

Assessment of Non-Academic Outcomes (Fall 2003 and Spring 2004)

Please provide the information below about how your unit assesses the extent to which it meets its expected outcomes. If you need assistance, please contact Dr. Virginia Wheelless at 565-2085 or on Groupwise email. This information is due in the Planning Office no later than February 2, 2004 and will be updated annually.

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Unit: Center for Quality and Productivity

Date: January 5, 2004

Person Completing the Information Dr. Jerry L. Dake

Email: dakej@unt.edu

Head of the Unit: Dr. Victor Prybutok

Email: prybutok@unt.edu

I. Mission: Provide the mission of the unit and a statement about how it relates to the university's mission.

I. (a) Mission of the Center for Quality and Productivity

The adopted Mission of the Center for Quality and Productivity (CQP) is to *serve as a catalyst for creating and distributing knowledge related to continuous improvement in organizational effectiveness through education, outreach, and research programs offered to business, nonprofit, government, and academic organizations.*

In accordance with the objectives set in this statement of Mission, the Center works toward fulfilling several goals as follows: (1) The CQP's educational Goal has been *to encourage the inclusion of continuous improvement issues in graduate and undergraduate courses.* Continuous improvement in performance, and its measurement are vital to the growth of the quality sciences. By successfully integrating continuous quality improvement in the Department's courses, student awareness of quality issues and their skills to deal with them are enhanced. (2) The CQP's outreach goal has been *to establish and facilitate the growth of a network committed to the basic concepts of continuous process improvement and organizational effectiveness, and promote the interaction and exchange of information.* The Center's activities promote interaction and the exchange of information crucial to the advancement of the quality sciences. At its location in 214B, the CQP maintains a library of current research periodicals related to Quality Sciences. By serving as an information resource for both industry and for academia, the Center supports and promotes information exchange. (3) The CQP's research goal has been *to encourage faculty and graduate students to establish research streams in areas related to continuous improvement.* Research in the Quality Sciences is of fundamental nature to the

I. (b) Relationship to the Mission of the University of North Texas

In accordance with the Mission Statement issued by the University of North Texas, approved by the UNT Board of Regents May 26, 2000; the CQP is directly support of this mission through:

- directly engaging in a leadership role with the North Texas community in assessing and addressing their needs to develop quality and productivity in their operations,
- develops, maintains and leverages the needs of the North Texas area to support research, student scholarships, and new direction in teaching and scholarship,
- continually addresses new needs of the North Texas community in providing access to higher education and research through new technologies and methodologies,
- supports the development of students in a culturally diverse environment by pursuing learning, research, and work opportunities with a wide number of possible students, with many backgrounds and goals, in conjunction with North Texas organizations.

In conclusion, the CQP is supportive of UNT's Mission across the areas of instruction, scholarship, research, student development and the leveraging of information and telecommunication technologies in higher education.

II. Previous Evaluations of the Unit: Provide a description of the evaluations/assessments conducted in your unit over the last 5 years and changes that have been made based on the results of these assessments.

Over the last 5 years the CQP has carried out a sunset review in 1999 and Annual Report Reviews each year. These have included internal and external discussions of the unit. Changes that have occurred will be noted and discussed in chronological order.

The 1999 assessment focused on the amount of research funding, based on dollar amounts that could be applied for given the Y2K situation existing at that time. Decisions were made to focus on research funding; thereby providing resources for support of student and faculty research. This research focus effort has continued through the current period; but as noted below the CQP has broadened its activities.

From the annual reviews of 2000 and 2001 it was determined that CQP needed to further support undergraduate student efforts in the areas of Quality and Productivity. In 2002, the student chapter of The American Society for Quality (ASQ) was reestablished here at UNT. Efforts continue through the current period to build the ASQ / UNT student chapter in terms of interest and membership. This provides a conduit for student networking with both the Ft. Worth and Dallas chapters of ASQ.

In reviewing CQP in 2002-2003 it was noted that more governmental research grants should be sought and that more interdisciplinary studies were appropriate; leading to the submission of grant proposals to the National Science Foundation in conjunction with other research areas such as the Information Science Research Center and The Center for the Study of Work Teams.

The 2002-2003 review has also lead to the current effort to establish a new Advisory Board for the CQP as well as for Decision Sciences; thus putting in place a conduit for more direct involvement with the Industry and Governmental organizations. It was also recognized that the continual evolvement of CQP should include further emphasis on the areas metrics and measurement, Six Sigma, Business Process Management, and other productivity software.

These efforts have resulted in having new productivity software available to faculty and students (such as Fuego's Business Process Management software).

III. Statement of Expected Outcomes: Provide a brief list of the expected outcomes for your unit for 2002-03 or 2003-04 as of this date. Each outcome listed must be capable of being measured by the means noted in IV below. Please number the outcomes (1 to x). After each outcome, describe how the outcome supports student learning and student development.

The Outcomes noted below are for the 2003-2004 academic year.

1. **Continued support and grow of student ASQ Chapter at UNT.** This effort is to support helping obtain speakers, increase attendance at Chapter meetings, and increase student members in ASQ.

Participation in the ASQ Student Chapter assists our students in:

- Developing and managing an organization,
- Assimilating perspectives on industry issues, problems and solutions,
- Acquiring networking, resume development and interviewing skills.

2. **Develop a new outside Advisory Board that considers both CQP and Decision Sciences Curriculum Development.** This Board will be made up of individuals interested in these areas of development and will be from industry, government and nonprofit organizations and will include 1-2 student members.

The development of an Advisory Board for CQP and Decision Sciences will provide ongoing inputs to our faculty and student representatives with insight on the current and future needs of these sectors of the North Texas Economy. These needs will include research, educational and staffing dimensions. These needs can then be mapped to the education of our students, the support of research and job networking.

3. **Submit two research proposals to support our directions in measurement and metrics.** These proposals will be submitted to organizations such as the National Science Foundation, Office of Naval Research, or other organizations and foundations that are appropriate for these research directions. These proposals may be submitted solely by CQP or in conjunction with one or more other organizations.

The research funding will go directly to fund student research as well as faculty research and oversight.

IV. Measuring Expected Outcomes: Describe how the unit measures how the outcomes have been achieved and provide a list of methods and/or tools with the following information:

1. Name of assessment method or tool
 2. If the method/tool is copyrighted, provide the name of the company who "owns" the tool.
 3. Frequency of use - how often is this tool/method used, e.g., every spring semester
- students, staff, and faculty are surveyed about parking at UNT; customers are asked to complete

evaluation forms when services are rendered; or each fall, the Enrollment Management Committee reviews the results of the Graduating Student Survey produced by the IR&A Office.

1. Support and growth of ASQ Student Chapter.

- Assessed by counts of attendees at meetings and number of students joining the ASQ Student Chapter.
- No copyright.
- The ASQ meetings are scheduled during the Fall and Spring Semesters with scheduled speakers and student attendance.

2. Development of a new outside Board of Directors.

- Assessed by having a new board of 5-10 individuals and having at least one meeting per year of the Advisory Board.
- No copyright.
- Meetings will be held at least once per year and preferably each fall and spring semester if the schedules of the individuals on the board permit.

3. Submission of proposals for research funding.

- Assessment here is twofold. First it is expected that at least 3 opportunities will be identified per year and proposals submitted. As experience and more focused areas are identified, the additional dimensions of expectation of winning contracts and dollar amounts will be added.
- No copyright
- Research proposals will be cataloged and dollar amounts tracked. This year CQP has submitted one proposal for research to NSF in collaboration with The Center for Work Teams. This proposal was rejected.

IV. Use of Assessment Results: Describe how the results of the assessments described in IV above are shared with staff in the unit? How are the results used to improve the unit? Help improve student learning? Enhance student development? Meet the university's vision?

Because the CQP is supported by the entire Decision Sciences faculty, the elements of our Assessment are shared with the entire faculty, the Chair of BCIS and other relevant faculty members in written form and in Decision Science meetings. This is to be done on an ongoing basis each semester.

In support of ASQ, both faculty members and students attend meetings. Our development numbers are used by the faculty and students to "spread the word" on the advantages of participation and membership. It is supportive of interaction with the University's vision of enhancing our students and the University's participation with North Texas organizations. The ASQ speakers provide networking opportunities, current operational directions, potential research needs and student internships may develop.

Potential research opportunities and the submission of proposals are promulgated as described above. In addition both faculty and students are encouraged to develop opportunities in line with the University's vision of enhancing overall research here at UNT.

The outside Advisory Board meetings will be attended by the Decision Science faculty. It is expected that these meetings will enhance our ability to continually modify curriculum, develop research, and showcase out students to these organizations. These goals are all in line with the University's vision.

V. Changes Made Based on Assessment Results: Describe how the unit has changed (or why it has not changed) based on the results of the assessment of outcomes. Indicate the year the change was implemented. Please indicate how the expected outcomes have changed if applicable.

As noted in II above, the CQP made changes in reaction to the needs of constituencies, funding, and research priorities for the unit and for the University. The CQP will utilize the Expected Outcomes and the Assessment of Expected Outcomes to evaluate progress and make changes in the 2004-2005 academic year or sooner if Expected Outcome Results warrant changes as we progress.

It is expected that support of ASQ student branch will be ongoing, varying only in funding and directions to support this organization. We are in the process of evaluating/discussing the potential of also organizing an Informs student organization.

The decision to develop a new Advisory Board was made in the Fall of 2003 and it is expected to be accomplished in the Spring term of 2004. The input from this Advisory Board is expected to aid in the formulation of direction for both CQP and Decision Sciences. These inputs can then be utilizes in our assessments in the coming year.

It is expected that the CQP will address at least one more Requests for Proposals in the 2003-2004 academic year. The proposal submitted to the National Science Foundation (NSF) in the summer of 2003 has been denied; but the CQP is currently working on a second NSF proposal and evaluating other research in conjunction with the Information Science Research Center; also in the BCIS Department. The expected direction and research focus will be continually evaluated; but is expected to remain directed at "metrics and measurement" to enhance productivity and quality using the Malcolm Baldrige framework and the methodologies of Six Sigma and Balanced Scorecard.

In the CQP research effort, the leveraging of technology will continue to be utilized and evaluated using Business Process Management (Fuego BPM Software) along with Statistical software such as SAS.

Signature of Person Completing the Form:

_____ Date _____

Signature of Unit Head after Reviewing the Form:

_____ Date _____

University of North Texas

Department/Unit:

Date:

Person Completing the Form:

Email:

Department/Unit Head (after reviewing the form):

Mission:

Expected Outcomes	Assessment Tools/Measurement	Assessment Results	Changes based on Results Taken	How do changes help UNT meet its Vision and support student learning?