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Quality Improvement Newsletter For The California State University

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“Reaching Out to Offer You More” at CSU Sacramento

By Gabrielle Self, Supervisor, Student
Financial Services Office, CSUS

With a motto of “Reaching Out to Offer You More,” CSU Sacramento’s Student Financial Services Center opened to students, faculty, and staff in fall 2000. A friendly, service-oriented atmosphere and teamwork are keys to the success of the Center.

One-stop shopping, a service concept, was the result of a CSU systemwide process mapping study in 1995 sponsored by the CSU Quality Improvement Programs. The new Student Financial Services Center at CSU Sacramento (CSUS) is an adaptation of the CSU one-stop shopping concept and is designed to improve not only the delivery of services but also internal departmental processes.

Customers are satisfied

Both students and staff have praised the new Center for its friendly and comfortable atmosphere, and students comment that they are now receiving more complete financial information than before. Another significant improvement is the reduction in students’ queuing time during the first two weeks of the semester when traffic is heavy. It is estimated that on average the wait time was reduced by as much as 75 percent.

What is the Student Financial Services Center?

The Center includes two areas of responsibility: the Service Center Counter, for in-person transactions, and the Service Center Office.



The Service Center Counter offers a number of stations where students may sit down and conduct all of their financial business, including:

- Paying fees and obligations
- Picking up checks (refund, financial aid and payroll)

- Requesting refunds
- Executing fee installment plans
- Enrolling for pre-loan workshops
- Submitting forms for registration fee waivers and sponsorship
- Making basic repayment plans for debts
- Clearing holds

Students may also obtain basic information about the status of their financial aid or disbursement, types and amounts of financial aid awarded, admissions applications and registration. If students require more specific information about their loan obligations or repayment plans, counter staff refer them to the appropriate office staff. Faculty and staff may also receive assistance at the Service Counter, which is staffed by a supervisor, eight technical staff members, and two student assistants.

The Service Center Office processes refund requests, fee waivers and sponsor registration; generates university billings (including Regional and Continuing Education); collects university obligations and Perkins loans; and conducts loan workshops. Through the Service Center Office, students may make individual appointments with the collection staff. The master payroll is also released to warrant officers from this office. Office staff consists of a billing and refund supervisor and an office supervisor, four financial advisors (collectors), three technical staff, and a student assistant.

CSUS teamwork and planning

The concept for the new Student Financial Services Center required the merging of two departments: Accounts Receivable and Cashiering/Disbursement. Since conception of the one-stop service center, staff from these departments were actively involved in its development. Staff provided input on aspects of the project ranging from remodeling to services offered and the efficient assignment and segregation of staff duties. CSUS representatives visited Sonoma State and CSU Fullerton to learn about the one-stop shopping concepts at these campuses. Recommendations and results from the prior year’s campus customer satisfaction surveys and CSU benchmarking were also helpful in the conceptual design of the new Center.

A year prior to the Center’s opening, CSUS provided intensive cross-training for

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QI Calendar

January - April 2001

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

January

- 8-9 QI at Auxiliary Organizations Association Annual Conference
- 10-11 Process Mapping Workshop I, San Francisco State
- 12 Performance Measurement Data Definitions: Accounts Payable
- 16 Customer Satisfaction Survey Committee Videoconference
- 17 Process Mapping Workshop III, San José State
- 18-19 Process Mapping Workshop I, San José State
- 18-19 Process Mapping Workshop I, CSU Los Angeles
- 24 Performance Measurement Data Definitions: Procurement
- 25-26 Performance Measurement Data Analysis Meeting: Student Accounts Receivable
- 31 Performance Measurement Data Analysis Meeting: Financial Aid

February

- tbd Performance Measurement Data Analysis: Accounts Payable
- tbd Performance Measurement Data Analysis: Procurement
- 1-2 QI Planning Committee Meeting
- 21-22 Process Mapping Train-the-Trainer
- 27-28 Process Mapping Workshop I, CSU Fullerton

March

- 13 QI Planning Committee Meeting
- 13 QI Performance Measurement Meeting
- 14-15 QI Spring Training, CSU San Bernardino
- 27 Performance Measurement Data Analysis: Student Health

April

- 8-10 Financial Officers' Association Annual Conference
- 11 NCCI Workshop - Penn State
- 12 Penn State Annual Expo
- 29-May 2 WACUBO

Quality Improvement Awards 2000

This year's QI Symposium featured the first annual awards and recognition program. Congratulations to this year's recipients!

Distinguished Service Award
Ed Chambers, San José State University

Outstanding Quality Improvement Facilitator
Vicki Stover, Cal Poly

Outstanding Function Chair
Ric Abeyta, San José State University,
and Gary Fredericksen, Cal Poly Pomona



OUTSTANDING QUALITY IMPROVEMENT FACILITATOR – Vicki Stover, Cal Poly

Each Quality Improvement Facilitator, or QIF, is responsible for promoting quality improvement on their campus. QIFs also serve as the communication link between their campus, the systemwide QI committees, and Chancellor's Office QI staff. Vicki Stover, Associate Vice President for Administration and Finance at Cal Poly, has been involved with quality improvement since its beginnings in 1993. As a QIF, she has been one of the benchmarking campus coordinators. Stover has guided and implemented the customer satisfaction survey process at her campus, resulting in ongoing improvements in her areas of responsibility. With her leadership and hands-on involvement, she has been instrumental in implementing the balanced scorecard (BSC) program at Cal Poly. Today, the Administration and Finance division at Stover's campus has a BSC program directly linked to strategic initiatives. Stover published an article on BSC in the July 1999 issue of the Quality Improvement Newsletter and gave a joint presentation at last year's symposium. It is largely because of her contributions on campus that QI concepts are practiced at Cal Poly.

OUTSTANDING FUNCTION CHAIR

The Outstanding Function Chair Award recognizes an individual for exceptional systemwide quality improvement service for their functional group. The nomination committee had a very difficult time selecting one individual for this award and ended up with a tie! Both of these function chairs, **Ric Abeyta and Gary Fredericksen**, have been instrumental in promoting QI concepts and educating colleagues across the CSU. Through their efforts, QI is becoming part of their function's culture on both a systemwide and departmental basis.



DISTINGUISHED SERVICE AWARD – Ed Chambers, San José State University

This award recognizes an individual in the CSU for significant contributions to QI, either systemwide, at their campus, or both. Ed Chambers, Assistant to the Vice President for Administration and Finance at SJSU, is a QI leader at both levels: on his campus and for the whole CSU system. As SJSU's lead Quality Improvement Facilitator, Chambers facilitates QI discussions and promotes QI across all divisions. He encourages QI campus representatives to participate actively in systemwide QI as well in their campus-based initiatives, merging the two in promoting continuous quality improvement at SJSU. Chambers is regarded as a mentor and coach to many other QIFs in the CSU as well.

Chambers's commitment and immense QI knowledge are complemented by his unique creativity. As leader of one of the systemwide QI committees, his exceptional organizational and facilitation skills are a driving force for the CSU QI initiatives. His leadership abilities and his understanding of campus organizations and cultures have been instrumental in ensuring that campuses are equal partners in systemwide QI programs. Ed Chambers lives and breathes QI! To quote one of the individuals who nominated him, "He is truly the heart and soul" of the systemwide QI efforts.



Ric Abeyta, San José State University
 Ric Abeyta, Chief of Police at his campus and function chair for the CSU University Police in Customer Satisfaction Surveying, is responsible for his function's development of the systemwide customer satisfaction survey. Abeyta has actively participated in performance measurement for his function group since 1998, the group's first year of benchmarking. He supports his staff in applying the CSU process mapping method and encourages staff involvement in all QI activities. The result: successful quality improvement programs on the campus at San José State University in both University Police and Parking Services.



Gary Fredericksen, Cal Poly Pomona
 Gary Fredericksen, Director of Student Health at Cal Poly Pomona, has been an effective function chair leader in the CSU since 1997, the first year his function's group participated in the systemwide initiative. In the CSU, he is function chair for performance measurement for Student Health Services, and he is chair of the QI Performance Measurement Committee. Fredericksen has been instrumental in increasing CSU campus participation in benchmarking for his function area. With his CSU benchmarking expertise, Fredericksen has been an important factor in the American College Health Association's development of its own benchmarking instrument.

CSU colleagues submitted nominations for the annual QI awards. A nominating committee made the final recommendations to the Awards and Recognition Sub-Committee, made up of members from the QI Planning Committee. Nominating committee members were Dennis Harris, Chair (Sonoma); Kathleen Hughes (Dominguez Hughes); Tanis Brown (San Marcos); and Marilyn Fratto (San José). Awards and Recognition Sub-Committee members were Susan Hansen, Chair (Humboldt); Sarah Whyte (Sacramento); and Dolores Basilio (Chancellor's Office).

Recognizing Worthy QI Contributions

In addition to the new annual QI awards presented at this year's QI Symposium, others were honored who have been active in QI, past or present, at their campus or systemwide.

SPECIAL RECOGNITION

Special recognition was given to three members of the Quality Improvement Steering Committee who have been instrumental in developing quality improvement initiatives in the CSU. Not only do they provide leadership for the systemwide quality improvement programs, but they also lead and support QI efforts at their respective campuses. Recognized for their leadership and support, these exemplars of quality improvement are:

David DeMauro – Vice President for Administration and Finance, CSU San Bernardino

William Griffith – Vice President for Administration and Finance, CSU Long Beach

Don Kassing – Vice President for Administration and Finance, San José State University

David DeMauro, like William Griffith, was one of the original members of the Benchmarking Task Force, back in 1993. He, too, has continued his promotion and support of QI on a systemwide basis through his ongoing membership on the QI Steering Committee. On his campus, DeMauro has been an advocate and leader for the development of QI programs.



William Griffith has been leading QI efforts in the CSU since its beginning when it was known simply as "Benchmarking." He could well be viewed as the Father of Quality Improvement in recognition of his place in CSU QI history and his past role as chair of the Benchmarking Task Force. Not only is Griffith – with his continuing membership on the QI Steering Committee – a continuing supporter of systemwide QI, but he is also a strong proponent of QI at his own campus.



Don Kassing stepped up to a leadership role when Griffith stepped down as chair of the Benchmarking Task Force. A QI champion on his own campus, Kassing became a key player systemwide as chair of the newly formed QI Steering Committee. He has led the system beyond benchmarking so that today, the Quality Improvement Programs of the CSU encompass performance measurement, process mapping, customer satisfaction surveying, and QI frameworks.

APPRECIATION FOR PAST SERVICE

Those who have previously served on the QI Steering or Planning Committee were recognized for their support of systemwide QI efforts.

Larry Glasmire, CSU Sacramento

Kathleen Hext, CSU Long Beach

Jamie Kho, formerly CSU Sacramento (now with DeVry University, Fremont, Calif.)

Fred Najjar, San José State University

Andrea Peters, San Diego State University

Arno Rethans, CSU Chico

Shirley Uplinger, CSU Sacramento

George Wellman, CSU Chico

QI CHAMPIONS

Seventy individuals were recognized as QI Champions, promoting and practicing QI concepts through one or more QI activities. Their names were announced at the award presentation not only in public recognition but also in appreciation.

QI AWARDS 2001

The awards and recognition program will continue in 2001. Award recipients will be announced at an award banquet held in conjunction with the 4th QI Annual Symposium, at the Los Angeles Airport Marriott, Friday, November 2, 2001. Look for more information about the awards and the symposium in upcoming issues of the QI newsletter.

The CSU Third Annual QI Symposium and Quality Expo

This year's symposium was a success with nearly 300 people attending from the CSU and other institutions of higher learning across the United States. The symposium began with Dr. Robert Caret (President, San José State University) introducing Chancellor Charles Reed, the morning speaker. "Quality improvement should be a campuswide responsibility, and it should be an ongoing effort," said Reed. "As a university, our quality is all we have . . . I strongly encourage each campus to participate in quality improvement." Reed was supportive of campus QI efforts recognizing that it is hard work and acknowledging, "It's only when you open yourself up to that kind of examination that you're able to improve what you do. [QI] involves a lot of details . . . and thick skin. And it requires a willingness to be accountable for performance."

Mohammed Qayoumi, Vice President for Administration and Finance, California State University, Northridge, gave an informative presentation about the Balanced Scorecard (BSC), providing examples from his campus. Qayoumi's presentation included many innovative visual models including one of a "dashboard" showing the actual measure with a green arrow (and where the measure should not be with a red arrow) – similar to a car's fuel gauge. One audience member, George Wellman of CSU Chico, commented that Qayoumi's presentation provided excellent information and "motivation on how to continue the development of the BSC" at other campuses.

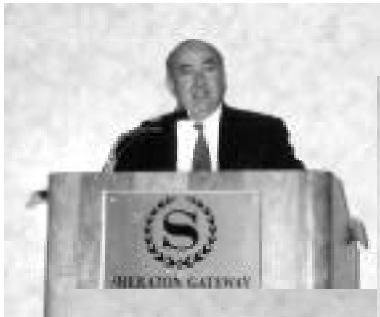
(The chancellor's speech and Dr. Qayoumi's presentation are available at <<http://www.calstate.edu/tier3/Executive/speeches/QISymposium11-16-00.html>>.)

The afternoon keynote speaker, Tom Champoux of the Effectiveness Institute, discussed qualities of the "engaged and accountable" university, leading attendees through a series of exercises designed to encourage these traits at their campuses. Champoux, well known for his down-to-earth yet energetic delivery, made such an impression on attendees that several requested QI to invite Champoux back for a daylong session.

(For more on Tom Champoux, visit <<http://www.effectivenessinstitute.com/consults/profiles.html>>.)



CSU Quality Expo - Campus Booths



Symposium Speakers

The highlight of the day was the first CSU Quality Expo, a knowledge-sharing forum. There was a lot of interest in the campus exhibits where attendees were able to visit with campus representatives and learn about others' QI activities. Dennis Harris (Sonoma) says he "was truly impressed with the exhibits and with the response of attendees." Becka Paulsen (Stanislaus) was daunted by the amount of work that went into each presentation and was impressed to see "how each campus has approached its overall QI effort." Bill Barrett (Fullerton) commented that he took home a lot of materials, saying the booths were "terrific."



Based on feedback from attendees, the opportunity to learn from each other was what most of them found especially valuable. Next year's event will offer more opportunities for knowledge-sharing among the CSU campuses with an expo and small sessions/workshops. Mark your calendars for Friday, November 2, 2001, LAX Marriott for the 4th Annual CSU QI Symposium and 2nd Quality Expo. Look for additional information in future issues of the QI newsletter and on the QI website <<http://www.calstate.edu/tier3/qj>>.



Attendees

Update on CSU QI Initiatives

Performance Measurement 2000

Some function groups have finished determining the measurements and data elements for this year's performance measurement effort. Completed workbooks of the measures and data elements are available at the QI website <<http://csupm.csulb.edu/pm2000/>>. The timeline provides the dates function groups have decided upon.

Customer Satisfaction Survey 2001

The Customer Satisfaction Survey Committee, in collaboration with function chairs, is in the final stages of developing the survey questionnaires. Vice presidents have been requested to appoint a person to lead their campus in the survey process. This year, surveys will be printed in booklets; general instructions will be provided and recipients will reply to demographic questions. Included in the booklet are questionnaires for each area the campus has decided to survey. Campuses will distribute the surveys to students, faculty, and staff in March or April 2001. Survey results will be given to the campus leads by June 2001 with a systemwide report to follow. Areas that

Performance Measurement Timeline

Function Area	Data Collection	Data Analysis	Final Report
Accounts Payable	tbd	tbd	tbd
Admissions & Records	tbd	tbd	tbd
Career Centers	tbd	tbd	tbd
Financial Aid	December 2000	January 2001	March 2001
Human Resources	tbd	tbd	tbd
Mail	January 2001	January 2001	February 2001
Parking	January 2001	February 2001	March 2001
Procurement	January 2001	February 2001	April 2001
Student Accounts Receivable	December 2000	January 2001	March 2001
Student Health	December 2000	March 2001	April 2001
University Police	January 2001	February 2001	March 2001

tbd: To be determined

campuses could survey include: Career Centers, Environmental Health and Safety, Facilities, Financial Aid, Human Resources, Mail, Parking, Procurement, Student Accounts Receivable, Student Health, and University Police.

Process Mapping Training

Process mapping training gives participants tools to understand various campus processes, build effective teams, and analyze data to improve processes. Campus-based

process mapping training is continuing in the CSU with workshops scheduled at San Francisco, Los Angeles, San José, San Luis Obispo, and Fullerton in January and February. Some campuses have their own trainers while others are trained by Chancellor's Office staff. For those interested in being a campus trainer, a "train-the-trainer" two-day workshop is scheduled February 21-22. Visit the QI website for more information about process mapping training.

Announcements

QI Annual Spring Training

Hit a home run! Come to the Spring Training! Everyone who has an interest in QI is invited.

Date: March 14-15, 2001
 Location: CSU San Bernardino
 Cost: \$ tbd

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

4th Annual QI Symposium and 2nd Quality Expo

Mark your calendars! Reserve this date!

Date: November 2, 2001
 Location: LAX Marriott

More information will be available in the next issue of the QI newsletter, April 2001.

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"Reaching Out to Offer You More" at CSU Sacramento

all student financial unit staff members by those within the units, so staff could provide students with optimum and accurate general information. Some positions were upgraded to accommodate the new level of knowledge and skills required to service customers, and one new position was added. Cross-training is continuing with Financial Aid and Admissions and Records, where staff are learning about the student data system screens, disenrollment processes, installment payment plans, admissions and transcripts, and much more. In 2001, other departments from Student Affairs will participate in the ongoing cross-training.

Both trainers and trainees have found the process beneficial; staff gain a more complete understanding of one another's roles in processes and transactions that take

place "behind the scenes," and their widened understanding allows them to provide more complete information to students.

The Student Financial Services Center, successful thus far, has plans to monitor ongoing effectiveness and customer satisfaction in order to continue its initial success. Manager Craig Tapella will use quality improvement tools (performance measurement and customer satisfaction surveys) to evaluate ongoing effectiveness and to ascertain if additional improvements are required as the Center continues "Reaching Out to Offer You More."

Beverly Huizar, a Center staff member, is responsible for the motto "Reaching Out to Offer You More." For more information, please contact Craig Tapella, Manager of the Services Center, (916) 278-6190.

Introducing . . . The Customer Satisfaction Survey Committee

In 1997, CSU issued the first Quality Improvement Customer Satisfaction Survey, which was developed and administered by a consulting firm. In assessing the process and final reports, the CSU decided that its own campus experts could more capably lead the charge for future QI survey development and in 1998, the CSU QI Customer Satisfaction Survey Committee (CSSC) was formed.

The CSSC provides support and assistance to CSU function groups as they plan and implement their surveys. CSSC has representation from campus Quality Improvement Facilitators, Institutional Research Directors, and Function Chairs and is staffed by the Chancellor's Office. CSSC members have extensive experience with survey development, administration, and reporting of results. Working closely with representatives from the function groups, the CSSC focuses on each group's needs and interests, incorporating them into the survey instrument.

Benefits associated with the CSSC:

- Survey administration costs are currently subsidized
- Access to consultation, support, and advice is available throughout planning and execution stages

- Familiarity with the survey process in higher education settings, and specifically within the CSU
- Quality and validity of survey instruments and findings
- Summary reports are provided, as requested

Currently, the CSSC is in the final stages of developing the spring 2001 surveys to be distributed to the CSU campuses and the Chancellor's Office in March 2001. System wide, the function areas to be surveyed include: Career Services, Facilities, Financial Aid, Human Resources, Libraries, Mail Services, Parking Services, Procurement, Student Accounts Receivable, Student Health Centers, and University Police. The respective vice presidents of each CSU campus have selected which, if any, of these functions will be surveyed at their campuses. Surveys will be sent to a sampling of students, faculty, and staff. The committee is also researching various web survey options for the future.

The CSSC is interested in any suggestions you may have regarding customer satisfaction surveying. Feel free to contact any of the members on the committee to express your opinions and suggestions.

CUSTOMER SATISFACTION SURVEY COMMITTEE MEMBERSHIP

Ron Ashcroft, QI Programs Manager, Chancellor's Office

Dolores Basilio, QI Programs Specialist, Chancellor's Office

Matt Ceppi, QI Programs Specialist, Chancellor's Office

Donald Coan (Chair), Director, Institutional Research, Long Beach

Henry DuBois, Associate Dean, Library, Long Beach

Steve Frieze, Director, Institutional Research, Pomona

Roseann Hogan, Associate Vice President, Institutional Research, Stanislaus

Gretchen Jones, Associate Director, Physical Plant, San Diego

Bruce Lowe, Lieutenant, University Police, San José

Leone Nidiffer, Assistant Vice President, Research and Analysis, Hayward

Mark Robinson, Research Technician, Fresno

Jack Williams, Director, Institutional Research, San José

The Human Dimension in a QI Framework

By Matthew Ceppi, Quality Improvement Specialist. To discuss this article or topic further, e-mail mceppi@calstate.edu.

For some time now, we have been working with various frameworks for quality management in the CSU. Several campuses have successfully implemented or are in the process of implementing frameworks such as TQM, Balanced Scorecard, and Baldrige, to name a few. The CSU continues to develop tools to assess our performance through performance measurement, process mapping, and customer satisfaction surveying. We continue to learn from the Malcolm Baldrige National Quality Award criteria and from recent literature and studies of best practice organizations.

These efforts have taught us that the continued success of quality improvement

in the CSU relies heavily on the development of programs that support employee growth and assess employee satisfaction. The traditional Balanced Scorecard framework offers four perspective views of an organization, including learning and growth. There is evidence across the CSU that we are beginning to understand and develop the means to measure employee satisfaction and to implement learning and growth programs around what we're learning from data, thus reaping the full benefits of a quality framework. At the Quality Improvement Symposium in November, some campuses demonstrated how they have successfully implemented frameworks to address employee satisfaction and assess campus climate. At San Luis Obispo, for instance, staff and administrators in the Administration and Finance Division are annually asked fourteen questions addressing issues such

as their understanding of division mission and values and the adequacy of training and support on the job. The surveys have yielded valuable data, which the campus has used to effect positive changes; San Luis Obispo has for three years shown improvements across the board. At Chico, the Business and Finance Division has enlisted the help of The Effectiveness Institute to implement an employee climate assessment instrument. Dr. Mo Qayoumi's symposium presentation on the Balanced Scorecard stressed the importance of the learning and growth perspective as the foundation for the other three perspectives in Northridge's scorecard.

Twenty-five years of data from surveys of more than one million employees was analyzed by The Gallup Organization in First, Break All the Rules, a book by Marcus

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The Human Dimension in a QI Framework

Buckingham and Curt Coffman about leadership and employee satisfaction.¹ Analysis of the data showed that those employees who responded more positively to the workplace survey worked in units with higher levels of productivity, profit, retention, and customer satisfaction.¹ The concept here is that a well-trained, motivated workforce, satisfied with their work environment, will be more innovative, will promote process improvement, and will offer the level of service that results in satisfied constituencies, all of which will result in overall organizational efficiency and effectiveness.

Professional development continues to be a high priority in the CSU. This year, Lynne Hellmer joined the Chancellor's Office as Director of Professional Development. Lynne comes from the University of Illinois where as Director of Human Resources Development, she implemented a number of innovative, award-winning programs.

Because quality and professional development are so closely related, the QI program will work with Lynne's office to address those needs identified within the CSU.

We're at an exciting juncture in the CSU and in Quality Improvement. The alignment between Cornerstones, the Accountability Process, campus frameworks, and the various quality initiatives becomes more and more evident each day. As we continue to expand QI initiatives in the CSU, the human dimensions of employee growth and satisfaction may prove to be the most important enablers of a campus's quality management program.

¹ *Buckingham, Marcus and Curt Coffman. First, Break All The Rules: What the World's Greatest Managers Do Differently.* Simon & Schuster, 1999.

To Contact Us:

Submissions, suggestions, or questions about the QI Newsletter may be directed to Business Planning, attention Dolores Basilio, via e-mail, telephone, or letter. Submissions may be sent at any time. For more information about the QI Programs in the CSU, contact Ron Ashcroft.

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