Applying Total Quality Management to the Educational Process*

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Total Quality Management (TQM) is recognized as an important management philosophy and is widely used in US industry. It has been used very successfully in the development and acquisition of systems such as satellites and aircraft to preparing officer performance reports. Over the last few years, TQM has been applied in the education industry. Most of the applications have been in the administrative side of the institutions, but some schools have applied TQM to curriculum development. The Air Force Academy has been a leader in this application of TQM. In this paper, the principles of TQM are described with an emphasis on the importance of identifying the customer and analyzing the processes. The 14 Points of Dr. W. Edwards Deming, which form a framework for the implementation of the TQM, are individually applied to the academic environment based on the experience gained at the Air Force Academy.

INTRODUCTION

TOTAL Quality Management (TQM) was first espoused by Dr. W. Edwards Deming in the late 1950's. His ideas were not accepted by US industry but were heartily endorsed by Japan in their recovery from World War II. Largely as a result of the implementation of TQM, 'Made in Japan' has changed from a derogatory term to high praise [1].

In the 1980's, US industry began to see the value of a TQM approach. Such companies as Motorola and Federal Express have turned failing companies into world leaders. Motorola now does a good deal of business selling to Japan [1]. Universities, however, have been slower to see the value of using TQM in their business, although several schools are now using TQM to improve the administration of the university. In 1990, Oregon State University endorsed TQM as its management philosophy and has experienced outstanding success in improving the operations of the university. For example, using TQM they reduced the average duration of remodeling projects by 23% [2]. In 1988, the Air Force Academy began an attempt at applying TQM to curriculum development and, in 1990, offered a course that was designed and conducted using the principles of TQM.

The course that we chose as the target of our TQM efforts was Energy Systems, a first course in thermodynamics. This course is a core course and is therefore taken by almost all of the cadets at the Academy. Cadets from every major discipline take the course as a graduation requirement, so it differs from traditional thermodynamics courses in that the classes have a large portion of students who are not engineers. Thermodynamics is a difficult subject for technically inclined students and is even more so for students whose interests lie in the humanities or social science. We chose Energy Systems as our target for TQM implementation for two reasons. First, Energy Systems was not a very popular course among the cadets, not unlike thermodynamics courses anywhere else in the country. We felt that if we could improve this course in the eyes of the students, we will have made a significant step. Second, the people charged with running this course, the authors, had been strong advocates of implementing TQM at the Academy from the very beginning.

Several papers have been published which describe just what we did to implement TQM in our course [3–5]. In those papers, we reported impressive improvements in many areas of the course. The students liked the course much more than before and felt they learned more as well. Quantitative measures of student performance increased significantly as well. The purpose of this paper, however, is not to rehash the details of one specific implementation. Rather, it is to make some observations and recommendations based on that experience that can be applied to any university situation. For readers that are interested in the details of our particular implementation, we refer them to the other papers or suggest that they contact the authors directly.

TQM PRINCIPLES

The one factor that is the most influential in the success or failure of a TQM implementation effort

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Jiju Antony,David Preece

Applying Total Quality Management To The Educational Process:

Schools of Quality John Jay Bonstingl,2001-03-12 My hat s off to Jay Bonstingl and his third edition of Schools of Quality for pointing out that quality in schools is a process of working in teams self assessment improvement of systems and having students actively engaged in their learning through problem solving tools and the use of data for continuous improvement Mick McNiel Director National Quality Network of the American Association of School Administrators Successful schools are built on a strong foundation of Quality In this book Bonstingl outlines the blueprints for creating such a foundation and provides practical tools and examples for putting the Quality Philosophy to work at every level By applying these principles administrators can have more collaborative and trusting relationships with their colleagues and staff Teachers can develop their students potential to the fullest enabling each one to succeed Students get more involved in their work and take greater pride and joy in doing their work well Parents become avid supporters of the school and are pleased by their children s improved sense of responsibility Bonstingl explains how educators have used the Quality Philosophy to guide strategic planning communicate more effectively with parents improve students learning strategies and build a community of learners based on mutual respect and clearly defined aims The many practical Quality strategies in this book are designed to help educators establish processes that foster continuous improvement for everyone involved in schooling This third edition of Schools of Quality includes a new prologue by the author which not only provides a clear overview of the text but also highlights the fundamental benefits of enacting the Quality Philosophy in today s educational environment In addition Bonstingl has enriched the contents by incorporating suggestions from readers of the first and second editions throughout the book John Jay Bonstingl is an international education consultant specializing in the application of Quality Philosophy concepts and practices to the continuous improvement of schools businesses and governments as learning organizations

Implementing Six Sigma in Education Dr. Dheeraj Mehrotra,2012 This book deals with an experiment towards excellence in education with a means to solve issues revolving around the teaching learning process It reflects a means to promote problem solving issues as SIX SIGMA PROJECTS through the concept of TEAM MANAGEMENT through generation of ideas via BRAINSTORMING The book highlights the importance of QUALITY as a habit towards getting fame for the school The book is replete with ample lectures and case studies from participation at various Quality Conventions at Japan China Mauritius Phillippines Sri Lanka as well as Nepal apart from various training sessions around the country   Total Quality Management G. Kanji,1995-03-31 In this book leading experts including George Box Noriaki Kano Yoshio Kondo John Oakland and James Harrington analyse and document various aspects of Total Quality Management Contributions range from discussions of the principles strategy culture leadership eduction and benchmarking to world class experience and achieving excellence both in the manufacturing and service industries With over 100 contributions this book is an invaluable resource for the total quality managment journey It will be of special interest to educationalists academics senior managers and

directors and quality practitioners from both the public and private sectors   Integrating Total Quality Management in a Library Setting Susan Jurow,Susan Barnard,2013-04-15 Improve the delivery of library services by implementing total quality management TQM a system of continuous improvement employing participative management and centered on the needs of customers Although TQM was originally designed for and successfully applied in business and manufacturing settings this groundbreaking volume introduces strategies for translating TQM principles from the profit based manufacturing sector to the library setting Integrating Total Quality Management in a Library Setting shows librarians how to improve library services by implementing strategies such as employee involvement and training problem solving teams statistical methods long term goals and thinking and an overall recognition that the system not the staff is responsible for most inefficiencies Total Quality Management in a Library Setting describes the principles of TQM its origins and the potential benefits and barriers to be expected when adopting quality management approaches in libraries Chapters provide guidelines for planning and implementation to help libraries use total quality management to break down interdepartmental barriers and work on continuously improving library services The contributors who have begun to think about using or who are already using TQM in a library setting present specific planning and implementation issues that can be put to immediate use in libraries With this innovative book library managers will learn that by working together on problem solving teams to address specific operational questions and by developing a shared knowledge of problem solving tools and techniques staff members grow personally and gain a larger sense of organizational purpose Other TQM methods introduced in this book include the concept of the internal customer which teaches staff to recognize how other staff members use the results of their work and the principle of continuous improvement which enables libraries to set measurable goals based on quantitative performance indicators and to monitor progress toward those goals   **Total Quality Management in Higher Education** Frank Chika Okechukwu,2011-02-25 If you want to improve quality save money and provide better services to your customers this book is for you   **Total Quality Management in Education** Edward Sallis,2014-08-07 This text has been written for managers in higher education as well as for headteachers and deputy heads in the school sector Total quality management TQM is a philosophy and a methodology that is widely used in business and increasingly in education to manage change or other processes With the pressure for change and quality in education never more acute this book provides an opportunity for readers in education to acquaint themselves with TQM Revised and updated this edition introduces the key concepts of TQM in the education context It discusses organizational leadership and teamwork issues and the tools and techniques of TQM This text should help educators develop a framework for quality management in their school college department or university   *Developing Quality Systems in Education* Geoff Doherty,2003-09-02 Presents an overview of the pitfalls and problems of implementing quality standards in education The text looks at the practical advantages and disadvantages of quality systems case studies of attempts at implementation and proposals for developments across the education sector as a whole

Congressional Record United States. Congress,1993   **Total Quality Management (TQM)** ,1993   Resources in Education ,1998   *Quality Management Implementation in Higher Education: Practices, Models, and Case Studies* Sony, Michael,Karingada, Kochu Therisa,Baporikar, Neeta,2019-08-02 Although initially utilized in business and industrial environments quality management systems can be adapted into higher education to assess and improve an institution s standards These strategies are now playing a vital role in educational areas such as teaching learning and institutional level practices However quality management tools and models must be adapted to fit with the culture of higher education Quality Management Implementation in Higher Education Practices Models and Case Studies is a pivotal reference source that explores the challenges and solutions of designing quality management models in the current educational culture Featuring research on topics such as Lean Six Sigma distance education and student supervision this book is ideally designed for school board members administrators deans policymakers stakeholders professors graduate students education professionals and researchers seeking current research on the applications and success factors of quality management systems in various facets of higher education   **Applied Informatics** Hector Florez,Marcelo Leon,Jose Maria Diaz-Nafria,Simone Belli,2019-10-28 This book constitutes the thoroughly refereed papers of the Second International Conference on Applied Informatics ICAI 2019 held in Madrid Spain in November 2019 The 37 full papers and one short paper were carefully reviewed and selected from 98 submissions The papers are organized in topical sections on bioinformatics data analysis decision systems health care information systems IT Architectures learning management systems robotic autonomy security services socio technical systems software design engineering   **Health Services Reports** ,1992   **100 Methods for Total Quality Management** Gopal K Kanji,Mike Asher,1996-03-05 From force field analysis to zero defects from brainstorming to the Deming Wheel this volume meets the need for a short accessible reference to the 100 most frequently adopted methods for implementing total quality management Central to the book is a broad interpretation of TQM the methods addressed are relevant to all those interested in using explicit tools qualitative and quantitative to assist problem solving analysis and evaluation in the management process After an introduction briefly outlining the basic principles of TQM the bulk of the book then provides clear concise outlines of the 100 methods It describes their purpose application how to use and benefits with examples A classification of the methods is also provided utilizing the broad schema s of management methods idea generation data collection and analysis   **Understanding, Managing and Implementing Quality** Jiju Antony,David Preece,2002-09-06 This book considers strategic aspects of quality management and self assessment frameworks and provides an in depth examination of a number of the main quality improvement tools and techniques Incorporating a critical orientation and drawing upon original case studies it also reviews the implementation of a variety of quality management programmes in a range of organisational contexts including manufacturing higher education health care policing and retailing   Quality Management Practices R. P. Mohanty,2008 This book is the outcome of the efforts of many

professionals working both in academia and industry who have contributed to the proceedings of the International Conference on Quality Management Practices for Organizational Excellence Organizational Excellence is a final product composed of two basic elements alloyed prudently by the members stakeholders of an organization These two basic elements are Strategy and Culture When we talk of quality management practices we have to pursue quality as a strategy and also quality as a culture Quality as strategy is a conscious and deliberate search for a plan of action that will develop an organization s distinctive competence and compound it Quality as culture is the amalgamation of behavior patterns of all the stakeholders in terms of beliefs values attitudes etc In other words quality management is the epicenter of the competitive organizations of the future in which strategy is the scientific pursuits and culture is the artistic artifacts Numerous authors have put forth their logical thoughts have articulated their concepts and have validated their hypothesis relating to quality management The papers which have found place in this book aim at creating values of quality management practices

Islam, Media and Education in the Digital Era Atie Rachmiatie,Ike Junita Triwardhani,Alhamuddin,Cep Ubad Abdullah,2022-03-10 The proceedings of the Social and Humanities Research Symposium SoRes shares ideas either research results or literature review on islam media and education in the digital era Some recent issues consists of innovative education in the digital era new media and journalsm islamic education human wellbeing marketing and fintech in terms of islamic perspective economic welfare law and ethics It is expected that the proceedings will give new insights to the knowledge and practice of social and humanities research Therefore such parties involved in social and humanities research as academics practitioners business leaders and others will acquire benefits from the contents of the proceedings **A Roadmap for Quality Transformation in Education** Ncafe Nc Awards Excellence,1997-07-30 When it comes to educational performance the United States does not fare well in comparison to our global competitors Numerous challenges such as our increasing dependence on technology and the ongoing difficulties we face in providing cost effective good quality public education point to the need for changes in our educational system if we are to provide a competitive workforce in the future **Quality in Pharmaceutical Education, Research and Practice (vision 2020)** D Sreedhar,N Udupa,2016-10-01 The book discusses the topics related to quality in education and research It begins with a topic on Good Science Education and Teaching Next chapter on Total Quality Management in pharmacy education highlights the importance of quality pharmacy education There are focused chapters emphasizing the importance of quality education in pharmaceutics medicinal chemistry pharmaceutical biotechnology pharmaceutical services and pharmacognosy The book includes a brief note on scope and potential in pharmacovigilance and quality of pharmaceutical sciences journals

Computer Science in Industrial Application Yanglv Ling,2015-07-28 CSIA 2014 focusses on improvements in computer science in industrial application The contributions are grouped into five main sections 1 Computer and Information Technology 2 Business management E commerce and Tourism This section covers mainly basic theory and general method of

economic management businesses and market economy nbs

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is made up of everything from its visual identity to the way it behaves and communicates

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web the corporate identity is typically visualized by branding and with the use of trademarks 1 but it can also include things like product design advertising public relations etc corporate identity is a primary goal of corporate communication aiming to build and maintain company identity