



Quality Standards for Continuing Professional Development and Quality Management through Self- Assessment and Benchmarking

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Agenda

- Introduction to Quality Management Model
- The IACEE Quality Standard
- Self-Assessment
- Benchmarking
- Applications for CEE Organizations



Why is Quality in CEE Important?



Quality Premise

The quality of CE is dependent upon the existence of an organizational entity with responsibility and accountability for program management, support, and policies/ procedures.



Quality Management

- Requires internal analysis against a recognized standard
- Supported by external comparisons with other similar organizations
- Facilitated by a consistent process and set of tools to document status and show progress over time



IACEE Quality Program

- IACEE - **International Association for Continuing Engineering Education** - professional association for CE Directors around the world
- Acknowledged the lack of a standard for quality in CEE Management
- Sponsored the development of a quality standard and quality management model to support its members' needs to ensure quality of their CEE programs
- Collaboration sponsored by IACEE – supported through funding from FIPSE, EU Commission, and IACEE members



DAETE – Development of Accreditation for Engineering Training and Education

- Established standard and tool for self-assessment and benchmarking to enable continuous quality improvement in continuing education
- Based on the European Foundation for Quality Management (EFQM) Excellence Model
- Originally adapted for CEE Centers – recently expanded for all disciplines – provides a quantitative score that can be used for comparison and measured over time
- Accounts for the fact that most CE programs include some forms of distance delivery and the quality standard applies to DL organizations as well

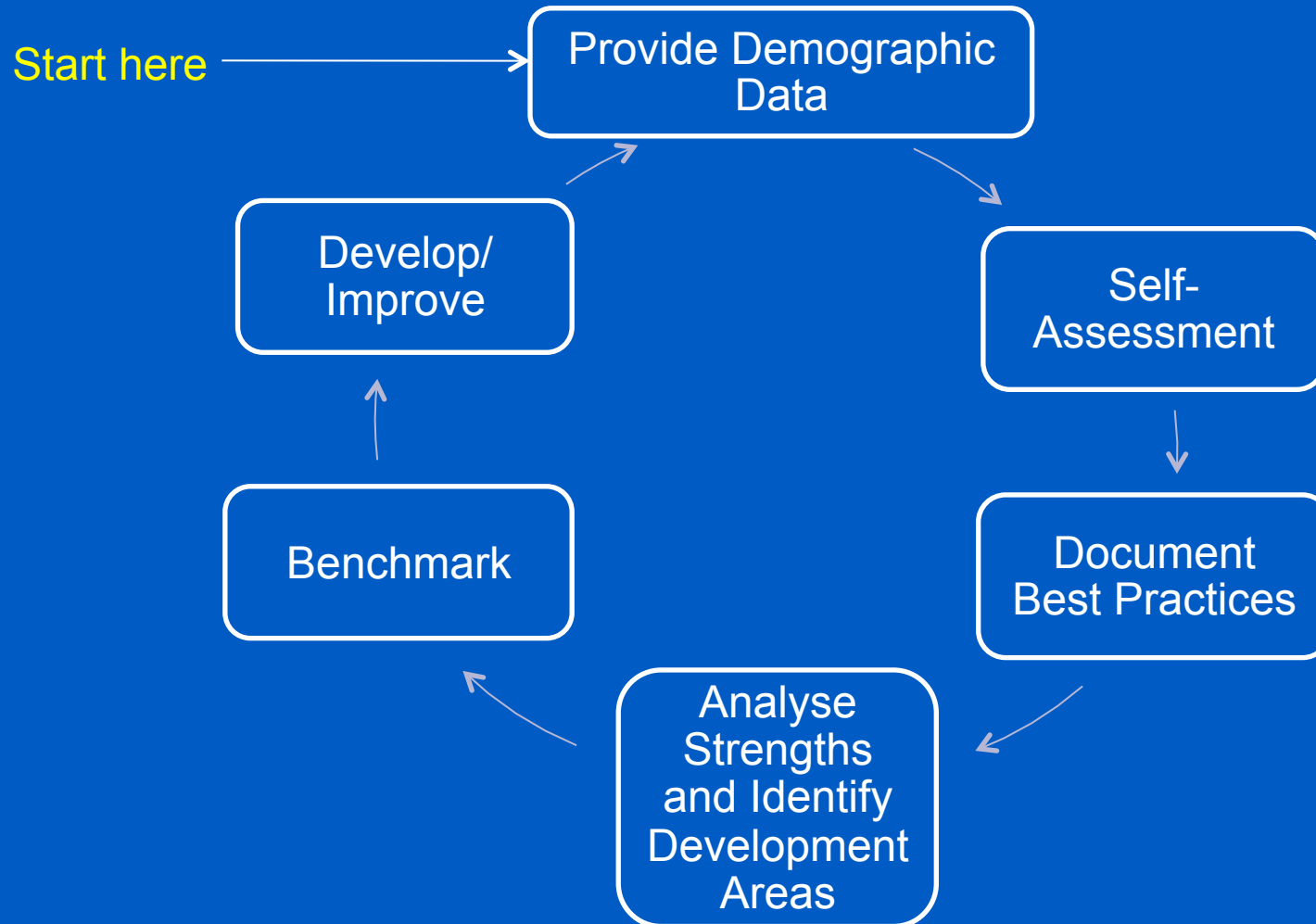


IACEE/DAETE Collaboration Team

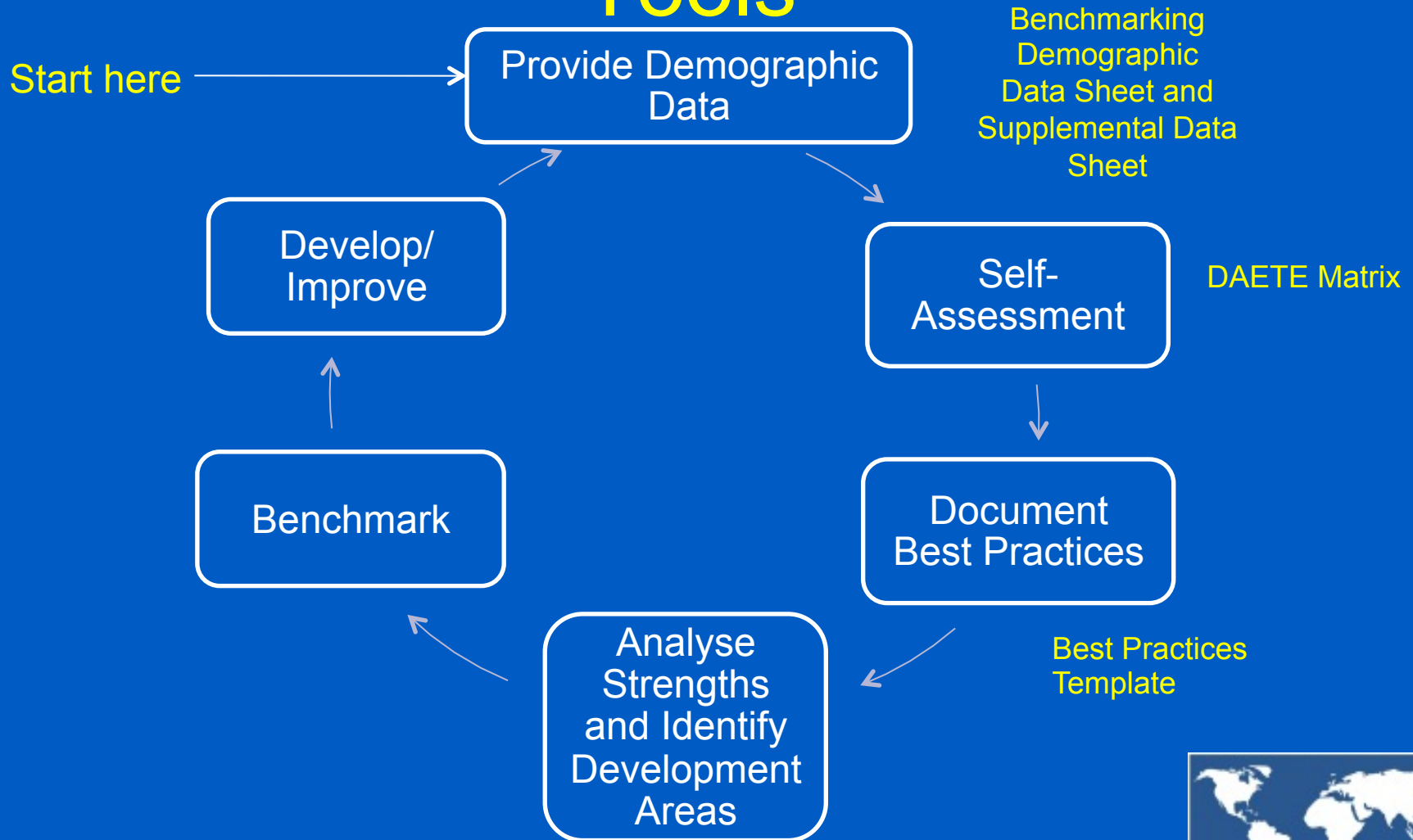
- From the United States of America
 - Georgia Institute of Technology
 - Rensselaer Polytechnic Institute
 - State University of New York (SUNY)
 - University of Michigan
 - University of Wisconsin – Madison
- From the European Union
 - Aalto University , Finland
 - Imperial College London, United Kingdom
 - University of Porto, Portugal
 - Katholieke Universiteit Leuven, Belgium
 - Aarhus Universitet, Denmark
 - University of Delft, The Netherlands
 - Universidad Politécnica de Valencia, Spain



Quality Management Process



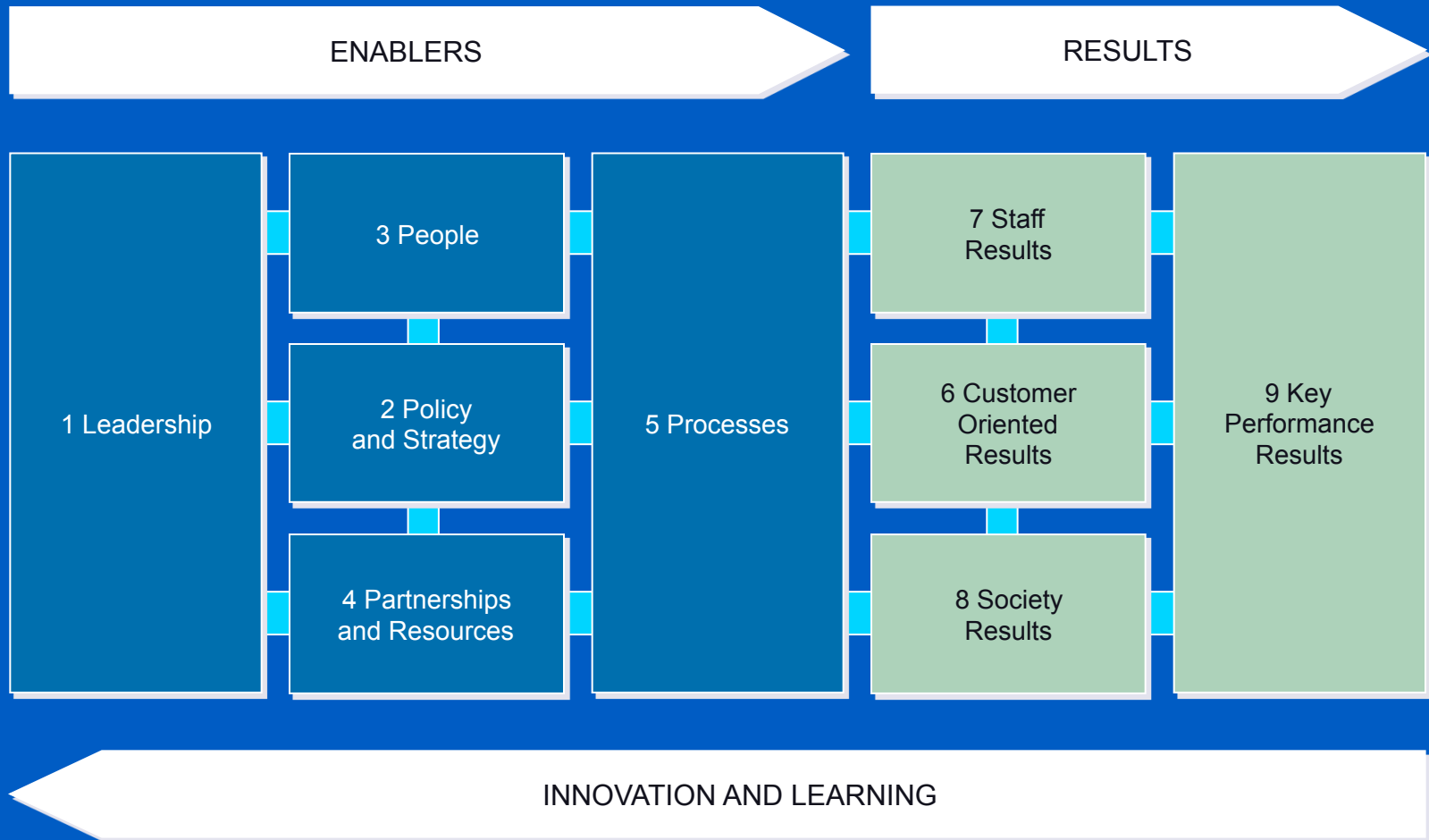
Quality Management Process and Tools



Self-Assessment



European Foundation for Quality Management (EFQM) Excellence Model



Adaptation of EFQM Model for CE Centers

Criterion name	Level 1	Level 2	Level 3	Level 4	Level 5
Sub-criterion					
Description of the sub-criteria adapted to continuing education centers	Definition customized for continuing education centers	Definition customized for continuing education centers	Definition customized for continuing education centers	Definition customized for continuing education centers	Definition customized for continuing education centers

Five Level Structure for Rating Sub-criteria

Level 1: Quality depends solely on the individual (no processes)

Level 2: Process awakening (basic processes)

Level 3: Vision through processes, professionalization and a guarantee of quality (intermediate processes)

Level 4: Systematic assessment and improvement of processes (sophisticated processes)

Level 5: Aiming for external excellence (excellent processes)



Scoring

- Each criterion is assigned a point value that is distributed amongst the sub-criteria and scores for the sub-criteria are weighted according to the EFQM scoring methodology.
- Enablers total 500 points and Results total 500 points for a total possible points of 1000



Example of Self-Assessment Summary 2005-2009

- Aalto University Professional Development

DAETE POINTS - SUMMARY TEST RESULTS 2005-2009				
		2005	2007	2009
total for enablers		201	355,5	374,5
total for results		276	349	391
TOTAL		477	704,5	765,5



The Power of Benchmarking



Learning from each other through Benchmarking

ENABLERS		Maximum points	UNIVERSITY A		UNIVERSITY B		UNIVERSITY C	
Criteria / Subcriteria			LEVEL	POINTS	LEVEL	POINTS	LEVEL	POINTS
1	Leadership	100	3.6	72	3.9	77	2.4	48
1a	Development of vision and mission	25	3	15	4	20	3	15
1b	Continuous improvement of management systems	15	3	9	3	9	3	9
1c	Leadership and external relations	20	4	16	4	16	2	8
1d	Leadership and motivation	40	4	32	4	32	2	16
2	Policy and strategy	100	3.3	65	3.3	65	2.3	45
2a	Mission, vision, values and strategic planning	25	4	20	3	15	3	15
2b	Formulating strategic planning	25	3	15	3	15	2	10
2c	Designing, communicating and validating the strategic plan	25	3	15	4	20	2	10
2d	Implementation of policies and strategy and updating the strategic plan	25	3	15	3	15	2	10
3	People	100	3.5	70	3.0	60	2.3	45
3a	Human resource management	25	4	20	4	20	2	10
3b	Competence development of the staff	25	3	15	3	15	2	10
3c	Staff commitment and involvement	25	3	15	3	15	3	15
3d	Internal communications	25	4	20	2	10	2	10
4	Partnerships and resources	100	3.0	60	4.5	90	2.0	40

Best Practices - Enabler

Name of the Institution

Rensselaer Polytechnic Institute

Fiscal Year

FY 2008-2009

1d Leadership and Motivation - 4

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.

- We have multiple levels of meetings where we share information on what is happening across the organization and from leadership to all the staff
- Individual meetings enable communication between staff and supervisor
- Staff feel respected and congratulated when they do a good job
- Innovative contributions are recognized
- We have regular staff development events to improve skills and teambuilding
- The performance evaluation process recognizes staff accomplishments
- Outside of our office, efforts are recognized by other staff
- Leadership recognizes the efforts of the staff in large campus celebratory events

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Implementing the Self-Assessment

- Online interactive assessment and paper version (PDF) are both available at:

<http://daete.up.pt>

- The self-assessment tool is free and available for any organization to use
- Opportunities to participate in benchmarking and benefit from sharing best practices are available to organizations who join the IACEE Quality Program – information is available at <http://iacee.org>



Applications for CEE Centers

- Self-Assessment

- Input to strategic planning or other long-term/financial planning
- Criteria for establishment or re-org of a CEE unit
- Measurement of progress against the baseline over time
- Evidence/documentation of quality for executive leadership
- Organizational development – increased awareness of quality

- Benchmarking

- Comparative evidence/documentation of quality.....
- Access to data from peers to justify or provide rationale for actions
- Access to best practices where you need to develop
- Mechanism to enable continuous quality improvement



Thank You!

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