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TRANSFORMING A BUSINESS COLLEGE INTO A TOTAL QUALITY COLLEGE

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During this panel session Total Quality programs and the organizational actions necessary for successful implementation at three colleges will be described and discussed. Panelist will share their experiences with implementing Total Quality ideas in their universities with an emphasis on identifying the changes required and the obstacles encountered during the process. Panelists will share their successes as well as some of their false starts in attempting to refocus the corporate culture in an academic setting.

COMPANY PROFILE

Rochester Institute of Technology has begun to introduce the principles of Total Quality Management (TQM) throughout the curriculum and in administration and support services. To create a foundation for a change to TQM, a preliminary review of the curriculum, a focus on improving teaching effectiveness, and with assistance from senior executives at Xerox, an introduction to TQM concepts were completed before launching into organizational change. Currently, six cross-disciplinary teams are revising the curriculum in order to create an integrative experience for undergraduate students; TQM concepts and tools will be incorporated throughout the entire program. Also, all administrative processes are being reviewed and redefined and teams have been formed to address specific operational issues as well as explore new opportunities to improve support systems.

At The University of San Diego the response to Total Quality Management has taken two major thrusts. Internally, the university has developed a long range plan calling for a cessation in growth and refocusing on improved quality in academic programs. A process of self-examination including empirical assessment and benchmarking, has provided an assessment of how well the university is currently meeting its mission and the university is now positioned to begin the use of TQM concepts and techniques in its daily operations. The external total quality management thrust at USD has been implemented through the Institute for Quality and Productive (IQP). This organization is an interdisciplinary joint venture with San Diego State University and member companies in Southern California. IQP offers training, consultation and networking for companies through its various programs including TQM Overview, TQM Basics Week, Beyond the Basics, Executive Day and customized training.

Portland State University and the School of Business Administration has begun a transformation from its traditionally inward focused management process to a customer responsive, quality focused educational system. The School is working closely with an Industry Advisor Group that has provided encouragement, guidance, teaching and materials and financial support for the change to a Quality Management orientation. Faculty and staff training has been a high priority in the early stages of this endeavor. With the assistance of local firms, a series of training sessions including presentations by visiting Japanese faculty members have been conducted and SBA faculty have been placed in developmental internships with industrial firms. Visits and orientation sessions have been held at local business sites and the School has been restructured to eliminate functional area departments. TQM concepts and techniques are being applied to improve quality of programs and services. Cross-disciplinary teams of faculty and administrative staff have been formed to resolve operational issues and improve services and support of academic programs.

PERSONAL DESCRIPTIONS

Gary Bonvillian is the Associate Dean in the College of Business at Rochester Institute of Technology. He is responsible for all administrative functions in the college including its total quality management program. Gary has held positions in the Division of Records and Institutional Research at RIT and has been the Director of Administrative Services, Assistant Dean and the Director of External Programs. He has taught courses in career development, management and leadership.

Edward L. Grubb is an Associate Dean in the School of Business Administration at Portland State University. He has been an active consultant in the area of health care management and strategic planning. Among his clients are Floating Point Systems and Torrey Pines Bank. He has also been the President of TCI Marketing, the Director of Strategic Planning for Kaiser-Permanente, and the President of the Western Marketing Educators Association. He is currently taking a leadership role in implementing TQM.

Gary G. Whitney is the Associate Dean in the School of Business Administration at the University of San Diego; he is also a staff member at the Institute for Quality and Productivity in San Diego. He has been a seminar leader on such topics as Strategic Negotiation, Working with Teams, and Quality Management. Among his clients are Coca-Cola and the University of Auckland in New Zealand. Cases and exercises written by Gary have been reprinted in textbooks on organization behavior and business strategy.

Sam E. White is a Professor of Strategic Management at Portland State University. He has been an executive seminar leader on such topics as team decision making and organization development for the Commonwealth of Kentucky and for companies in the retailing, publishing, and light manufacturing industries. He is currently working with the Latin American Trade Council of Oregon to develop trade relations between Oregon-based companies and those in Mexico, Central and South America. He has been a speaker for professional associations and has published in national practitioner and academic journals.