

Accelerating Quality Improvement and Innovation in Education

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The Baldrige Criteria for Excellence in Education have been used by schools, school districts, colleges and universities in the United States for nearly 20 years to accelerate quality improvement and innovation. The Baldrige framework helps leaders manage all the components of an organization as a system, or unified whole, so that plans, processes, measures, and actions are aligned and consistent. The system's building blocks are the education criteria, the core values and concepts, and the scoring guidelines. The criteria are comprised of seven categories: 1) Leadership and Social Responsibility, 2) Strategic Planning, 3) Students (Customers) and Stakeholders, 4) Measurement, Analysis and Knowledge Management, 5) Faculty and Staff, 6) Operations, and 7) Performance Results. The Baldrige framework is based on core values and concepts that represent beliefs and behaviors found in high-performing organizations including systems perspective, visionary leadership, student-centered excellence, organizational learning, agility, managing for innovation and delivering value and results. Using the framework, leaders evaluate and improve key processes along four dimensions:

Approach: How do you accomplish the organization's work? How effective are key approaches?

Deployment: How consistently are key processes used throughout the organization?

Learning: How are key processes evaluated and improved? How are improvements shared within the organization?

Integration: How do processes align with current and future organizational needs?

Results are evaluated on four dimensions including current performance levels, trends, comparisons and integration. This presentation will provide an overview of the Baldrige framework and highlight approaches, results and best practices from several award recipients in the education sector. The evolution of the framework, its national and international significance, future directions, and new tools and resources for educators and leaders will be discussed. The presenter played a key role in assisting two educational institutions in their efforts to receive the Baldrige Award and currently serves on the national Board of Overseers for the program.