A NOTE FROM THE PRESIDENT

Welcome to the college’s first Academic Quality Improvement Program (AQIP) Newsletter. The Quality Improvement Steering Committee (QISC) is excited about this new process and committed to continuous improvement. The committee wants to keep staff informed about what is going on in the college related to our AQIP initiatives. The committee also recommended that I send out a monthly newsletter to inform staff on what key things are going on in the college. My first President’s Newsletter was sent out several weeks ago and I will continue to provide a newsletter on MyWITC around the 7th day of each month. I’ll see you at the AQIP Staff Inservice on Thursday, February 21.

NEXT STEPS

January 22-28
Staff survey to rank action projects

February 21
College-wide Staff Inservice
Action projects identified
Strategy Forum Overview

April 11-15
Higher Learning Commission Annual Meeting
Preliminary work on action projects

Spring 2008
Academy for Assessment of Student Learning

June 18-20
Strategy Forum

October 2008

“The Kaizen Culture”
The Toyota Way
Summary by Tim Schreiner

Seven representatives from WITC attended a conference October 28 & 29, 2007 to learn about the quality journey of the automotive giant - Toyota. The Conference was titled “Performance Excellence – The Toyota Way” and was presented by David Meier author of “The Toyota Way Field book” and “Toyota Talent”
David Meier was quick to point out that Toyota’s quality journey began with the work of W. Edwards Deming, and others, during the post war era in Japan. Deming’s work and philosophy are apparent throughout Toyota’s methods and practices; however, Toyota has developed its own sophisticated and unique spin on the concepts of (kaizen) or continuous improvement.

President of Toyota, Fujio Chio stated: “Since Toyota’s founding we have adhered to the core principle of contributing to society through the practice of manufacturing high-quality products and services. Our business practices and activities based on this core principle have created value, beliefs and business methods...and are known collectively as the Toyota Way.”

The Toyota Way, describes the Toyota Culture as one of a problem solving culture which looks at everything as part of a greater system. In the systems thinking approach, if defects and mistakes are taking place they are the result of a poor system, not poor quality people. It’s important to help people know the difference between what is a problem; what is a symptom; and what is a cause. Meier states: “If it weren’t for the people this would be easy…but, if it weren’t for the people this would be impossible.”

Meier describes the Toyota Culture as one where every individual is responsible and expected to work on solving problems right down to the ability for anyone of the production workers to ‘shut-down’ the entire Toyota production line by pulling on an overhead cord, if they see defects or mistakes being made - solving problems at the source instead of behind the desk. This concept is grounded on their philosophy that people are the most important part of Toyota, and; only people can think and solve problems; only people can make improvements; only people can understand the needs of customers; and only people can support the process. Tenryuki Minoura, former president, Toyota Motor Manufacturing, North America summed up the concept this way: “If some problem occurs in one-piece-flow manufacturing then the whole production line stops. In this sense it is a very bad system of manufacturing. But when production stops everyone is forced to solve the problem immediately. So team members have to think, and through thinking team members grow and become better team members and people.”

Toyota’s System Driven Culture is based on: (a) No fault/No blame; if there is a problem it is the result of failure in the system. (b) The system exposes problems; the admission of problems must be encouraged and rewarded. (c) Teamwork is fundamental; the system forces everyone to succeed or fail together. (d) Everyone is responsible; leaders and workers share in the responsibility to remedy the situation. (e) Mutual trust is a key element; management has to trust people to do their jobs as defined. (f) Mutual respect and support; everyone matters and is necessary and listens to each other.
It is apparent that Toyota is on a progressively changing journey; however, its prime objective is to produce the highest quality product, at the lowest possible cost, in the shortest possible lead time. Toyota believes that quality people create a competitive advantage.

To read more about the Toyota Way and view Toyota’s 14 Guiding Principles, go to: www.thetoyotaway.org

AQIP QUICK-FIX RESPONSE
WILM Help Desk Concerns from Conversation Day – September 21, 2007

As Chuck Levine stated in his first President’s Newsletter, the Quality Improvement Steering Committee (QISC) met on December 6 and reviewed the list of Quick-Fix suggestions from the Vital Focus Conversation Day. Below is a one excerpt from this full document.

Changes are occurring at the HelpDesk. The WILM Chief Information Officer, Karen Heinemann, shadowed the Customer Service Representatives (CSR) at our HelpDesk vendor’s location in an effort to identify the areas where our staff and students’ experiences differed from the statistics we’ve been using to monitor the HelpDesk. The results of her visit produced several changes. First, additional CSR’s have been added and will handle only calls from WILM schools. This change significantly decreased wait times and increased answer speed in the days following the change. Second, Karen has been meeting daily with HelpDesk management to review the statistics and troubleshoot problem calls. In the longer run, the WILM User Services Manager position will be responsible for this. Third, the WILM User Services Manager position has been permanently filled after being occupied by a temporary person for several months. This position has been moved from WITC Shell Lake to Lakeshore Technical College so the person can work closely with data center staff to resolve issues that are related to our technology infrastructure. Fourth, we have committed to the development of a web based self-service password reset application. Last, changes have been made to the technology being utilized by the HelpDesk to access our network to more quickly respond to password reset requests. This will improve response time.

Click here to link to the full quick-fix document.

Other college AQIP Action Plans

Click here to get to the action project search screen

Q & As

If you have specific questions related to AQIP, please e-mail them to QISC@witc.edu.