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Business, Educators Find Power In Baldrige to Improve Schools

The business community this spring is mounting a campaign to offer education the same resource that companies use to improve their operations, results and competitiveness: the Malcolm Baldrige National Quality Award.

The National Alliance of Business and the American Business Conference (ABC) are leading this campaign, along with the chief executives of companies that have won the Baldrige award or participated in the process. Norman Rickard, president, Xerox Document Services Group, and CEOs Michael Bonsignore of Honeywell and Roger Ackerman of Corning are among the business leaders urging Congress to extend the Baldrige award to education.

The Business Coalition for Education Reform, a national network of more than 350 business-

continued on page 4

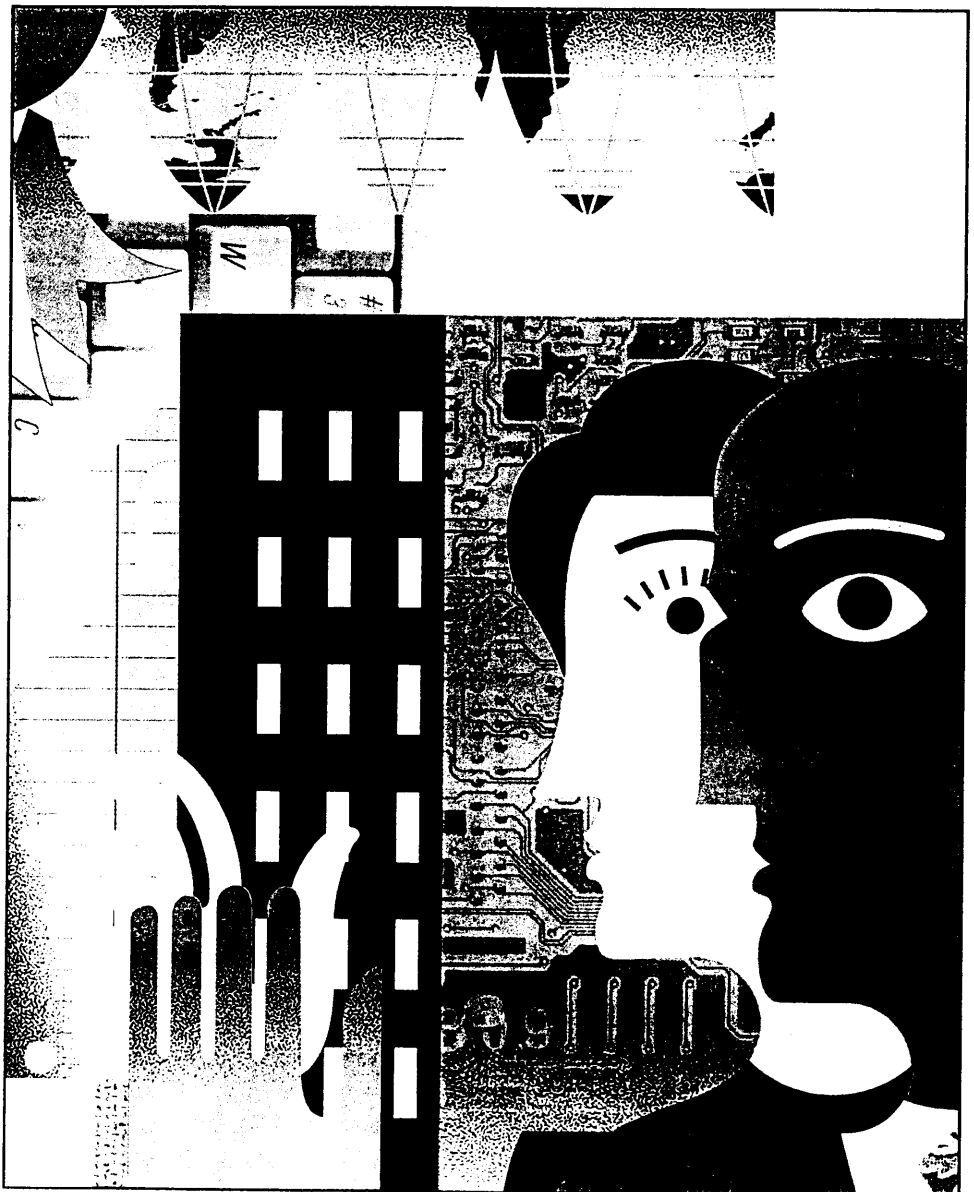
See Inside

Making "Unheard of" Changes, Florida District Reaps Quality Results

3

States, Districts Use Baldrige to Improve Schools

7



Using the Malcolm Baldrige National Quality Award criteria, businesses and educators can work together to get results in student achievement.

Baldrige continued from page 1

education coalitions, also will be engaged in the campaign.

This initiative has widespread support beyond the business community as well; school administrators and board members, teachers and parents find that Baldrige empowers them to build local ownership — and show results — in their school improvement strategies.

National organizations including the National Education Association, the American Association of School Administrators, the Council of Chief State School Officers, the Education Commission of the States, the National Conference of State

Legislatures and the National Governors Association are educating their members about Baldrige.

The Alliance is collaborating with the Mayo Foundation and healthcare companies in support of a quality award for health care as well.

Business leaders are so convinced of the power of the quality process to improve organizations that they already have committed to raise \$15 million — if Congress allocates \$2.3 million to extend the award. If funded, K-12, higher education and healthcare organizations would benefit from the same focus on continuous improvement and performance

excellence that has invigorated business since 1987.

A Growing Demand

Fueling this campaign is the growing demand among educators for an effective framework to dramatically improve school management and student performance — and a surging interest in partnering with business leaders.

“Education and health care are today where American businesses were 12 to 15 years ago,” says Barry Rogstad, president of ABC and chairman of the Board of Overseers for the Baldrige award. “They are being

Alliance to Lead Nationwide Effort to Use Baldrige in Education

The Alliance this spring, with support from companies such as UNUM, is convening a coalition on quality in education. Chaired by Norman Rickard, president of Baldrige award-winner Xerox Document Services Group, the coalition will accelerate the use of the Baldrige criteria in education on a broad scale.

Business leaders view Baldrige as the logical next step in raising student achievement. In 1996, the Alliance, The Business Roundtable and the U.S. Chamber of Commerce pledged support for a Common Agenda that spelled out the essential ingredients of school improvement: academic standards, assessments and accountability. The Baldrige criteria provide the tool for creating and sustaining schools in which students achieve at higher levels.

The National Alliance of Business has long been an

advocate of using Baldrige as an organizational assessment to drive high-performance and continuous improvement in education.

With support from Honeywell, the Alliance is promoting the use of the Baldrige education criteria nationally as well as in several Honeywell-funded initiatives — in Pinellas County, Fla., and statewide coalitions in Minnesota and New Mexico. The Alliance also is supporting efforts of business and education leaders in Maryland, New York, North Carolina and Oregon to connect academic standards reform to a Baldrige-based improvement strategy.

In 1994, the Alliance produced a book by Peggy Siegel and Sandra Byrne, *Using Quality to Redesign School Systems: The Cutting Edge of Common Sense*, outlining the experiences of four Baldrige winners and seven education sites using quality practices to drive improvement efforts.

In 1997, the Alliance prepared a brochure for the Business Coalition

for Education Reform, *Using Quality to Achieve Standards*, to join the “whats” of education reform — standards — with the “hows” — Baldrige. The Alliance also prepared a white paper, *What If?*, suggesting how business can support Baldrige-driven efforts in education for the Ohio Manufacturers Association.

Finally, Alliance President and CEO Roberts T. Jones serves on the Baldrige Board of Overseers. Peggy Siegel, director of the Alliance’s business-education leadership initiatives, served as a Baldrige examiner for three years, including two years on the education pilot team.

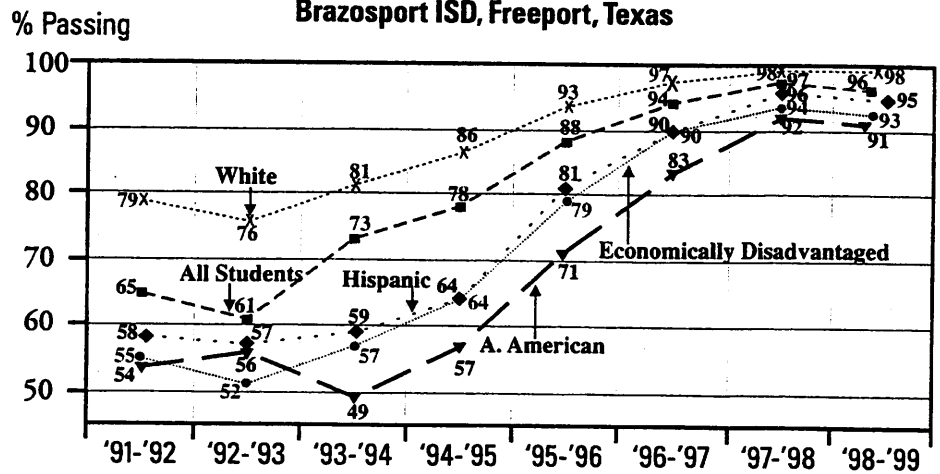
To Learn More

For more information, contact the Alliance’s Member Services Center at 800/787-2848. Or visit our Web site at www.nab.com.

Results Matter: Closing the Gaps Among All Groups

Texas Math Scores Comparison

Brazosport ISD, Freeport, Texas



Managing Partners

NAB

The National Alliance of Business is a national business organization focused on increasing student achievement and improving the competitiveness of the work force. NAB's 5,000 members include Fortune 500 companies, their CEOs and senior executives, educators, and business-led coalitions. In 1998 NAB helped lead the effort that convinced Congress to extend the Baldrige Award to education and healthcare.

Having worked for more than two decades to bring business and education together to address key education issues, NAB will lend its expertise to BiE IN at the national and strategic levels. In addition, NAB supports an infrastructure of more than 600 state and local coalitions around the nation that can assist with reform at the state and local levels. NAB also will create materials to engage increasing numbers of business partners in local Baldrige-based reform efforts.

APQC

Founded in 1977, the Houston-based American Productivity & Quality Center provides organizations with the knowledge, training, and methods to help them improve productivity and quality. A nonprofit organization and a recognized leader in benchmarking and best-practice information, APQC serves its 500-plus national and international members in all sectors of business, industry, healthcare, education, and government.

APQC's BiE IN focus will be deployment and implementation—directly helping individual states and districts implement their continuous improvement efforts. APQC was among the organizations that led the effort to create the Malcolm Baldrige National Quality Award. APQC co-administered the Award with the American Society for Quality for its first three years and has helped hundreds of business, healthcare, and government organizations use the quality framework for restructuring and improvement.

Brazosport Independent School District

Freeport, Texas

Brazosport Independent School District (BISD), with a 36 percent economically disadvantaged and a 41 percent minority student population, has figured out how to close the performance gap for *all* kids. After implementing Total Quality Management (TQM) through its partnership with Dow Chemical, BISD increased its passing rate on state assessment tests for minority and economically disadvantaged students from a low of 54 percent to the 92 to 97 percent range in five years, while controlling costs. BISD received the Texas Quality Award in 1998 and a site visit from the Baldrige Award Examiners in 1999.

Pinellas County Schools

Tampa Bay, Florida

Pinellas County Schools developed its districtwide Baldrige-based reform strategy with support from AT&T. The district received the Florida Sterling (Quality) Award in 1993. Pinellas also ranked first in the state in 1998, based on nine student achievement measures. At Azalea Elementary, which has a 40 percent student mobility rate, a majority of low-income students, and a large special education population, student test scores on a national test of basic skills jumped 20 percent in just two years after implementing a Baldrige-based program. Azalea's performance now ranks on par with more economically advantaged schools nationwide.

The State of North Carolina

North Carolina was one of two states to lead the nation in student achievement gains during the 1990s, according to the National Education Goals Panel. Student scores in math and reading as well as SAT scores have increased in all 26 districts that have participated for at least three years in the North Carolina Partnership for Excellence, a Baldrige-based statewide partnership among business, government, and education leaders. Now, school districts serving more than 70 percent of North Carolina students are voluntary partners in this important improvement effort.

Aligned Systems Focused on Results

BiE IN will provide state-of-the-art training support and materials for educators and business leaders implementing the Baldrige framework to align systems and improve results in education organizations. BiE IN materials will be designed for customization and replication by individual states to rapidly scale up this initiative.