

CONTINUOUS IMPROVEMENT TEAMS AND QUALITY INITIATIVES 2004 - 2005

During the 2004 – 2005 academic year, fifty-six continuous improvement teams were formed. The Executive Vice President and Provost and the Office of Planning and Institutional Assessment would like to recognize the following team members for their contribution to innovation and improvement.

Abington College

New Employee Orientation and Exit Procedure Task Force

Abington College

Objective: Establish a policy and forms for the employee hiring and separation process; design forms for the new employee, the hiring office supervisor, and for students on wage payroll; develop a policy with explanations of each form required by the University; standardize the hiring and separation process across the Abington College.

Sponsor: Karen Wiley Sandler
Leader: Patricia Rizzolo
Members: Ashley Anthony, Dinah Geiger, Russ Mulkewycz, Joan Raudenbush, David Ruth, Patricia Zitomer

Berks-Lehigh Valley College

College of Engineering

Young Engineers & Scientists Recruitment Program at Penn State Berks

Berks-Lehigh Valley College and the College of Engineering

Objective: Provide a week-long summer day camp for high school students interested in exploring engineering, technology and applied science through hands on activities and projects; learn and share ideas about the role of engineers as inventors and developers of new products and processes for the benefit of society; understand how best to prepare in high school for a major in engineering.

Sponsor: Susan Phillips Speece
Leader: John Vincenti
Members: Guy Anderson, Sean Brennan, John Cameron, Paul Heinemann, Haftay Jailu, Christine Masters, Terry Speicher

College of Agricultural Sciences

Animal Sciences Study Group

College of Agricultural Sciences

Objective: Take a creative and visionary look at the future of animal sciences, predict new directions for animal sciences, determine directions for current and future education programs, provide mechanisms to enhance undergraduate and graduate training, determine administrative organization that would facilitate growth within the college, and identify areas with growth potential within the college.

Sponsor: Robert Steele
Leader: Gary Perdew
Facilitator: Ann Dodd
Members: Guy Barbato, Dan Hagen, Andy Henderson, Chet Hughes, Jeff Hyde, Bhushan Jayarao, Ron Kensinger, Paul Patterson, Ramesh Ramachandron, Gary Sheppard

Food Sciences Study Group

College of Agricultural Sciences

Objective: To identify areas of opportunities for excellence over the next 10-15 years and to identify how we need to adapt or modify what we do to sustain or build these areas of excellence.

Sponsor: Robert Steele

Leader: Don Thompson

Facilitator: Ann Dodd

Members: John Coupland, Steve Knabel, Rick Kralj, Alan McConnell, Ed Mills, Nancy Ostiguy, Virendra Puri, Spiro Stefanou, Paul Walker, Marcia Weber, Greg Ziegler, Barry Zoumas

Natural Resources Study Group

College of Agricultural Sciences

Objective: To identify areas of opportunities for excellence over the next 10-15 years and to identify how we need to adapt or modify what we do to sustain or build these areas of excellence.

Sponsor: Robert Steele

Leader: Jay Stauffer

Facilitator: Ann Dodd

Members: Paul Blankenhorn, Norm Conrad, Ann Fisher, Nicole Foremsky, Dawn Holsopple, Henry Lin, Wayne Myers, Mike Saunders, Rob Shannon, Jim Shortle, Rich Stedman, Neal Vines, Mike Wolf

Plant and Soil Sciences Study Group

College of Agricultural Sciences

Objective: To identify areas of opportunities for excellence over the next 10-15 years and to identify how we need to adapt or modify what we do to sustain or build these areas of excellence.

Sponsor: Robert Steele

Leader: Greg Roth

Facilitator: Ann Dodd

Members: Craig Altemose, Dennis Calvin, Barb Christ, David Eissenstat, David Geiser, Henry Gerhold, Scott Guiser, Jayson Harper, Paul Heinemann, Jay Holcomb, Dave Huff, Jack Schultz, Kim Steiner, Lee Young

Social Sciences Study Group

College of Agricultural Sciences

Objective: To identify areas of opportunities for excellence over the next 10-15 years and to identify how we need to adapt or modify what we do to sustain or build these areas of excellence.

Sponsor: Robert Steele

Leader: Jill Findeis

Facilitator: Ann Dodd

Members: Lynne Brown, Deno DeCiantis, Jim Dunn, Connie Flanagan, Leif Jensen, Claudia Mincemoyer, Ed Rajotte, Dennis Scanlon, Sandy Smith, Chris Tomascik, Walt Whitmer

College of Earth and Mineral Sciences

College of Earth and Mineral Sciences Work/Life Group

Dean's Office, College of Earth and Mineral Sciences

Objective: Investigate possible ways to make it easier and more attractive for staff to combine family life and work life.

Sponsor: Eric Barron

Leader: Martha Traverse
Members: Cindy Anders, Kelly Rhoades, Susan Spaugh, Kathy Spicer, Michelle Stem, Melanie Stine, Rhoda Stoner

Enrollment Management and Administration

Athlete Eligibility Enhancements Team

Office of the University Registrar, Enrollment Management and Administration

Objective: Modify the Athlete Eligibility procedures to meet the new NCAA Eligibility rules; provide athlete reporting procedures for the Morgan Academic Support Center for Student Athletes (MASCOSA).

Sponsor: James Wager

Leader: Carol Findley

Members: Todd Clouser, Scott Kretchmar, Russell Mushinsky, Mark Sherburne, Jim Weaver

Convert Registrar Ad Hoc Procedures to Production Procedures or Data Warehouse Query Team

Office of the University Registrar, Enrollment Management and Administration

Objective: Review all remaining ad hoc procedures and convert these to a regular production procedure or a data warehouse query.

Sponsor: James Wager

Leader: Carol Findley

Members: Brenda Lange, Marty Smith, Norm Williams

Data Warehouse Modifications Team

Office of the University Registrar, Enrollment Management and Administration

Objective: Enhance the existing Registrar data warehouse tables and create new Registrar data warehouse tables.

Sponsor: James Wager

Leader: Carol Findley

Members: Tina Craig, Alberto Gutierrez, Brenda Lange, Yvonne Riley

Document Retention Schedule/Vault Storage Team

Office of the University Registrar, Enrollment Management and Administration

Objective: Establish a comprehensive record retention plan for the Registrar's office; properly store all records in appropriate storage cabinets; eliminate storage of duplicate records; transfer applicable records to the University archives.

Sponsor: James Wager

Leader: Cheri Gallagher

Members: Vicki Bordi, Jackie Esposito, Kaye Keith, Anne Kepler, Dona Oberheim

EIS Model – Change of Assignment Team

Office of the University Registrar, Enrollment Management and Administration

Objective: For enrollment planning purposes, develop a new reporting ability for change of assignment data to enable enrollment managers to monitor and project the number of students changing campus locations.

Sponsor: James Wager

Leader: Michael Tribone

Members: Cheri Gallagher, Shawn Wagner

EIS Model – Classroom Inventory Team

Office of the University Registrar, Enrollment Management and Administration

Objective: Develop a new classroom inventory model that will assist the Registrar's staff and campus registrars in managing available classrooms.

Sponsor: James Wager

Leader: Michael Tribone
Members: Penny Kowalski, Shawn Wagner

eLion Grade Change Team

Office of the University Registrar, Enrollment Management and Administration

Objective: Provide the capability for faculty to record grade changes on eLion by developing a new process that eliminates paper, provides a convenient service to the faculty member, informs the student quickly, and provides improved oversight information for the department head.

Sponsor: John Romano

Leader: Anne Kepler

Members: Vicki Bordi, Carol Findley, Cheri Gallagher, Kathi Reynolds, Dave Thompson, James Wager

Enhance WEB Schedule of Courses Team

Office of the University Registrar, Enrollment Management and Administration

Objective: Develop a Web Schedule of Courses that will completely replace the annual printing of over 30,000 copies of the course schedule document, and will provide new information to students and their advisers.

Sponsor: James Wager

Leader: Michael Tribone

Members: Carol Findley, Alberto Gutierrez, Penny Kowalski, Deb Richards, Shawn Wagner

Final Exam Project Team

Office of the University Registrar, Enrollment Management and Administration

Objective: Re-engineer the procedures used to create the final exam schedule, i.e., decentralize the capture of final exam information; automate the assigning of rooms for final exams; resolve direct exam conflicts; and prepare a final exam schedule for each student to be available through eLion.

Sponsor: James Wager

Leader: Garry Burkle

Members: Connie Boob, Todd Clouser, Carol Findley, Alberto Gutierrez, Penny Kowalski, Dave Thompson, Shawn Wagner

Provide Unsuccessful Registration Statistics Team

Office of the University Registrar, Enrollment Management and Administration

Objective: To facilitate meeting student course needs for both current and future semesters, provide academic departments with a complete list of students who registered for their courses and those who were not successful in registering.

Sponsor: James Wager

Leader: Garry Burkle

Members: Ross Brode, Todd Clouser, Alberto Gutierrez

Record Integrity Project Team (Phase 3)

Office of the University Registrar, Enrollment Management and Administration

Objective: Develop a system for comparing all copies of a student's record, merging the records to ISIS, verifying a complete ISIS record, and deleting the duplicate records.

Sponsor: James Wager

Leader: Anne Kepler

Members: Vicki Bordi, Donna Campbell, Karen Craig, Hazel Davidson, Debbie Diercks, Wanda Givler, Sharon Hilliard, Kaye Keith, Darlene Klinefelter, Penny Kowalski, Lori McCracken, Peggy Moore, Dona Oberheim, Peggy Passuello, Kris Patishnock, Deb Richards, Sherry Wagner, Diana Watson, Shari Welch, Lisa Witherite

Improving the Student Enrollment Process Team – A Second Examination

Office of Student Aid, Office of the University Registrar, Office of the Bursar

Objective: Investigate the concern among some college deans and faculty that a limited number of students are using the policy of non-cancellation of classes to avoid the recording of poor academic performance; investigate the number of students who are intentionally not paying their tuition and fees, even though they are attending classes and who, at the end of the semester, if their grades are satisfactory, pay their tuition and fees, complete their registration, and have the grades recorded on their academic record (if their grades are not satisfactory, they do not pay their tuition and fees and nothing is recorded on their academic record). The team was also asked to review any additional aspects of the enrollment process to determine if there are other issues that may need attention.

Sponsors: Ken Babe, John Romano

Leaders: Anna Griswold, Roseann Sieminski, James Wager

Facilitator: Barbara Sherlock

Members: Gary Burkle, Gail Gilchrest, Ralph Hosterman, Michele Jais, Paul Simenson, Christopher Walters

Student Aid Data Analysis Support Team

Office of Student Aid, Enrollment Management and Administration

Objective: The Core Team will establish a system for documentation of all requests for data or analysis using a request form protocol; catalogue and quantify the workload for all data requests; establish a Data Analysis Work Plan; determine priorities for meeting data/information analysis requests; and report monthly to the Planning Team on the progress of the Data Analysis Support Team and review the priorities and issues with the Planning Team. The primary work of all team members will include the following: review, update and maintain the integrity of the Office of Student Aid data warehouse; become trained as power users of the data warehouse; identify other staff throughout the office to be trained as power users with the goal of routine requests for data being handled within each team; and establish standardized data sets annually enabling the office to respond more efficiently to external data requests and questions about student aid recipients, programs, and funding.

Sponsor: Anna Griswold

Members: Laura Garver, Shari Howell, Wayne Leone, Cindy Myers, Bob Quinn, Paul Simenson, Bob Snyder, Linda Soltis, Steve Stere

Student Aid Debt Management Group

Office of Student Aid, Enrollment Management and Administration

Objective: Develop a process to evaluate the educational needs of and to provide online debt management tools for student loan borrowers; communicate openly and candidly with students about the debt that they are incurring; give student borrowers the tools to integrate habits of wise decision-making during their college years and to begin on the right foot when they graduate and their loans enter repayment.

Sponsor: Anna Griswold

Members: Kevin Armalay, Carol Coder, Sandra Coyle, Jean Gasparato, Ralph Hosterman, Shari Howell, Savitha Kolar, Heather Kuhn, Melissa Kunes, Brian Mazari, Jeff Norris, Anita Sather, Doug Tice

Student Aid E-Mail Management Team

Office of Student Aid, Enrollment Management and Administration

Objective: Study and understand the way in which e-mail is being used across the office to distribute business related information to staff; reduce the volume and attempt to better store and organize information that is being distributed to staff via student aid mailing lists.

Sponsor: Anna Griswold

Members: Jean Gasparato, Janet Griffey, Edward Hinkle, Sunny Markley, Bob Quinn, Kerstin Roan, Paul Simenson

Student Aid Institutional Quality Assessment Program (IQAP) Committee

Office of Student Aid, Enrollment Management and Administration

Objective: Oversee the process of completing the assessments required by Federal regulations to possess and maintain an office Policies and Procedures Manual; complete at least two Management Assessments each year to enhance services as well as ensure that the Policies and Procedures are kept up-to-date.

Sponsor: Anna Griswold

Leader: Shari Howell

Members: Kerstin Roan, Jennifer Sholtis, Maggie Smith, Bob Snyder

Student Aid “Non-Traditional Programs” Working Group

Office of Student Aid, Enrollment Management and Administration

Objective: Evaluate federal and state regulatory requirements for the administration of financial aid to students in non-traditional programs; identify the various non-traditional programs offered at Penn State; work with appropriate personnel in these programs to increase their understanding of the impact of the program/course structure on eligibility for and delivery of student aid; and enhance automated systems - to the extent possible - in order to streamline the delivery of student aid to Penn State students in non-traditional programs.

Sponsor: Anna Griswold

Leader: Shari Howell

Members: Jean Gasparato, Ralph Hosterman, Melissa Kunes, Josetta Lichty, Evelyn Nordberg, Doug Tice

Student Aid SSN Project Team

Office of Student Aid, Enrollment Management and Administration

Objective: Align the business processes of the Office of Student Aid with the general direction set by the larger University SSN committee in migrating away from the use of SSN as a primary identifier for student record keeping; analyze all business processes to determine where SSN is being used, where it could be converted to a PSU ID, and where it needs to remain in use for federal purposes.

Sponsor: Anna Griswold

Leaders: Shari Howell, Bob Quinn

Members: Laura Garver, Jean Gasparato, Wayne Leone, Carol Lewis, Evelyn Nordberg, Paul Simenson, Rod Smith, Steve Stere

Student Aid XML, COD, Cr:C Implementation Team

Office of Student Aid, Enrollment Management and Administration

Objective: Make the change from transmitting and receiving student aid data in traditional flat files using Natural to using XML, in accordance with U.S. Department of Education, as well as loan lenders' and servicers' standardized data definitions; facilitate the use of XML to transmit data between schools and their organizations, including Common Origination and Disbursement (COD) for Federal Pell Grant, Common Record: Commonline (CR:C) for the loan certification and disbursement, and “XML” Institutional Student Information Record (ISIR).

Sponsor: Anna Griswold

Leader: Melissa Kunes
Members: Scott Bitner, Sandy Coyle, Jean Gasparato, Ralph Hosterman, Shari Howell, Evelyn Nordberg, Marty Nordberg, Bob Quinn, Rick Ramsay, Rod Smith, Doug Tice

Enrollment Management and Administration
Graduate School

Graduate Degree Audit Team

Office of the University Registrar, Enrollment Management and Administration
Graduate School

Objective: Extend the undergraduate degree audit system to all graduate programs.
Sponsor: James Wager
Leader: Anne Kepler
Members: Ross Brode, Barbara Crain, Debbie Diercks

Enrollment Management and Administration
Finance and Business

Modify Enrollment Reporting Team

Office of the University Registrar, Enrollment Management and Administration
University Budget Office, Finance and Business

Objective: Complete a structural change to all Penn State enrollment reporting systems that will allow the University to more precisely report where students are enrolled; focus on the University Park campus with its multiplicity of resident students, off-campus students, and students enrolled through continuing education off-campus special topics courses.
Sponsor: John Romano, P. Richard Althouse
Leader: James Wager
Members: Karen Duncan, Carol Findley, Kris Patishnock, Kathi Reynolds, Michael Tribone, Shawn Wagner

Information Technology Services

ITS Financial Process Improvement Team Phase 1

Information Technology Services

Objective: Examine and improve financial reporting processes across all ITS units.
Sponsor: Gary Augustson
Leaders: Robin Anderson, Paul Peworchik
Facilitator: Barbara Sherlock
Members: Rhonda Brown, Wes Bumbarger, Angie Capone, Kathy Deck, Debra Ellenberger, Janda Hankinson, Steve Kellogg, Molly Kline, Jerry Krawczyk, Tracy Leitzel, Colleen Reese, Mel Rupert, Barbara Smith, Scott Smith, Cathy Snyder, Sheri Vail

ITS Financial Process Improvement Team Phase 2

Information Technology Services

Objective: Examine and improve financial reporting processes across all ITS units.
Sponsor: Gary Augustson
Leaders: Robin Anderson, Paul Peworchik
Facilitator: Barbara Sherlock
Members: Rhonda Brown, Wes Bumbarger, Kathy Deck, Steve Kellogg, Jerry Krawczyk, Tracy Leitzel, Barbara Smith, Scott Smith, Sheri Vail

Outreach

Outreach TONIC Team

Office of the Vice President for Outreach

Objective: Develop a more effective contracts and grants process for outreach, campuses and extension.
Sponsor: Jeff Smith
Leader: Bob Igo
Facilitator: Barbara Sherlock
Members: Jeff Bridger, Robert Butler, Roger Martell, Lynn Melander Moore, Ginny Newman, Jane Owens, Todd Roth, Joseph Segilia, Lori Stania, Elisabeth Workman, Sharon Youtzy

Research

ARL Workforce Recruitment and Retention Team

Applied Research Laboratory, Office of the Vice President for Research

Objective: Develop processes for recruiting and retaining a more diverse work force that will include qualified, experienced electrical, mechanical and aeronautical engineers who specialize in such disciplines as hydrodynamics, hydroacoustics, thermal energy systems, propulsion, fluid mechanics, guidance and control, electro-optics, navigation and GPS, materials and manufacturing, and more.
Sponsor: E.G. Liszka
Leader: Alan Payne
Members: Ryan Ohlson, Randy Riesterer

Student Affairs

University Health Services (UHS) Use of Oxygen Team

University Health Services, Student Affairs

Objective: Increase the use and/or documentation of the use of emergency oxygen therapy by emergency medical technicians (EMTs) when its use is appropriate as per state EMS oxygen use protocol.
Sponsor: Peg Spear
Leader: Dave Jones
Members: Katie Bean, Matt Bisgaier, Matt Boland, Katrina Kissman, Matt McMullan, Scott Pasichow, Erica Redline, Laura Richardson

UHS Infection Control Committee

University Health Services, Student Affairs

Objective: Since non-immunized UHS health care workers are at increased risk for contracting the flu and becoming part of the "chain of infection," i.e., spreading flu to their patients, co-workers, and the community, the Infection Control Committee will look at the percentage of UHS staff who are flu immunized and evaluate why staff choose not to be immunized, with the goal of improving flu immunization rates among UHS staff.
Sponsor: Peg Spear
Leaders: Harold Bassett, Alicia Lentz
Members: Jill Blake, Jennifer Brooks, Wes Cartwright, Patricia Grieb, Kristin Klinefelter, Joseph Reilly

UHS Information Systems – Data Integrity Team

University Health Services, Student Affairs

Objective: Reduce the number of viruses entering the UHS computer network by converting all non-Outlook (Student Affairs) UHS email accounts to Outlook (Student Affairs) accounts.
Sponsor: Peg Spear
Leader: Chuck Moore
Members: Deanna Coble, Stephen Klingeman, Carolyn Schenk, Ken Smart

UHS Office of Health Promotion & Education Student Peer Educator Recruitment

Team

University Health Services, Student Affairs

Objective: Develop a recruitment process to increase the number of students volunteering as peer educators for the UHS Office of Health Promotion HealthWorks program and as peer mentors for the S-Plan program.

Sponsor: Peg Spear

Leader: Simon Holowatz

Member: Rachael Beberman

UHS Pharmacy Team to Standardize Abbreviations, Acronyms, & Symbols on Handwritten Prescriptions

University Health Services, Student Affairs

Objective: As part of the National Patient Safety Goals initiative, increase the use of newly recommended pharmaceutical abbreviations, symbols, and dose designations (sig codes) to avoid prescription processing errors that compromise patient safety.

Sponsor: Peg Spear

Leader: Barbara Gallagher

Members: Chet Evans, Jim Gill, Patricia Grieb, Bonnie Lose

UHS Privacy & Security Team to Assure Privacy and Confidentiality of Patient Information

University Health Services, Student Affairs

Objective: Increase staff compliance with federal HIPAA regulations, Penn State computer and network security policies, and UHS policies related to maintaining privacy and confidentiality of patient health information.

Sponsor: Peg Spear

Leader: Doris Guanowsky

Members: Shelley Haffner, Patricia Irwin, Chuck Moore, Kathy Petroff, Ed Rosick, Ken Smart, Barbara Virgil, Lisa Witt

University Libraries

Annex Process Improvement Team

Access Services, University Libraries

Objective: Assess Library Annex operations as they pertain to the delivery of materials, in all formats, to the users of collections, at all locations real and virtual; improve the promptness, accuracy, and quality of service while increasing the satisfaction of the users.

Sponsors: Barbara Coopey, Ann Snowman

Leader: Frank Schrader

Facilitator: Ann Dodd

Members: Edward Armstrong, Cameron Banks, Wertney Cox, Jeff Marker, Verne Neff, Jill Roland, Robert Seeds, Eric Wheeler

Student Quality Teams in The School of Information Sciences and Technology

Since its founding six years ago, the School of Information Sciences and Technology has experimented with using teams of students in courses to enhance the learning process and provide instructors with feedback to help them improve course design. This semester, more than 80 students are members of teams in fourteen courses enrolling more than 500 students.

The project is student-organized and managed. Team leaders are trained in quality principles, team management, survey design, and diplomacy; they receive nominal salaries. Team members get similar training and receive one credit of independent study for their efforts.

Michael Biron, a senior in IST, currently directs the quality team project. Larry Spence, IST Director of Learning Initiatives, serves as the project's advisor.

Current leaders of student quality teams in the School of Information Sciences and Technology and the corresponding faculty member(s) and course are:

Andrew Duffett and Carleen Maitland, IST 301: Information and Organizations

David Gendelman and Tracy Mullen, IST 240: Introduction to Computer Languages

Victor Greco and Rosalie Ocker, IST 420: Fundamentals of Systems and Enterprise
Integration

Jennifer Johnson and Gerald Santoro, IST 402: Emerging Technologies

Jason McClitis and Guoray Cai, IST 210: Organization of Data

Joseph Newton and Jim Jansen, IST 440: IST Integration

Ryan Obrock and Christopher Hoadley, IST 331: Organization and Design of Information
Systems: User and System Principles

Amita Sanghani and Mary Beth Rosson, IST 331: Organization and Design of
Information Systems: User and System Principles

Derek Switzer and Lynette Kvasny, IST 431: The Information Environment

Gary White and Frederico Fonseca, IST 240: Introduction to Computer Languages

Stephanie Woodle and James Wang, IST 220: Networking and Telecommunications

Jeffrey Woodward and Steven Sawyer, Jim Jansen, and Gerald Santoro, IST 110:
Information, People and Technology

Jason Yakencheck and Kenneth Blythe, IST 301: Information and Organizations

Joshua Young and Prasenjit Mitra, IST 220: Networking and Telecommunications

Quality Spotlights

The following teams were recently featured on the Office of Planning and Institutional Assessment's SPOTLIGHT ON QUALITY IMPROVEMENT Web site. The Quality Spotlight Web site showcases improvements made by quality teams and other Penn State improvement initiatives. Descriptions of 17 projects may be viewed at <http://qualityspotlight.psu.edu/>

Developing a Mentoring Program in the University Libraries

University Libraries

Objective: Improve mentoring of junior faculty in the University Libraries and transform an informal process into a formal mentoring program.

Sponsor: Nancy L. Eaton

Leader: Bonnie MacEwan

Members: Rosann Bazirjian, Sally Kalin, Jack Sulzer

Developing a Concurrent Majors Program

Department of Mechanical and Nuclear Engineering, College of Engineering

Objective: Merge the nuclear engineering department with the mechanical engineering department into a single Mechanical and Nuclear Engineering Department (MNE) in order that nuclear engineering would attract undergraduate students from mechanical engineering.

Sponsor: Richard Benson, Jack Brenizer

Leader: Laura Pauley

Members: Robert Edwards, Lawrence Hochreiter