



Baldridge National Quality Program

Education Criteria for Performance Excellence

Core Values and Concepts

The school system will continue its efforts toward achievement of excellence in education, adhering to the following set of interrelated Core Values and Concepts upon which the Baldridge Education Criteria were built.

Visionary leadership

Senior leaders play a crucial role in the development of a student-focused, learning-oriented climate. This requires the setting of clear and visible directions and high expectations. Senior leaders need to take part in the development of strategies, system, and methods for achieving excellence.

Learning-centered education

Learning-centered education places the focus of education on learning and the real needs of students. Such needs derive from the requirements of the marketplace and the responsibilities of citizenship. Schools of all types need to focus more on students' active learning and on the development of problem-solving skills.

Organizational and personal learning

Achieving ever-high levels of school performance requires a well-executed approach to organization improvement and personal learning. Learning needs to be embedded in the way the organization operates. This means that learning:

- ❖ is a regular part of the daily work of all students, faculty, and staff;
- ❖ is practiced at personal, departmental, and organizational levels;
- ❖ results in solving a problem at its source;
- ❖ focuses on sharing knowledge throughout the organization;
- ❖ are driven by opportunities to effect significant change and a desire to do better.

Valuing workforce members and partners

Success depends upon the knowledge, capabilities, skills, innovative creativity, and motivation of its faculty, staff, and partners. Success depends upon having meaningful opportunities to develop and practice new skills. Educational organizations need to build internal and external partnerships to better accomplish their overall goals. Partners should address objectives of the partnership, key requirements for success, means of regular communication, approaches to evaluating progress, and processes for adapting to changing conditions.

Agility

An increasingly important measure of organizational effectiveness is faster and more flexible response to the needs of stakeholders of the schools. This helps drive the simplification of work organization, quality, and productivity.



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Focus on the Future

Pursuit of educational improvement requires a strong future orientation and a willingness to make long-term commitments to students and to all stakeholders. Planning needs to anticipate many types of changes.

Managing for Innovation

Innovation means making meaningful changes to improve an organization's programs, services, and processes to create new value for the organization's stakeholders. This should lead to new dimensions of performance. It is important for providing ever-improving educational value to students and for improving all educational and operational processes.

Management by Fact

An effective educational improvement system needs to be built upon measurement, information, data, and analysis. A strong focus on student learning requires a comprehensive and integrated fact-based system – one that includes input data, environmental data, and performance data.

Societal Responsibility

An organization's leaders should be role models for the organization in focusing on ethics and the protection of public health, safety and the environment. Organization's leaders should stress responsibilities to the public, ethical behavior and the need to consider societal well-being and benefit.

Focus on Results and Creating Value

A school's performance system should focus on results – creating and balancing value for your students and key stakeholders. Strategies should ensure that actions and plans meet differing needs and avoid adverse impact on students and/or stakeholders.

Systems Perspective

An organization must have a systems perspective for managing the organization to achieve performance excellence. Successful management of overall performance requires synthesis and alignment. Synthesis means looking at the organization as a whole and building upon key educational requirements, including essential strategies and action plans. Alignment means using linkages among requirements in the Baldridge categories.