

Quality

Endeavors

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Coming Programs – Spring 2006

QUALITY ADVOCATES

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

One of the key components for successful planning and improvement initiatives is data driven decision making. This takes two forms. The first is specifically related to strategic planning, and includes identification of data to be collected for initial assessment and tracking of progress toward goals. The second is effective collection, management, and use of information to inform all decisions. The Quality Advocates sessions scheduled for spring 2006 look at how the University-wide strategic indicators have been developed and are being updated, and at how several colleges and departments have identified effective and efficient ways to collect and use data in making decisions.

Improving Strategic Indicators

Friday, January 20, 2006

8:30 – 10:00 a.m.

404 Old Main

Since 1999, Penn State has gauged its performance toward the goals in the University's strategic plan using a set of strategic performance indicators. Each major organizational unit within the University is also expected to develop indicators as part of the strategic planning

process. The Office of Planning and Institutional Assessment has recently completed a review of the University-wide indicators to assess whether the current set of University-wide indicators is still appropriate or whether there may be other indicators that should be included in the report.

Join us for the January 2006 meeting of the Quality Advocates' Network as we discuss:

- What makes a good indicator?
- How do indicators support decision-making?
- How do you determine indicators for new initiatives, for example, student-centeredness?

Panelists:

- Anna Griswold, Assistant Vice President for Undergraduate Education and Executive Director for Student Aid
- Robert Crane, Associate Dean, College of Earth and Mineral Sciences
- Daniel Nugent, Management Information Associate, Office of Planning and Institutional Assessment

Using Data for Academic Management: Sharing Best Practices

Friday, March 24, 2006

8:30 – 10:00 a.m.

315 Rider II

Conversations with deans, associate deans, department heads, and other academic leaders suggest a sense that there is potentially powerful information that is not fully utilized because of the limitations of time, staffing, and expertise. On the other hand, much interesting work definitely is being done; that work could probably be better leveraged if it were to be more widely known.

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This session will highlight successful approaches to data collection and utilization, especially at the college level. The smart use of information can help to enhance decision-making in areas such as faculty capacity, performance, and productivity; student outcomes; curricular change; student recruitment and retention; and other matters that are at the heart of effective academic management.

There will be ample time for questions and comments. Please join us for this discussion.

Panelists:

- Raymond Lombra, Associate Dean for Administration, Research, and College Advancement, College of the Liberal Arts
- Karl M. Newell, Associate Dean for Research and Graduate Education, College of Health and Human Development
- Lisa R. Shibley, Institutional Research and Assessment Officer, Penn State Berks

Moderator: Michael J. Dooris, Director, Planning Research and Assessment, Office of Planning and Institutional Assessment

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.

PLANNING AND IMPROVEMENT CONCEPTS AND TOOLS

- If you are new to Penn State, or have new staff in your unit, you may want to consider *An Overview of Continuous Quality Improvement*.
- If you are thinking about an improvement initiative in your unit, consider attending *Team Facilitation and Using Improvement and Innovation Tools*.
- If you would like to improve your personal work processes, consider *Applying Quality Principles In Daily Work*.

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.

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

NEW! SPOTLIGHT ON QUALITY IMPROVEMENT: Improving Unit Financial Processes in Information Technology Services

Different unit procedures, forms, and staffing structures within Information Technology Services resulted in process inefficiencies and inconsistencies in the data available at the managerial and executive level. A team with representatives from all the operating units addressed processes and forms, and redesigned the staffing structure. Find out more at <http://qualityspotlight.psu.edu/>.

NEW! INNOVATION INSIGHTS #12: Tools for Organizational IMPROVEment

Penn State's IMPROVE model is a structured approach to facilitate problem solving, decision-making, and process improvement teamwork. Innovation Insights #12, *Tools for Organizational IMPROVEment* at <http://www.psu.edu/president/pia/innovation/> presents an overview of many of the tools that can be used at different stages within the IMPROVE model.

INNOVATION EXTRACTS: CLOSING THE "KNOWING-DOING GAP"

Jeffrey Pfeffer and Robert I. Sutton, in *The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action* (2000, Harvard Business School Press), identify five situations where a 'knowing-doing gap' can occur, and knowledge is not put into practice:

1. When talk substitutes for action
2. When memory substitutes for fresh thinking
3. When fear prevents acting on knowledge
4. When measurement obstructs good judgment
5. When internal competition turns friends into enemies

Numerous teams and units at Penn State have closed the 'knowing-doing gap' through analyzing processes and situations, identifying and evaluating alternatives, and taking action to implement improvements and innovations. Each spring, Penn State's Quality Issues Forum, hosted by the Executive Vice President and Provost and the Office of Planning and Institutional Assessment, recognizes the teams and units at Penn State that have started initiatives during the past year. The spring 2006 issue of Quality Endeavors will highlight some of these recent initiatives.

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.