

CQI Processes: Keeping the myriad of processes on target and on task

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Dean: Institutional Planning and Effectiveness

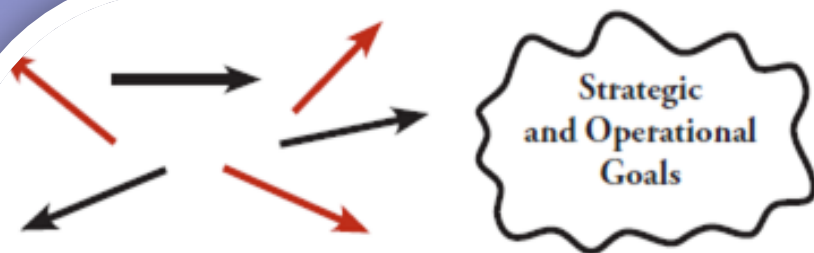
Examiner: The Partnership for Excellence



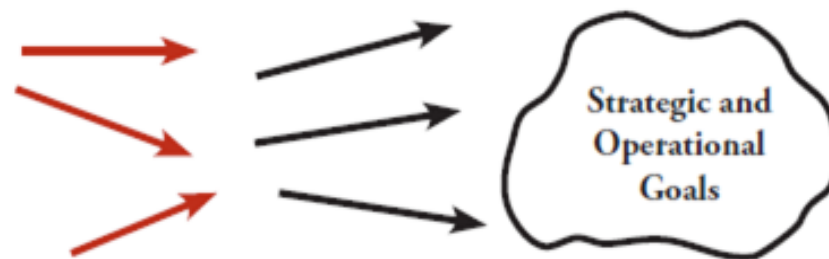
Edison Community College

- Piqua, Ohio with a center in Greenville, Ohio
- 31,500 total credit hours per semester average
- 2,100 FTE
- 55 full-time faculty supporting the AA and AS transfer degrees and 37 career degree programs
- 115 administration and staff
- Began journey into CQI in 2000
- Joined AQIP in 2001
- 70+ CQI Process Teams
- 3 AQIP Action Projects annually
- Annual CQIN Project
- 2011 Silver Level Award Recipient for The Partnership for Excellence, State Quality Award for Baldrige

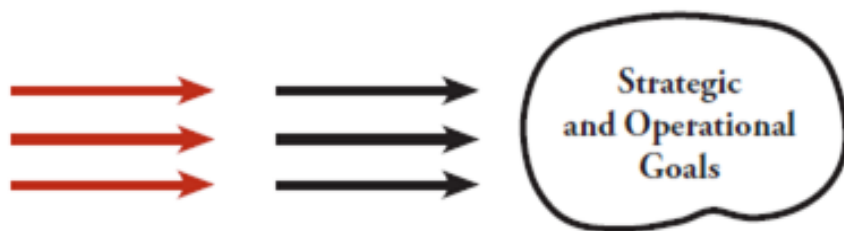




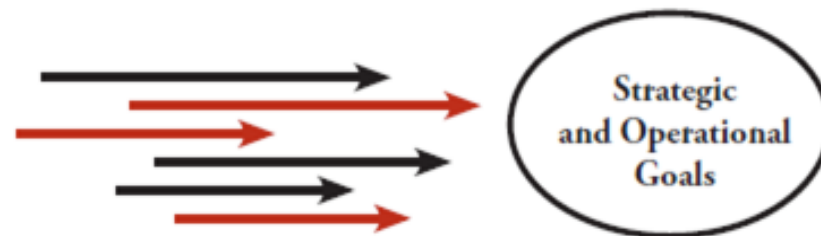
Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.



The organization is at the beginning stages of conducting operations by processes with repeatability, evaluation and improvement, and some early coordination among organizational units. Strategy and quantitative goals are being defined.



Operations are characterized by processes that are repeatable and regularly evaluated for improvement, with learnings shared and with coordination among organizational units. Processes address key strategies and goals of the organization.



Operations are characterized by processes that are repeatable and regularly evaluated for change and improvement in collaboration with other affected units. Efficiencies across units are sought and achieved through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.

CQI Mirage to Certainty

(Mirage – b: unattainable → → Certainty – ideas into words = action!)

TERMS

- | | | |
|----------------------|-------------------------|-----------------|
| – Quality | – Measurements | – Analysis |
| – Improvement | – Dashboard | – Systemic |
| – Process Team | – Balanced | – Reactive |
| – PDSA/PDCA | Scorecard | – Integration |
| – Cycles of Learning | – Feedback Loops | – Walk-the-Wall |
| – Flow Charts | – Strategy Maps | – Satisfaction |
| – ADLI* | – Strategic Initiatives | – Engagement |
| – LeTCI* | – Key Factors | – PEAQ |
| – Targets | – Innovation | – Open Pathway |
| – Assessment | – Data | – AQIP |
| | | – ●●●● |

CQI Mirage to Certainty

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Relationships

- HLC
- AQIP
- Baldrige
- CQI
- Process Teams
- Action Projects

Reporting Cycles

- Systems Portfolio
- Action Plans
- Annual Institutional Updates
- Strategy Forums
- Quality Check-ups

HOW???

ORGANIZATION ↘ APPLICATION ↘ ANALYSIS

Organization

Know your process!

- Define what CQI means to your organization
- Identify the key requirements of a process team
- Establish the management system for the processes
- Chart the process to process

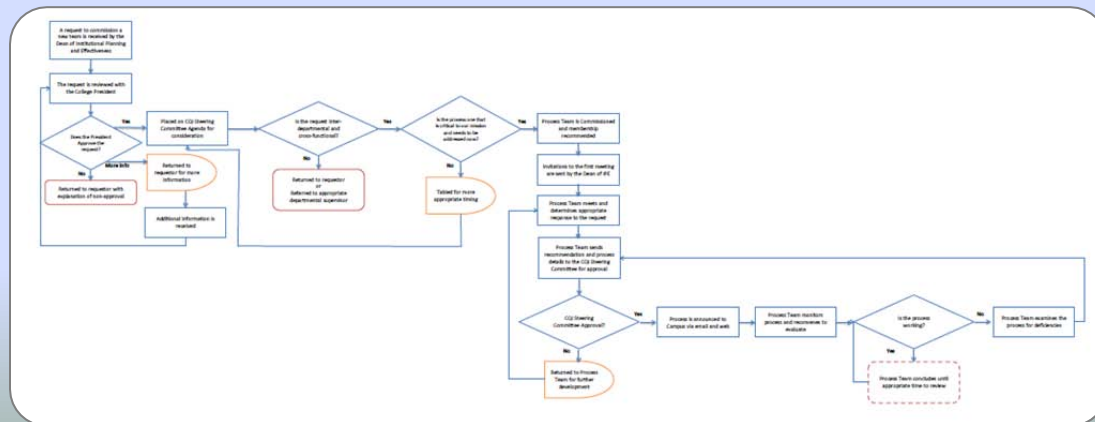
Continuous Quality Improvement (CQI) Process Teams

The CQI Process Teams are commissioned by the CQI Steering Committee to address college-wide opportunities for improvement. Requests for new teams, or the review of a process or work by a team, may be made by any Edison stakeholder, through the Office of Institutional Planning and Effectiveness. The request for a process team commission is reviewed by the college president and then juried by the CQI Steering Committee, and if deemed cross-functional in need, is assigned with representative and cross-functional stakeholder membership. Requests that are considered intra-departmental are referred to the appropriate supervisor for action.

The Dean of Institutional Planning and Effectiveness (IPE) invites team members to the initial team meeting. During this meeting, the charge to the team and the role each person represents is explained, and a team leader is designated. The team leader has the responsibility of taking minutes, assisting with the initiatives of the process team, and attends the CQI Steering Committee meetings for the period of time that the process team is active. The Dean of IPE continues meeting with the team as facilitator. The team may elect to add a person if all stakeholders are not represented. Guests may also be invited to the meeting if additional information or support is necessary. The team sets timelines and determines the CQI tools to be used in the process review. Once a recommendation is complete, the CQI Steering Committee reviews the process and recommends its implementation. All minutes, process flowcharts, and documents are distributed to the campus through the Daily Update and are posted on the CQI webpage.

New process deployment is communicated through attachments to the Daily Update (e-campus newsletter), through meeting minutes posted to the CQI web page, through an online CQI Process Manual, and in some cases, through Presidential memo. Special training sessions are scheduled for those processes requiring updated skills.

Day-to-day oversight of process deployment is managed by the appropriate managers. The driving CQI process team will meet periodically to verify process compliance and review processes for additional improvements, following the Plan-Do-Check-Act cycle. If a process is anticipated to require substantial change in approach or deployment and will have major impact throughout the campus, it may be charged as an AQIP Action Project.



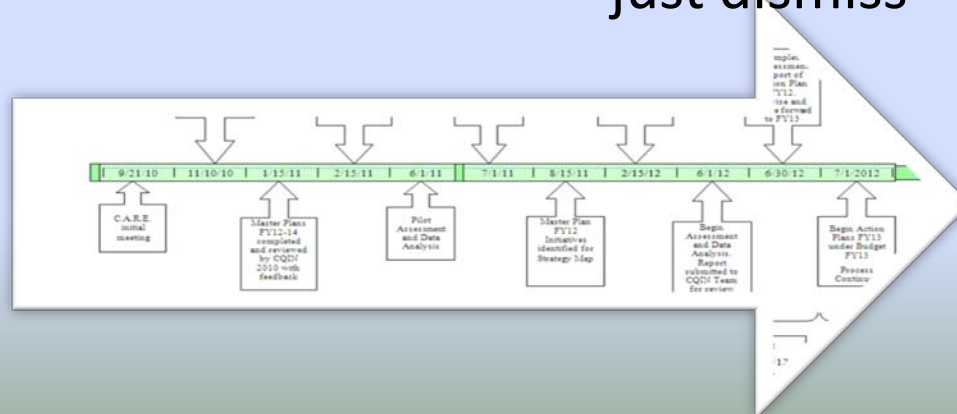
Organization

Establish timelines and deadlines

- Work backwards from the target date if known
- Establish a meeting schedule
- Set deadlines and hold to them

Use electronic reminders

- Set reminder flags on your emails
- Put appointments on your calendar with automatic reminders
- Take time to respond – don't just dismiss



Organization



A hand is holding a red paperclip that is holding together a list of business terms written on a white card. The terms are: ANALYSIS, SOLUTION, PROCESS, OBJECTIVES, TEAMWORK, VISION, and SALES. The paperclip is positioned vertically, holding the list together.

- Use the people on the team
 - Assign responsibility to others
 - Identify a team leader
 - Have someone else take/type the minutes
 - Ask for input

Organization

- Supplies on hand
 - Butcher paper
 - Masking tape
 - Sticky notes
 - Markers
 - Camera
- Communicate
 - Email
 - Announce at meetings
 - Post to bulletin board (traditional and virtual)
- Define avenue for visibility and accessibility



Organization Visibility and Accessibility

The collage features several overlapping screenshots of the Edison Community College website, illustrating its organizational structure and accessibility. The top-left screenshot shows a navigation menu with links such as 'Apply Now', 'President's Welcome', 'Edison Mission Statement', 'Accreditation', 'Board of Trustees', 'Piqua Main Campus', 'Darke County Campus', 'Meet Our Staff', 'Core Values', 'History', and 'Quality Initiatives/AQIP'. The top-right screenshot displays the 'CQI Continuous Quality Improvement' page, which defines CQI as the core of Edison's quality thinking and lists links for 'The Process for CQI Process Teams', 'Flowchart', 'Process Manual', 'Process Teams/Minutes', and 'Steering Committee/Minutes'. The middle-left screenshot shows the 'Process Manual' page, listing various documents like 'Academic Deficiency Faculty Concern Form', 'Departmental Brochure', 'Distance Learning Getting Started—Online Course', 'Electronic Accounts', 'External Events Planning', 'Grades Not Submitted', and 'Institutional Assessment'. The middle-right screenshot displays the 'CQI Process Teams' page, which lists teams and their charges, including 'ACADEMIC CONTENT UPDATES ON THE WEB', 'ACADEMIC DEFICIENCY NOTICES', 'ADD/DROP/REFUND POLICIES', 'ATTENDANCE REPORTING FOR NO-SHOW STUDENTS', 'BOOKSTORE CHARGING', 'DISASTER PLANNING PROCESS', 'DEPARTMENT BROCHURES', 'ELECTRONIC USERS ACCOUNT', and 'E-MAIL/EXCHANGE/LAN CQI COMMITTEE'. The bottom-right screenshot shows a page for 'Reservations/Scheduling/Reservations/Maintenance', listing various scheduling processes and forms.

Apply Now

- » President's Welcome
- » Edison Mission Statement
- » Accreditation
- » Board of Trustees
- » Piqua Main Campus
- » Darke County Campus
- » Meet Our Staff
- » Core Values
- » History
- » Quality Initiatives/AQIP
 - AQIP Academic Quality
 - CQI Process Quality
 - CQIN Quality

CQI Continuous Quality Improvement

Continuous Quality Improvement (CQI) is the core to Edison's quality thinking. It means that Edison will continuously evaluate our operations and processes to make them better, focusing on the process rather than the individual. A major part of continuous quality improvement is the collection and analysis of data.

To view Edison Community College's **Continuous Quality Improvement** process, click on the links below. To request implementation for a new process, contact [Mona Walters](#), Dean of Institutional Planning and Effectiveness.

- [The Process for CQI Process Teams](#)
- [Flowchart](#)
- [Process Manual](#)
- [Process Teams/Minutes](#)
- [Steering Committee/Minutes](#)

Academic Year 2011-12
Steering Committee Meeting

8:30-10:00—Board Room (unless otherwise noted)
September 9, 2011: Ad Special Meeting
October 28, 2011: Ad Special Meeting
December 2, 2011 (Room Q)
January 27, 2012 Ad Special Meeting
February 24, 2012 Ad Special Meeting
March 23, 2012 Ad Special Meeting
April 27, 2012 Ad Special Meeting

Process Manual

- [Academic Deficiency Faculty Concern Form](#) 2009, DEC
- [Alert Guidelines](#) 2004, OCT
- [Departmental Brochure](#)
- [Process Guidelines](#) 2004, OCT
- [So, You Want to Create a Brochure](#)
- [Distance Learning Getting Started—Online Course](#) 2004, DEC
- [Online Course Design](#) 2004, OCT
- [Electronic Accounts](#)
- [Account Establishment](#) 2004, OCT
- [Electronic Account Maintenance Form](#)
- [External Events Planning Guidelines](#) 2012, JAN
- [Planning Guidelines](#)
- [Grades Not Submitted](#)
- [Grade Submission Guidelines](#) 2004, OCT
- [Institutional Assessment 2010 CQIN Initiative](#)
- [Assessment Timeline](#) 2010
- [Assessment Grid \(pdf\)](#) 2010
- [Assessment Grid \(Word\)](#) 2010
- [Assessment Plan](#) 2010

CQI Process Teams

The CQI Process Teams are commissioned by the Steering Committee to address college-wide opportunities for improvement. Below is a list of teams and their charge. Click on the team's name to link to minutes and flowcharts.

ACADEMIC CONTENT UPDATES ON THE WEB -- To document and update academic content on the web.

ACADEMIC DEFICIENCY NOTICES -- To assess the effectiveness of the current process.

ADD/DROP/REFUND POLICIES -- To review and recommend changes to the current policies in order to increase operational efficiency and effectiveness.

ATTENDANCE REPORTING FOR NO-SHOW STUDENTS -- To implement a process to report students who have not attended class.

BOOKSTORE CHARGING -- To meet the students' need for a process to charge student accounts for payment or billing.

DISASTER PLANNING PROCESS -- To develop a comprehensive plan for the closure of one or more campuses due to a disaster.

DEPARTMENT BROCHURES -- Create a process for the development and support of departmental activities, excluding classroom activities.

ELECTRONIC USERS ACCOUNT -- Formed 9/10/12 to address the needs of related CQI process teams (E-Mail/Exchange/LAN CQI Process Team; and Student E-Mail Team).

E-MAIL/EXCHANGE/LAN CQI COMMITTEE -- (Reformed 9/10/12)

Reservations/Scheduling/Reservations/Maintenance

The charge of the Room Reservations/Scheduling/Maintenance team is to address the room scheduling process.

The link below "Using Outlook to Request Rooms" covers using Outlook 2010 to request rooms. The steps in Outlook 2007 are very similar, and notes are made when the process is slightly different. Also refer to the flowchart below for "Self-scheduling".

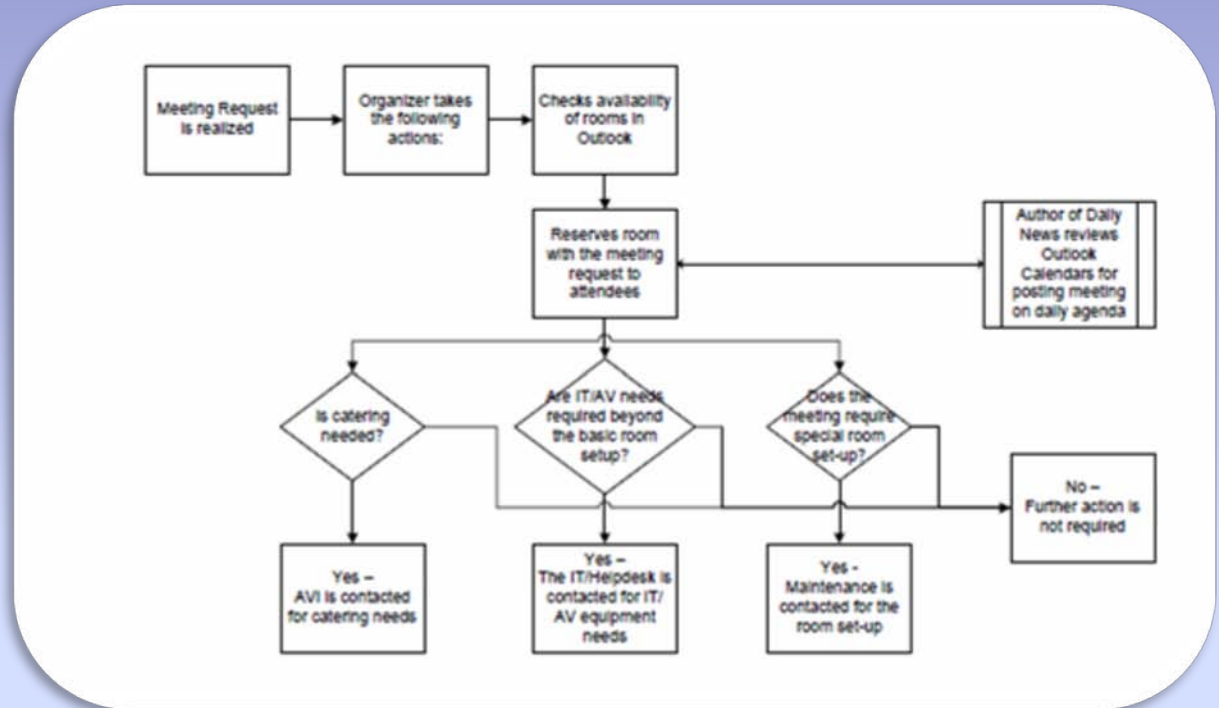
[Using Outlook to Request Rooms](#)

View the team's minutes, guidelines, and flowcharts, please click on the links below:

- [112 FEB 7 Minutes](#)
- [111 OCT 24 Minutes](#)
- [111 SEPT 28 Minutes](#)
- [111 AUG 29 Minutes](#)
- [102 MAR 15 Minutes](#)
- [101 NOV 8 Minutes](#)
- [101 AUG 23 Minutes](#)
- [101 MAR 20 Minutes](#)
- [101 JAN 26 Minutes](#)
- [VCELES](#)
- [General Guidelines for Facility Use](#)
- [Guidelines for Employees Sponsoring an Event](#)
- [Room Request Form](#)
- [FLOWCHARTS](#)
- [Room Scheduling Process for Employee Sponsored Events](#) (Updated FEB 2012)
- [Room Scheduling Process for Paid, non-Edison Events](#) (Updated FEB 2012)
- [Room Scheduling Process for Non-Academic Meeting Rooms](#) (Updated JAN 2012)
- [Room Scheduling Process for Self-Scheduling Meeting Rooms](#) (January 2012)
- [Room Scheduling Process for Academic Programs/Departments](#) (Updated JAN 2012)

Application

- Gather your team & assign responsibilities
- Set your ground rules
- Identify the problem
- Gather the data
- Map the “as is”
- Identify the bottlenecks
- Re-route for improvement
- Walk-the Wall
 - Post – Review – Update – Repeat
- Test-drive the process
- Assess the pilot
- Establish the review timeline
- Post the flowcharts and supporting documentation
- Announce the new process
- Train the users
- Assess the process and review the data
- Review for improvements



Analysis

- Ask for feedback
- Analyze the response
- Collect and chart the data
- Analyze the data
- Follow the cycle of improvement





Plan

Do

When applied, continuous quality improvement allows for processes that are well defined and move the organization from problem to solution with proven results.

Check

Act

Contact Information

Mona R. Walters

Dean of Institutional Planning and Effectiveness

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(About Us ➡ Quality Initiatives/AQIP ➡ CQI Process Quality)

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