>.

"We knew that if we worked at it, we could make the process better and easier."

Quality Improvement in Student Health

BY GARY FREDERICKSEN
DIRECTOR, STUDENT HEALTH
SERVICES, POMONA

The process of benchmarking itself has had significant value to the Health Services function group. First, it has provided an environment for discussion among the function group representatives from the various campuses. A second benefit is the development of a better understanding of the campus demographic factors (enrollment, number of patient visits, residential/commuter) that drive performance of the benchmarks.

One of the most exciting outcomes has been the use of the data at the individual campuses. Several campuses have completed additional quality assurance studies around issues revealed in the benchmarks. Several campuses have used the data to drive improvements in service and to restructure services when needed.

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Gary Fredericksen, Director of Pomona's Health Center, speaking at the QI Training workshop for QI Facilitators and Function Chairs held on April 28-29 at the Long Beach campus. Gary is sharing with the Function Chairs the results of the Health Services function group's benchmark data analysis.

Looking ahead to next year, Student Health Services is faced with several important transitions. The first is to incorporate the existing Chancellor's Office Health Activity Data Reporting process into benchmarking. The second is to make decisions about participation

in the American College Health Association's new benchmarking project that will begin this fall.

For Student Health, it has been a very exciting and valuable process with much more to come!

Benchmarking at Student Health Services, Hayward (contributed by Dr. Cathy Coulman): Hayward's Student Health Services (SHS) has applied the benchmarking survey results to departmental improvements in three ways. First, benchmark results identified a need for a more detailed study of SHS's operational costs. The study results supported the future SHS fee schedules. Secondly, results contributed to improving operational efficiencies. Despite salary increases, SHS successfully reduced its cost per patient visit when faced with a budget shortfall in

fiscal year 1997-98. This was accomplished by shifting job responsibilities as modeled by other "best practice" campuses. SHS has currently launched a task force to further improve efficiencies by studying patient flow through the SHS and to identify "best practices" among other campuses to serve as models for improvement. Lastly, the benchmarking results are currently being used to set goals for a quality improvement study. The study's goal is to increase the number of eligible women who receive papinicolan (pap) examinations at the SHS.

The above is an abridged version of the article. The entire article can be found on the Quality Improvement website:
<http://www.calstate.edu/tier3/qi>.

SDSU's Love Library Reaches for Excellence

BY HELEN HENRY
DIRECTOR, LIBRARY ADMINISTRATIVE
OPERATIONS SDSU'S MALCOLM A. LOVE
LIBRARY

San Diego State University is committed to reaching for excellence in its quality improvement efforts. A grassroots effort, initiated by SDSU's Malcolm A. Love Library, is its Library Customer Service Excellence Program.

This program grew out of discussions between the Library Staff Development and Training Committee and the library's division heads, several of whom identified customer service as a high priority. The library hired library consultant George Soete to develop an appropriate program.

One recent innovation, in direct response to focus group input, is our use of proxy cards. Faculty members may now assign a proxy card to anyone

(such as a teaching assistant) they have authorized to borrow materials on their behalf. Teaching assistants may easily check out books, while professors keep their own IDs securely in their wallets. Thanks to Circulation Desk staff initiative this convenient, faculty-friendly system is now in place.

The Customer Service Team has developed and implemented customer service-related performance standards and expectations in job descriptions and in evaluation documents. In this way, pledge goals are reinforced as an ongoing aim driving the daily efforts of all library staff.

While our Library Customer Service Excellence Program is very new, and we are still in the early stages of our QI process, we are excited about the progress we have achieved so far. We hope to learn a great deal from these quality improvement efforts and look forward to expanding and further improving our services in the future.

The above is an abridged version of the article. The entire article can be found on the Quality Improvement website: <http://www.calstate.edu/tier3/qi>.



Helen Henry has worked in SDSU's Love Library, in various capacities, since 1977. She now serves as Director of Library Administrative Operations, overseeing personnel, facilities, copy services, grants administration, payroll/accruals, and statistics, and acting as chair of SDSU's Library Staff Development and Training Committee. A member of the Library Management Group, Ms. Henry is also a double alum from SDSU with an MBA in Information and Decision Systems. One of the tri-chairs for the CSU's QI effort, Ms. Henry is now taking on the duties of coordinating process mapping for libraries in the CSU.



SDSU's Malcolm A. Love Library is the largest library in the CSU system, housing more than 1.2 million volumes, 3.9 million microform items, 600,000 government documents, and 170,000 maps. The 510,000-square-foot library was the first in the world to develop and implement an electronic course reserves system. The library's addition, opened in 1996, includes a state-of-the-art Media Center, an Electronic Reserve Book Room, and two electronic classrooms. The library also has two other electronic classrooms, a student computing lab, and the Student Computing Help Desk with 104 workstations in the reference areas, 132 workstations in the lab, and 120 workstations in the electronic classrooms.

Balanced Scorecard Efforts at California Polytechnic State University, San Luis Obispo

BY VICKI STOVER
ASSOCIATE VICE PRESIDENT FOR
ADMINISTRATION, SAN LUIS OBISPO

The Administration & Finance Division at California Polytechnic State University, San Luis Obispo is using the Balanced Scorecard to improve quality on their campus. As part of the strategic planning process for the division it was recognized that there was a need to demonstrate that the division is incrementally more productive and the quality of services is better. Although the division had been involved in quality initiatives such as Total Quality Management, benchmarking, and customer satisfaction surveys, there was a desire to find an assessment process that encompassed multiple aspects.

Following a review of the material, the directors identified the following criteria as essential:

- Provide for customer input on the assessment of our services
- Support the direction of the university and the division
- Provide quantifiable/measurable evidence of our services on a longitudinal basis
- Be simple to use
- Be a process that is not an end in itself
- Provide for employee involvement
- Provide a process and results that can be communicated easily
- Provide an assessment that can cover multiple dimensions

In reviewing the criteria identified as essential in an assessment model, it was determined that the Balanced Scorecard included all the criteria identified by the directors. On September 18, 1997, Frank Lebens, vice president for administration & finance, introduced the "Balanced Scorecard." In the introduction, he indicated that the Balanced Scorecard instrument is appealing because it covers multiple dimensions and includes a quality component reflected by customer as well as employee satisfaction and financial measures. The Balanced Scorecard can be utilized as a communication tool for employees as well as for communicating with entities outside the division.

Currently, all critical processes have been identified. Department contacts

As part of the strategic planning process for the division it was recognized that there was a need to demonstrate that the division is incrementally more productive and the quality of services is better.

and a timeline for completing the Balanced Scorecard assessment are being established for each critical process. The division's goal is to have an assessment of all critical processes completed by June 30, 2001.

Efforts are being made to link the systemwide quality improvement efforts to the campus's quality improvement efforts. The vice presidents have been

requested to identify quality improvement contacts for each of their divisions. The contact person's involvement will be dependent on the division's goals in the area of quality initiatives and at the very least would serve as a conduit for the campus Quality Improvement Facilitator. The facilitator will inform the contact persons of systemwide efforts and events, learn about their desire to be involved in them, and assist in their quality improvement efforts.

*The above is an abridged version of the article. The entire article can be found on the Quality Improvement website:
<http://www.calstate.ed/tier3/qi>.*

Announcements

Post-Data Collection Workshops for Library, Mail Services, and University Police

Date: Monday, July 12, 1999
Time: 9:00 a.m. to 4:00 p.m.
Location: Sheraton Gateway
San Francisco Airport
600 Airport Blvd.
Burlingame

For more information:
www.calstate.edu/tier3/qi

Annual Quality Improvement Symposium

Date: Thursday, November 18,
1999
Location: Crowne Plaza, LAX

Visit the new QI website at
<http://www.calstate.edu/tier3/qi/>
for Planning and Survey Committee
reports, directories, and other
important QI links.

San Luis Obispo Recruitment & Admission: A Campuswide Approach

BY JAMES L. MARAVIGLIA

EXECUTIVE DIRECTOR, ADMISSIONS AND RECRUITMENT, SLO

At SLO, the Recruitment and Admissions office continues to support a campuswide student centered approach to the recruitment and admission endeavor.

SLO's integrated communication approach focuses on a comprehensive, coordinated and institution-wide recruitment campaign. This plan stresses communication, not merely promotion. It has as its goal the transmission of critical values and messages and seeks to interrelate with audiences in ways that they understand and to which they respond.

The primary objective is simple—provide the capability for all campus departments to communicate directly with prospective students and applicants in a highly personalized fashion.

Over 97 percent of the new students had prior contact with the campus before filing an application. At SLO, the prospect sources are qualified into a

There have been significant productivity gains that have resulted from a fully automated electronic admission, evaluation, and selection process.

number of different recruitment campaigns and provide the opportunity for each academic program to communicate with students interested in learning more about their majors. This allows tracking of the recruitment sources generating inquiries from students who are highly likely to gain admission.

It also allows better planning of travel itineraries and recruitment of targeted populations with the greatest likelihood of gaining admission.

Significant productivity gains have resulted from a fully automated electronic admission, evaluation, and selection process. All applicants submit an electronic application portfolio that includes an electronic record of all courses attempted, grades earned, test scores, courses in progress, and other information. The data is automatically mapped to the campus' student information system and multi-valued criteria for admission (MCA) database.

If we take as base the traditional mode and level of staff needed to support the practices and procedures widely practiced at CSU campuses, Cal Poly would require 42 additional positions to support its recruitment and admission endeavor. This represents combined salary and benefit savings of over 1.45 million dollars per year. For this reason many campuses recognize SLO's endeavor as a model practice operation.

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2650



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