A Strategic Approach to Quality Management of Continuing Professional Education in the Age of Disruption

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U. PORTO

IACEE

How do you manage CE/CPD quality in this age of disruption?

- What do you do? Do you have a process?
- Who do you reach out to?
- With whom do you compare your organization?
- What data do you look at? What tools do you use?
- How do you know where you need to improve?
- How do you identify strategic goals?

Wouldn't it be great if you could access an online system to:

- Self-assess your organization against an international quality standard for CE/CPD?

- Benchmark with your peers to find out how you compare to others in CE/CPD?

- Have an easy way to document and share your best practices to help others improve?

- Get access to best practices in areas where you need to improve?

- Provide timely/relevant data to help you create a strategic roadmap for you CE/CPD organization?

Well.......
You Can!

Self-assessment against standard

Matrix Report for University of Kansas - 2011

Criteria Question	Scores	Average Scores
Criteria Level 1		
1a: DEVELOPMENT OF VISION AND MISSION	2	3
1b: CONTINUOUS IMPROVEMENT OF MANAGEMENT SYSTEMS	2	1.75
1c: LEADERSHIP AND EXTERNAL RELATIONS	2	3
1d: LEADERSHIP AND MOTIVATION	3	3.5
Criteria Level 2		
2a: MISSION, VISION, VALUES AND STRATEGIC PLANNING	2	2.75
2b: FORMULATING STRATEGIC PLANNING	2	2.5
2c: DESIGNING, COMMUNICATING AND VALIDATING THE STRATEGIC PLAN	2	3.25
2d: IMPLEMENTATION OF POLICIES AND STRATEGY AND UPDATING THE STRATEGIC PLAN	2	2

Benchmarking based on self-assessment

Criteria Level 7		
7a: STAFF SATISFACTION	4	3.5
7b: QUALITY OF STAFF	3	2.25
Criteria Level 8		
8a: IMAGE	3	2.25
8b: SOCIAL RESPONSABILITY	2	3.75
8c: IMPACT	3	2
8d: SUSTAINABILITY	3	2.5
Criteria Level 9		
9a: FINANCIAL	3	3.25
9b: ACADEMIC	3	4.25
9c: QUALITY	3	2.5

Organizations included in the 'Average Scores' Column:
Georgia Tech
Michigan State
The New Great University
Vieth Consulting

Benchmarking based on demographic data

Standard Demographic Data Report for University of Kansas
Fiscal Year: 2011

Query Parameters:

Organization Type: Public Higher Education Institution
US Organizations Only
Higher Education type: Research institution

QUESTION	YOUR ANSWERS	OTHER ORGANIZATIONS	
Interest in benchmarking your CE unit with similar organizations	Very Interested	Very Interested:	(100.00%)
Type of Organization which your Continuing Education unit is part of	Public Higher Education Institution	Public Higher Education Institution:	(100.00%)
US Institution Types	Research institution	Research institution:	(100.00%)
EU Institution Types		:	(100.00%)
Structure of your Continuing Education Unit	continuing education provider central to an entire academic institution	continuing education provider central to an entire academic institution:	(100.00%)
Number of Employees	10-25	100-150:	(100.00%)
Annual Income/Revenue	5-15	5-15:	(100.00%)
Currency	US Dollar	US Dollar:	(100.00%)
Annual Enrollments in Continuing Education Center Activities	3500	5000:	(100.00%)
Number of Offerings	175	200:	(100.00%)
Percentage of expenses spent on outsourced activities	5	50:	(100.00%)

Query the Data for Similar Orgs

Matrix Report for University of Kansas - 2011

Query Parameters:

Organization Type: Public Higher Education Institution
US Organizations Only
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Criteria Question	Scores	Average Scores
Criteria Level 1		
1a: DEVELOPMENT OF VISION AND MISSION	2	3
1b: CONTINUOUS IMPROVEMENT OF MANAGEMENT SYSTEMS	2	3
1c: LEADERSHIP AND EXTERNAL RELATIONS	2	3
1d: LEADERSHIP AND MOTIVATION	3	3
Criteria Level 2		
2a: MISSION, VISION, VALUES AND STRATEGIC PLANNING	2	3
2b: FORMULATING STRATEGIC PLANNING	2	3
2c: DESIGNING, COMMUNICATING AND VALIDATING THE STRATEGIC PLAN	2	3
2d: IMPLEMENTATION OF POLICIES AND STRATEGY AND UPDATING THE STRATEGIC PLAN	2	3

Document and Share Best Practices

Best Practices - Result

Name of the Institution

TKK Dipoli – Aalto University

Fiscal Year

FY 2008-2009

8a - Image - 5

Include a bulleted list of statements that demonstrate why you assigned this score for this sub-criterion as well as name and contact info for person who can be contacted for more information.

–External imago studies show excellent results for TKK Dipoli, examples:
–The Imago Study of Training Organizations 2008: Universities' Life Long Learning Institutes
–The Imago Study of Training Organizations 2008
–TKK Dipoli is a desired partner in societal projects both nationally and internationally
–TKK Dipoli's societal interface has broadened, several persons of the organization are involved
–TKK Dipoli is an active player in hundreds of networks, associations and societies either as a centre or through its staff members.
Name and Contact Info: Kirsti Miettinien

How Did We Get Here?

CPD Benchmarking and Quality Improvement Program

- Standardized tool for benchmarking that enables continuous quality improvement and self-assessment in higher education

- Based on the European Foundation for Quality Management (EFQM) Excellence Model

- Collaboration sponsored by the International Association for Continuing Engineering Education (IACEE) – supported through multiple rounds of funding from FIPSE and EU Commission

- Originally adapted for CEE Centers – later expanded and validated for all disciplines

DAETE Project Rationale

- DAETE (Development of Accreditation in Engineering & Training) driver is in part EU Bologna Process
- Initial DAETE project completed, focus in continuing engineering education
- Continuous Quality Improvement via sharing lessons learned
- Ability to state impact of CE organizations in aggregate rather than just by one provider
- Common Terminology & Definitions Needed
- Adopted by IACEE (International Association of Continuing Engineering Education)

To achieve the DAETE goals the project team have endured hardships in hostile climates

Project Partners

European Union

- Kirsti Miettinen, Anna-Maija, Aalto University, Finland (Project Coordinator)

- Mervyn Jones, Imperial College London, United Kingdom

- Alfredo Soeiro, University Porto, Portugal

- Patricio Montesinos, Carlos Ripoll, Universidad Politecnica de Valencia, Spain

- Guus de Mari, Technische Universiteit Delft, The Netherlands

- Wim Van Petegem, Katholieke Universiteit Leuven, Belgium

- Flemming Fink, Aarhus Universitet, Denmark

United States

- Nelson Baker, Terrye Schaetzel, Georgia Tech (Project Coordinator)

- Kim Scalzo, State University of New York

- Ed Borbely, University of Michigan

- John Klus, University of Wisconsin

Translated into Chinese by Tsinghua University

- Benefit of Self-Assessment?

- Value of tool set(s)

- Benefits of Self-Assessment?
  - Building consensus for organization current state
  - Hear new ideas
  - See best practices
  - Share ideas
- Value of tool set(s)?
  - Flexible framework
  - Consistent questions
  - Ability to compare
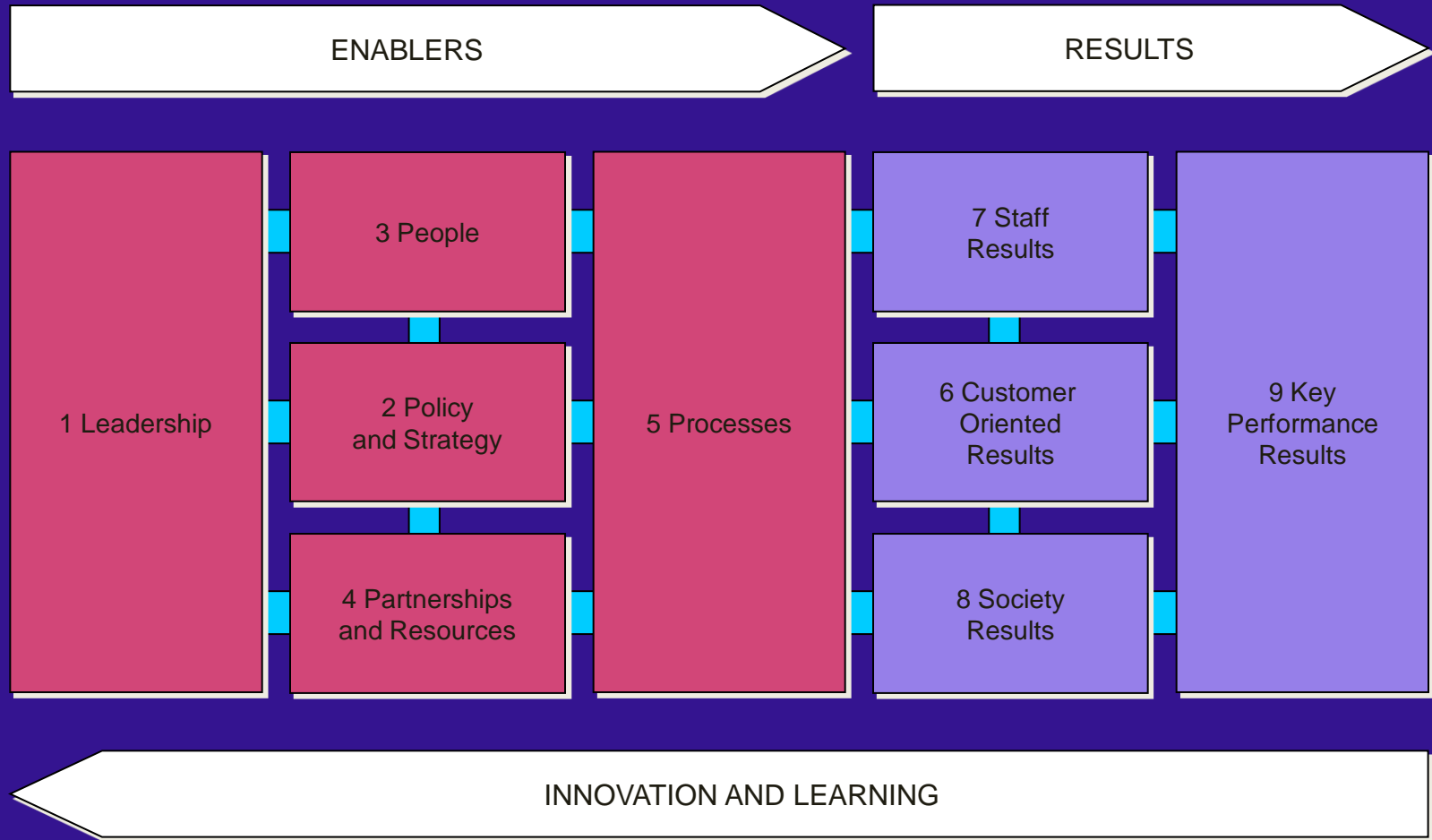 - Potential for 'standard'

Self-Assessment Tools Developed

- EFQM based Self-Assessment Matrix

- Self-Assessment Score Sheet

- Benchmarking Demographic Profile

- Best Practices based around a common template

EFQM

- Process rooted in EFQM – European Foundation for Quality Management (www.efqm.org)

- It is a widely used approach across a variety of sectors

- Adopting it to LLL/CE use

- Used for self evaluation or external evaluation

- External auditors to validate and advise

European Foundation for Quality Management (EFQM) Excellence Model

ENABLERS

RESULTS

1 Leadership

3 People

2 Policy and Strategy

4 Partnerships and Resources

5 Processes

7 Staff Results

6 Customer Oriented Results

8 Society Results

9 Key Performance Results

INNOVATION AND LEARNING

© European Foundation for Quality Management

EFQM - Enablers

1 Leadership
- **1a** Development of vision and mission
- **1b** Continuous improvement of management systems
- **1c** Leadership and external relations
- **1d** Leadership and motivation

2 Policy and strategy
- **2a** Mission, vision, values and strategic planning
- **2b** Formulating strategic planning
- **2c** Designing, communicating and validating the strategic plan
- **2d** Implementation of policies and strategy and updating the strategic plan

3 People
- **3a** Human resource management
- **3b** Competence development of the staff
- **3c** Staff commitment and involvement
- **3d** Internal communications

EFQM – Enablers (cont.)

4 Partnerships and resources
- **4a External partnership management**
- **4b Economic and financial management**
- **4c Technology management**
- **4d Information and knowledge management**

5 Processes
- **5a Demand analysis**
- **5b Programme design and delivery**
- **5c Analysis of the competition**
- **5d Communication and marketing**
- **5e Infrastructure and logistics**
- **5f Administrative and financial management**
- **5g Quality control**
- **5h Certification**

Results

6 Customer-oriented results
   6a Programme content and programme creation
   6b Programme delivery
   6c Student services
   6d Learning facilities
   6e Logistical support for programmes
   6f Customer service

7 Staff oriented results
   7a Staff satisfaction
   7b Quality of staff

Results (cont.)

8 Society oriented results
   8a Image
   8b Social responsibility
   8c Impact
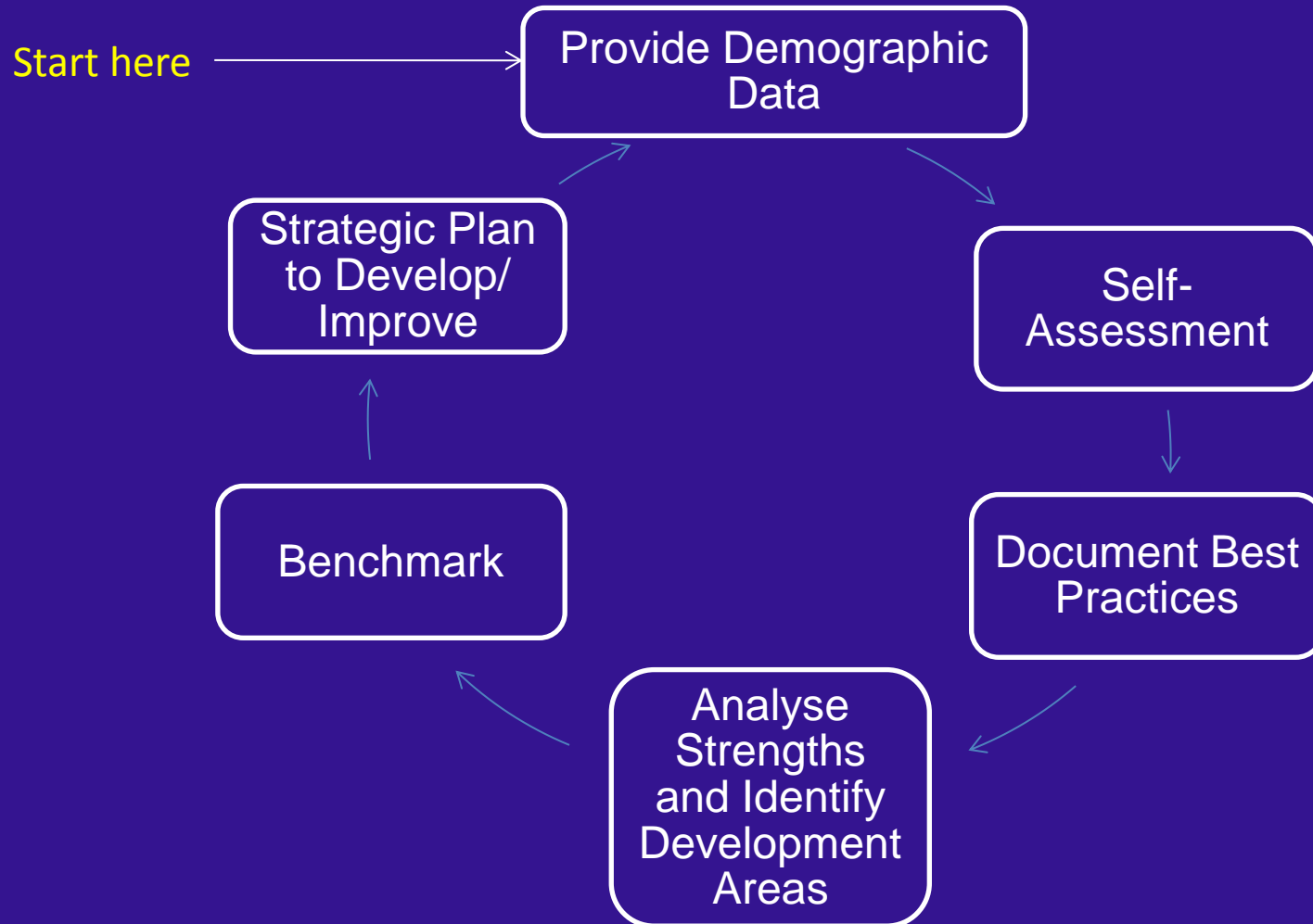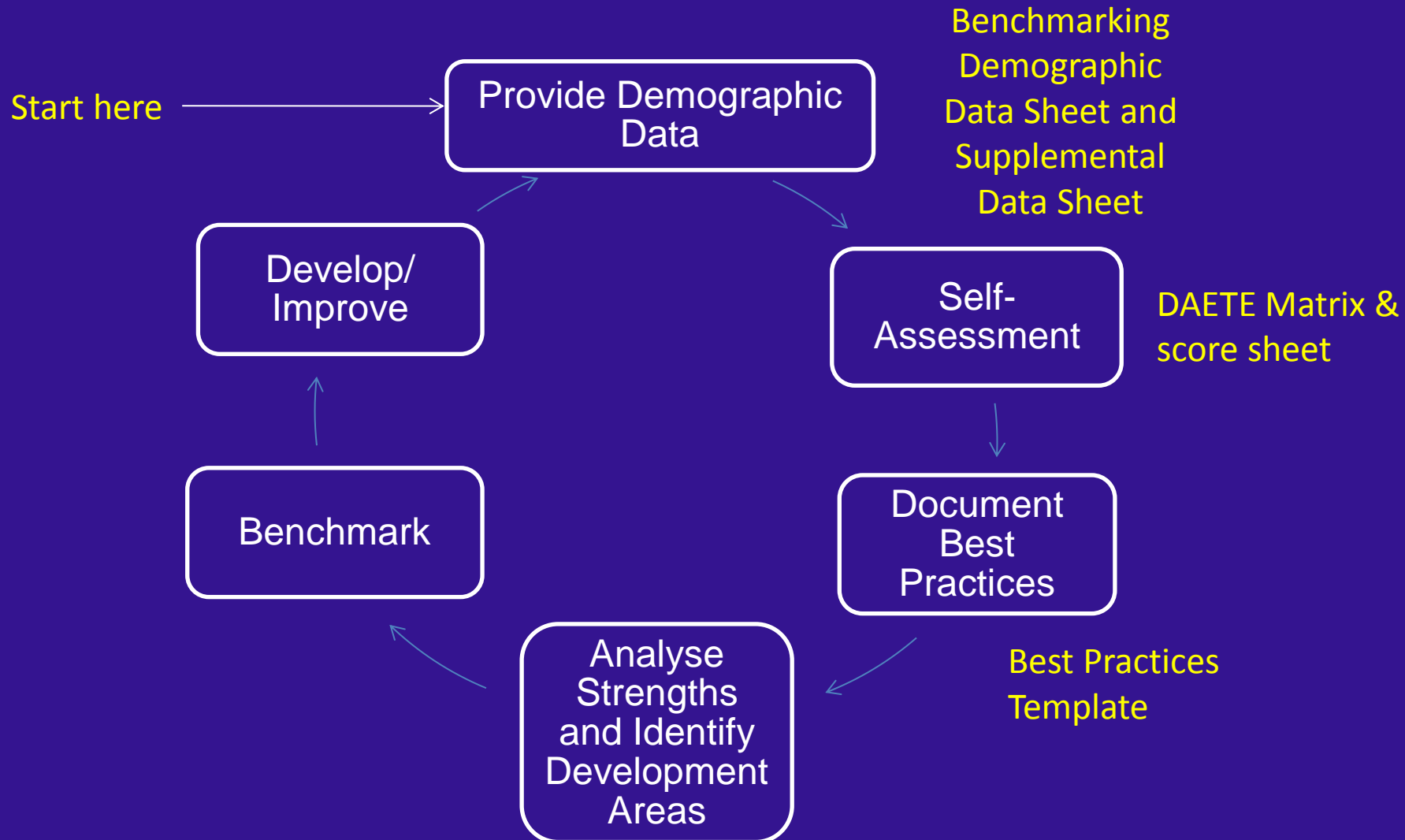   8d Sustainability

9 Key performance results
   9a Financial
   9b Academic
   9c Quality

CPD Benchmarking and Quality Improvement Process

Start here → **Provide Demographic Data**

Self-Assessment

Document Best Practices

Analyse Strengths and Identify Development Areas

Benchmark

Strategic Plan to Develop/Improve

Process and Tools

Start here → **Provide Demographic Data**

Benchmarking Demographic Data Sheet and Supplemental Data Sheet

Self-Assessment

DAETE Matrix & score sheet

Document Best Practices

Best Practices Template

Analyse Strengths and Identify Development Areas

Benchmark

Develop/Improve

Current Status

- Online System is in final development stage and will be open soon

- Name being changed to CPD Benchmarking and Quality Improvement Program

- Several institutions have participated in the validation of the tools and have provided data

- Inviting other organizations to participate

Web-Based Tool - 1

IACEE Quality Program Home

The IACEE Quality Program (IQP) web-based tool helps continuing education centers to assess their current operations and compare them to other similar organizations. Tremendous value can be derived from this program at no cost to the user. The methods and tools support strategic planning and ensure alignment with institutional goals by facilitating team-based organizational self-assessment and benchmarking for continuous process improvement.

It was developed through a former EU-Atlantis project, which focused on establishing a self-assessment matrix for Continuing Education (CE) organizations to identify the key enablers and results of operational excellence. The matrix is based on the European Foundation for Quality Management (EFQM) Excellence model, and it provides an easy-to-use approach for self-evaluating, benchmarking, and managing an outstanding continuing education organization. The tools and techniques used also promote learning by staff and management of CE organizations.

All current IACEE institutional members are invited to participate in the IACEE Quality Program. While benchmarking users and the members of the developer group pay for related services, current IACEE member organizations can access the tools and self-evaluate, and prepare for

DOCUMENTS
- IACEE Quality Program Booklet

TOOLS
- Benchmarking Demographic Data Sheet
- Supplemental Benchmarking Data Sheet
- Self-Assessment Matrix and Scoresheet
- Best Practices Template

IACEE Quality Program Home | **About DAETE Project** | **IQP Partners** | **IQP Benefits** | **Getting Started in IQP** | **IQP Resources**

- How you can participate
- IQP User Login
- IQP Membership Join or Renew
- Join the conversation on LinkedIn
- Contact Us
- IACEE Home Page

Web-Based Tool - 2

IACEE Quality Program Home | **About DAETE Project** | **IQP Partners** | **IQP Benefits** | **Getting Started in IQP** | **IQP Resources**

DOCUMENTS

IACEE Quality Program Booklet

TOOLS

Benchmarking Demographic Data Sheet

Supplemental Benchmarking Data Sheet

Self-Assessment Matrix and Scoresheet

Best Practices Template

Quality Program User Member Site
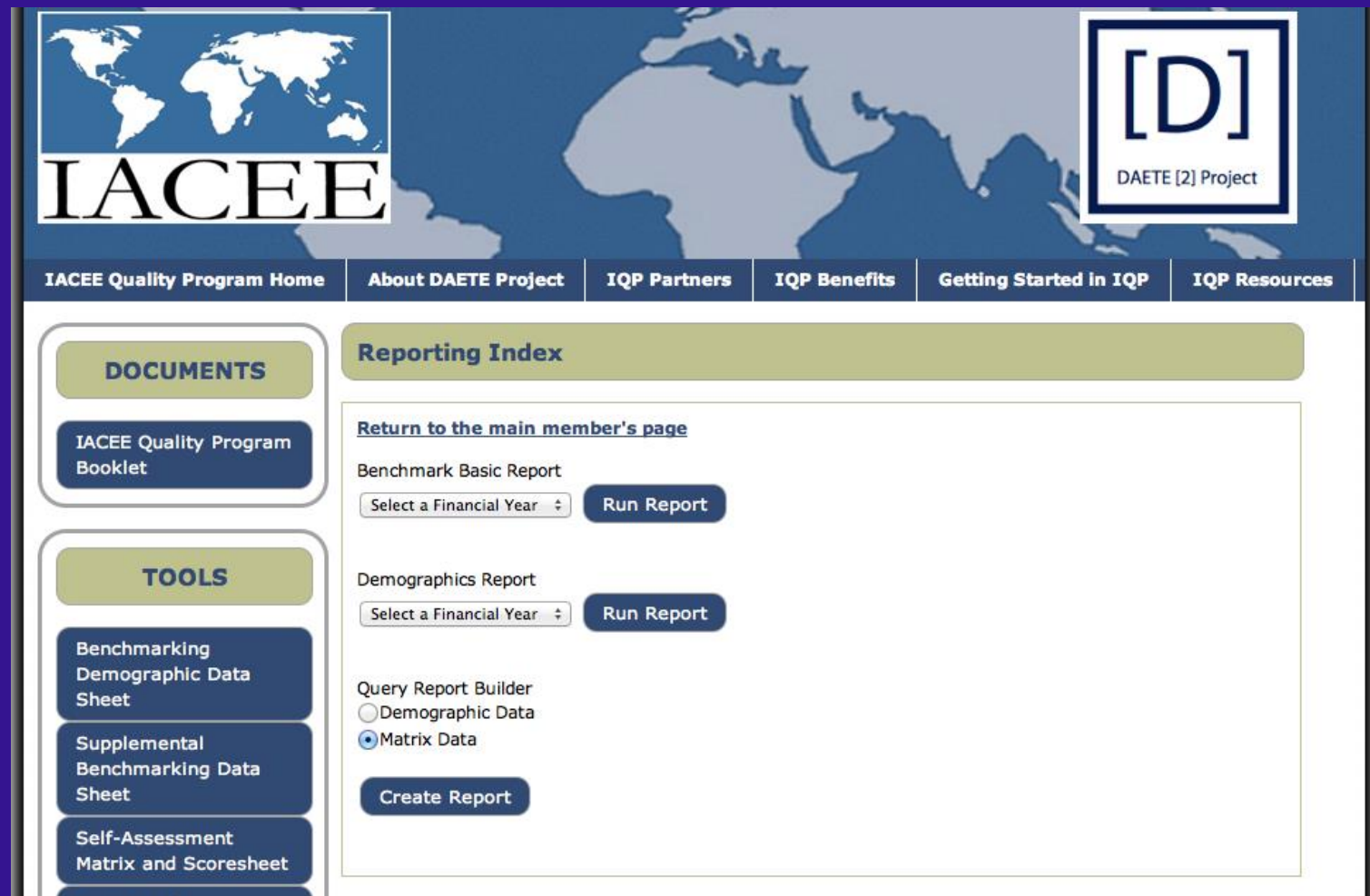
Hi Soma Chakrabarti
Your Organization: **University of Kansas**

Log Out

ACCOUNT INFORMATION

Edit Account Information

Change Password

UPLOAD YOUR DATA

Demographic Data

Matrix Data

RUN REPORTS

Reporting Index

How you can participate

IQP User Login

IQP Membership Join or Renew

Join the conversation on LinkedIn

Contact Us

IACEE Home Page

Web-Based Tool - 3

Web-Based Tool - 4

Participating Organizations - 1

- Aalborg University
- Aalto University/TKK Dipoli
- Aarhus University
- California State University - Chico
- Changjiang Water Resources Commission, HR Development Center
- China National Coal Association Training Center
- Chungbuk National University
- Continuing Education School of China University of Petroleum
- Environmental Protection Agency
- Ferris State University
- Framingham State College

- Georgia Institute of Technology
- Georgia Southern University
- Harvard University
- Imperial College - London
- Iowa State University
- John Zink Institute
- Johns Hopkins University, Engineering for Professionals
- Katholieke Universiteit Leuven, AVNet
- Katholieke Universiteit Leuven, PED
- Manchester Metropolitan University
- Ministry of Water Resources, Human Resources Development Center

Participating Organizations - 2

- North China Electric Power University Training Institute
- Northland Community & Technical College
- NTNU Videre
- Purdue University, College of Technology
- Questionnaires for Higher Education
- Rolls Royce Corporation
- RPI
- Singapore Management University
- Southern Maryland Higher Education Center

- Stanford University
- State Academy of Forestry Administration, P. R. China
- State University of New York (SUNY) , SUNY Center for Professional Development
- Technische Universiteit Delft
- The Citadel
- Tsinghua University School of Continuing Education
- Universidad Politécnica de Valenci - Lifelong Learning Institution
- Universidade do Porto
- Universiteit Gent
- University of Alabama
- University of California - Irvine

Participating Organizations - 3

- University of Colorado Boulder
- University of Colorado Boulder – CAETE
- University of Michigan
- University of Texas – Arlington, College of Engineering
- University of the West Indies Open Campus
- University of Tulsa
- University of West Florida
- University of Wisconsin - LaCrosse
- University of Wisconsin - Madison DCS

- University of Wisconsin-Madison - Certified Public Manager Program
- University of Wisconsin-Madison – EPD
- University of Wisconsin-Madison Continuing Studies
- University of Wisconsin-Oshkosh
- University of Wyoming Outreach School
- Washington State University
- Western Michigan University
- Zhejiang Tongji Vocational College of Science and Technology

Integration with Strategic Planning

- Self-Assessment can serve as input to a SWOT Analysis

- Benchmarking can help inform future strategic directions

- Annual goals can be derived from low scores against a Vision and Mission

- If self-assessment is conducted annually, progress toward goals can be demonstrated and documented

University of Kansas Example

	Enablers: Criterion 1: Leadership		
Sub-Criterion 1a: Development of Vision and Mission	The organization has developed and articulated the mission, vision and values which align with the vision and mission of the institution, and guide the decision-making of the organization at all levels.	Where are you now? Which level? What is your target?	3 to 5
Sub-Criterion 1b: Continuous Improvement of Management Systems	The management of the organization promotes and guarantees the development, implementation, and continuous improvement of the management system.	Where are you now? Which level? What is your target?	3 to 4
Sub-Criterion 1c: Leadership and External Relations	The organization has systematic interaction with customers, strategic partners and other important stakeholder groups, such as learners, teachers, and representatives of social groups in order to operate for common interests and goals.	Where are you now? Which level? What is your target?	2 to 4
Sub-Criterion 1d: Leadership and Motivation	The organization has processes for the motivation and recognition of the staff.	Where are you now? Which level? What is your target?	3 to 4

SUNY Example

ENABLERS		2010 consensus Ratings	2011 Consensus Ratings	2102 Consensus Ratings
Criteria / Subcriteria				
1	**Leadership**			
1a	Development of vision and mission	2	3	3
1b	Continuous improvement of management systems	2	2	3
1c	Leadership and external relations	3	4	4
1d	Leadership and motivation	3	3	3
2	**Policy and strategy**			
2a	Mission, vision, values and strategic planning	2	3	3
2b	Formulating strategic planning	2	3	3
2c	Designing, communicating and validating the strategic plan	1	4	4
2d	Implementation of policies and strategy and updating the strategic plan	1	3	4
3	**People**			
3a	Human resource management	3	3	3
3b	Competence development of the staff	2	3	3
3c	Staff commitment and involvement	2	3	3
3d	Internal communications	2	3	3

How to Get Involved

- Contact:
  - Kim Scalzo (kim.scalzo@suny.edu)
  - Alfredo Soeiro (avsoeiro@fe.up.pt)
- Go IACEE website – http://iacee.org/daetix
- DAETE website – http://daete.up.pt

  (download book English and Chinese)

Questions/Commentaires?
Merci