

How the Baldrige Journey Helps Jenks Public Schools Face Current Challenges in Education

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Jenks Public Schools...



From a one-room schoolhouse to a 39 square mile district with nine school sites and 2,000,000 sq. feet+ under roof.



District Profile



11,750 PK-12 STUDENTS

Ethnicity	1990	2016
African American	4%	9%
American Indian	3%	10%
Hispanic	1%	8%
Asian	2%	11%
White	90%	62%

Student Programs

Free and Reduced Lunch	38%
Special Education	17%
English Language Development	12%

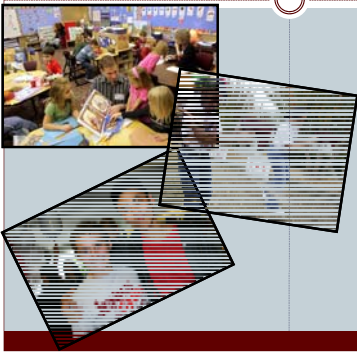
Staff Characteristics

804 Certified and 719 Classified EMPLOYEES

58 Certified by National Board for Professional Teaching Standards
 2 Finalists for National Teacher of the Year,
 4 National Coaches of the Year




Challenges Facing Public Education



- Increasing Student Needs**
 - Poverty
 - English Language Development
 - Special Education
 - Societal Issues
- Declining revenue**
 - Recession
 - Federal Program Cuts
- Demands of Life in the 21st-Century**
 - Global Citizenship
 - More Rigorous Standards
 - High-Stakes Testing Environment
 - World-wide Competition

How Does Baldrige Help In Addressing These Pressing Challenges?

- Developing a Student Learning Culture (All Categories)
- Encouraging a Systems Approach (Categories 2 and 4)
- Promoting Process Management (Category 6)



Developing a Student Learning Culture

Leadership in a school district begins with setting the tone for a district culture.

- A district's culture is its pattern of shared basic assumptions about teaching and learning
- A culture includes:
 - Content of expectations, including both ideas about teaching and learning and ideas about how people will work together;
 - focus is on best practices and processes
 - The extent to which expectations are shared (deployment)

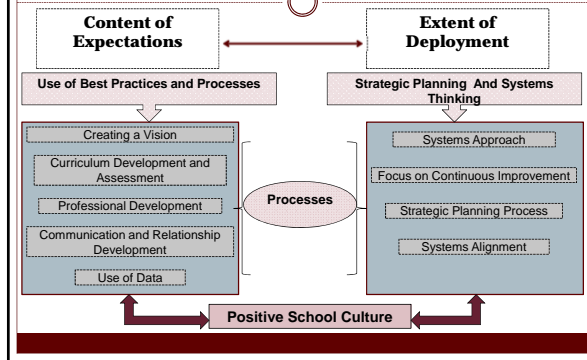
Firestone (2009)



Characteristics of a Student Learning Culture

- The district **vision** reflects a belief that all children can learn, sets expectations for **continuous improvement**, creates opportunities for **communication**, and promotes shared decision-making.
- Staff members hold themselves accountable. Educators at all levels take initiative and provide **leadership**.
- Curriculum is **aligned** with best practice and assessments.
- Extensive professional development is **aligned** with curriculum and staff needs and implemented via best practices.
- **Data** is used to hold schools and staff accountable, to provide formative **feedback** for teachers, to monitor programs, and to align curriculum.
- **Practices and Processes** result in increased student achievement.

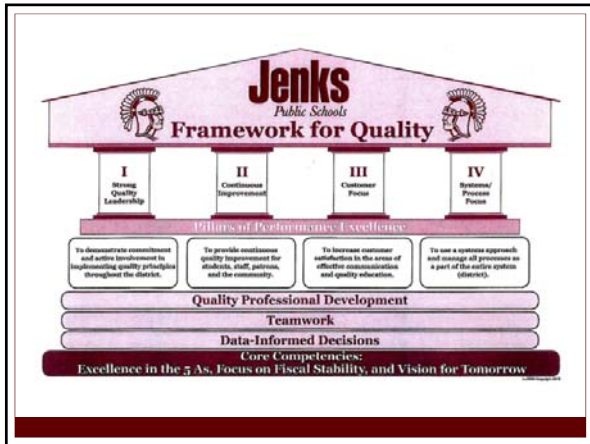
School Culture Framework

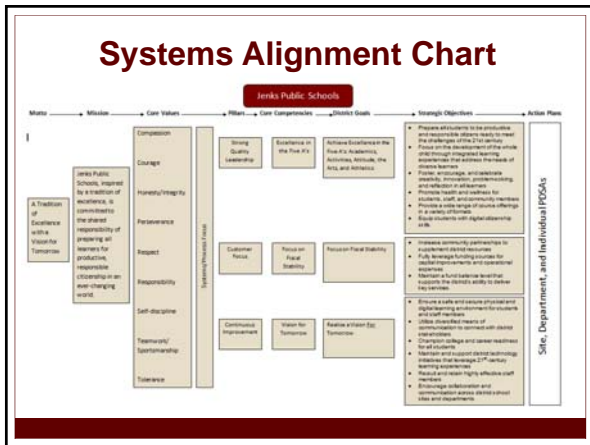


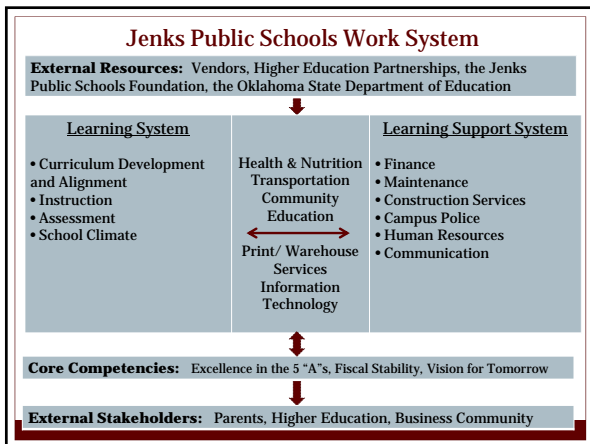
Systems Approach

“Successful management of overall performance requires organization-specific synthesis, alignment, and integration. Synthesis means looking at your organization as a whole and builds on key organizational attributes, including your core competencies, strategic objectives, action plans, and work systems.”

Education Criteria for Performance Excellence







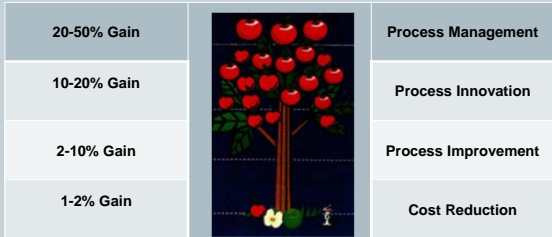
Process Management

Process and Performance Management – a leadership approach that promotes effectiveness and efficiency by linking process measures to outcomes. The key premise to this transformative methodology is that instructional and operational processes (e.g., teacher hiring, professional development, curriculum alignment, data utilization) must change in order to improve outcomes (e.g. graduation rates, instructional strategies, test scores, facilities expenses).

American Productivity and Quality Center (APQC)



The Power of Process

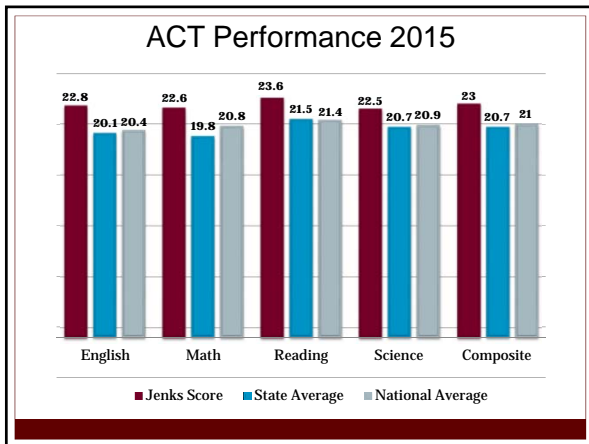


(From APQC, October 2008)

Key Work Process:

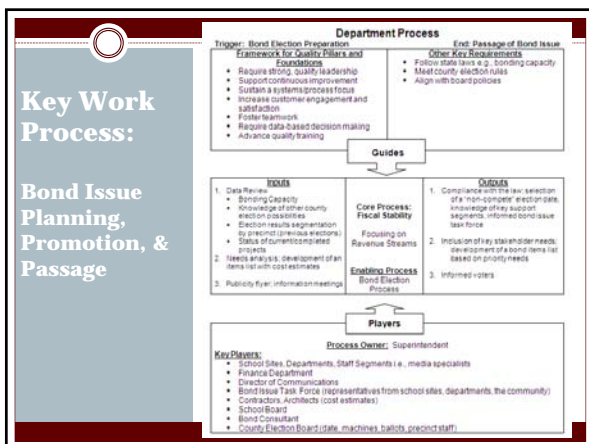
Curriculum Development and Alignment





Advanced Placement Participation and Performance

	2011	2012	2013	2014	2015
Students Tested	598	688	672	665	639
Number of Tests Given	1183	1410	1377	1344	1460
Scores of Three or Better	777	870	814	815	965
Passing Percentage	68%	66%	66%	68%	66%



Historical Bond Issue Data

Year	Passage Rate	Amount
2016	82%	\$11,000,000
2015*	81%	\$120,400,000
2014	80%	\$13,350,000
2013	77%	\$11,500,000
2012	62%	\$10,370,000
2010	63%	\$7,115,150
2009	71%	\$9,820,000
2008*	70%	\$154,230,000
2007	80%	\$21,500,000
2006	77%	\$19,500,000

*Lease Revenue Bond Issue