

# **CHRIST IN THE CLASSROOM**

**Adventist Approaches  
to the Integration of Faith and Learning**

**Volume 40**

**Compiled by  
Humberto M. Rasi**



**Institute for  
Christian  
Teaching**

*Christ in the Classroom: Adventist Approaches to the  
Integration of Faith and Learning*

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Institute for Christian Teaching  
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**MANAGING FOR QUALITY IN HIGHER EDUCATION:  
A BIBLICAL PERSPECTIVE**

by

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### MANAGING FOR QUALITY IN HIGHER EDUCATION: A BIBLICAL PERSPECTIVE

Quality is a complex concept. Its meaning varies with different people and organizations. For example, a common notion of quality is that it is synonymous with superiority or excellence (Evans and Lindsay, 1999). It is something that is intuitively understood but almost impossible to communicate to others (Foster, 2007). This view is referred to as the transcendent definition of quality. You may not be able to define it precisely but "you know it when you see it" (Pirsig, 1974, p. 185). Another definition of quality puts it as a function of a specific, measurable variable. This product-based approach views quality as the presence or absence of a particular desired attribute. The greater the amount of a desired attribute possessed by a product or service, the better the quality.

The manufacturing-based approach defines quality as conformance to a set of requirements or specifications and "making it right the first time" (Crosby, 1979, p. 15). Any deviation, hence, from these requirements or specifications implies lack of quality. According to the user-based approach, quality "lies in the eyes of the beholder" (Garvin, 1988, p. 43), a definition which is highly subjective. This definition states that the quality of a product or service depends on its ability to satisfy the preferences of individual consumers. The last approach - the value-based approach - defines quality in terms of cost and price. A quality product or service is one that "performs or conforms" at an acceptable cost or price. In light of the different definitions stated and described above, Bergquist (1995, p. 43) proposed the following comprehensive definition of quality with respect to higher education:

*Quality is the extent to which an institution successfully directs adequate and appropriate resources to the accomplishment of its mission-related outcomes and that its programs make a significant and positive difference in the lives of people*