

Quality

Endeavors

News from the Office of Planning and Institutional Assessment • No. 101 May 2007 Supplement

Annual Quality Issues Forum Recognizes Teamwork and Improvement Across the University

On May 4, 2007, the annual Quality Issues Forum was held to recognize 51 teams, and the 396 individuals involved, for their contributions to innovation and improvement within Penn State. This event, sponsored by the Executive Vice President and Provost Rodney Erickson and the Office of Planning and Institutional Assessment, highlights the importance of innovation and improvement throughout the University. This is reflected in teams representing nine colleges and campuses, eight administrative units, quality teams of students within the College of Information Sciences and Technology, and the Penn State recipients of Juran Doctoral Awards and Juran Fellowships to recognize quality concepts in research.

The keynote speaker for the Forum was John Dew, Director, Continuous Quality Improvement and Planning at the University of Alabama. In his remarks at the Forum, "Now, More than Ever: Continuing Continuous Improvement," Dr. Dew addressed some of the challenges in continuous improvement, including changes in

leadership, staying focused for the long term when there are more attractive issues in the short term, and a journey that is never completed. He encouraged the group to engage new members and leaders in their organizations and take risks. More information about his speech can be found in the May 2007 Quality Endeavors at <http://www.psu.edu/president/pia/newsletter/news101.pdf>.

For more information and photographs from the Forum, visit <http://www.psu.edu/president/pia/qif/index.htm>.

Teams and Innovation Initiatives

In the past twelve to eighteen months, numerous quality improvement teams across the University have examined critical issues and identified ways to improve key processes. The following teams and improvement and innovation initiatives were recognized at the 2007 Quality Issues Forum.

College of Agricultural Sciences

Undergraduate Education Calendar Team

Office of Undergraduate Education

Objective: Identify ways for the College of Agricultural Sciences Office of Undergraduate Education to operate more efficiently, beginning with an annual calendar to track all office projects and activities by month.

Sponsor: Marcos Fernandez
Leader: Denise Connelly
Facilitator: Barbara Sherlock
Members: Alex Borys, Marianne Fivek, Linda Higginson, Catherine Lyons, Kathy Pletcher

Communications and Marketing Study Group

College of Agricultural Sciences

Objective: Work with the Department of University Marketing and Advertising to update and improve college marketing materials, specifically recruitment publications and website, to enhance the image of the college to target audiences.

Sponsor: Marcos Fernandez
Leader: Mary Wirth
Members: Hunter Carrick, Stephanie Doores, Terry Etherton, Cynthia Graves, Cindy Hall, Tracy Hoover, Sara Simcox, Dan Stearns, Steve Williams
Staff Support: Kathy Pletcher

Continued on next page.

Information Technology Assessment Study Group

College of Agricultural Sciences

Objective: Determine the way in which technology is currently used within the college for teaching, research, extension, and administrative functions. Identify models that are working and reasons for not using centralized services. Identify ways to build on strengths and minimize weaknesses.

Sponsor: Daney Jackson
Leader: Neal Vines
Members: Melanie Barkley, Brenda Bernatowicz, Ron Kensinger, Diane McLaughlin, Chuck Ray, Roy Young
Staff Support: Tami Torquato

Web Redesign Team

College of Agricultural Sciences

Objective: Work with the Department of University Marketing and Advertising to coordinate implementation of Mind Over Media's website redesign.

Sponsor: Marcos Fernandez
Members: Cynthia Graves, Sara Simcox, Neal Vines, Steve Williams, Mary Wirth

Environmental Resource Management Academic Program Review

College of Agricultural Sciences

Objective: Review the current Environmental Resource Management curriculum, develop a vision for the program, and identify strategies to achieve the vision. These strategies should include the design of the curriculum, marketing, and faculty governance.

Sponsor: Jim Shortle
Leader: Rob Shannon
Members: Dennis Decoteau, Herschel Elliott, Paola Ferreri, Claire Hinrichs, Tracy Hoover, Jason Kaye, Judd Michael, David Mortensen, Rich Stedman

College of Arts and Architecture

Arts & Architecture Customer Service CQI Team 06-07

College of Arts and Architecture

Objective: Survey internal customers and use their feedback to evaluate and refine processes to provide exemplary service to staff and faculty.

Leaders: Wendy Hill, Jenny Watson
Facilitator: Marianne Guidos
Members: Rosalie Bailey, Jane Brown, Shannon Hull, Janeann Lindsay, Roger Smith, Betsy Warner, Linda Wheeland

College of Earth and Mineral Sciences

Files Management

Geosciences Department

Objective: Design a standard structure and naming conventions in directories and files on the shared network drive. This will reduce redundancy and facilitate sharing of information.

Leader: Lou Klindienst
Facilitator: Barbara Sherlock
Members: Carolyn Clark, Linda Miller, Christine Rosenhoover, Angela Rothrock, Tracy Wilson

Commonwealth Campuses / Outreach / Undergraduate Education

Service to Adult Learners through Enhanced Registration Processes

Commonwealth Campuses / Outreach / Undergraduate Education

Objective: Advance the work of Continuing Education in attracting more adults to credit courses and programs in collaboration with the academic leadership of each campus and improve the unity of practice among all campuses.

Co-Chairs: Bill Curley, Karen Duncan
Members: Rebecca Beatty, Jeanne Hunter, Karen Karnes, Maggie McNulty, Frank Miller, Jan Orris

Educational Equity / Outreach / Student Affairs / Undergraduate Education

Adult Learner Points of Entry Team

Educational Equity / Outreach / Student Affairs / Undergraduate Education

Objective: Improve services and processes for returning adult learners. With the Provost's acceptance of a Recommendations document from the Committee to Attract and Retain Adult Learners, a task force was needed to identify those services that impact adult learners at the point of entry to Penn State and how best to remove any barriers which may affect their enrollment.

Chair: Martha Jordan

Members: Kimberly Breon, Brian Clark, Karen Duncan, Betsy Esposito, Felicita Frisch, Lyn Harmon, Charlene Harrison, Marie Lindhorst, Betty McKinley, Shannon Ritter, Ted Timmerman

Finance and Business

Cost per Copy Program Team

Auxiliary and Business Services

Objective: Establish a cost per copy program University-wide to replace existing methods of acquiring copiers/printers on a transactional basis with a contract basis to enable volume discounts, current technology, and a common platform across the campus. Establish a program to keep the equipment current by replacing it automatically at the end of the contract. Improve service levels by contracting with one vendor. Reduce transaction costs by paying through one invoice.

Members: Abbas Badani, Emily Chiang, Sean Costella, Megan Harpster, Sue Houck, Faithann Karge, Matthew Lindenberg, Nancy Martz, Corie Mc Call, James Moore, Kim Patishnock, Susan Sampsell

Print Portal Team

Auxiliary and Business Services

Objective: Develop a web based system of managing the acquisition of printing for the university to leverage the total spent for printing, to reduce the costs, improve service, and provide an archive for future use.

Members: Abbas Badani, Emily Chiang, Rebecca Fike, Travis Freehauf, Chris Keeler, Edward Luzier, Stacy Ostrofsky, Theresa Roby

Design Team for Budget Amendments for Human Resource Forms

Budget Office

Objective: Design a budget amendment for Human Resource forms for the new workflow system, and pilot a design definition process.

Members: Larry Bell, Lee Ann Candor, Richard Dumm, Pam Edmonston, Janeen Grasser, Lisa Green, Jon Hartzler, Jody Heckman, Jerry Orr, Stephen Selfe, Ron Snyder, Tim Whitehill
Facilitators: Bob Fantaske, Ann Gray, Barbara Sherlock

Unemployment Compensation Information System (UCIS) Design Team

Office of Human Resources

Objective: Design an electronic, automated system for the process of gathering and disseminating information on Unemployment Compensation claims to the State and to Human Resources Representatives and Financial Officers.

Leader: Stephen Selfe
Facilitator: Susan Morse
Members: Tim Beckwith, Wayne Ellenberger, Lisa Holliday, Sherry Lonsdale, Diane Mills, Sheryl Smith, Hazel Weaver

Staff Recruitment Campaign Team

Office of Human Resources

Objective: Redesign Penn State’s approach for staff recruitment, which includes a new website, recruitment materials, and comprehensive advertising campaign. The new campaign features a theme of “Opportunities . . . as Limitless as Penn State”, and seeks to increase the diversity of applicants to Penn State, as well as the overall quantity and quality. The Office of Human Resources is proactively anticipating the projected labor shortage in skilled workers over the next 5 - 10 years with increased efforts to market Penn State as a great place to work.

Sponsor: Billie Willits
Co-Leaders: Steve Hayes, Susan Morse
Marketing Advisor: Mark Parfitt
Members: Kenesha Bentley, Cindy Campbell, Julie Hartley

Design Review Team

Office of Physical Plant

Objective: Maintain a design review process that will enhance our abilities to efficiently and effectively execute projects.

Members: Lisa Berkey, Ed Gannon, Doug Holmes, Bruce Kline, Stew Koontz, Gary Langsdale, Glenn Lelko, Bruce Smith, Jeff Spackman, Steve Triebold, Tom Wojcik, Dave Zehngut

Design Standards Team

Office of Physical Plant

Objective: Maintain a design standards process that enhances the communication of expectations to execute projects.

Members: Bob Becker, Mike Burke, Ed Gannon, Tim Heltman, Doug Holmes, Bruce Kline, Stew Koontz, Gary Langsdale, Scott Rhoads, Rick Wareham, Dave Zehngut

Driving on Walkways and Turf Team

Office of Physical Plant

Objective: Develop policies, procedures and processes to eliminate damage resulting from driving on walks and turf areas.

Members: Bill Cummings, Scotty Eble, Ron Eckenroth, Tom Flynn, Brian Phiel, Mike Reese, Tom Sharer

Waste Handling Team

Office of Physical Plant

Objective: Review the entire exterior waste collection system. Make recommendations that will improve the aesthetics of the system, while not hindering its effectiveness and efficiency.

Members: Kelly Harris, Dave Manos, Al Matyasovsky, Bing Smith, Tom Welling

Leadership in Energy and Environmental Design (LEED) Team

Office of Physical Plant

Objective: Identify the LEED points of highest value to the university and its strategic environmental initiative.

Members: Rick Dills, Bill Dreibelbis, Andy Ellenberger, Ed Gannon, John Gaudlip, Tim Heltman, Doug Holmes, Tom Houck, Glenn Lelko, Brian Phiel, Mike Prinkey

Information Technology Services / College of Communications / Outreach

Webcasting Team

Information Technology Services / College of Communications / Outreach

Objective: Implement Webcasting coverage of Homecoming and Thon.

Members: Dave Beyerle, Maria Cabrera-Baukus, Duane Champion, Chris Hubing, Chris Maurer, Karen Mozley-Bryan, Don Rhoades, Kerry Trout

College of the Liberal Arts

English Staffing Review Team

English Department

Objective: Review the overall administrative environment in English by assessing the practices and operations within the department and in relation to the College administration. Determine the administrative needs of the unit, and measure the effectiveness, economy, and accountability of existing processes, resources and services.

Co-Sponsors: Ray Lombra, Susan Welch
Department Head: Robert Caserio
Leader: Kimberly Keller
Facilitator: Jennifer Morris
Members: Amy Barone, Christi Daniels, Kathy Force

College of Medicine

Heart Alert Program Team

Penn State Heart & Vascular Institute / Milton S. Hershey Medical Center

Objective: Improve the treatment of patients presenting with acute ST-segment elevation myocardial infarction. The Heart Alert program has significantly impacted upon the treatment of patients with acute coronary syndrome by improving the “door-to-balloon” time, a clinical parameter that refers to timing of myocardial reperfusion starting at the moment the patient presents to the hospital. Oversight of the program continues in an effort to further optimize “door-to-balloon” times.

Members: Penn State Heart & Vascular Institute faculty and staff, and Milton S. Hershey Medical Center Emergency Department physicians, Nursing staff, Admissions staff, and Communications Center providers

Outreach

Course Scheduling, Faculty Approvals, and Faculty Payments

Continuing and Professional Education

Objective: Establish standardized processes that enable effective and efficient course scheduling, faculty approvals, and faculty payments across all Continuing & Professional Education units. Of immediate need is to establish these processes for Professional and Organizational Development operations.

Leader: Lori Stania
Facilitator: Marianne Guidos
Members: Rebecca Beatty, Wanda Bickle, Wesley Donahue, Glenda Houser, Angela Simparosa, Christine Surovec, Chris Wilusz, Sharon Youtzy

Conferences Activation, Registration, and Closing Team

Outreach

Objective: Create streamlined internal processes for handling steps under the new system that Outreach recently launched for accepting online conference registrations, including credit card payments. This necessitates changes in the procedures for managing program set-ups, registrations, and closings.

Leader: Denise Bienus
Members: Beth Byers, Tillie Convery, Pam Driftmier, Bob Fantaske, Barbara Impellitteri, Kathy Liebrum, Heide Port

World Campus Instructional Design and Development New Workflow / Reorganization Team

Outreach

Objective: Examine current workflow processes in order to determine how the unit could move to a more team-centered design strategy and infuse creative ideas into our design process. The team ended up recommending a new workflow process to better meet the needs of the innovative course design initiative. Based on the new workflow the team then revised the organization structure and proceeded to implement the changes.

Leader: Larry Ragan
Members: Anita Colyer, Lynne Johnson, Nikki Kauffman, Eleanor Lehman, Rick Shearer

Penn State Schuylkill

Enrollment Management Team

Penn State Schuylkill

Objective: Monitor enrollment management, prospect management, and enrollment growth.

Co-Chairs:

Tammie Durham, Keith Hillkirk

Members:

David Holden, Cheryl Holland, Steve Littell, Elyce Lykins, Matthew Swatchick, Shannon Wabby

Student Profile Group

Penn State Schuylkill

Objective: Monitor the make-up of our student body in regards to the relative mix of out-of-area and local students, proportion of out-of-state students, increasing diversity, and increasing off-campus housing opportunities.

Chair:

Matthew Swatchick

Members:

Tammie Durham, Keith Hillkirk, Elyce Lykins, Kimberly Quinn, Michael Verhagen

Register Committee

Penn State Schuylkill

Objective: Move as many students as possible from scheduled to registered status.

Co-Chairs:

Tammie Durham, Darlene Stiles

Members:

Elyce Lykins, Kimberly Quinn, Diane Ressler, Elaine Tutko

Research / Graduate School

Applied Research Lab Suggestion Box Contest Committee

Applied Research Lab

Objective: Develop a method for collecting constructive ideas from employees to improve the laboratory climate and the efficiency of processes - resulting in a better work climate and saving of time, materials, labor, and/or energy. An electronic Suggestion Box was added to the laboratory's Intranet site, and physical boxes were placed in seven buildings. Suggestions are reviewed on a quarterly basis with the best suggestion received winning a prize of \$50. Annually, two \$250 prizes are awarded for the best two suggestions implemented in the Lab.

Benefactor:

Edward Liszka

Chair:

Eric Wagner

Members:

Debbie Brooks, Dave Dreese, Pat Hayes, Greg Meyer, Tammy Miller, Alan Payne, Randy Riesterer

SIMSBudgets Development Team

Research

Objective: Design and deploy a scalable software application for grant/contract budget creation and for electronic submission of proposals (science and budget) to federal sponsors.

Members:

Emily Broking, Bonnie Cavanaugh, Peggy Considine, Kenneth Forstmeier, Rich Gabel, Chris Lose, Michael Whyte

Student Affairs

Sanctioning Review Team

Judicial Affairs

Objective: Review and evaluate: 1) the process for determining discipline sanctions for violations of the student Code of Conduct; 2) the types of sanctions applied for violations of the student Code of Conduct; and, 3) the sanction ranges for types of student Code of Conduct violations within minor, moderate and major violation categories at the University.

Sponsor:

Vicky Triponey

Facilitator:

Joe Puzycki

Members:

Katelyn Be Vard, Jay Burlingame, Andrea Dowhower, Dick Justice, Jerry Livingston, Eric Patridge, Jamie Perry, Mark Rameker, Krista Ziegler

Employer Development Team

Career Services

Objective: Develop broad-based relationships with employers to enhance student career development and placement options. The team involves representatives from the colleges of Health and Human Development, Liberal Arts, Arts and Architecture, Communications, and Career Services.

Chair: Bob Orndorff
Members: Cathy Dufour, Wren Fritsky, Chris Gamble, Joyce Hoffman, Susan Knell, Chris MacGill, Bob Martin, Jack Rayman, Margaret Sebastianelli, Sue Wenner

Information Management Team

Career Services

Objective: Review all aspects of information management at Career Services and make recommendations that will enhance and improve the efficiency and functionality of those systems including possible staffing and organizational change.

Chair: Bob Orndorff
Members: Cathy Dufour, Ellen Houser, Larry Kolbe, Chris MacGill, Cami Ressler, Tracy Wallace

Employer Database Integration Team

Career Services

Objective: Implement a University-wide employer database management system that will support on-campus recruiting, co-op, internships, and career fairs.

Sponsor: Jack Rayman
Leader: Cathy Dufour
Members: Cheryl Bonner, Jamie Corman, Ruth Donahue, Kimberly Fox, Devon Hegarty, Susan Knell, Larry Kolbe, Carol Lockard, Chris MacGill, Jan Mahar, Karl Martz, Rick McClintic, Ed McGowan, Bob Orndorff, Paul Poissant, Leslie Pollard, Cindye Rudy, Robin Stevens, Carrie Teetzel, Andrew Watters, Adora Way, Krista White

Certificate Team

Career Services

Objective: Develop and implement a Career Development Certificate Program.

Chair: Chris MacGill
Members: Bob Orndorff, Cami Ressler, Holly Temple

Emergency Medical Services Department

University Health Services

Objective: Improve the quality of patient care documentation. A significant number of consents to treat a minor child are incorrect or incomplete in documenting the process of obtaining parent/guardian consent for treatment. Progress will be measured by review of every consent for accuracy of documentation.

Lead Contact: Dave Jones

Finance and Patient Services

University Health Services

Objective: Reduce the number of “no shows” for University Health Services appointments and utilize resources more efficiently. Appointment reminders with the prior practice management system were manual and limited to one appointment type. A new system can send electronic appointment reminders. An intervention was started in October 2006 to send reminders two days prior to the scheduled appointment to each student patient with an on-file email address. Results will be measured by data analysis of past six months in May 2007.

Lead Contact: Michael Gouse

Clinical Services

University Health Services

Objective: Decrease the number of abandoned calls to the nurse advice line by 10%. The number of abandoned calls has been determined by the nursing staff to be unacceptably high based on data from an updated phone call tracking system.

Members: LuAnn Benz, Sylvia Musheno

Health Information Management Department Team

University Health Services

Objective: Ensure that 98% of the x-rays in the Electronic Health Record (EHR) are within 4 days and 100% of the x-rays in the EHR are within 5 days. The timeliness of x-ray reports being posted to the EHR is an issue of importance in clinical care.

Members: Erin Hall, Nicki Shunk

Infection Control Committee

University Health Services

Objective: Increase the percentage of University Health Services staff who are susceptible to mumps to accept mumps titer testing to determine their risk of exposure. University Health Services staff are potentially at risk of exposure to mumps. The mumps infection in adults can have serious complications and has public health implications.

Members: Harold Bassett, Shelley Haffner

Laboratory

University Health Services

Objective: Complete chemistry testing in a timely manner that will be consistent with University Health Services overarching goal of reducing wait time for patients. Establish a standard for stat tests to be performed within one hour.

Lead Contact: Kristin Klinefelter

Office of Health Promotion and Education AIP Team

University Health Services

Objective: Lower high risk drinking behaviors of students, specifically by decreasing the amount of alcohol consumed and the frequency of consumption over a one-month period. High risk drinking behaviors are a potential risk to the health and academic success of university students. The Alcohol Intervention Program pre- and post-surveys will be compared to determine program effectiveness.

Members: Krystin Burnette, Linda LaSalle, Diana Ramos

Pharmacy and Therapeutics Team

University Health Services

Objective: Improve drug reaction reporting accuracy and increase the accuracy and readability of prescriptions that are computer generated. Adverse reactions will be reported 90% of the time and feedback will be provided to staff regarding correctly or incorrectly written prescriptions.

Members: Chet Evans, Nora Maginnis

Security Committee / Risk Management

University Health Services

Objective: Ensure protected health information is secure. University Health Services has a commitment to each patient to secure protected health information under federal law.

Lead Contact: Chuck Moore

Risk Management Team

University Health Services

Objective: Ensure that each employee understands and utilizes the University Health Services intranet-based system for action and reporting of potentially adverse events. University Health Services will use root cause analysis and action planning in response to potentially adverse events as part of its program of quality improvement and risk management.

Members: Lynn Huddell, Nancy Lambert

Clinical Services: Women's Health Team

University Health Services

Objective: Compare PAP Test and STI Management and patient outcomes with comparable college health institutions to identify potential areas for improvement of services and validate current practices based on results of benchmarking.

Members: Barbara Conti, Shelley Haffner, Shelley McElhaney, Joanna Moyer

Undergraduate Education

Improving the Student Aid Communications Process Team

Office of Student Aid

Objective: Collect and analyze data to identify major trends and relevant processes and print and Web communications that are at the root of questions. Make recommendations for communications to students or process changes to address such questions.

Co-Sponsors: Giovanna Genard, Anna Griswold
Co-Leaders: Tammy Irion, Anita Sather
Facilitator: Barbara Sherlock
Members: Tina Basalla, Shannon Corrigan, Laura Garver, Savitha Kolar, Joesetta Lichty, Anne Mycek, Carolyn Saona, Paul Simenson, Barbara Struble, Thad Wayne

University Libraries

Interlibrary Loan Lending Material Retrieval CQI Team

Interlibrary Loan Department

Objective: Assess processes as they pertain to obtaining materials from campus and branch libraries for University Park Interlibrary Loan.

Sponsor: Barbara Coopey
Leader: Joyce Harwell
Facilitator: Marianne Guidos
Members: Edward Armstrong, Shane Burris, Bobbi DeVore, Anne Hummer, Kate Lewis, Jeff Marker, Lee Ann Nolan, Carol Riley, Dan Tingle, Claudia Villafranca, Bernie Whitehill

Services Transition Team

University Libraries

Objective: Examine the impact on the delivery of public and technical services due to the integration of Hershey, Dickinson, and Harrisburg into the University Libraries, and develop recommendations for optimal services.

Leader: Gregory Crawford
Members: Lisa German, Virginia Lingle, Rebecca Mugridge, Laurie Probst, Judy Swarhout

Resource Sharing Team

University Libraries

Objective: Assess the impact of inter- and intra-library loan, document delivery, consortial relationships, and other sharing efforts and develop recommendations for optimal services.

Leader: Barbara Coopey
Members: Becky Albitz, Esther Dell, Mark Podvia, Ruth Runion-Slear

Quality Teams of Students in the College of Information Sciences and Technology

Since its founding in 1999, the College of Information Sciences and Technology (IST) has used teams of students in courses to enhance the learning process and provide instructors with feedback to help them improve course design. This semester, 53 students are members of teams in seven courses enrolling more than 550 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.

Joshua Young, a senior in IST, currently directs the quality teams project. Dave Newcomer, a senior in IST, is the assistant director. Lisa Lenze, IST Director of Learning Initiatives, serves as the project's advisor.

Current leaders of quality teams of students in the College of Information Sciences and Technology and the corresponding faculty member and course are:

- Carolyn Herbert and Gerald Santoro, IST 110: Information, People and Technology
- Walter Weiss and Rosalie Ocker, IST 110: Information, People and Technology
- Danielle Bove and Angsana Techatassanasoontorn, IST 220: Networking and Telecommunications
- Grant Heinauer and David Mudgett, IST 230: Language, Logic, and Discreet Mathematics
- Jennifer Brant-Gargan and Frederico Fonseca, IST 240: Introduction to Computer Languages
- David Gendelman, IST 240: Introduction to Computer Languages
- Gary White and Christopher Hoadley, IST 331: Organization and Design of Information Systems: User and System Principles

- Christopher King and Sandeep Puro, IST 421: Advanced Enterprise Integration: Technologies and Applications
- Michael Zawacki and Gerald Santoro, SRA 111: Introduction to Security and Risk Analysis

Juran Doctoral Award Winners and Juran Fellowship Recipients

The Joseph M. Juran Center for Leadership in Quality annually selects and honors doctoral students as Juran Fellows who, upon graduation, are expected to contribute at leading institutions, fueling and broadening quality thinking in their chosen field. Juran Fellows conduct rigorous and important research on the topic of quality.

The following graduate students from Penn State have been awarded Juran Doctoral Awards in 2007.

- Shaunna Barnhart, Geography, *Applying Quality Principles to Understanding the Expanding Role of Nepal's Community Forestry Groups in Promoting Sustainable Community Initiatives*
- Toni Liechty, Recreation, Parks, and Tourism Management, *An Improved Atmosphere: Addressing Female Customer Satisfaction with Fitness Centers by Reducing Pressures about Appearance*

The following graduate students from Penn State have been named as recipients of the 2007 Juran Fellowship Awards.

- Wenny Chandra, Industrial and Manufacturing Engineering, *Improving Public Health Systems: Disease Surveillance for Pandemic Preparedness and Response Planning*
- Carla Fisher, Communication Arts and Sciences, *Competent Mother-Adult Daughter Communication: Behavior Essential to the Quality of Life when Coping with Breast Cancer across the Life Span*

- Betty Harper, Higher Education, *An Investigation of the Role of Continuous Improvement in Promoting Student Learning*
- Leidy Klotz, Architectural Engineering, *The Relationships between Transparency, Process Mapping, and Sustainable Building Delivery*

OPIA INNOVATION AND IMPROVEMENT TEAM DATABASE

The Office of Planning and Institutional Assessment maintains a database to track the efforts of over 700 improvement projects. We hope this information will be a useful reference for individuals who are beginning or currently involved in a quality improvement initiative. You can view information about all of the teams in the database at <http://www.psu.edu/president/pia/database/>.

If you have an effort you would like to include in the database, or wish to update us on the progress of a team with which you are involved, you may complete the Team Information Form at <http://www.psu.edu/president/pia/cqi/cqiregistration.htm>.

SUPPORT FOR PLANNING, IMPROVEMENT, AND ASSESSMENT IN YOUR UNIT

The Office of Planning and Institutional Assessment is available to consult with units and facilitate the implementation of Penn State's strategic priorities. It is the Office's mission to support the University's efforts to plan, assess, and improve programs and services. The Office uses organizational change tools to help units assess their needs, develop strategic plans, improve key processes, and develop collaborative team environments. There is no charge for the Office's consultation services. If you would like to discuss the planning, quality, or assessment needs of your unit with one of our consultants, please contact the Office at 814-863-8721 or e-mail les1@psu.edu.