



STOUT  
UNIVERSITY OF WISCONSIN





# *Using the Baldrige Criteria for Business Operations Improvement*

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# *Baldrige Criteria*



An aligned approach to organizational performance management.

- Delivery of ever-improving value to students and stakeholders.
- Improvement of overall organizational effectiveness and capabilities.





# *Business Operations Management*

Baldrige Criteria require:



- Knowledge of Student, Stakeholder, and Market Needs and Expectations







# *Continuous Improvement Strategies And Processes*



## ■ Community forums

- *Parking*
- *North Campus Master Plan*





# *Continuous Improvement Strategies And Processes*



- Cross-functional committees
  - *Advisory Committees*





# *Continuous Improvement Strategies And Processes*



## ■ Surveys / Other feedback

- *ACT student opinion survey*
- *Food service cereal survey*
- *Telephone surveys*
- *Benchmarking surveys*





# *Continuous Improvement Strategies And Processes*

## ■ External / Internal reviews



- *Food service consultants*
- *Educational support unit review committee*







# *Continuous Improvement Strategies And Processes*



## ■ Data collection and analysis

- *Budget development*
- *Hours of service*
- *Service usage patterns*
- *Capital planning*





## *Key Measures of Success*



### Baldrige Criteria:

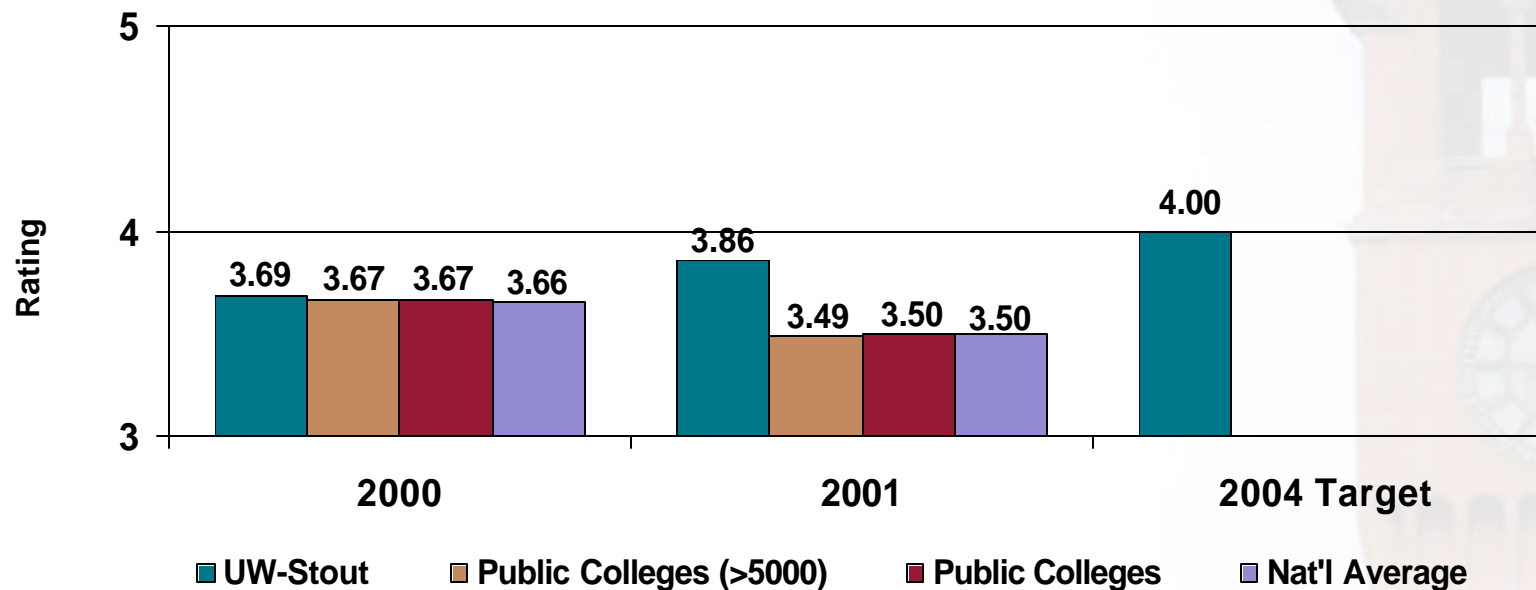
Satisfying students' and stakeholders' key needs and expectations that affect satisfaction, loyalty, persistence, and positive referral.





# Key Measures of Success

**Satisfaction average of 23 college services  
(including job placement and food services) from ACT survey**

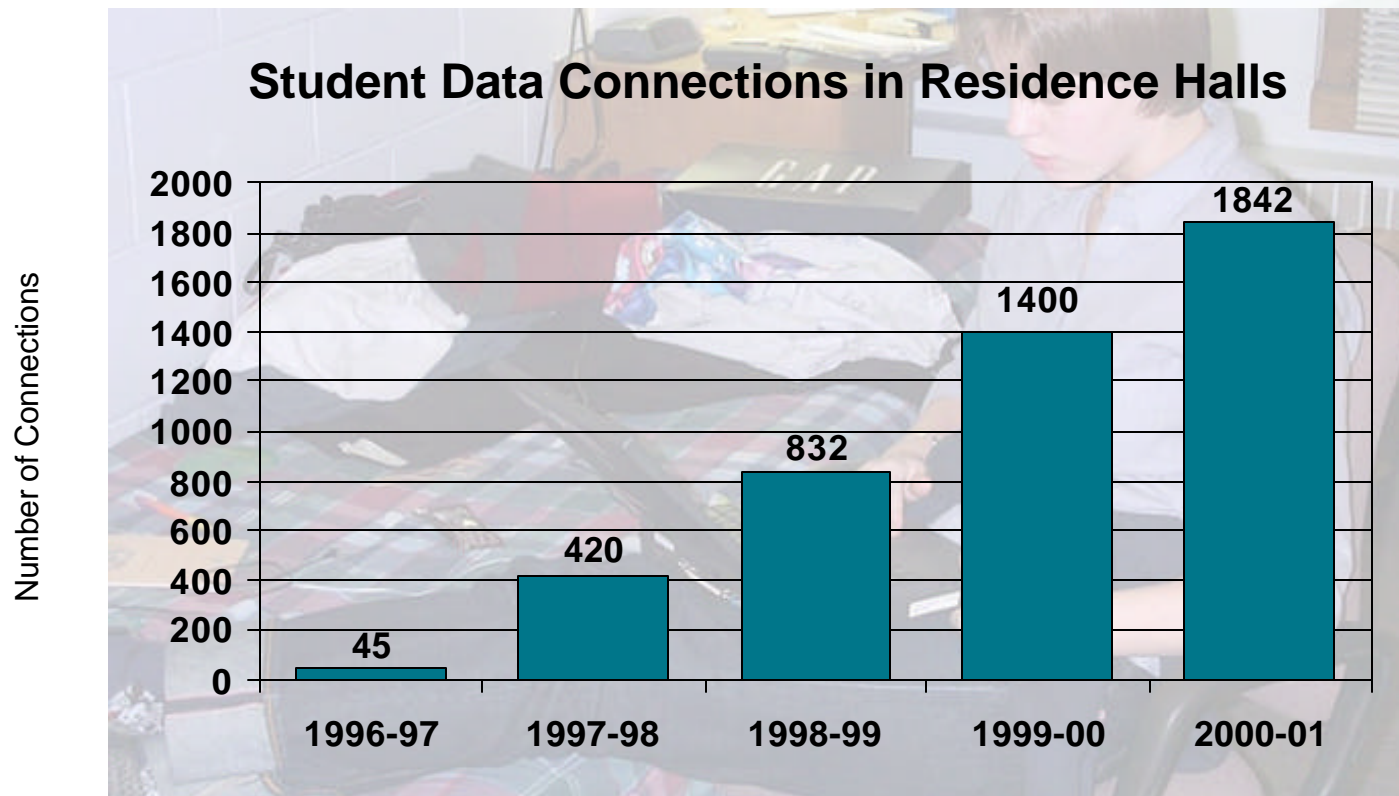


*Source: ACT Student Opinion Survey 2000 average excludes mass transit services; on a 1-5 scale*





# *Key Measures of Success*



Source: ASLS Residence Halls







# *Fiscal Management*



## **Baldrige Criteria:**

Management and effective use of financial resources and the institution's market challenges and opportunities.





# *Campus Philosophy*

## Minimal but steady rate increases

- Provides rate increase predictability to students
- Provides a basis for financial planning to operations
- Establishes an expectation of fiscal effectiveness
- Requires extraordinary rate increases to have justification and thorough review





## *Fiscal Indicators*

- Peer Rate Comparisons
- Debt Service Comparisons
- Reserve Management
- Long-Term Planning
- UW System Rate Comparisons
- FacMan
- Professional Organization Benchmark Studies





# *Key Measures of Success*

## **On-Campus Room and Board**

Comparison	1998-99	1999-00
UW-Stout	\$3,156 (Rank #1)	\$3,284 (Rank #1)
Peer 1	\$4,966	\$5,110
Major 1	\$4,208	\$4,334
Major 4	\$3,777	\$3,889
Major 8	\$3,780	\$3,950
Peer Average	\$4,612	\$5,164

Source: IPEDS Peer Analysis System, 1998-99, 1999-00

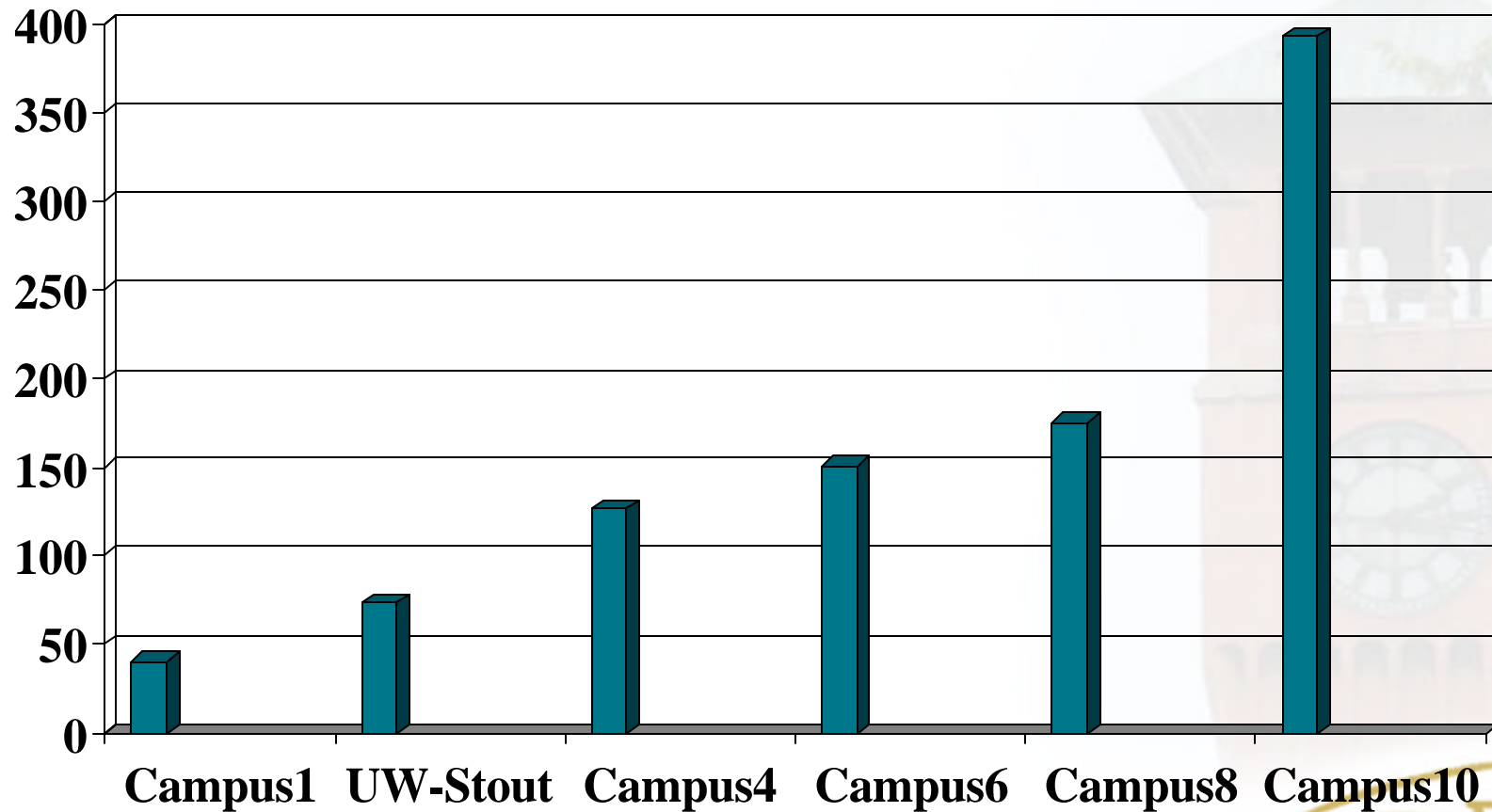






# *Key Measures of Success*

## Debt Service per Student (FTE)



Source: UW -System Office of Financial Administration



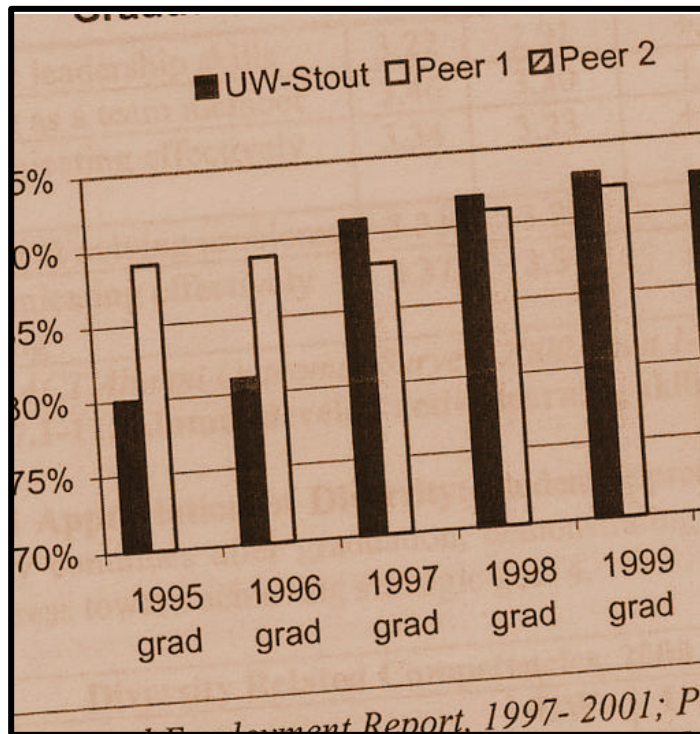
# *Key Measures of Success*

## **UW Ranking by Residence Halls Rates**

Campus	2000-01 Rate	2001-2002 Rate	Increase	% Change
Campus 4	\$1,800	\$1,900	\$100	5.60%
Campus 1	\$1,930	\$2,016	\$ 86	4.50%
UW-Stout	\$1,920	\$2,036	\$116	6.00%
Campus 5	\$1,890	\$2,070	\$180	9.50%
Campus 2	\$2,045	\$2,150	\$105	5.10%
Campus 3	\$2,136	\$2,200	\$ 64	3.00%
Campus 10	\$2,900	\$3,060	\$160	5.50%



# Long-Term Planning



- Six-year budget plans developed annually.
- Revenue projected based upon enrollment plans
- Capital plans detailed for minor and major projects
- Large, bonded projects also projected



## *Using the Baldrige Criteria for Business Operations Improvement*



- Knowledge of Student and Stakeholder Expectations
- Alignment
- Effective Use of Financial Resources
- Outcomes

