



**Integrating Quality Improvement with
Strategic Planning, Performance Measurement,
Accountability, and Accreditation**

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California State University, Chico



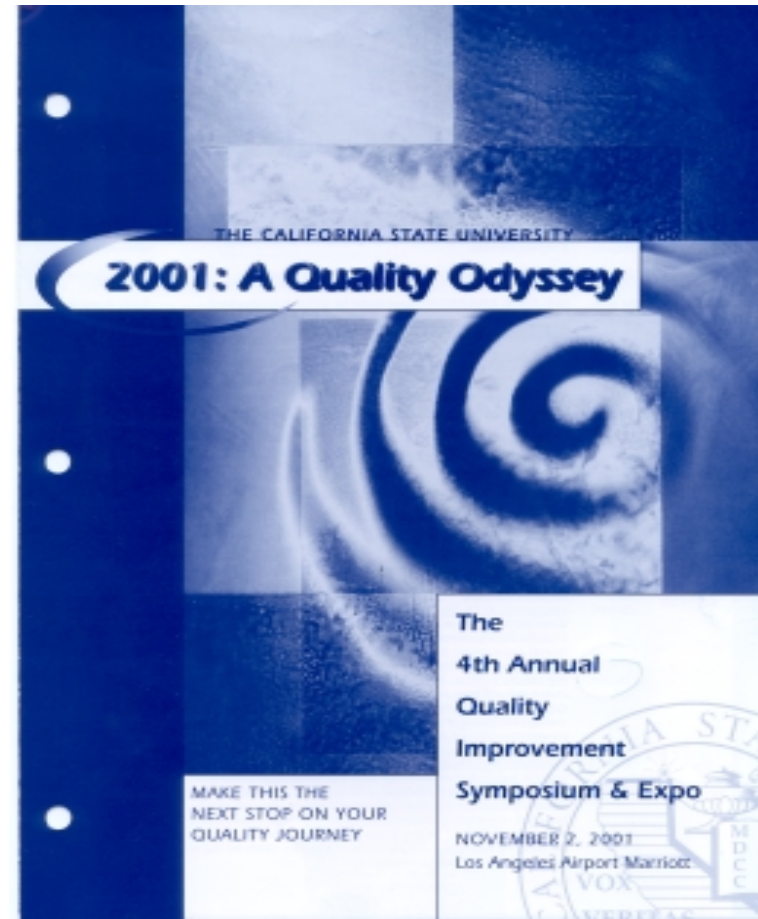


Quality Improvement in the California State University

It's the Right Thing to Do

QI

The California State University



TODAY DECIDES TOMORROW



Mission of Quality Improvement in the California State University

Quality Improvement 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 system-wide collaboration

<http://www.calstate.edu/QI/>





The Evolution of Quality Improvement in the California State University

QI Tools

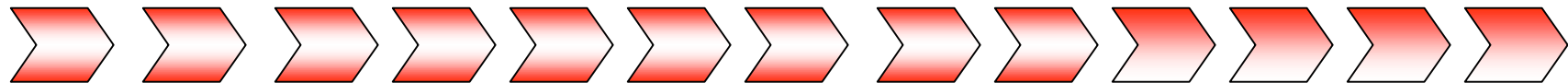
Process Mapping
Benchmarking
Satisfaction Surveys
Performance Measurement
Best Practices
Change Management

QI Frameworks

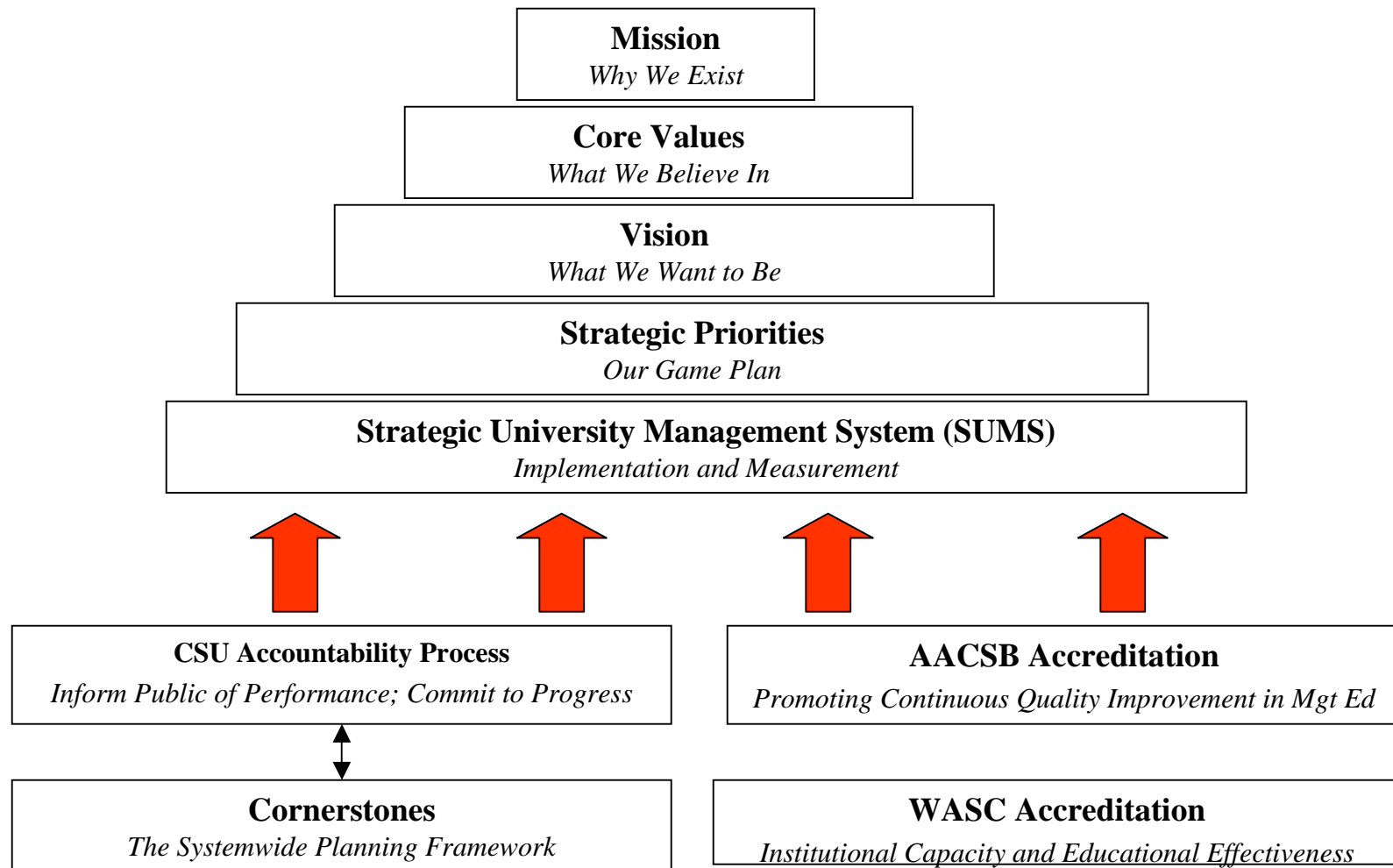
Balanced Scorecard
Malcolm Baldrige
Focused Quality
Management

QI Next Steps

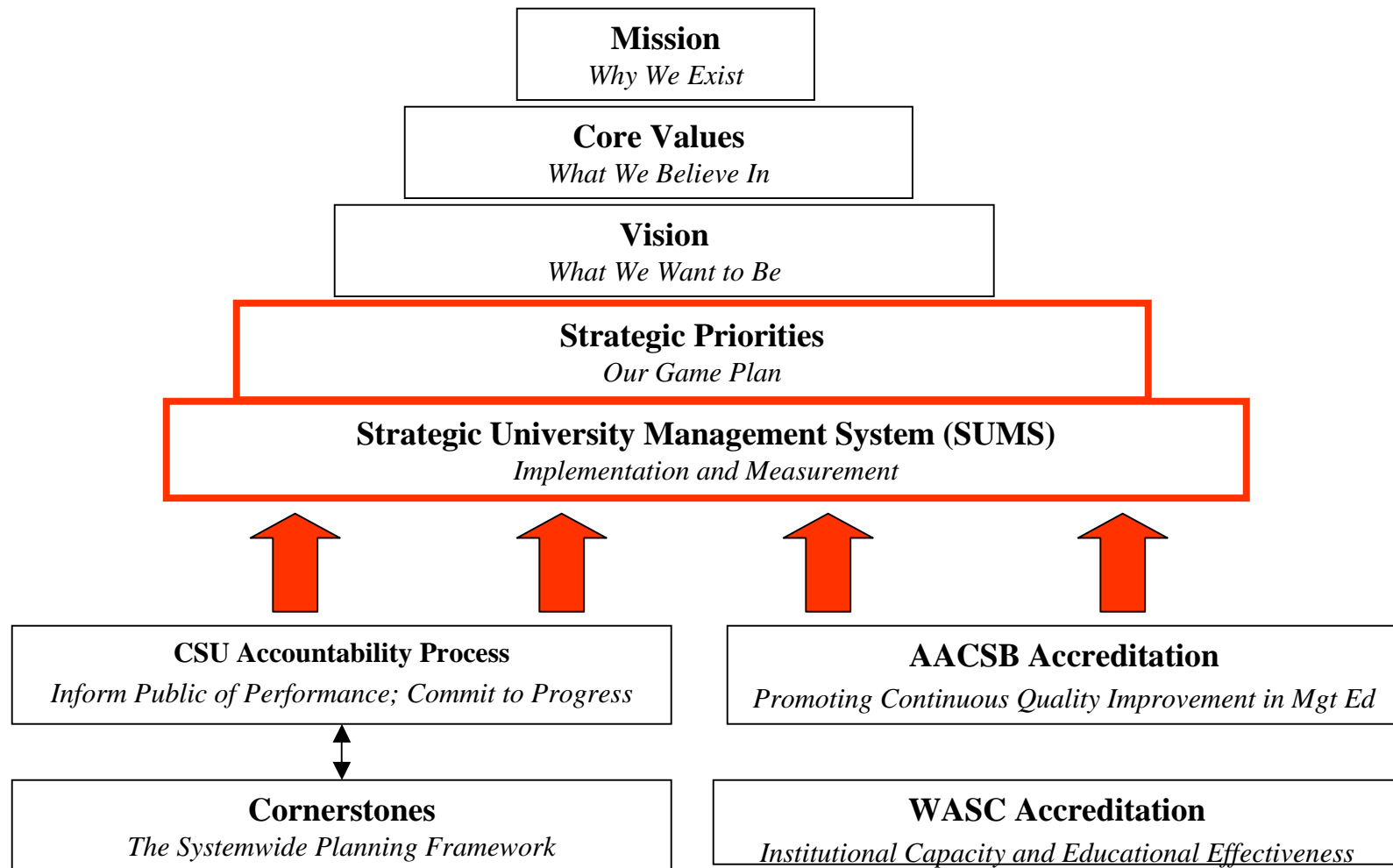
Strategic Alignment
Automation



The Integrating Framework



The Integrating Framework



The CSUC Strategic Priorities (1)



1. Believing in the primacy of student learning, we will continue to develop high quality learning environments both in and outside of the classroom.



The CSUC Strategic Priorities (2)



2. Believing in the importance of faculty and staff, and their role in student success, we will continue to invest in faculty and staff development.



The CSUC Strategic Priorities (3)



3. Believing in the value of the wise use of new technologies in learning and teaching, we will continue to provide the technology, the related training, and the support needed to create high quality learning environments both in and outside of the classroom.



The CSUC Strategic Priorities (4)



4. Believing in the value of service to others, we will continue to serve the educational, cultural, and economic needs of Northern California.



The CSUC Strategic Priorities (5)



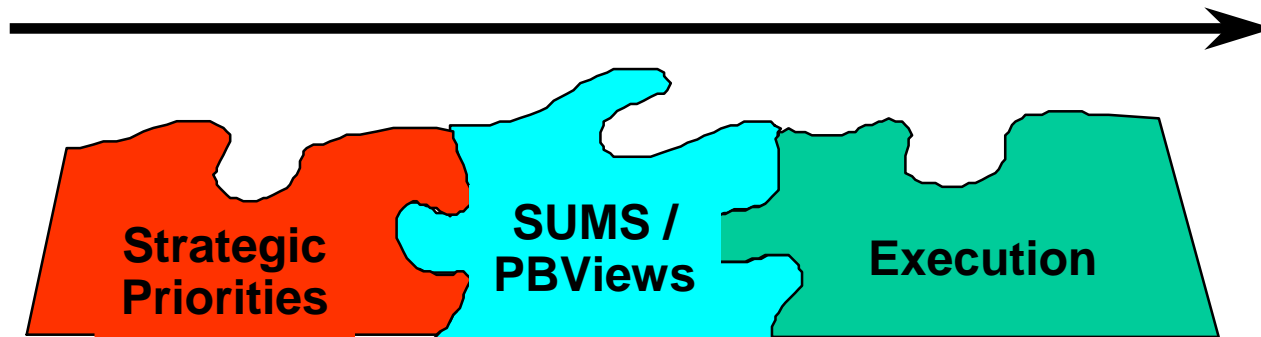
5. Believing that we are accountable to the people of the State of California, we will continue to diversify our sources of revenue and strategically manage the resources entrusted to us.



Strategic University Management System

Role of SUMS (1)

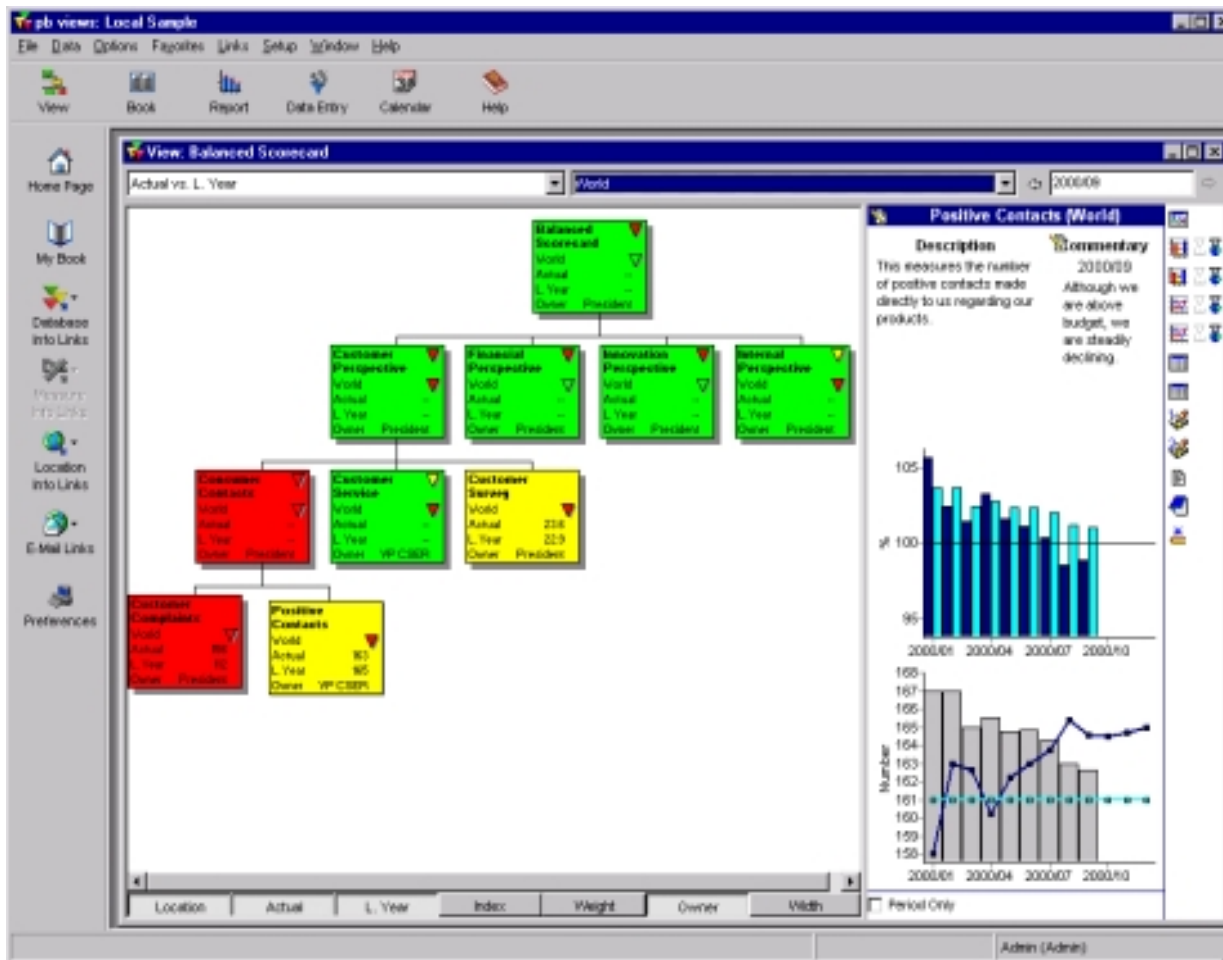
Execution at all levels consistent with strategic priorities



Concrete initiatives to operationalize the university's strategic priorities



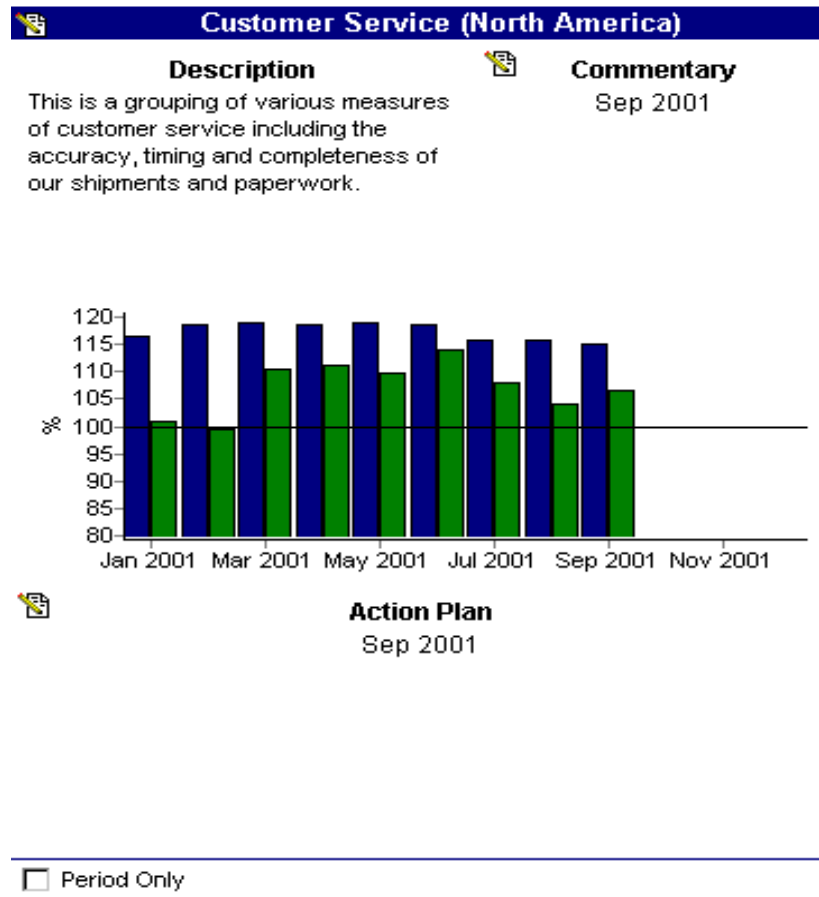
Strategic University Management System SUMS – PBViews (2)



“With PBViews, organizations can balance all key-performance areas, bringing objectives into focus in an easy-to-use system.”

*Mark Graham Brown,
“Winning Score: How to Design and Implement Organizational Scorecards.”*

Strategic University Management System SUMS – PBViews (3)



PBViews lets you view information in a range of practical formats by creating reports and publishing Briefing Books to share your findings with others.

Strategic University Management System

Why



CHI - CSU ACCOUNTABILITY GOALS Library

SUMMARY OF CSU, CHICO'S PERFORMANCE IN THE CSU ACCOUNTABILITY GOALS

- Category Leader
- Expert Implementation Support
- Flexible to the Evolving CSUC Need
- Implementation at 14 CSU Campuses

CHI - CSU ACCOUNTABILITY REPORT

SUMMARY OF PERFORMANCE IN THE 14 CSU ACCOUNTABILITY AREAS



TODAY DECIDES TOMORROW

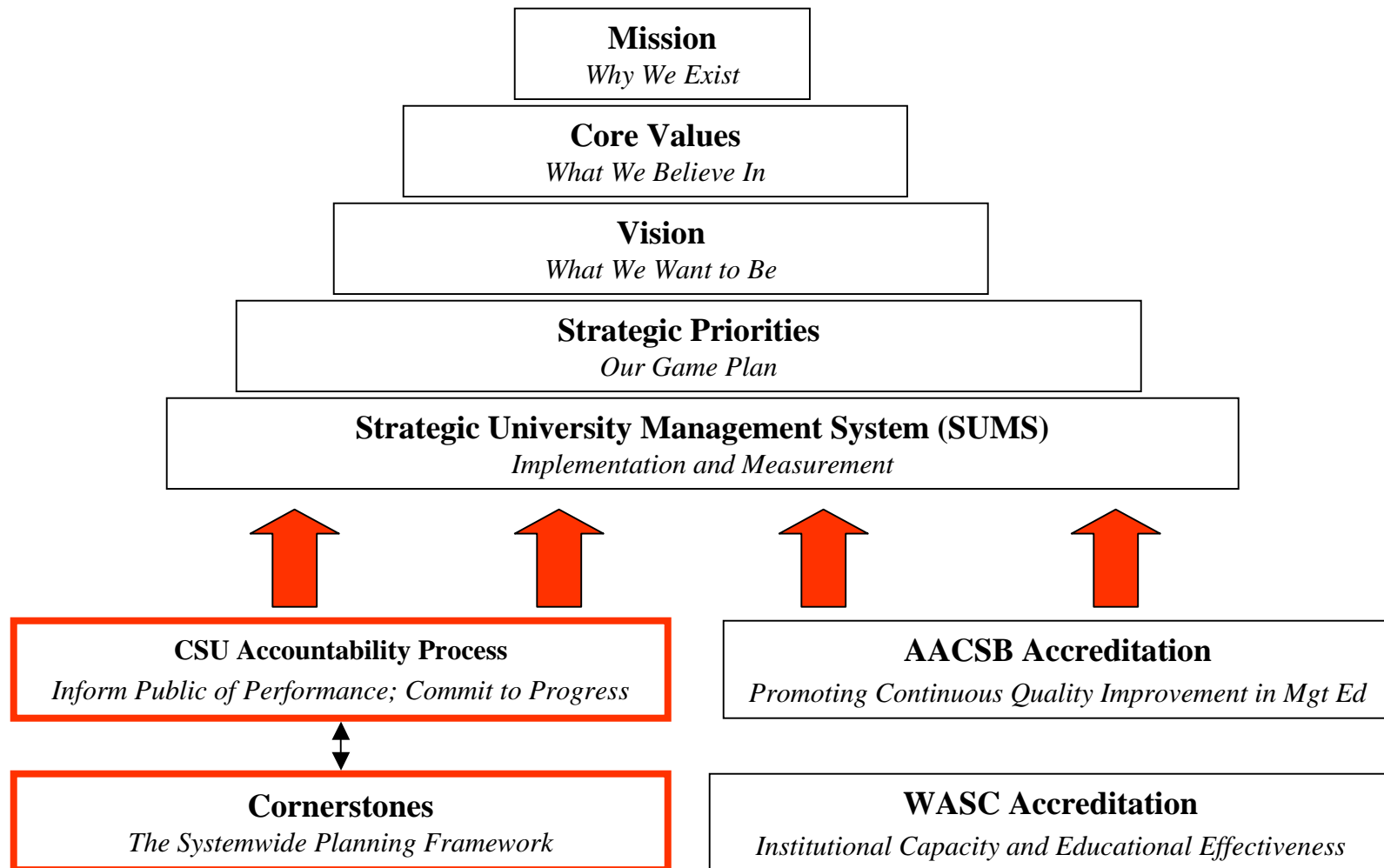
Strategic University Management System



- BAKERSFIELD
- CHICO
- FULLERTON
- HAYWARD
- LONG BEACH
- MONTEREY BAY
- NORTHRIDGE
- POMONA
- SAN BERNARDINO
- SAN JOSE
- SAN LUIS OBISPO
- SAN MARCOS
- SONOMA
- STANISLAUS



The Integrating Framework





Cornerstones *Choosing our Future: Policy Goals*

- A. Educational Results
- B. Access to Higher Education
- C. Financial Stability
- D. Accountability

<http://www.calstate.edu/Cornerstones/>





Cornerstones *Principles*

1. The California State University will award the baccalaureate on the basis of demonstrated learning as determined by our faculty.
2. Students are the focus of our enterprise.
3. Students are expected to be active partners with faculty in the learning process ...
4. The California State University will reinvest in its faculty to maintain its primary mission as a teaching-centered comprehensive university. Faculty scholarship, research and creative activity are essential components of that mission.
5. The California State University will meet the need for undergraduate education in California ...





Cornerstones *Principles (2)*

6. Graduate Education and Continuing Education are essential components of the mission of the California State University.
7. The State of California must develop a new policy for higher education finance to assure that the goals of the Master Plan are met.
8. The responsibility for enhancing educational excellence, access, diversity and financial stability shall be shared by the State, the California State University System, the campuses, our faculty and staff, and students.
9. The California State University will account for its performance through periodic reports to the public regarding our broader performance.
10. The California State University campuses shall have significant autonomy





CSU Accountability Process Principles

- By its nature, accountability is a public-oriented process that seeks to inform public constituents of the results, values, and quality of the CSU system and its campuses
- Accountability not only informs the public about the performance of the CSU and its campuses, but is also an opportunity to show commitment to continued progress
- The accountability process allows the individual campus to describe (through campus selected performance areas or indicators) how it contributes to the development of its particular students
- The CSU constantly evaluates performance areas and accountability indicators to ensure that they effectively reflect institutional performance.





CSU Accountability Process

Common Institutional Performance Areas

- Quality of Programs
- Access to CSU
- Progression to Degrees
- Graduation
- Areas of Special State Need
- Relation w/ K – 12
- Remediation
- Facilities Utilization
- University Advancement
- Quality of Graduate Programs
- Faculty Scholarship and Creative Achievement
- Contribution to Community and Society
- Institutional Effectiveness





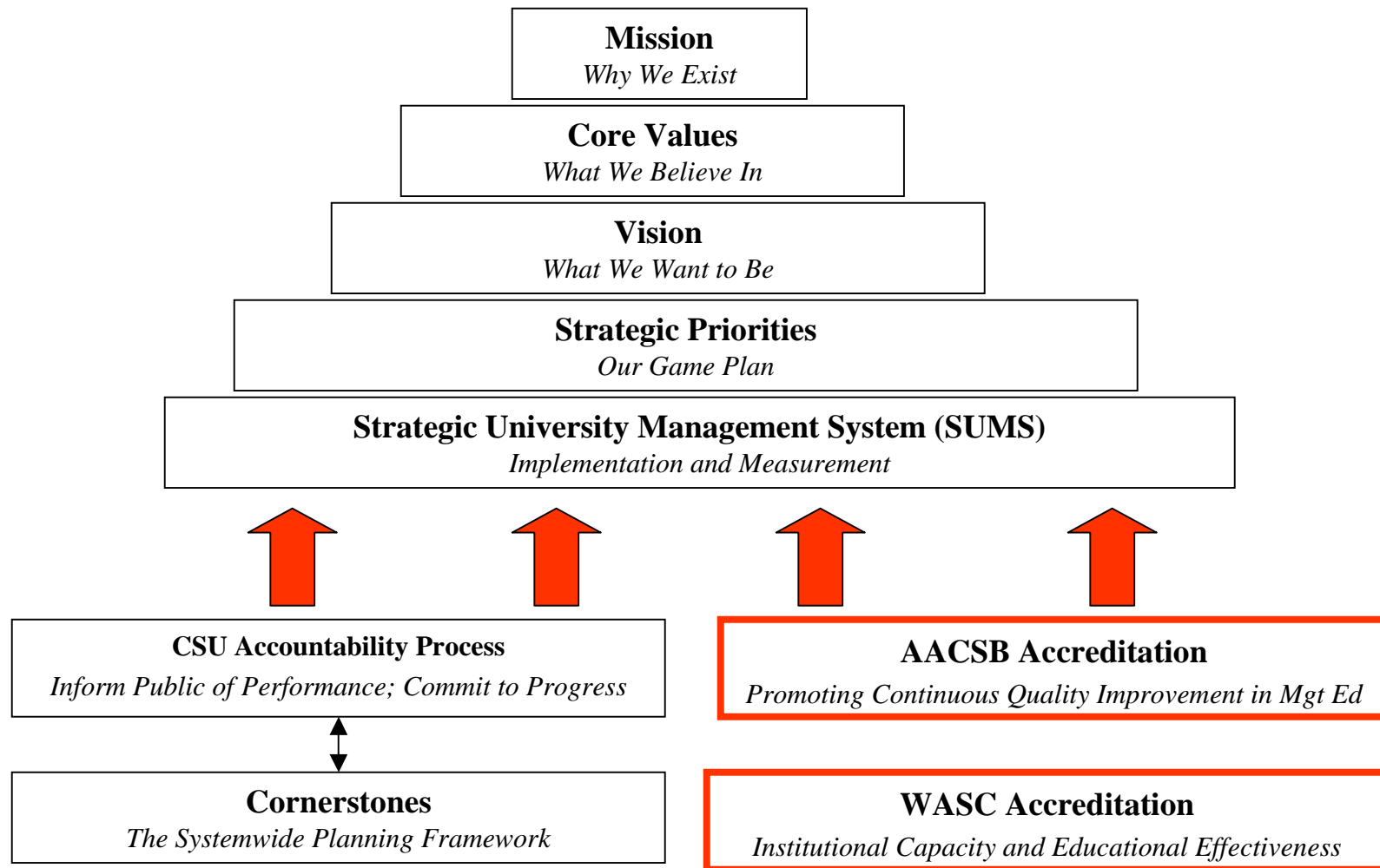
CSU Accountability Process

Institutional Effectiveness (Area 13)

- **Effective strategic planning**
- **A collegiate environment**
- **Faculty and student participation in shared governance**
- **Regular surveying of student needs and the effectiveness of student support services**
- **Regular surveying of faculty and staff needs and the effectiveness of faculty and staff development opportunities and programs**
- **Data from students on satisfaction with access to learning opportunities**
- **Quality of academic advising**
- **Perceived value of CSU education**
- **Employer feedback on the preparation of graduates' skills, knowledge and ability to continue to learn**
- **Organizational units using benchmarking, satisfaction surveys or other evaluative measures to assess performance.**



The Integrating Framework

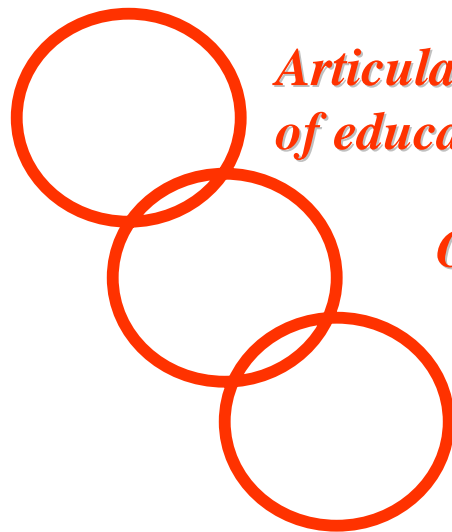


WASC Accreditation ***Changing Context for Accreditation***

- A shift toward effectiveness and performance indicators beyond inputs and resources as the organizing basis for defining and evaluating quality
- Focus on institutional purposes and results, not on specific structures or methods for their accomplishments
- Promote the development and evaluation by institutions of quantitative and qualitative evidence that is used to improve institutional and educational effectiveness.



WASC Accreditation
Core Commitments



***Articulating a collective vision
of educational attainment***

Organizing for learning

Becoming a learning organization



Core Commitment to Institutional Capacity:

“The institution functions with clear purposes, high levels of institutional integrity, fiscal stability, and organizational structures to fulfill its purposes.”

Core Commitment to Educational Effectiveness

“The Institution evidences clear and appropriate educational objectives and design at the institutional and program level. The institution employs processes of review, including the collection and use of data, that assure delivery of programs and learner accomplishments at a level of performance appropriate for the degree or certificate awarded”



1. Defining Institutional Purposes and Ensuring Educational Objectives
2. Achieving Educational Objectives Through Core Functions
3. Developing and Applying Resources and Organizational Structures to Ensure Sustainability
4. Creating an Organization Committed to Learning and Improvement





AACSB Accreditation Changing Context for Accreditation

- Accreditation focuses on the quality of educational activities. Standards set demanding but realistic thresholds, challenge schools to pursue continuous improvement, and guide improvement in educational programs.
- Just as managers face rising expectations for their performance and the performance of their organizations, programs in management education also should anticipate rising expectations, even within a given mission.
- Accordingly, the accreditation review focuses on the unit's clear determination of its mission, development of its faculty, planning of its curricula, and delivery of its instruction.





AACSB Accreditation Proposed Standards (1)

- **Mission and Objectives**
- **Participants: Students and Faculty**
 - ✓ Student Selection and Development
 - ✓ Faculty Planning, Recruitment, Selection, Development, Retention, Renewal, and Qualifications
 - ✓ Intellectual Contributions
- **Assurance of Learning**
 - ✓ General Knowledge and Abilities
 - ✓ Management-specific Knowledge and Abilities





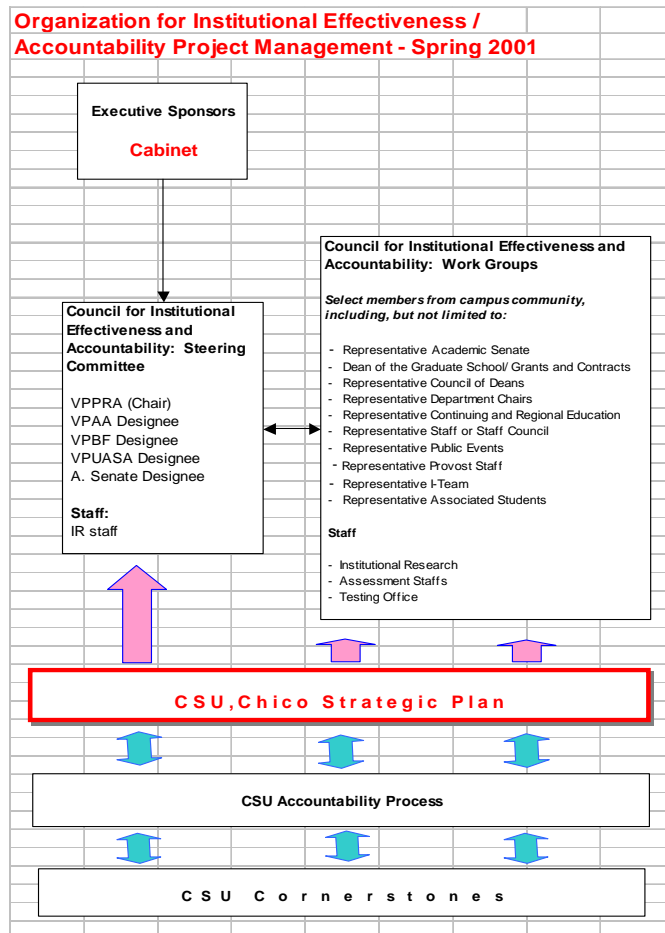
AACSB Accreditation Proposed Standards (2)

- **Instructional Responsibilities**
 - ✓ Faculty Instructional Responsibilities
 - ✓ Individual Faculty Responsibilities
- **Instructional Resources**
 - ✓ Services for Academic and Career Development
 - ✓ Services for Placement
 - ✓ Resources for Student Instructional Support
 - ✓ Resources to Support Faculty
 - ✓ Resources to Support Basic Infrastructure



Integration at CSU, Chico

Structure: Council for Institutional Effectiveness and Accountability

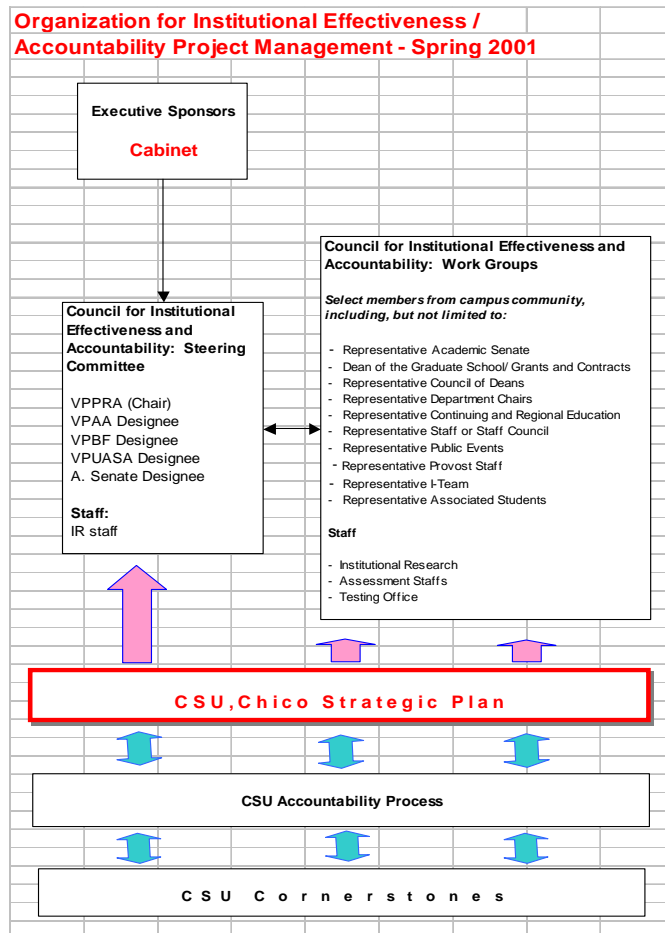


1. Coordinate the design and implementation of institutional effectiveness measurement and accountability management systems that support the CSU, Chico Strategic Plan for the Future.
2. Where appropriate, assemble technical workgroups to identify variables, create data definition and calculation conventions and develop reporting strategies for each of the content areas contained in the CSU, Chico Strategic Plan for the Future and the CSU Accountability Process.
3. Assist in the formulation of the CSU, Chico's response to the CSU Accountability Process.
4. Champion the integration of all effectiveness measurement systems and management systems in alignment with University vision and mission.



Integration at CSU, Chico

Structure: Council for Institutional Effectiveness and Accountability



- Assist in the development of an appropriate information and technology infrastructure for the institutional effectiveness and accountability measurement process.
- Monitor the reliability and validity of systems and methods of effectiveness and accountability measurement.
- Promote campuswide understanding, support, and acceptance of the institutional effectiveness and accountability approach.
- Communicate and report institutional effectiveness and accountability measurement results to facilitate performance improvement.
- Identify and advocate strategies and tactics that will help ensure CSU, Chico's accountability in a changing environment.



Integration at CSU, Chico

Tool: CSUC Strategic Plan, CSU Accountability, WASC Matrix

CSUC Strategic Plan	CSU Accountability Process	WASC Standards
<p>1.0 Believing in the primacy of student learning, we will continue to develop high quality learning environments both inside and outside the classroom</p>	<p>1.0 Quality of Baccalaureate Degree Programs</p> <p>10.0 Quality of Graduate and Post-Baccalaureate Degree Programs</p> <p>2.0 Access to the CSU</p> <p style="text-align: center;">etc. (See handout A)</p>	<p>1.2 Defining Institutional Purposes and Educational Objectives: Educational Objectives, Indicators, and Evidence</p> <p>2.1 – 2.7 Achieving Educational Objectives Through Core Functions: Teaching and Learning</p> <p style="text-align: center;">etc.</p>



Integration at CSU, Chico

Tool : WASC Matrix

WASC Criterion	Indicator(s)	Keeper	SP - AP
<p>1.0 Evidence conceptualized at the Standard level</p> <p>1.1 The institution's formally approved statements of purpose and operational practices are appropriate for institutions of higher education and clearly define its essential values and character</p>	<ol style="list-style-type: none"> 1. CSU Cornerstones 2. CSUC Vision Statement 3. CSUC Mission Statement 4. CSUC Strategic Priorities 5. AA Annual Action Plan 6. BF Annual Action Plan 7. UASA Annual Action Plan <p style="text-align: center;">etc.</p> <p style="text-align: center;">(See handout B)</p>	<ol style="list-style-type: none"> 1. Office of the President 2. Office of the VPPA <p style="text-align: center;">etc.</p>	<p>SP: 1-5</p> <p>AP: 13</p>



Integration at CSU, Chico

Tool : SUMS Matrix

Strategic Priorities	Strategic Objectives	Performance Indicators
<p>1.0 Develop high quality learning environments both inside and outside the classroom.</p>	<ol style="list-style-type: none"> 1. Recruit, admit, matriculate and graduate qualified students 2. Design and deliver quality education programs 3. Assess students' educational achievements 4. Maintain superior educational support systems <p style="text-align: center;">etc. (See handout C)</p>	<ol style="list-style-type: none"> 1. Number of applications in November filing period 2. Quality of apps in November filing period 3. Show-up rates in upper quartile of qualified apps 4. Percent of first-time freshmen and CCC upper division students who applied, were admitted, and enrolled. <p style="text-align: center;">etc.</p>



Questions ?

