

# Quality

## Endeavors

News from the Office of Planning and Institutional Assessment • August/September 2005 No. 84

## What's New in Planning, Improvement, and Assessment at Penn State

### New Opportunities for Sharing and Learning

#### QUALITY ADVOCATES

The Quality Advocates' Network is an informal group that meets bi-monthly to share ideas and examples of improvement and innovation. All Penn State faculty, staff, and administrators are welcome. Meetings typically include a combination of presentation and discussion about Penn State projects related to planning, improvement, and assessment. Campus colleges interested in participating in Quality Advocates via videoconference should contact the Office of Planning and Institutional Assessment.

This year Quality Advocates will be looking at bringing plans to life – how to get from words on a page to daily actions and progress across the unit and the University.

#### Bringing Plans to Life: Implementation

Friday, September 16, 2005

8:30–10:00 a.m.

404 Old Main

A well-developed strategic plan has both breadth and depth. It presents a thorough analysis, and then develops a complete set of goals, strategies to accomplish those goals, and directions for the day to day activities and actions it will take to apply those strategies. This linkage provides a clear route from planning to implementation. It shows where the unit is going, how they will get there, and informs and engages all stakeholders. This Quality Advocates session will provide an opportunity to talk about several well-developed plans, and how they will be implemented.

#### Panelists

- ▶ Jack Burke, Chancellor, Penn State Erie, The Behrend College
- ▶ Gail Hurley, Interim Associate Vice President, Auxiliary and Business Services
- ▶ Eva Pell, Vice President for Research and Dean of The Graduate School

- ▶ Louise Sandmeyer, Executive Director, Office of Planning and Institutional Assessment, Moderator

You can review the strategic plans of these units, and others, at: [http://www.psu.edu/president/pia/strategic\\_planning/Strategic-Plans.htm](http://www.psu.edu/president/pia/strategic_planning/Strategic-Plans.htm).

#### Best Practices in Implementing Strategic Plans

Friday, November 11, 2005

8:30–10:00 a.m.

315 Rider II

Our guests for the November meeting of Quality Advocates will be colleagues from Villanova University and the University of Wisconsin-Madison, all seasoned, scholarly practitioners of strategic management and institutional research. The panelists and moderator are co-editors of and/or contributors to the 2004 Jossey-Bass volume *Successful Strategic Planning*.

The session will explore practical tools that have proven successful in improving academic and administrative processes in colleges and universities. Our guests' perspective is informed by a good understanding of planning and improvement experiences in varied settings, including Cornell University, Northwestern University's medical school, and community colleges. Villanova University has emphasized, in particular, a team approach to developing and achieving the goals of units within that university. The University of Wisconsin has identified approaches for infusing initiatives throughout a unit. There will be ample opportunity to ask questions and share your own examples.

#### Panelists

- ▶ John M. Kelley, Executive Director, Office of Planning, Training, and Institutional Research, Villanova University
- ▶ Kathleen Paris, Distinguished Emeritus Member, Office of Quality Improvement, University of Wisconsin-Madison
- ▶ James F. Trainer, Director of Planning and Assessment, Villanova University
- ▶ Michael J. Dooris, Director of Planning Research and Assessment, Office of Planning and Institutional Assessment, Moderator

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## BRINGING YOUR STRATEGIC PLAN TO LIFE

If you would like to work in more depth on implementing your unit's strategic plan, consider attending **Bringing YOUR Strategic Plan to Life**.

Once you have completed your unit's strategic plan, how do you make it happen? What are some tools and approaches you can use to infuse the initiatives in your strategic plan throughout your department or division? Kathleen Paris, Distinguished Emeritus Member, Office of Quality Improvement, University of Wisconsin-Madison, will share her experiences with what works, and facilitate discussion about how you can apply these approaches in your areas at Penn State. Bring several members of your strategic planning team and begin developing the implementation strategy for your plan.

Friday, November 11, 2005

11:00 a.m.–2:00 p.m.

Executive Suite, Penn Stater Conference Center

*Lunch will be provided. There is no charge for this program.*

If you would like to attend one or more of these events, please call the Office of Planning and Institutional Assessment at 814-863-8721 or email [psupia@psu.edu](mailto:psupia@psu.edu).

## PLANNING AND IMPROVEMENT CONCEPTS AND TOOLS

The following scheduled and on-line programs are offered during 2005-2006.

- [An Overview of Continuous Quality Improvement](#)
- [Applying Quality Principles In Daily Work](#)
- [Team Facilitation](#)
- [The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action](#)
- [Using Improvement and Innovation Tools](#)

For more information on these programs, visit the Office of Planning and Institutional Assessment's web site at <http://www.psu.edu/president/pia/programs>. To register, visit the Human Resource Development Center web site at [http://www.ohr.psu.edu/hrdc/catalog/HRDC\\_Catalog.cfm](http://www.ohr.psu.edu/hrdc/catalog/HRDC_Catalog.cfm).

An Introduction to Continuous Quality Improvement: A Web-Based Learning Opportunity is available at: <http://www.psu.edu/president/pia/overview>.

## OTHER COMING EVENTS

The National Consortium for Continuous Improvement in Higher Education (NCCI) has several events planned in the coming year.

- Assessment, Planning, and Improvement in Higher Education is scheduled for October 20–21, 2005, at Belmont University in Nashville, Tennessee.
- Containing Costs and Enriching Services through Strategic Alliances and Partnerships is scheduled for February 12, 2006, at Century Plaza in Los Angeles, California in partnership with the American Council on Education.

- The National Consortium for Continuous Improvement in Higher Education annual conference is scheduled for July 7–9, 2006, in Honolulu, Hawaii, and will be followed by "The Campus of the Future," the joint annual conference of the National Association of College and University Business Officers (NACUBO), the Society for College and University Planning (SCUP), and the Association of Higher Education Facilities Officers (APPA). Proposals for presentations at the NCCI conference are due by October 1, 2005.

For more information, visit <http://www.ncci-cu.org/>.

## New on the Web

### QUALITY SPOTLIGHT ON HEALTH AND HUMAN DEVELOPMENT STUDENT SERVICES TEAM

A new improvement initiative has been added to the Office of Planning and Institutional Assessment's "Quality Spotlights" web site. This site was created to feature improvements made by quality teams and other Penn State improvement initiatives, and make the information widely available. To date, descriptions of 18 projects have been posted and may be accessed at <http://qualityspotlight.psu.edu/>.

The latest initiative is from the College of Health and Human Development. The College's Student Services Center (SSC) identified key processes for student services within the College. Because of the duplication, ambiguity, loss, and errors resulting from the use of paper forms, and variation in departmental processes, students were not sure when or whether their requests had been approved. A team reviewed processes for Reinstatement, Re-enrollment and Academic Renewal, Change of Major, Change of Location, and Academic Exceptions/Petitions. The new e-Petition for Course Substitution System was developed and is available on-line to HHD advising staff across the University. More information is available at <http://qualityspotlight.psu.edu/hhd.html>.

### INNOVATION INSIGHTS #10: LEADING FOR CONTINUOUS IMPROVEMENT

If you are considering starting or leading an innovation and improvement team, take a look at Innovation Insights #10, *Leading for Continuous Improvement* at <http://www.psu.edu/president/pia/innovation>. This publication will give you an overview of the roles and responsibilities of the sponsor, leader, members, and facilitator of a team, and pointers for effective development and implementation of initiatives.

### REACCREDITATION AND STRATEGIC PLANNING AT PENN STATE

Earlier this year, Penn State completed its reaccreditation, and University budget units submitted their strategic plans for the coming three year cycle. *Teaching and Learning in Undergraduate Education at Penn State: An Institutional Self-Study*, and the Middle States accreditation team report are available at <http://www.psu.edu/dept/vprov/Middle%20States/mdl%20states.htm>. Links to budget unit plans that are available in electronic format can be found at [http://www.psu.edu/president/pia/strategic\\_planning/StrategicPlans.htm](http://www.psu.edu/president/pia/strategic_planning/StrategicPlans.htm).

## New at OPIA

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Marianne Guidos joined the Office of Planning and Institutional Assessment in June, 2005. Ms. Guidos has worked in research and program evaluation for over fifteen years. She has conducted performance auditing for a joint legislative committee of the Pennsylvania General Assembly, program evaluation at the Penn State Hershey Medical Center, institutional research at Harrisburg Area Community College, and market research for the Penn State Alumni Association. In the academic environment, she has much experience in research methodology, institutional assessment, survey design and administration, and data analysis.

Ms. Guidos is a graduate of Penn State three times over with an A. Eng. in Solar Heating and Cooling Technology, a B.S. in Sociology, and an M.A. in Sociology/Demography.

## 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](mailto:les1@psu.edu).

**Coming in the October issue:** Current Activities in Planning, Assessment, and Innovation in Higher Education