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.
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

Student Data Connections in Residence Halls

Number of Connections

Source: ASLS Residence Halls
Fiscal Management

Baldrige Criteria:
Management and effective use of financial resources and the institution’s market challenges and opportunities.
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**

<table>
<thead>
<tr>
<th>Comparison</th>
<th>1998-99</th>
<th>1999-00</th>
</tr>
</thead>
<tbody>
<tr>
<td>UW-Stout</td>
<td>$3,156 (Rank #1)</td>
<td>$3,284 (Rank #1)</td>
</tr>
<tr>
<td>Peer 1</td>
<td>$4,966</td>
<td>$5,110</td>
</tr>
<tr>
<td>Major 1</td>
<td>$4,208</td>
<td>$4,334</td>
</tr>
<tr>
<td>Major 4</td>
<td>$3,777</td>
<td>$3,889</td>
</tr>
<tr>
<td>Major 8</td>
<td>$3,780</td>
<td>$3,950</td>
</tr>
<tr>
<td>Peer Average</td>
<td>$4,612</td>
<td>$5,164</td>
</tr>
</tbody>
</table>

Key Measures of Success

Debt Service per Student (FTE)

Source: UW-System Office of Financial Administration
<table>
<thead>
<tr>
<th>Campus</th>
<th>2000-01 Rate</th>
<th>2001-2002 Rate</th>
<th>Increase</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus 4</td>
<td>$1,800</td>
<td>$1,900</td>
<td>$100</td>
<td>5.60%</td>
</tr>
<tr>
<td>Campus 1</td>
<td>$1,930</td>
<td>$2,016</td>
<td>$86</td>
<td>4.50%</td>
</tr>
<tr>
<td>UW-Stout</td>
<td>$1,920</td>
<td>$2,036</td>
<td>$116</td>
<td>6.00%</td>
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<tr>
<td>Campus 5</td>
<td>$1,890</td>
<td>$2,070</td>
<td>$180</td>
<td>9.50%</td>
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<tr>
<td>Campus 2</td>
<td>$2,045</td>
<td>$2,150</td>
<td>$105</td>
<td>5.10%</td>
</tr>
<tr>
<td>Campus 3</td>
<td>$2,136</td>
<td>$2,200</td>
<td>$64</td>
<td>3.00%</td>
</tr>
<tr>
<td>Campus 10</td>
<td>$2,900</td>
<td>$3,060</td>
<td>$160</td>
<td>5.50%</td>
</tr>
</tbody>
</table>
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