Beginning the Baldrige Journey

First Steps Toward Performance Excellence

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Jenks Public Schools...
From a one-room schoolhouse to a 39 square mile district with nine school sites and 2,076,324 square feet (and growing) under roof.

District Profile

<table>
<thead>
<tr>
<th>Student Demographics</th>
<th>Staff Characteristics</th>
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<tbody>
<tr>
<td><strong>11,450 PK-12 STUDENTS</strong></td>
<td><strong>804 Certified and 719 Classified EMPLOYEES</strong></td>
</tr>
<tr>
<td>Ethnicity</td>
<td>1990</td>
</tr>
<tr>
<td>African American</td>
<td>4%</td>
</tr>
<tr>
<td>American Indian</td>
<td>3%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>1%</td>
</tr>
<tr>
<td>Asian</td>
<td>2%</td>
</tr>
<tr>
<td>White</td>
<td>90%</td>
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58 Certified by National Board for Professional Teaching Standards
2 Finalists for National Teacher of the Year
4 National Coaches of the Year
The Jenks Performance Excellence Journey

1995-1996
- Introduction to Total Quality Education (TQE)
- Continuous Improvement Leadership Team Established

1997-1998
- District-wide Curriculum Alignment Process Begins
- Continuous Improvement Model Developed

1999-2000
- Professional Development in Deming’s Framework
- Core Values Identified and System Components Aligned

Warning! Curves Ahead

2000-2004
- Focus on Implementing Data-Driven Instruction
- Cycles of Refinement for Support Processes

2001
- Pearl River and Chugach School Districts Receive First Baldrige Awards in the Education Sector
- Benchmarking
- Data Teams Initiative

2004-2005
- Application Process and Writing

2005
- October Site Visit
- JPS Receives Baldrige Award in November 2005
- Quest For Excellence Conference
- Multiple On-Site Symposiums

2006
- A Race to the Finish?
The Journey Continues

2006-present
• Focus on process management

2009-present
• Baldrige Category Teams

Ongoing
• Commitment to Systems-Process Thinking and Continuous Improvement

Baldrige Program History

The Malcolm Baldrige National Quality Improvement Act of 1987, Public Law 100-107
• Created an award program to
  ◦ identify & recognize role-model businesses
  ◦ establish criteria for evaluating improvement efforts
  ◦ disseminate best practices
• Expanded to health care and education (1998)
• Expanded to nonprofit sector (2005)

The Baldrige Excellence Framework

• Three versions
  ➢ business/nonprofit
  ➢ education
  ➢ health care
• Baldrige core values and concepts
• Organizational Profile and 7 Categories
• Scoring Guidelines

Goal: Organizational improvement and sustainable results
What Are the Baldrige Criteria?

- A set of non-prescriptive questions that focus the organization
- A disciplined approach to performance improvement
- A framework for a systems view of performance management

Comprised of Organizational Profile and Seven Categories:
1. Leadership
2. Strategy
3. Customers
4. Measurement, Analysis, and Knowledge Management
5. Workforce
6. Operations
7. Results

Getting Started
The “New to Baldrige” page on the NIST website offers several helpful tools.
http://www.nist.gov/baldrige/enter/new.cfm

- “The Baldrige Criteria 101”
  - An overview of the Baldrige Criteria and its application
- Are We Making Progress Surveys
  - Help assess current performance levels and focus improvement efforts
- easyInsight
  - Provides an introduction to the organizational profile
  - Identifies potential starting points for improvement efforts
- Organizational Profile
  - Serves as a self-assessment and provides organizational context
# The Dual Purposes of the Organizational Profile

<table>
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<th>Self Assessment</th>
<th>Creating Context</th>
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<tr>
<td>- &quot;Are We Making Progress&quot; surveys and easyInsight are based on organizational profile criteria</td>
<td>- Organizational Profile provides the basis for answers in Categories 1 through 7</td>
</tr>
<tr>
<td>- Working group sessions with stakeholder segments—How would you answer these questions?</td>
<td>- Opportunity to tell the story of who you are and what you do as an organization</td>
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<tr>
<td>- Gap analysis</td>
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## Self-Assessment

![Self-Assessment](image)

## The Self-Assessment Process at Jenks Public Schools

- Continuous Improvement Leadership Team
- Category Team Work
- Survey Data and Feedback Loops
JPS Self-Assessment Process

Continuous Improvement Leadership Team:
• Cross-Functional Team
• Tasked with “holding the institutional feet to the fire”

Category Team Work
• Two-way information flow from category teams to CILT

Use of Survey Data:
• Review of Survey Data
• Identification of “OFIs”
• Action Planning and Implementation

Creating Context

Academics
The Arts
Attitude
Athletics
Activities

Benefits of Using the Organizational Profile

❖ Encourages valuable conversation about the organization’s identity. “Who are we?”
❖ Provides opportunities to discuss the organization’s strategic situation.
❖ Creates a snapshot in time of the organization, how it operates, and the challenges it faces.
❖ Introduces the idea of core competencies.
Organizational Profile

P.1 Organizational Description: What are your key organizational characteristics? Describe your operating environment and your key relationships with customers, suppliers, partners, and stakeholders.

A. Organizational Environment
   - Program and Service Offerings
   - Vision and Mission
   - Workforce Profile
   - Assets
   - Regulatory Requirements

B. Organizational Relationships
   - Organizational Structure
   - Customers and Stakeholders
   - Suppliers and Partners

Let's Talk About It!
1. What could you answer easily?
2. What would be difficult to answer?

Organizational Profile

P.2 Organizational Situation: What is your organization's strategic situation? Describe your competitive environment, your key strategic challenges and advantages, and your system for performance improvement.

A. Competitive Environment
   - Competitive Position
   - Competitiveness Changes
   - Comparative Data

B. Strategic Context
   - Key Strategic Challenges and Advantages

C. Performance Improvement System

Let's Talk About It!
1. What could you answer easily?
2. What would be difficult to answer?

What questions may I answer?