This document consists largely of paper versions of the transparencies used by the author to give his conference paper on Total Quality Management (TQM) in the college and university setting. An introduction lists a series of definitional phrases, a list of what TQM is not, and 11 fundamental principles describing what TQM is. The three major "gurus" of TQM are described, followed by "Dr. W. Edwards Deming's 14 Points" (listing the benefits of TQM), 7 frequently found errors of management and organizational climate, and 14 steps of a quality improvement program. A section on applications for higher education notes institutions implementing the strategy. A chronology lists events in a University of Saint Thomas application of TQM. A concluding section lists structural, political, symbolic, and human resource frames for considering TQM. Also offered are five key management questions. appended is a TQM bibliography of 45 items published from 1979 to 1992. (JB)
TOTAL QUALITY MANAGEMENT (TQM) IN HIGHER EDUCATION

Michael F. Sullivan, Ph.D.
Vice President for Business Affairs
612-647-5445
Fax: 612-647-4378

Mail #4048
University of St. Thomas
2115 Summit Avenue
St. Paul, Minnesota 55105-1096

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
Michael F. Sullivan
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)"

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
This document has been reproduced as received from the person or organization originating it.
Minor changes have been made to improve reproduction quality.

Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.
OUTLINE

I. INTRODUCTION

II. FUNDAMENTALS

III. EXERCISE

IV. APPLICATIONS IN HIGHER EDUCATION

V. UST JOURNEY

VI. CONCLUSIONS AND RECOMMENDATIONS

VII. BIBLIOGRAPHY
DEFINITION

* A management science that is
* Customer satisfaction driven through
* Statistical measurement of customer needs.
* Once needs defined, internal orientation to
* Eliminate hassles and barriers by
* Continuously improving systems and procedures to
* Reduce the root cause of error and inspection through
* The use of statistical tools.
* TQM empowers employees to
* Work together to improve work conditions by
* Improving systems thereby
* Reducing error causing
* Improved customer satisfaction producing
* Capital market and societal improvement.
TQM IS NOT:

A FAD
COST CONTAINMENT
PRODUCTIVITY STRATEGY
A PANACEA
MASS RIF
HOLY GRAIL (RELIGION)
SINGLE APPROACH
TELLING (CHECKING, INSPECTING)
A PROGRAM
STATISTICAL QUALITY CONTROL
TQM IS:

A MANAGEMENT SCIENCE
A WAY OF WORKING
CUSTOMER DRIVEN
PARTICIPATIVE, EMPOWERING, RESPECTFUL
REQUIRES PLANNING AND IMPLEMENTATION
OF BREAK THROUGH PROCESSES
CONTINUOUS IMPROVEMENT
BASED ON FACT (STATISTICS)
SIMPLIFICATION / ELIMINATION
OF HASSLES & BARRIERS
DEFECT - FREE
BOTTOM - UP AND TOP - DOWN
SELF INSPECTION AND MOTIVATION
THE GURUS

DEMING

CROSBY

JURAN
Dr. W. Edwards Deming's 14 Points

1. Create constancy of purpose for improvement of product and service.

2. Adopt the new philosophy.

3. Cease dependence on mass inspection.

4. End the practice of awarding business on price tag alone.

5. Improve constantly and forever the system of production and service.

6. Institute training.

7. Institute leadership.

8. Drive out fear.

9. Break down barriers between staff areas.

10. Eliminate slogans, exhortations, and targets for the workforce.

11. Eliminate numerical quotas.

12. Remove barriers of pride of workmanship.

13. Institute a vigorous program of education and retraining.

14. Take action to accomplish the transformation.
The Seven Deadly Diseases

1. **Lack of constancy of purpose.**
   A company that is without constancy of purpose has no long-range plans for staying in business. Management is insecure, and so are employees.

2. **Emphasis on short-term profits.**
   Looking to increase the quarterly dividend undermines quality and productivity.

3. **Evaluation by performance, merit rating, or annual review of performance.**
   The effects of these are devastating—teamwork is destroyed, rivalry is nurtured. Performance ratings build fear, and leave people bitter, despondent, and beaten. They also encourage mobility of management.

4. **Mobility of management.**
   Job-hopping managers never understand the companies that they work for and are never there long enough to follow through on long-term changes that are necessary for quality and productivity.

5. **Running a company on visible figures alone.**
   The most important figures are unknown and unknowable—the multiplier effect of a happy customer, for example.

   **Diseases 6 and 7 are pertinent only to the United States:**

6. **Excessive medical costs.**

7. **Excessive costs of warranty, fueled by lawyers that work on contingency fee.**
The Quality Improvement Program:

Phil Crosby's Fourteen Steps

Step One: Management Commitment
   Purpose: To make it clear where management stands on quality.

Step Two: The Quality Improvement Team
   Purpose: To run the quality improvement program.

Step Three: Quality Measurement
   Purpose: To provide a display of current and potential nonconformance problems in a manner that permits objective evaluation and correction action.

Step Four: The Cost of Quality
   Purpose: To define the ingredients of the cost of quality, and explain its use as a management tool.

Step Five: Quality Awareness
   Purpose: To provide a method of raising the personal concern felt by all personnel in the company toward the conformance of the product or service and the quality reputation of the company.

Step Six: Corrective Action
   Purpose: To provide a systematic method of resolving forever the problems that are identified through previous action steps.

Step Seven: Zero Defects Planning
   Purpose: To examine the various activities that must be conducted in preparation for formally launching the Zero Defects program.

Step Eight: Supervisor Training
   Purpose: To define the type of training that supervisors need in order to actively carry out their part of the quality improvement program.

Step Nine: ZD Day
   Purpose: To create an event that will let all employees realize, through a personal experience, that there has been a change.

Step Ten: Goal Setting
   Purpose: To turn pledges and commitments into action by encouraging individuals to establish improvement goals for themselves and their groups.

Step Eleven: Error-Cause Removal
   Purpose: To give the individual employee a method of communicating to management the situations that make it difficult for the employee to meet the pledge to improve.

Step Twelve: Recognition
   Purpose: To appreciate those who participate.

Step Thirteen: Quality Councils
   Purpose: To bring together the professional quality people for planned communication on a regular basis.

Step Fourteen: Do It Over Again
   Purpose: To emphasize that the quality improvement program never ends.
TQM in Higher Education

* Quality Progress (Oct 91): 78 Implementing
59% Administrative
68% Coursework
27% Both

* Oregon State University Survey:
  20 Institutions
  75% Operating Teams (2 - 50)
  115 of 183 teams in Administration
  Only 9 of 20 implement in Academics
  3 of 20 in Curriculum

* Leading Institutions
  Oregon State University
  Fox River Valley Technical College
  Delaware Community College
  University of Wisconsin - Madison
  University of Chicago
  Samford University
  St. John Fischer University
  Mount Edgecumbe High School, Sitka, Alaska
UST JOURNEY

DATE

Pre 1990 Trustees
Grad. School of Business
Management Center

January, 1990 Discovery as a
Budget Strategy
(False start # 1)

Spring, 1990 "Productivity" Group
8 Meetings
10 Weeks
Discussion
7 Participants

Summer, 1990 TQM Task Force
12 Meetings
25 Participants
Evolutionary
Read/Train/Discuss
Interview Business
Compel 91-92
Institutional Goals

Summer, 1990 through

Summer, 1991
June, 1991

President's Staff Retreat
2 Day, Conference Cntr
Faculty Facilitation

Decision:
1. Inst'l Goal
2. VP move forward
3. Task Force becomes Advisory Committee
4. Steering Committee created

July, 1991

Training Cascade
Joint Meetings of Advisory & Steering Committees
Present
Many trails
No additional resources
Corporate Presentations Read/Discuss

Next
Go/No Go Decision
Summer 92
TQM through Four Frames

Human Resources: Customer, Empowering, Team

Structural: Mgmt Science, Statistical Techniques

Political: System Orientation Top Down and Bottom Up

Symbolic: ZD Day, Awards, Recognition and Compensation
Key Management Questions

Are you willing to change?

Will you demonstrate by your actions?

Will you train others?

Will you positively reinforce progress?

Will you create the environment for change?
TQM BIBLIOGRAPHY

Michael F. Sullivan, Ph.D.
February, 1992


(From Seymour: On Q: Causing Quality in Higher Education)

In addition to these books and articles, there are a number of other sources that can be consulted for additional reference materials:

The Quality Press Publications catalog (1991) is available through the American Society for Quality Control (ASQC), 310 West Wisconsin Avenue, Milwaukee, WI 53203. Most of the books discussed above are included in the ASQC catalog. The catalog contains sections on human resources management, service quality and target industries. It also offers audiotapes and videotapes and is fully annotated.

SPC Press publishes a series of books from introductory levels to advanced "how tos." Their catalog is available by writing to: SPC Press, 5908 Toole Drive, Knoxville, TN 37919.

A Total Quality Management (TQM) Resource Bibliography has been compiled by Susan Ziemb at the Center for Business and Industry, Northern Essex Community College, Haverhill, MA 01830. This exhaustive listing includes not only texts but also videos/films, magazines/newsletters and bibliographies. It is not annotated.
GOAL/QPC, a management consulting firm, produces a catalog that includes both general references as well as books and monographs published through GOAL/QPC Press, 13 Branch Street, Methuen, MA 01844. Additionally, GOAL/QPC distributes a software program (QFD/CAPTURE) that includes a glossary of terms, tutorials and a relational database.

A newsletter that networks higher education institutions having an interest in Total Quality Management is organized and distributed by William A. Golomski and Associates, 59 East Van Buren Street, Chicago, IL. 60605-1220.