

# Baldrige in Education

Driving Organizational Excellence



*“Some schools see Baldrige as one more thing on their plate. It’s not one more thing on your plate; it’s a way to organize your plate.”*

— Dr. JoAnn Sterneke , Superintendent, Pewaukee School District, 2013 Baldrige Award winner

## Baldrige organizations excel in many areas . . .

### *Case study: A Small School District*

The **Pewaukee School District (PSD)** is the smallest K-12 educational system in Waukesha County, Wis. (outside Milwaukee), with an enrollment of 2,760 students. PSD includes four schools (two elementary schools, one middle school and one high school) housed on an 85-acre campus that serves students from both the city and village of Pewaukee. The district is staffed by 296 employees and operates under a budget of \$28.6 million.



**Pewaukee School District**  
2010 Wisconsin Forward Award and 2013  
Baldrige Award recipient

- PSD achieved a 97.4 percent graduation rate in 2012-2013 and had a higher graduation rate from 2008 through 2012 than other county, state and nearby high-performing districts. A key measure of college and career readiness, the percentage of PSD students attending a two- or four-year college increased from 78.8 percent in 2006-2007 to 91.9 percent in 2011-2012. This compares favorably to the county (84 percent), state (74.1 percent), and nearby high-performing districts (85.1 percent).
- Parent and student satisfaction surveys show PSD parent satisfaction with communication ranged between 91.5 percent and 94.8 percent at the four schools in 2012-2013, while the national average was 74 percent. Parent satisfaction with educational quality during the same school year was 93.8 percent.
- PSD demonstrates strong financial performance. The district’s Moody bond rating, an indicator of fiscal strength, was raised from “Aa3” to “Aa2” in 2010, while ratings for many districts in Wisconsin and throughout the nation dropped.

### *Case study: A Large School District*

**Montgomery County Public Schools (MCPS)** is the largest school district in the state of Maryland and the 16th-largest school district in the nation. Located in suburban Washington, D.C., MCPS serves an extremely diverse community, with its more than 144,000 students coming from 164 countries and speaking 184 languages. The district, with its central office located in Rockville, MD, employs 22,229 persons, making it the second-largest employer in the county.

- Seniors from the class of 2010 had an average score of 1653 on the SAT. For the second year in a row, an independent analysis of graduation rates by *Education Week* found that MCPS had the highest graduation rate of any large school district in the nation.
- MCPS receives very favorable ratings from parents and students in measures of general satisfaction, staff expectations, and perceptions of safety. Specifically, parent satisfaction has ranged from 79.7 to 86.7 percent, compared to a national comparative average of 54 percent from 2005 to 2010.
- For demonstrating its commitment to closing the achievement gap, MCPS was selected as a finalist for the 2010 Broad Prize for Urban Education, the nation’s largest education award given to school districts. The Broad Prize honors large districts that have raised student achievement and narrowed racial and socioeconomic achievement gaps.



**Montgomery County Public Schools/2004 United States Senate Productivity Award (Maryland) and 2012 Baldrige Award**

**How do we get started?** The Education version of the *Criteria for Performance Excellence* is available from the Baldrige Performance Excellence Program at [www.nist.gov/baldrige](http://www.nist.gov/baldrige). Commentary on the Criteria and other resources, including how to begin your performance excellence journey, also are available. For additional guidance, contact a Baldrige Enterprise state or affiliate program near you at [www.baldrigepe.org/alliance](http://www.baldrigepe.org/alliance).