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TEACHING, LEADERSHIP, AND
CURRICULUM STUDIES

THE APPLICABILITY OF TOTAL QUALITY MANAGEMENT TO HIGHER
EDUCATION: A COMPARATIVE STUDY OF PERCEPTIONS OF COMMUNITY
COLLEGE CHIEF ACADEMIC OFFICERS AND CHIEF FINANCIAL OFFICERS
(177 pp.)

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The purpose of this study was to investigate the perceptions of public community college chief academic officers and chief financial officers regarding the application of Total Quality Management (TQM) to community college operations and management. In addition, the study examined the extent to which these two college leaders (chief academic officers and chief financial officers) differed in their perceptions and the extent to which differences in perceptions were influenced by gender, educational levels, and lengths of experience.

This study was guided by two research questions:

1. To what extent are the principles of TQM in operation at the participating community colleges as perceived by chief academic officers and chief financial officers?
2. To what extent do these two college leaders (chief academic officers and chief financial officers) differ in their perceptions of TQM at the community college sector?

Survey research was used and the responses of public community college chief academic officers and chief financial officers were compared according to gender, length of employment, and educational level. Significant findings indicated that chief academic officers and chief financial officers perceived themselves as being more knowledgeable than faculty or administrators regarding TQM, efforts to implement TQM at public

community colleges have been minimal, and continuous improvement principles have been used most frequently at public community colleges.