Linkages Chart for the Essentials of Baldrige-Guided School Improvement Planning

Leadership

"What" questions:
1. What are the vision, mission, values, and performance expectations of the school?
2. What will be done to communicate the school's vision, mission, values, goals/objectives, and performance expectations?
3. What is the monitoring plan for determining what is working and what is not working?

"How" questions:
1. How are the school's vision, mission, values, and performance expectations developed, including the participation of all stakeholders?
2. How will the school's vision, mission, values, goals/objectives, and performance expectations be communicated to all stakeholders?
3. How is the school's performance monitored and how is the information used for continuous improvement?

Organizational Performance Results

"What" questions:
1. What summative measures will be used to establish baseline data and to determine progress with SIP goals? (e.g., student achievement, student and stakeholder satisfaction, staff training and well-being, leadership systems, benchmarking, key processes and systems)

"How" questions:
1. How well are we doing in achieving our goals/objectives and action plans?
2. How will our results be used to improve our school and guide our school improvement planning process?

Measurement, Analysis, and Knowledge Management

"What" questions:
1. What formative measures have been identified to use along the way to make sure that we are on the right path with the actions in each category?
2. What tools are in place to take corrective and rapid action, if needed? (e.g., PDSA)

"How" questions:
1. How were formative measures identified or developed to monitor progress?
2. How often is data collected, analyzed, and shared with stakeholders?
3. How do schools ensure the quality and availability of needed data and information?
4. How are the data used for continuous improvement?

Student and Stakeholder Focus

"What" questions:
Based on the data:
1. What are the educational needs of all students and subgroups of students?
2. What are expectations of students and stakeholders?
3. What are the levels of satisfaction/dissatisfaction of students and stakeholders?

"How" questions:
1. How does the school determine student (including subgroups of students) and stakeholder needs and expectations? What processes will be used to disaggregate the data?
2. How does the school determine and build student and stakeholder

Faculty and Staff Focus

"What" questions:
1. What are the professional development and resource needs of the staff to implement the school improvement plan?
2. What is the staff's level of satisfaction and dissatisfaction with the current work systems and school environment?

"How" questions:
1. How does the school determine the needs for professional development to utilize their full potential in meeting the school's goals/objectives?
2. How does the school maintain a work environment and staff support climate that contribute to the well-being, satisfaction, and motivation of all staff members?

Strategic Planning

"What" questions:
1. Based on student and stakeholder needs, expectations, and requirements, what are the measurable, priority school improvement goals/objectives?
2. What are the action plans for the goals/objectives? (who, what, when)
3. What monitoring plan will be used to ensure that the action plans are implemented effectively?

"How" questions:
1. How does the school engage all stakeholder in the school in the school improvement planning process?
2. How are action plans developed and monitored?
3. How are Professional Development Plans (PDPs) and actions developed to support the plan?

Process Management

"What" questions:
1. What are key processes that have been put in place to support and sustain the SIP goals/objectives and actions within each category?

"How" questions:
1. How are key processes defined, designed, and deployed to support and sustain the SIP goals/objectives and actions within each category?
2. How have key processes been aligned and integrated to maximize efficiency?
3. How is the PDSA model used for continuous improvement?
4. How are quality tools used to enhance participation and facilitation of processes?