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Quality Improvement Newsletter For The California State University

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The 2nd Annual QI Symposium: "Demonstrating Excellence in the 21st Century"

The theme of the CSU 2nd Annual Quality Improvement Symposium is to **celebrate and learn about quality improvement efforts and models in the CSU, by providing CSU leadership with demonstrable successes and the "how tos" for continuous quality improvement.**

In 1998, the Quality Improvement (QI) Steering and Planning Committees sponsored a Quality Improvement Symposium, "Achieving Performance Excellence in the CSU Administrative Processes." Participants were introduced to QI frameworks and concepts that can align and support current quality improvement efforts. In response to new and ongoing QI efforts by campuses and the overwhelming success of last year's symposium, the QI Steering and Planning Committees plan to host annual symposiums celebrating campus QI efforts and providing continued education in QI methods.

This year's program showcases CSU campus and function efforts. Track sessions should prove to be valuable in showing how to succeed with quality improvement by the sharing of CSU developed models, QI tools, and lessons learned.



THE SYMPOSIUM PROGRAM

OPENING ADDRESS - CHANCELLOR CHARLES B. REED Having encouraged the campuses to focus on QI, Dr. Reed will address "QI in the CSU - What We Know and Have Accomplished Thus Far" and will discuss QI accomplishments within the CSU.

KEYNOTE SPEAKER - C. JACKSON GRAYSON An expert in the area of quality improvement, C. Jackson Grayson, Jr., is chairman of the American Productivity and Quality Center (APQC). Recognizing that seeking quality is not a one-time activity, he will be sharing his knowledge and experiences in his presentation called "The Quality Journey." Dr. Grayson served as chairman of the United States Price Commission. He founded the nonprofit APQC with the goal of helping businesses improve American competitiveness. APQC was a leader by creating a national quality award, now called the Malcolm Baldrige Quality Award. More recently, APQC has added education institutions to its list of members. Dr. Grayson's latest book, *If Only We Knew What We Know*, co-authored with Carla O'Dell of APQC, is about knowledge management.

CSU SUCCESS STORY An example of a campuswide QI effort will be presented by an executive panel from San Jose State University. For more on the SJSU story, refer to their story in this newsletter, "A Work in Progress."

CONCURRENT TRACK SESSIONS

The afternoon of the symposium will offer track sessions in the areas of Leadership and Change Management, Balanced Scorecard, and Quality Improvement Tools and Demonstrable Successes.

(continued inside)

QI Calendar

October - January 2000

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

October

- 5-6 Survey Development Committee Meeting
- 7-8 QI discussion at PSSO Meeting
- 12-13 Process Mapping Workshop I (Group B)
- 13-14 QI discussion at Student Health Services Meeting
- 18 Quarterly QI Newsletter
- 20 Benchmark discussion at VP of Student Affairs Meeting
- 21 Framework and Process Mapping Consultants meet the Campuses
- 26-27 EDUCAUSE

November

- 2-3 Process Mapping Workshop I (Group C)
- 4-5 Process Mapping Workshop I (Group D)
- 9 QI meeting of Parking Directors
- 18 2nd Annual QI Symposium
- 18 Training for new QIFs and Function Chairs (Roles and Responsibilities)
- 19 Semiannual QIF and Function Chairs QI Training

December

- 2 Deadline: Articles for quarterly QI Newsletter
- 7-8 Process Mapping Workshop I (Group E)
- 8 Process Mapping Workshop II (Group A)

January 2000

- 25-26 Process Mapping Workshop II (Group B)

Making Sense of It All

Recognizing the importance of quality improvement (QI), many CSU campuses have made QI an ongoing goal. Through systemwide collaboration initiatives, various QI tools have been used to assist in identifying areas of improvement or best practice processes. However, these efforts often have been random acts that do not necessarily support the campus mission nor reap "big gains." Aligning these improvement efforts and achieving optimum success in making sense of it all is the role of a framework.

An introduction to framework strategies was offered at the Annual QI Symposium in November 1998 and in an all-day workshop in March 1999. Campuses were introduced to framework concepts such as the Balanced Scorecard, Focused Quality Management, and Malcolm Baldrige. In May 1999, an RFP process was initiated to identify and select consultants to assist campuses in their framework planning development and implementation.

Three consulting groups were selected and master enabling agreements were issued to APQC Consulting Group, Citygate Associates, and Booz-Allen & Hamilton.

APQC Consulting Group

This consulting group, a subsidiary of the American Productivity and Quality Center (APQC), is a business-oriented provider of best practice, performance improvement, and decision support information. They are based in Houston, Texas. The consulting group's implementation strategy recognizes the need for an "integrated improvement framework that can be customized to fit the needs of each campus irrespective of specific approach." They use a four-phase approach: Prepare, Plan, Implement, and Transition. Their strategy aligns measures with essential strategies, enabling tracking of progress made and assigning accountability. It includes capturing gains already made and establishing measures for future improvements.

Booz-Allen & Hamilton (BAH)

BAH is a management consulting firm serving government and commercial clients for over fifty years. They are based in Washington, D.C., with their

West Coast regional office in San Diego. They have conducted numerous projects leading to organizational improvements in quality through reengineering and process improvements. Their strategy includes a readiness assessment of the campus and a comprehensive training module that includes analysis/strategy, design, development, delivery, and education. Their approach to quality frameworks is driven by campus strategic need, and is process-focused.

Citygate Associates

Citygate is a general management consulting firm providing services in the areas of quality improvement and strategic planning, among others. They are based in Sacramento. Their team has experience in implementing Baldrige-based quality improvement frameworks in higher education and in the CSU. Their framework services include readiness assessment and comprehensive quality framework implementation including evaluation, workshops and coaching, support workshops, surveys, and consulting.

A Day with the Consultants

Whether you are ready to implement a framework or still thinking about it, campus vice presidents and quality improvement facilitators (QIFs) are encouraged to attend this informational day. It is scheduled for Thursday, October 21, 1999, at the LAX Marriott, 8:30 a.m. to 4:00 p.m. (registration is available on the web). You will hear from each consultant group about the framework services they can offer you and their methods of approach. Three consecutive sessions, one for each of the consultants, will be held where the consultants will give their presentations and you can ask questions of them. The consultants' teams will include those who will be working directly with you.

Prior to October 21, QIFs will receive packets of information that include the following materials for each consultant: framework menu of services, contact information, pricing structures, CSU Service Contract forms, resumes of consultant personnel, client list from higher education, and other vital documents to help in their consultant selection process.

For additional information about the consulting groups and their services visit the QI website at <http://www.calstate.edu/tier3/qi/library/framework.htm>.

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BALANCED SCORECARD

For those campus leaders searching for a method to align quality improvement efforts, the Balanced Scorecard session is for you! See how CSU campuses are implementing this. Learn about the Balanced Scorecard approach with its four perspectives (financial, customer, internal process, innovation and learning) and how it can be used for your improvement efforts. Understand what it takes to develop your own scorecard.

DEMONSTRABLE QI SUCCESSSES

Learn how to make quality improvement happen. If you are responsible for quality improvement efforts you need to attend this "how-to" session. Learn how benchmarking can be the "first step" toward improving operational inefficiencies, reducing operational costs and increasing revenues, and assist in a search for best practices. Find out how rethinking business can generate significant improvements. See how benchmarks help set goals for continued improvement. Learn about building an effective team to initiate change across a functional group, collaborating in creating best practices and addressing cross-functional issues.

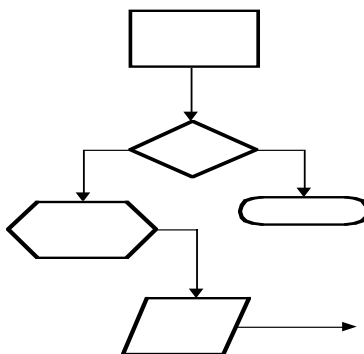
LEADERSHIP TRAINING

Struggling with why others don't want to accept change? Then this session is for you! Understand why change is difficult for people. Learn how to *not* make change a four letter word. Discover how to involve others in plans for improving and gain their support and acceptance.

For registration and other information about this year's symposium, visit the QI website at <http://www.calstate.edu/tier3/qi>. You may also contact Ron Ashcroft, manager of Quality Improvement Programs, Office of the Chancellor, at (562) 951-4556.

Mapping for Quality Improvement

Maps chart the way. CSU has used process mapping to chart the way toward new and improved processes. What is a process map? It is a flowchart of the activities involved in a process with consideration of inputs and outputs. It is a useful quality improvement tool for the analysis required for understanding processes.



The Quality Improvement Programs have coordinated and provided support for several process mapping studies since 1993 with participating campuses. There have been two main resulting benefits of the studies. First, process mapping helped to identify areas for potential improvement. Second, it has been valuable in developing or identifying best practice models that have made significant impact on how campuses conduct business. Process mapping successes led to the procurement card program implementation, legislative approval for direct vendor payments, budget process redesign, best practice model for workers' compensation reporting and claim processes, and the student services "One-Stop Shopping" model.

With the many successes of the process mapping efforts, it is apparent that process mapping is a quality improvement tool that has much value for campuses and the CSU. Managers would benefit from having process mapping skills so they can develop maps of their own in support of their own continuous improvement efforts and the implementation of CMS. In

support of this, the QI Planning and Steering Committees agreed that training would be beneficial to the campuses and initiated a request for quote (RFQ). The RFQ was then issued to four firms to select a consulting group or firm to provide process mapping training in support of functional and campus QI goals. Orion Development Group was ultimately selected as the consulting group to provide the process mapping training for the CSU systemwide efforts.

Orion is based in Rockaway Park, New York, and is acknowledged as one of the premier strategic process management training and consulting firms in America. They integrate strategic management with process management, "achieving and sustaining superior performance through the design, control and optimization of work processes." Some CSU employees attended Orion's training held earlier this year at UC-Davis in a WACUBO sponsored workshop and found the process mapping methods easy to understand and apply in their own work environment.

Process mapping training for the functional representatives and quality improvement facilitators will be coordinated through the Quality Improvement Programs. Workshops will provide training on how to create a process map, and, then, how to use it for QI analysis. Follow-up workshops will bring functional teams together to discuss how to incorporate process mapping with other QI tools and frameworks.

Campuses can develop their own internal expertise by individually contracting with Orion for on-campus cross-functional training in support of CMS implementation and other campus QI programs. Refer to the QI website

library for additional information about Orion. Functional areas requesting training are: Admissions & Records, Financial Aid, Student Accounts Receivable, Health Services, Accounts Payable, and Procurement. Workshops began in September and are scheduled through December. Others will be added to meet the demand. For workshop schedules and registration, visit the QI website at <http://www.calstate.edu/tier3/qi/> or call the QI programs at (562) 951-4556 or (562) 951-4552.

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San Jose State University Quality Improvement

“A Work in Progress”

BY ED CHAMBERS

ASSISTANT TO THE VICE
PRESIDENT OF ADMINISTRATION

Mission Statement

In collaboration with nearby industries and communities, this faculty and staff is dedicated to achieving the university's mission as a responsive institution of the state of California: To enrich the lives of its students, to transmit knowledge to its students along with the necessary skills for applying it in the service of our society, and to expand the base of knowledge through research and scholarship.



San Jose State University



President Robert L. Caret

San Jose State University began its grassroots quality journey through discussions at the executive management level based on the 1995/96 Malcolm Baldrige results of the Administrative Division. The discussions resulted in President Robert L. Caret approving and initiating the first campus-wide Employee Opinion Survey (1997/98) in an effort to assess employee perceptions of the university and the quality of service provided by the campus. The survey response would then serve as a benchmark as the university continued to make improvements in the performance of services.

The survey polled employees on a variety of topics, including university leadership, department effectiveness, performance goals and direction, and rewards and recognition. Common issues identified by the survey results were (1) improve communication as a campuswide perspective, (2) improve rewards and recognition for all employees, and (3) focus on continuing issues with technology, parking, physical work environment, and

employee reclassification processes. At the executive level, it has been determined that some improvement programs need to be implemented from a university-wide perspective, while others can take place within each of the five divisions, auxiliaries, and athletics. The Human Resources Coordinating Council was charged with the first initiative, developing a plan by which university leaders could manage the institution in the 21st century.

“The Role of the Manager” was established as the foundation for creating an academic community that reinforces its commitment to its people. A little over a year in operation, it is a model/matrix training program of nine principles supported by a series of eight classes. Human Resources has also been charged with modifying and improving the campus recognition program. A Cross-Divisional Quality Team has been appointed and charged with developing a vision under which all divisions of the university can build and/or enhance their own non-instructional quality program in support of student, faculty and staff development. The divisions of the university are at various stages of their quality initiatives (see below).

The university is very pleased with the progress it has made to date. However, we realize that this journey will always be “a work in progress.” We still have much to learn as we continue our efforts of improving the services of students, faculty and staff.

Academic Affairs Division

Five non-instructional support offices reporting directly to the provost are at the initial stages of development with the exception of Graduate Studies which has implemented a Balanced Scorecard type framework.

Administration Division

A division-wide effort was begun in 94/95 by creating a vision, mission and set of core values. Utilizing the Malcolm Baldrige model as the division assessment instrument, two self-assessments have been completed. The division has selected the Balanced Scorecard as its framework with implementation scheduled in the near future.



Chief Information Officer

As a member of the Cross-Divisional Quality Team, the CIO is in the initial stages of investigating a quality initiative.

Student Affairs Division

A division-wide effort to investigate assessment as a means by which to improve overall quality was begun in 1996. The division has a mission and set of core values and utilizes CalQED as its assessment instrument. The division completed its first self-assessment in 1998/1999.

University Advancement Division

A division-wide effort was begun this year with initial draft of a vision and mission/purpose to be completed in October. The division will begin to establish framework for moving forward with goals and action plans during October/November.

Balanced Scorecard at UCSD

Balanced Scorecard is an informative and effective framework that many CSU campuses are giving serious consideration to as a means of aligning their quality improvement efforts.

In September, several CSU campuses visited the University of California at San Diego (UCSD) to learn about their utilization of this framework. Steve Relyea, vice chancellor for Business Affairs at UCSD, led a full-day presentation, which included the successes and "lessons learned" shared by his management team. CSU campuses that made the site visit were San Diego, Long Beach, Fullerton, San Marcos, San Jose, Northridge, Sacramento, and San Bernardino.

The Business Affairs division at UCSD is a leader in higher education with their Balanced Scorecard efforts. They have found it provides links of their performance measures to four important perspectives of the scorecard:

- Financial - How do we look to our resource providers or stakeholders?
- Customer - How do customers see us?
- Internal Process - Are we productive and effective?
- Innovation & Learning - How do our employees feel?

The UCSD Business Affairs team has incorporated the Balanced Scorecard into their strategic planning, linking the four scorecard perspectives to their business culture. They noted that the Balanced Scorecard keeps the organization focused on what is important to the organization and provides evidence supporting its success for them.

The UCSD Business Affairs team has incorporated the Balanced Scorecard into their strategic planning...

UCSD Business Affairs QI results are seen in overall increased productivity, reduction in costs, and understanding customer needs. As an example, during the 1994 divisional strategic planning session using Balanced Scorecard as the QI framework, the **Million Dollar Challenge Program** was developed.

The purpose of this program was to generate \$1,000,000 over a period of five years by increasing non-student revenue and reducing costs.

The program was in place for only two years when almost \$900,000 had been generated and the goal was exceeded in year three. All levels of staffing were

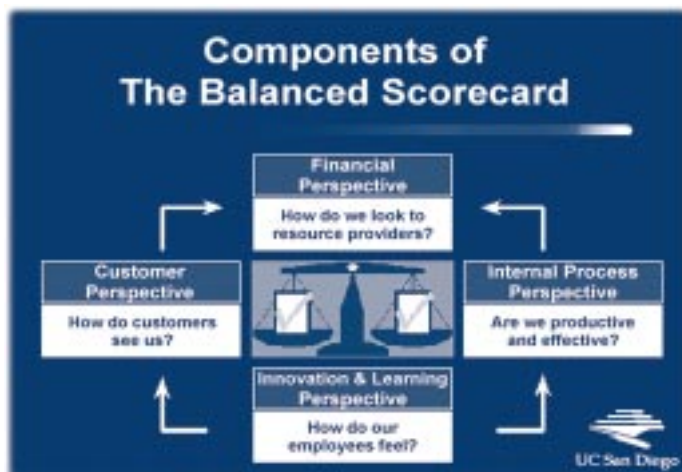
involved in this program. Staff was encouraged to be creative with solutions and provided with no parameters. They met the challenge and were major contributors to the success of the program.

Other examples of UCSD successes with the Balanced Scorecard framework approach are:

- Five-year savings of over \$1,000,000 in the carpet procurement program
- reduced cleaning costs and increased customer satisfaction in custodial services
- reduced cycle time for travel reimbursements from 20 days to 3 days
- development of their NACUBO award-winning Link Family, a web-based delivery of financial information

The CSU participants walked away from UCSD session better informed about Balanced Scorecard, and many voiced a desire to begin the Balanced Scorecard journey for quality improvement.

To view the UCSD presentation material from the September session, visit their website at <http://www-vcba.ucsd.edu/cs>. Other UCSD Balanced Scorecard information can be found at <http://www-vcba.ucsd.edu/performance>.



Announcements

Web registration now available for QI Workshops

For registration and additional information about the announcements, visit the QI website at <http://www.calstate.edu/tier3/qi>.

A Day with the Consultants

Campuses can meet the framework consultants who can provide assistance for their framework implementation.

Date: Thursday, October 21, 1999

Time: 8:30 a.m. to 4:00 p.m.

Location: Marriott LAX

Registration: \$100

(visit the website for registration form)

Police and Parking Customer Satisfaction Surveys

Surveys to be distributed at participating campuses:

University Police - November 1999
Parking Services - January 2000

If your campus is interested in participating in the satisfaction survey for the University Police or Parking Services, contact QI Programs at (562) 951-4552.

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

Benchmarking

The process of using instruments that help facilitate the collection of data elements and formulating them into performance and operation measurements. The benchmarking focus has been on various administrative processes within the CSU.

Benchmarks

Indicators based on the calculations of the benchmarking data elements of specific functional operations to help measure performance, assess accountability, indicate areas for improvement, or validate best practice, efficient or product operations.

Framework

A structure that encompasses quality improvement methods and tools to support campus strategic planning and missions, and aligns all QI efforts.

Function Chairs

Leaders chosen from various CSU campuses to direct QI efforts on a functional basis (i.e., Student Health Services, Procurement, Admissions and Records).

Function Reps

Representatives from the functional areas on a campus who work directly with their campus QIF and Function Chairs for campus and systemwide QI efforts.

Process Mapping

A process improvement tool used in the analysis of process flow. A process map is a flowchart of the activities involved for a specific process in the identification of non-value added tasks, excessive policies and procedures, shadow systems, duplicated efforts, and inefficient activities.

QI

Quality Improvement (QI) denoting ongoing betterment of processes for increased levels of efficiency, customer satisfaction, cost savings, and productivity.

QIF

Campus identified Quality Improvement Facilitators (QIF) are the leaders of QI projects and initiatives on the CSU campuses. They have the responsibility for coordinating the involvement of campus function reps on systemwide and campus QI efforts.

