

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 optimization of systems such as satellites and aircraft to preparing efficient 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 the 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 process. 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

* Accepted 5 May 1997.

Applying Total Quality Management To The Educational Process

Ed. S. Hugar



Applying Total Quality Management To The Educational Process:

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 *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 Total Quality Management in Education James H. Johnson, 1993 **Smart Designs for Business Innovation** Asma Salman, Assem Tharwat, 2024-03-02 This book and the papers published within it delves into the topic of governance in a modern digital age deliberating upon digital finance societal security and digital governance proving essential to governmental institutions policymakers economists and finally social educators The formation of a prosperous and resilient society is without a doubt a daunting monumental task Addressing people s needs maintaining their well being ensuring safety from external threats and implementing a just law system that covers contemporary ways of life are no simple task Thankfully the advent of technological advancement helps lighten the heavy burden of governance The element of interconnectedness brought forward by technological innovation has bridged the gap between society and government allowing for faster interactions through the digitalization of naturally bureaucratic processes and the utilization of digital finances **Challenges Before Business Education in India** Ed. S. Hugar, 2001 Today The Business World Feels That The Commerce Graduates And Post Graduates Lack In Right Kind Of Skills Which Are Needed Now The Time Has Come To Realise The Mismatch Between The Product And The Demand We Have To Adopt Market Orientation To Our Products To Make Them Saleable There Is An Urgent Need To Overhaul The Existing

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Readings in Total Quality Management Harry Ivan Costin,1994 *Total Quality Management in Education* Edward Sallis,2014-08-07 This new edition introduces the key concepts of TQM in the education context discusses organizational leadership and teamwork issues the tools and techniques of TQM and will help educators develop a framework for management in their school

Transforming Education Through Total Quality Management Franklin P. Schargel,1994 **Congressional Record** United States. Congress,1993 *Total Quality Management in Higher Education* ,1995 [Resources in Education](#) ,1997 [Pursuit of Quality in Higher Education: Case Studies in Total Quality Management](#) Deborah J. Teeter,G. Gregory Lozier,1993 Through a series of vignettes this volume of New Directions for Institutional Research provides valuable insights into the experiences of colleges and universities that are applying the principles of Total Quality Management TQM to higher education Each vignette presents a different aspect of TQM regarding issues of organization training use of tools or methodologies the language of TQM or the challenges in transforming organizational cultures Many vignettes conclude with a synopsis of the lessons learned This is the 78th issue of the quarterly journal New Directions for Institutional Research For more information on the series please see the Journals and Periodicals page *Applying Total Quality Management Concepts to Healthcare Dietetics* Denise Ouellet,1993 **Total Quality Management for Schools** Malcolm S. Greenwood,Helen J. Gaunt,1994 **The National Guide to Educational Credit for Training Programs** American Council on Education,2005 Highlights over 6 000 educational programs offered by business labor unions schools training suppliers professional and voluntary associations and government agencies **Total Quality Management in Higher Education** Daniel Seymour,Casey Collett,1991 **Achieving Quality** Higher Education Council (Australia),Australia. National Board of Employment, Education and Training,1992 **Total Quality Management in Government** Steven Cohen,Ronald Brand,1993-04-02 By adopting Total Quality Management TQM strategies business organizations are working smarter and gaining the competitive edge The authors cite examples of successes of TQM in specific government agencies including the Treasury Department to reveal how the principles of TQM can be applied at all levels of government The book provides numerous charts and diagrams that show concretely how to apply the concepts and techniques of TQM within any governmental organization The authors offer case examples that detail what organizational changes are to be implemented when TQM is introduced *Niches in the World of Textiles* Textile Institute (Manchester, England). Conference,1997 Highlights the need for the textile clothing and footwear

industries to tailor their products and services to meet the requirements of increasingly segregated markets
of the Utah Academy of Sciences, Arts, and Letters ,1993

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