

STRATEGIC PLANNING FOCUSED ON CONTINUOUS IMPROVEMENT

I. PURPOSE

The purpose of this policy is to support the use of the principles and practices of continuous improvement philosophy throughout the district at all organizational levels as part of the strategic planning and operational execution processes conducted in support of the District's Vision and Mission.

II. GENERAL STATEMENT OF POLICY

The principles and practices of continuous improvement focus on the needs of students and stakeholders and examine key student and stakeholder requirements to define the strategic goals and direction of the District. It is, therefore, the Board's expectation that the District will use the Malcolm Baldrige Education Criteria and Core Values as an overall framework for decision making, continuous improvement, and accountability at all levels in the District; and as an overall approach for monitoring the continuous improvement efforts of each classroom, school, District-wide Division/Department, and District as a whole. Within this context, the Board recognizes the need for flexibility at each level within the District for determining the approach, program or methodologies that best fit each groups needs in reaching its goals developed in support of its stakeholders and the District's overall strategic goals.

III. DEFINITIONS

Malcolm Baldrige Education Criteria Core Values and Concept: The Malcolm Baldrige Educational Criteria are built upon a set of core values and concepts. These values and concepts are the foundation for developing and integrating all requirements within a results-oriented framework. These core values and concepts are, a) Learning - Centered Education, b) Leadership, c) Continuous Improvement and Organizational Learning, d) Valuing Faculty and Staff, e) Partnership Development, f) Design Quality and Prevention, g) Management by Fact, h) Long-Range View of the Future, i) Public Responsibility and Citizenship, j) Fast Response, and k) Results Orientation. [Note: These core values and concepts are further defined in Ref: Educational Criteria for Performance Excellence, Baldrige National Quality Program 1999.]

Malcolm Baldrige Education Criteria for Performance Excellence: The core values and concepts are embodied in seven categories known as the Malcolm Baldrige Educational Criteria for Performance Excellence. These include, a) Leadership, b) Strategic Planning, c) Student and Stakeholder Focus, d) Information and Analysis, e) Faculty and Staff Focus, f) Educational and Support Process Management, and g) School Performance Results. The Criteria are designed to help schools and districts improve their educational services through focus on dual, results-oriented goals which are, 1) provision of ever-improving educational value to students, contributing to their overall development and well-being; and 2) improvement of overall school effectiveness, use of resources and

capabilities. Using these criteria can provide a valuable framework for performance excellence and can help assess and measure performance on a wide range of key institutional performance indicators. The self-assessments, done at all levels, can identify strengths and opportunities for improvement in each of seven criteria areas.

IV. STRATEGIC PLANNING PROCESS

The overall strategic planning process of the District will be embodied in a series of plans using the concepts outlined above and developed at each organizational level based on an overall District Strategic Plan which defines as a minimum the Vision, Mission and overall Goals of the District.

The Strategic Plan will be supplemented by a District-wide five-year Capital Investment and Funding Plan, a District-wide five-year Technology Plan, and a five-year Plan for Instruction; and by Division/Department-level, school and classroom plans as appropriate or required by statute. The Strategic Plan and supplemental District-wide plans will be reviewed annually and updated at least bi-annually beginning with the Strategic Plan in the fall of each year prior to the school year identical with the starting year of the plan.

Adopted: April, 2000