

9. Quality on Campus

Of all the products and services America offers in the international marketplace, none is more desired than an American college education, certainly an American graduate degree. So if the „response of the market” is the test of quality, it is hard to dispute that American higher education has been and continues to be what TQM calls a „benchmark” for the rest of the world.

TQM is most often understood as a response to fierce competitive pressures. The tools of TQM include sophisticated methods of quantitative analysis. But today, TQM is not restricted to manufacturing, or even to business. It is spreading rapidly through all fields of enterprise, to the service sector, to government, to health care, and now to education.

Campuses must „translate” TQM concepts into language and tools appropriate to academic culture. AAHE has been gathering internal campus documents that illustrate how campuses involved in quality initiatives talk about their efforts. Three examples follow.

At Michigan

Positive changes have been encouraged within the university through the three-part focus on leadership, terms and individuals. First, is a set of leadership activities to clarify the mission and vision of the university. Second, quality improvement teams are designed to study and improve work processes. Third, to empower individuals to use information to implement right changes in their everyday work. The most important principle for the foundation for M-Quality is 'pursuing continuous improvement.' 'Satisfying those we serve' is another principle that calls upon us to focus on the recipients of our work.

From „M-Quality: Continuous improvement at the University of Michigan,” an internal report.

At Cornell

Cornell's Quality Improvement Process (QIP) is based on the understanding of Total Quality Management (TQM) as a systematic process for quality improvement. Quality is defined in terms of the needs, requirements, or expectations of whoever actually uses the services. Total quality is a proactive approach to quality improvement. Evaluating the final output or waiting to hear from the customer is wasteful and inefficient. Instead, preventing problems is the focus. Each person involved in the process is responsible for the quality of the service. The quality improvement effort incorporates the following elements:

- quantifiable measures for quality
- data collection that includes both process measures and service measures
- performance targets derived from analyses of the best practices
- employee involvement

- From an internal campus document.

At Maricopa

First, although TQM developed initially in business, the concept of quality improvement is transferrable to an educational institution. Some of the terminology may be foreign to higher education, but quality improvement applies to us. Our 'product' is education. Our customers include students, taxpayers, the governing board, and employees. Some of the strategies tools and techniques of TQM are not currently in use in higher education, but we believe they can be used successfully.

Second, quality improvement is a lifetime commitment. Quality improvement causes systemic changes in organizational processes.

Third, it takes time to implement a quality improvement program but the time spent is a valuable investment. Time spent now in doing the work right the first time eliminates the need to re-do the work, which is time-saving and money-saving.

Fourth, focusing on quality improvement means change in the culture of the organization. This means a change in the way we do business as our focus turns to customer satisfaction.

Fifth, quality improvement empowers employees throughout the organization. We believe that the person doing the job knows better than anyone else the best way to do the job and how to improve job performance.

Sixth, when work failures occur, a quality improvement program tells us to look first to the failure of processes, not people.

- From the findings of the Commission on Quantum Quality, Maricopa County Community College District.

Első feladat

Olvassa el a 'Quality on campus' című szöveget és egészítse ki a táblázatot a példa (0) alapján.

	Michigan University	Cornell University	Maricopa University
Similarities in improving quality	1. 0. implementing right changes in work	2. 3.	4. customer satisfaction
Individual solutions	5.	6. performance targets	7. finding the cause of failures

Második feladat

Olvassa el a szöveget még egyszer, és döntse el, hogy az állítások igazak vagy hamisak.

	Statements	True	False
0.	TQM is a tool that companies use in competitive environment	X	
8.	TQM has been used in higher education for years.		
9.	Applying quality improvement programme is worth-while.		
10.	Quality improvement is a continuous life-long activity.		