



# Quality

## Endeavors

### THE CHALLENGE: How to Meet When Geographically Separated

The Commonwealth College is comprised of 12 geographically separated Penn State University campuses, with central administration offices at University Park. Career Services staff at each of these campuses were interested in meeting and exchanging information so they could leverage their shared knowledge and resources, rather than “recreating the wheel” at each campus. However, because of limited staff size and the cost and time involved in travel, they could not meet face to face frequently enough to develop this exchange.

#### THE SOLUTION: VIRTUAL (ONLINE) MEETINGS

Following a face-to-face organizational meeting, members of the Career Services staff from various campuses met virtually on a regular schedule using an online instant messaging system, as well as e-mail and telephones, to plan, share, and develop documents. As with a face-to-face team, they developed ground rules and addressed responsibilities and expectations. Through these meetings they have been able to develop a mission statement, and are developing an online Staff Development and Reference Resource, which they all can use to share information. They have saved significant travel time and costs. Additionally, they are now communicating more through the use of technology, have renewed energy, and are interested in finding additional ways to work more closely.



Gathering team members together in the same location for a meeting was a rare occurrence for the Commonwealth Campus Career Services Virtual Team. Members are, back row from left: Courtney Keene (Beaver), Clare Tauriello (Mont Alto), Beth Marhefka (Shenango), Joelle P. Sherlock (University Park); front row from left: Jim Shields (New Kensington), Janet Yates (DuBois), not present, Barbara Sherlock (University Park)

This team is one of 12 teams featured on the Quality Spotlight Web site: <http://qualityspotlight.psu.edu/>.

### Introduction

On May 9, 2003, Rodney A. Erickson, Executive Vice President and Provost, and the Office of Planning and Institutional Assessment will host a Quality Issues Forum and Luncheon at the Nittany Lion Inn. Over thirty teams and nearly two hundred individuals will be recognized for their outstanding contributions to innovation and improvement over the past academic year and seven of these teams are highlighted in these pages.

The event speaks to the continuing importance of CQI since its inception at Penn State in 1991. Provost Erickson will present a short talk about the importance of linking planning, improvement, and assessment. He will underscore his vision and commitment to improvement—whether through the efforts of formal CQI teams, or more informal approaches to seeking opportunities for increased efficiencies and organizational effectiveness. There will be an opportunity for audience members to submit written questions.

The luncheon is an expression of appreciation to the members of continuous improvement teams for their efforts to find opportunities for cost savings and increased efficiencies and more effective ways of operating in their work at the University.

The contributions of two of the University's vice presidents who are retiring in 2003 will also be given special recognition at the luncheon. William Asbury, vice president of Student Affairs, and James Ryan, vice president of Outreach and Cooperative Extension, will be recognized for championing the principles and practices of continuous quality improvement in their units. Founding members of the University Council on Continuous Quality Improvement, these two leaders have made significant and outstanding contributions to continuous improvement at Penn State for over a decade. They understand the value of teamwork and the importance of data based decision-making and quality as perceived by the customer.

### PUBLICATIONS MANAGEMENT IMPROVEMENT PROJECT (PMIP) TEAM

Effective communication is a key element in the University's relationship with its various constituents.

In an effort to reduce costs where possible, and to be more effective in the way the University communicates, the Publications Management Improvement Project (PMIP) Team has developed recommendations designed to improve Penn State's publications policies.

The University currently spends approximately \$7.5 million on the printing costs of the nearly 5,000 publications it produces annually. Design, postage and staff costs add several million dollars, making the printing of publications a significant budget item.

“With some modest steps, we could easily save 10 percent in publications costs, which is extremely important in this period of financial constraint,” Steve MacCarthy, team leader, said.

The PMIP Team, which was created and authorized by the University Cost Savings Task Force, has recommended that, beginning with Fiscal Year 2003/04, all budget units of the University be required to do an annual publications plan. It would detail all proposed publications; their purpose; target audience; and the benefit that is expected to result.

“It is hoped,” MacCarthy said, “that this would bring about a more thorough, thoughtful and strategic examination of each unit's publications. As part of each plan, we are asking units to identify publications that are currently produced on the Web and evaluate whether or not a continuation of the printed version is necessary. Elimination of printed versions of publications that are readily available on-line could produce significant savings for the University.”

#### Among the team's other recommendations:

- ▶ Utilizing the University Editor System. The University Editor Representative system should be “re-energized” to make this network of professionals more involved in the strategic communication process of their individual units. Unit U.Ed. Reps. also should be working to assess their unit's use of the Web and other electronic media to ensure that the best media is being utilized to reach the appropriate audience.
- ▶ Greater Continuity. To reduce costs associated with outside consultants, and to ensure a more consistent look and message, units which are developing publications aimed at student recruitment, fund raising or institutional image should consult with the Department of University Publications on all design and production elements.

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## 4-H TASK FORCE FOR REVENUE GENERATION TEAM

For decades, Pennsylvania youth have reaped the benefits of real world experiences through 4-H youth development programs and activities. But the program has come under pressure from increased costs and budget cuts.

To meet this challenge, a 4-H Task Force for Revenue Generation has been created in Cooperative Extension in the College of Agricultural Sciences.

Pennsylvania 4-H is a youth development education program of Penn State Cooperative Extension. A non-formal education program for youth between the ages of 8 and 19, its mission is to help young people become self-directed, productive, and contributing members of a diverse society.

"An important aspect of our challenge is the fact that programs are in place in all of Pennsylvania's 67 counties reaching more than 125,000 4-H participants," said Marilyn Corbin, task force leader. "As a result, we have to be sensitive to many different issues."

*The task force has adopted the following vision statement:*

"The desired outcome of this task force's work is to address the issue of funding educational programs through a new support and delivery structure that will enable creative programming so that the 4-H program can grow and be delivered in a quality way to all youth who desire to be a part of the program."

The 4-H program involves a wide range of interests, including animal sciences, citizenship and civic education, leadership and personal development, environmental education and earth science, and healthy lifestyles education. In addition to the youth participants, it involves some 12,000 volunteer adult leaders.

"It is very complex because we provide a variety of programs through a number of delivery strategies, including 4-H clubs, school enrichment programs, and special interest programming," Corbin said. "Additionally, there are about 150 4-H projects that could be impacted by fees that might be placed on the programs. Therefore, we have to be very careful about the decisions we make."

She said the task force already has developed a variety of suggestions that are being examined regarding feasibility and logistical implementation. Extension staff members also are examining curriculum management and current curriculum use and are benchmarking with other states.

"Task force members have worked on developing suggestions into a set of recommendations relating to program fees and alternative funding streams, including fund raising," Corbin added. "Many discussions have been held with stakeholders to get input into the potential recommendations. The decisions for the 4-H program also will need to fit in with the Cost Recovery Policies for Cooperative Extension and the College of Agricultural Sciences. Administrators in the College and in Cooperative Extension will make the final decision regarding program fees."

Blannie Bowen is team sponsor. Task force members include Corbin, Christy K. Bartley, Linda Bolen, Phil Clauer, Glenn Ganassi, Karen Hack, Phil Hoy, Rick Kauffman, Joyce Malicky, Roger Martell, Bob Mikesell, Claudia Mincemoyer, David Rynd, Courtney Straub, and Ann Swinker. Ann Dodd is task force facilitator.



Four team members and the facilitator of the 4-H Task Force for Revenue Generation Team meet to address the issue of funding educational programs through a new support and delivery structure that will enable creative programming. In attendance are Christy Bartley, Claudia Mincemoyer, Roger Martell, Philip Clauer and Ann Dodd.

## SOAR (SEARCH OUTREACH AND REGISTER) TEAM

The ability to register on the Web for courses and conferences offered through Outreach and Cooperative Extension (OCE) is "soaring" to new heights.

SOAR (Search Outreach and Register) will enable potential students and customers to search and make purchases through the Web pages of any of OCE's units, which include Cooperative Extension, Continuing and Distance Education, Conferences and Institutes, Public Broadcasting and the World Campus.

It is being developed under the auspices of OCE's Information, Communication, and Technology Task Force. One of its top priorities is making use of the Web for Outreach and Cooperative Extension.

"The primary focus is on the educational experience, courses for which students need to register," said Jeff Luck, team member and director of Outreach Information Systems. "At the same time, Public Broadcasting makes videotapes and other items available for sale.

"We wanted to be able to provide a means by which customers could make purchases of anything available, including registrations for courses, conferences and sports camps. A major concern was that there has been no unified way to find those things on the Web and then be able to purchase them."

A team created through Outreach Information Systems first developed a system for gathering information from the University and other internal sources.

"We wanted to get the information on courses and course registrations from the Registrar and other University units so that we would be certain it was accurate," Luck said. "For other areas, such as media sales, we had to go to other data sources."

The team has focused on delivering a solution through development of a SOAR banner at the top of the existing Outreach and Cooperative Extension Web site.

"Technically, it has been a real challenge," Luck said. "We have tried to do it in a way that each unit has control of its Web page. Essentially, we've added this banner—or meta-layer—without changing the Web pages."

"The banner, which appears on the top of all the pages, provides the ability to search for anything offered by Outreach and Cooperative Extension regardless of which unit's Web page you are in. If you are in the WPSX-TV Web site, for example, you would be able to search on the SOAR banner for courses, conferences or programs offered by any OCE unit."

The SOAR program currently is in development. The team plans to release the search portion this month (May) and the purchase aspect by the end of the calendar year. Its demonstration site is at <http://ww2.oce.psu.edu>.

"We expect that by the beginning of next year, customers will be able to make and also charge on-line registrations and purchases through SOAR," Luck said. "For credit card purchases, we plan to utilize the existing University credit card system because of the investment the University has made in setting up its e-commerce solution. SOAR purchases and registrations will automatically go through the appropriate University system."

Luck said the team also is discussing the involvement of non-University Park campuses by including their courses and products in the SOAR program.

Team members, besides Luck, are Ken Borthwick, Sherry Tirko and Donna Yorukoglu.



The objective of the SOAR (Search Outreach and Register) Team is to provide a user-friendly way to search for Outreach and Cooperative Extension products and purchase them across all O&CE Web sites with minimal impact to the unit's sites, which are individually designed and maintained. Meeting to discuss these improvements are Ken Borthwick, Sherry Tirko and Donna Yorukoglu.

## STEAM SERVICE SHIFT SCHEDULE PROCESS ACTION TEAM

Maintaining a steam power plant 24 hours a day, 365 days a year is not an easy task. And, when the work schedule affects employee morale, it becomes more difficult.

After plant personnel at the University Park Campus expressed concern over the current fixed shift schedule and vacation policy, the Office of Physical Plant ultimately appointed a Steam Service Shift Schedule Process Action Team to address the problem.

The team is made up of plant supervisors and employees from each job title or specialty at the plant such as lead operator or steam plant worker. Those affected by the work schedule are represented on the team. It is led by Paul Moser, superintendent of the power plant, located at the intersection of Burowes Road and College Avenue.

"Because the plant operates on a 24-7 basis, the work schedule is complex," said Susan Rutan, a member of the team's Steering Committee.

*The team's charge was to develop by consensus a 365-day per year, 24-hour per day work schedule and a recommended vacation policy that will:*

- ▶ Promote the efficient operation and maintenance of the plant;
- ▶ Provide coverage for planned and unplanned absences;
- ▶ Promote a healthy and safe work environment;
- ▶ Improve employee morale.

"Employee morale was a key concern," Rutan said, "because of the reported dissatisfaction with the current schedule and vacation policy."

The team's first step was to contract with a scheduling consultant with experience with 24-7 operations and develop a number of different options.

Constraints to scheduling found in the unit's collective bargaining agreement, in University policies and practices, and in state and federal laws were then examined. Team members did a great deal of background work to identify and understand the constraints.

"One of the powerful aspects of the team's work," Rutan said, "is the excellent job it's doing in keeping other employees involved in the process. Team members surveyed employees about their preferences and conducted focus groups. Using that input in making decisions about a work schedule, the team is doing a good job in meeting the identified constraints and the goals defined by the Steering Committee."

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Members of the Office of Physical Plant Steam Service Shift Schedule Process Action Team meet to develop a 365-day per year, 24-hour per day schedule and a recommended vacation policy that will promote the efficient operation and maintenance of the Plant; provide coverage for planned and unplanned absences; promote a healthy and safe work environment; and improve employee morale. Team members are Dave Coval, Gene Dubbs, Gary Horton, Bob Hutchison, John Molnar, Charlie Rallis and Gene Ripka. Paul Moser is team leader and David Burns is team sponsor.

## THE FINANCIAL PROCESSING TEAM IN THE DEPARTMENT OF AGRICULTURAL ECONOMICS AND RURAL SOCIOLOGY

The Financial Processing Team in the Department of Agricultural Economics and Rural Sociology has found a way to do more with less—or at least do it more efficiently.

Because of a downsizing of staff, David Blandford, department head and team sponsor, asked the group to thoroughly examine how the department handles processing of all financial forms, including travel requests.

“We reduced the number of staff because of budget cuts,” Blandford said, “so we had to become more efficient. The team did an excellent job in identifying different ways of handling the processing of forms and streamlining the process.”

The team’s charge was to “examine the current process for handling financial forms and recommend improvements.” Improvements were defined as looking for ways to improve efficiency of handling materials, economizing on staff resources, and appropriate distribution of responsibilities among staff members involved in the process. Team members also were asked to determine the possibility of tracking the volume of work for future cost recovery from users.

During its work, the team, led by Linda Mace, communicated regularly with the team sponsor by e-mail and in meetings.

Because the downsizing included the loss of one staff member who worked 60 percent of the time on financial forms processing, the team carefully examined ways of distributing the workload while providing improved faculty support. The processes of reviewing travel plans for funds availability, making travel arrangements, and reporting travel were mapped. The processes included departmental, college, and University requirements.

“Staff assistants who provide direct support for faculty were trained in the processes, in the identification of budget information, and in IBIS forms processing,” Mace said. “Staff members with experience in completing the forms worked closely with staff assistants to help them build knowledge and skills.

“The team estimates that this effort will address approximately 90 percent of the financial processing that directly supports faculty and, as a result, will increase customer satisfaction.”

The team also studied directly billed charges, which present a special challenge to the Department. Telephone, mail and printing charges are automatically billed to the department budgets with little information to identify the specific charges. The challenge was to separate the charges and

apply them to appropriate budgets while reducing the use of department staff resources.

The first to be studied was the Direct Billing of Mail Charges. After preparing a flow chart, the team identified sources of problems in reconciling charges. The most critical problem that the department could address was the lack of documentation for charges on the direct bill. Forty-six percent of all mail charges were not reported over a three-month period.

The team then made a series of recommendations regarding first class postage and international/air mail on General Funds and UPS charges on General Funds. All new guidelines and forms were posted, Mace said, noting that department staff assistants played a major role in implementing the changes, including notification of faculty members they support. After these changes were made, 75 to 80 percent of the forms had the correct billing information.

According to Blandford, the team did an excellent job in identifying a number of deficiencies and then recommending how some of the work could be distributed.

“In the past, with only one or two staff members handling a specific task, a bottleneck often was created,” he noted. “Now, by broadening the number of people handling the process, we’ve made it more efficient.”

Team members were Sue Confer, Joan Haus, Linda Kline, Traci Shimmel and Cindy Teeters. Barbara Sherlock was team facilitator.



Agricultural Economics and Rural Sociology Financial Processing Team members meet to examine the process for handling financial forms. Their recommendations for improvements include economizing on staff resources and appropriate distribution of responsibilities among those involved. Team members present are Sue Confer, Traci Shimmel, David Blandford, Linda Mace, Barbara Sherlock and Joan Haus. Absent are Cindy Teeters and Linda Kline.

### Steam Service Shift continued

The process team is using a Weighted Criteria Matrix and the team charter to narrow the number of schedules for consideration.

After completing its work, the team will recommend a work schedule to the Steering Committee. A target date of May 30 has been set.

Any new work schedule, Rutan pointed out, must meet a number of constraints, including compliance with the Union-University collective bargaining agreement and all applicable labor laws. No overtime can be built into the base schedule and there can be no additional manpower and labor costs.

David Burns is team sponsor. Team members, besides Moser, are Dave Coval, Gene Dubbs, Gary Horton, Bob Hutchison, John Molnar, Charlie Rallis and Gene Ripka. Members of the Steering Committee, in addition to Burns and Rutan, are Bill Anderson, Phillip Melnick, Ford Stryker and Gary Ward. Ann Dodd is team facilitator.

OFFICE OF PLANNING AND  
Institutional Assessment

### Publications Management continued

- ▶ Reducing Costs on Internal Publications. All internal publications—those aimed at University faculty and staff—should be limited to one or two-color printing.
- ▶ Employee Newsletter Savings. All units should explore the option of converting internal employee newsletters to electronic formats.
- ▶ Communications with Current Students. Offices that produce publications for new and continuing students should explore the option of converting their publications to electronic means.
- ▶ Better Utilization of Internal Resources. To ensure greater continuity in the production of publications representing Penn State, and to reduce costs wherever possible, Document Services should be used for printing and be consulted for bids.

MacCarthy said the team determined that dramatic savings can be realized when mail pieces are designed properly and when materials are produced in a timely manner. It made a number of recommendations on addressing and mailing and refinement of mailing lists involving Document Services.

“We believe that moving forward with these recommendations in the coming year will streamline our publications effort and enable us to save costs while delivering the University’s messages in an effective and efficient manner,” he added.

Team members are MacCarthy, Bob Fantaske, Bill Farnsworth, Jeff Hermann, Tracey Huston, Jeff Kuhns, Kevin Morooney, and Tina Rayno.

## PTI CONTINUING QUALITY TEAM

Pennsylvania Transportation Institute (PTI) affiliates will soon have an on-line manual to help them take better advantage of the Institute’s administrative services.

PTI has grown considerably over the past 10 years, but the staff support has not changed. In order to continue to handle the increased workloads, Bohdan Kulakowski, Institute director, felt that an effort should be made to improve efficiency in all areas of research administration.

The PTI Continuing Quality Team was given a charge of “improving the quality and efficiency of the research administration process at PTI and ensuring that PTI remains a good place to work.”

As a first step, the team conducted a survey of faculty, staff and students to determine concerns and where they felt there were inefficiencies or where services were inadequate. The goal was to identify areas of concern.

“As a result of the survey,” Robin Tallon, team leader, said, “we found that there were a lot of misconceptions regarding who does what and where processes begin and with whom.”

Meetings were held with staff to discuss some of the problem areas identified. The proposal process was discussed and individual tasks were defined in detail. Specific staff members were assigned responsibility for the tasks.

To further address the concerns and document current procedures, the team created an on-line quality manual that provides detailed descriptions of all services available to faculty affiliates and how to use them. It includes a search for individuals based on expertise, a procedure “how to” section, organization of PTI, and general information that might be needed by anyone affiliated with PTI.

“For example,” Tallon said, “if someone wanted to initiate a purchase order, the on-line manual details who to see to initiate it, where to go and what to do when it is completed and signed. While providing information on current PTI procedures, the manual also offers an opportunity to link to Penn State policies and other departments to get additional information on other areas such as purchasing.

“In addition, a variety of forms will be available on line for use by our affiliates. The manual also will be password protected and will be available only to those working with PTI.”

PTI affiliates include Penn State faculty, staff, graduate and undergraduate students who are active in Institute research projects.

Tallon said the manual has been distributed to PTI affiliates for their comments and suggestions. With their feedback, the team will make final revisions.

“The team’s goal was to provide a reference tool for those new to the Institute and for those who only initiate a process once or twice a year,” she added. “At the same time, we envision it being used to identify procedures that may be inefficient.

“By having a manual in which affiliates can examine various processes and procedures, we may be able to develop better strategies. It provides an opportunity for our affiliates to review and comment on the Institute’s current processes and procedures. After all reviews are completed and revisions made, it will remain as a reference tool.”

Kulakowski is team sponsor. Team members, in addition to Tallon, are Debbie Clemmer, Greg Dauber, Lily Elefteriadou, Kevin Mahoney, Lisa O’Hara and Zoltan Rado. Barbara Sherlock is team facilitator.



Members of the Pennsylvania Transportation Institute CQI Team, Zoltan Rado, Lisa O’Hara, Lily Elefteriadou, Barbara Sherlock, Robin Tallon and Debra Clemmer, meet to improve the quality and efficiency of the research administration process at PTI and ensure that PTI remains a good place to work. Absent are Bohdan Kulakowski, Greg Dauber and Kevin Mahoney.

# New Improvement Teams (2002–2003)

The Executive Vice President and Provost and the Office of Planning and Institutional Assessment recognize the following teams for their contribution to innovation and improvement at Penn State during the 2002–2003 academic year:

- ▶ **Mechanical and Nuclear Engineering Waste Management Virtual Log and Good Practices Program**  
*College of Engineering, Mechanical and Nuclear Engineering Department*  
Sponsor: Richard Benson; Leader: John Vincenti; Members: Jack Brenizer, Matthew Lindenberg, Kevin Myers, Kimberly Sterndale
- ▶ **Office of Physical Plant Steam Service Shift Schedule Process Action Team**  
*Finance and Business, Office of Physical Plant*  
Steering Group: William Anderson, David Burns, Phillip Melnick, Susan Rutan, Ford Stryker, Gary Ward; Sponsor: David Burns; Leader: Paul Moser; Facilitator: Ann Dodd; Members: Dave Coval, Gene Dubbs, Gary Horton, Bob Hutchison, John Molnar, Charlie Rallis, Gene Ripka
- ▶ **Agricultural Sciences Information and Communication Technologies Project Management Team**  
*College of Agricultural Sciences, Information and Communication Technologies*  
Sponsors: Richard Kipp, Neal Vines; Leaders/Co-Chairs: Stephen Shala, Steven Williams; Facilitator: Sharon Spicer; Members: Tim Beck, Toni Benner, John Dickison, Beverly Hunter, Peter Kauffman, Jeff Mulhollem, Pete Warren, Mary Wodecki, Laurie Yearick
- ▶ **Agricultural Sciences Information and Communication Technologies Products/Services Offered and Human Resources Available Team**  
*College of Agricultural Sciences, Information and Communication Technologies*  
Sponsors: Richard Kipp, Neal Vines; Leaders/Co-Chairs: John Dickison, Peter Kauffman; Facilitator: Sharon Spicer; Members: Gary Abdullah, Stacie Bird, Cyndi Carey, Tom Cherry, Sookyoung Cho, Chris Deppe, Charles Gill, Tom Laird, Melanie Macknair, Howard Nuernberger, Beth Raney, Leslie Syrett, Pete Warren
- ▶ **Agricultural Sciences Information and Communication Technologies Project Entry Team**  
*College of Agricultural Sciences, Information and Communication Technologies*  
Sponsors: Richard Kipp, Neal Vines; Leaders/Co-Chairs: Eston Martz, Thomas Weber; Facilitator: Sharon Spicer; Members: Cyndi Carey, Tom Cherry, Gretl Collins, John Dickison, Barbara First, Charles Gill, Garo Goodrow, Ron Matason, Amanda Rudisill, Nora Serotkin
- ▶ **International Programs CQI Team**  
*Office of Undergraduate Education and International Programs*  
Sponsor: John Keller; Leader: Sherry Miller; Facilitator: Jane Agnelly; Members: Alene Bowers, Kelli Burns, Kris Burris, Chris Klein, Joel Reed, Ruth Sutley, Kristi Wormhoudt
- ▶ **4-H Task Force for Revenue Generation Team**  
*College of Agricultural Sciences, Department of Agricultural Extension Education*  
Sponsor: Blannie Bowen; Leader: Marilyn Corbin; Facilitator: Ann Dodd; Members: Christy Kohler Bartley, Linda Bolen, Phillip Clauer, Glenn Ganassi, Karen Hack, Phil Hoy, Rick Kauffman, Joyce Malicky, Roger Martell, Bob Mikesell, Claudia Mincemoyer, Dave Rynd, Courtney Straub, Ann Swinker
- ▶ **4-H Communication Review Team**  
*College of Agricultural Sciences, Department of Agricultural Economics and Rural Sociology*  
Sponsor: Marilyn Corbin; Leader: Christy Kohler Bartley; Facilitator: Ann Dodd; Members: Ruth Burns, Patreese Ingram, Marlene Kaltenbach, Phyllis Laufer, Bob Lewis, Scott Myers, Jeannine Richlin, Carol Schurman, Katina Showman, Laurie Welch
- ▶ **Commonwealth College Career Services Virtual Team**  
*Commonwealth College, Office of Career Services*  
Sponsors: Linda Higginson; Leader: Joelle Sherlock; Facilitator: Barbara Sherlock; Members: Courtney Keene, Beth Marhefka, Jim Shields, Clare Tauriello, Janet Yates
- ▶ **Pennsylvania Transportation Institute CQI Team**  
*College of Engineering, Pennsylvania Transportation Institute*  
Sponsor: Bohdan Kulakowski; Leader: Robin Tallon; Facilitator: Barbara Sherlock; Members: Debbie Clemmer, Greg Dauber, Lily Elefteriadou, Kevin Mahoney, Lisa O'Hara, Zoltan Rado
- ▶ **Agricultural Economics and Rural Sociology Financial Processing Team**  
*College of Agricultural Sciences, Department of Agricultural Economics and Rural Sociology*  
Sponsor: David Blandford; Leaders: Linda Mace; Facilitator: Barbara Sherlock; Members: Sue Confer, Joan Haus, Linda Kline, Traci Shimmel, Cindy Teeters
- ▶ **SOAR (Search Outreach and Register) Team**  
*Outreach and Cooperative Extension*  
Sponsor: Outreach and Cooperative Extension Information and Technology Task Force; Members: Ken Borthwick, Jeff Luck, Sherry Tirko, Donna Yorukoglu
- ▶ **SAN (Storage Area Networks) e-Commerce Solution Team**  
*School of Information Sciences and Technology*  
Sponsor: James Thomas; Members: Keith Bailey, Malena Moore, Barton Pursel, Erick Zeisloft
- ▶ **Enabling Prospective Students to Explore the University Park Campus Online Team**  
*College of Earth and Mineral Sciences*  
Sponsor: Eric Barron; Leader: Martin Gutowski; Members: David DiBiase, Shaun Faith, Megan Lavelle, Mark Wherley
- ▶ **Cooperative Extension Planning and Reporting System Team**  
*Outreach and Cooperative Extension*  
Sponsor: Theodore Alter; Leader: Margaret Koble; Member: Shuangyan Li
- ▶ **Brass Tacks CD on Web Design Team**  
*Web Strategies Implementation Team*  
Leaders/Members: Jeff Hermann, Doug Stanfield
- ▶ **Library Equipment Review Team—Phase Two**  
*University Libraries*  
Sponsor: Sally Kalin; Leader: Carolyn Saona; Facilitator: Ann Dodd; Members: Sondra Armstrong, Peggy Augustine, Ken Robinson, Mark Saussure, Jim Schomer, Ronald Servello, Wayne Stump
- ▶ **Improving the Process for Identifying and Notifying Staff Wage Payroll Employees and Part-time Faculty Regarding Their Eligibility to Enroll in a Retirement Plan**  
*Finance and Business, Office of Human Resources, Employee Benefits Division*  
Sponsor: Billie Willits; Leader: Devra Wolfe; Facilitators: Michael Hartman, Karen Volmar; Members: Julie Fetterolf, Lorraine Haldeman, Hazel Weaver
- ▶ **Food Science Measures Task Force**  
*College of Agricultural Sciences*  
Sponsor: John Floros; Leader: Donna Merrill; Facilitator: Barbara Sherlock; Members: Tom Dimick, Bill Houser, Lou Klindienst
- ▶ **Civil and Environmental Engineering Academic Administration Team**  
*College of Engineering*  
Sponsor/Leader: Andrew Scanlon; Facilitator: Barbara Sherlock; Members: Barbara Crain, Judy Early, Paul Jovanis, Mary Miller, Richard Schuhmann, Shelley Stoffels
- ▶ **Expenditures and Operational Efficiency Quality Team**  
*Finance and Business*  
Sponsor: Gary Schultz; Leader: James Dunlop; Members: Dave Burns, Robert Fantaske, Georgia Garman, Andy Reisinger, Kathy Shannon, Steve Shelow, Luke Taiclet, Susan Wiedemer
- ▶ **Schreyer Institute Testing, Evaluation, Assessment and Measurement Process Improvement Team**  
*Office of Undergraduate Education*  
Sponsor: Suzanne Weinstein; Leader: Sue Cross; Facilitator: Ann Dodd; Members: Kent Johnson, Ralph Locklin, Dave Ryan

## Teams charged by the UNIVERSITY COST SAVINGS TASK FORCE

- ▶ **Publications Management Improvement Team**  
Leader: Stephen MacCarthy; Members: Robert Fantaske, William Farnsworth, Jeffrey Hermann, Tracey Huston, Jeffrey Kuhns, Kevin Morooney, Tina Rayno
- ▶ **University Travel Team**  
Leader: Catherine Shannon; Members: Samuel Auker, Janice Barnoff, Barton Browning, William Gush, Marguerite Gustkey, Edna Melendez, Daniel Meuleners, Robert Meyer, Russell Rossman, Jr.
- ▶ **Environmental Stewardship Initiative Team**  
Leader: Ford Stryker; Members: Maurine Claver, Robert Cooper, Edward Dankanich, Teresa Davis, Fraser Grigor, Joyce Haney, Lloyd Rhoades, Gordon Turow

For more information about Continuous Improvement, contact:

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