

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

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Applying Total Quality Management To The Educational Process: Bestsellers in 2023 The year 2023 has witnessed a remarkable surge in literary brilliance, with numerous captivating novels captivating the hearts of readers worldwide. Lets delve into the realm of popular books, exploring the engaging narratives that have enthralled audiences this year. Applying Total Quality Management To The Educational Process : Colleen Hoover's "It Ends with Us" This heartfelt tale of love, loss, and resilience has captivated readers with its raw and emotional exploration of domestic abuse. Hoover skillfully weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can prevail. Uncover the Best : Taylor Jenkins Reids "The Seven Husbands of Evelyn Hugo" This captivating historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reids captivating storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Applying Total Quality Management To The Educational Process : Delia Owens "Where the Crawdads Sing" This mesmerizing coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens weaves a tale of resilience, survival, and the transformative power of nature, captivating readers with its evocative prose and mesmerizing setting. These top-selling novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of engaging stories waiting to be discovered. The novel begins with Richard Papen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is a brilliant and suspenseful novel that will keep you speculating until the very end. The novel is a cautionary tale about the dangers of obsession and the power of evil.

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Table of Contents Applying Total Quality Management To The Educational Process

1. Understanding the eBook Applying Total Quality Management To The Educational Process
 - The Rise of Digital Reading Applying Total Quality Management To The Educational Process
 - Advantages of eBooks Over Traditional Books
2. Identifying Applying Total Quality Management To The Educational Process
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Applying Total Quality Management To The Educational Process
 - User-Friendly Interface
4. Exploring eBook Recommendations from Applying Total Quality Management To The Educational Process
 - Personalized Recommendations
 - Applying Total Quality Management To The Educational Process User Reviews and Ratings
 - Applying Total Quality Management To The Educational Process and Bestseller Lists
5. Accessing Applying Total Quality Management To The Educational Process Free and Paid eBooks
 - Applying Total Quality Management To The Educational Process Public Domain eBooks
 - Applying Total Quality Management To The Educational Process eBook Subscription Services
 - Applying Total Quality Management To The Educational Process Budget-Friendly Options
6. Navigating Applying Total Quality Management To The Educational Process eBook Formats
 - ePub, PDF, MOBI, and More
 - Applying Total Quality Management To The Educational Process Compatibility with Devices
 - Applying Total Quality Management To The Educational Process Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Applying Total Quality Management To The Educational Process
 - Highlighting and Note-Taking Applying Total Quality Management To The Educational Process
 - Interactive Elements Applying Total Quality Management To The Educational Process

8. Staying Engaged with Applying Total Quality Management To The Educational Process
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Applying Total Quality Management To The Educational Process
9. Balancing eBooks and Physical Books Applying Total Quality Management To The Educational Process
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Applying Total Quality Management To The Educational Process
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Applying Total Quality Management To The Educational Process
 - Setting Reading Goals Applying Total Quality Management To The Educational Process
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Applying Total Quality Management To The Educational Process
 - Fact-Checking eBook Content of Applying Total Quality Management To The Educational Process
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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