Student and Stakeholder Focus Category

What does "Student and Stakeholder Focus" look like at the school and classroom levels?

- The school has processes in place for determining students' academic needs and all stakeholders' levels of satisfaction/dissatisfaction, and these processes are used as a basis for developing goals, building positive student and stakeholder relationships, and setting the direction for the school.

- In a Classroom Learning System (CLS) that takes into consideration "Student and Stakeholder Focus," goals are based on the needs of students and the requirements of the next level grade, course, or school. Stakeholders and students are surveyed to determine levels of satisfaction/dissatisfaction as a basis for building positive relationships. In a CLS, students are actively involved in analyzing their academic needs and level of satisfaction through continuous improvement processes and quality tools.

The Process for Meeting the Requirements of the Baldrige Student and Stakeholder Category for School Improvement Planning

School improvement planning begins with the school community understanding the needs of its students and stakeholders. In order for a school to be able to formulate the vision[1]; mission[2]; Core Values/Best Practices; strategic, measurable goals/objectives; and offer relevant and effective instruction, programs, and services, the school must understand student academic needs and student and stakeholder current and future requirements and expectations, as well as levels of satisfaction/dissatisfaction, as a basis for building relationships. School improvement teams are encouraged to use the information summarized in the School Profile or an alternative data analysis document that the school may have already developed.

To address the requirements of the Baldrige Student and Stakeholder Category, the school must engage in processes that define the content or actions of the category needed for the School Improvement Plan. These processes may be addressed through a set of process or "how" questions strategically aimed at the Baldrige requirements of the category. By answering these questions, the school improvement team (staff, parents, and students) will be able to address specifically the content and actions, or "what" questions, to meet the needs of the school within the Student and Stakeholder Category.

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[1] Vision refers to the desired future state of the school. It describes where the organization is headed, what it intends to be, and how it wishes to be perceived in the future.

[2] Mission refers to the overall function of an organization. The mission answers the question, "What is this school attempting to accomplish?"

Process Questions (How)[3]	SIP Content Questions (What)
1. How does the school involve stakeholders in determining the needs of students and other stakeholders?	1. What are the expectations for involving stakeholders in determining the needs of the students and other stakeholders?
2. How does the school determine the academic needs of all students and subgroups of students using disaggregated data?	2. What are the academic needs of all students and subgroups of students? (The results of assessments are documented in the Results Category.)
3. How does the school determine and anticipate changing requirements and expectations of current and future students and stakeholders to support long-range planning?	3. What are the current and future needs, expectations and/or requirements of students based on next level grades, school(s)?
4. How does the school determine levels of student and stakeholder satisfaction/dissatisfaction as a means for identifying opportunities for improvement?	4. What are the levels of satisfaction/dissatisfaction of students and stakeholders? (The results of assessments are documented in the Results Category.)
5. How does the school build positive relationships with students and stakeholders?	5. What kinds of activities or actions will the school employ to build student and stakeholder relationships?
6. How does the school address student and stakeholder concerns (e.g., complaint management)? How are the concerns used for continuous improvement?	6. What concerns are raised by student and stakeholder concerns? What actions are developed to address the concerns?

Directions for completing the SIP category for "Student and Stakeholder Focus"

Understanding of student and stakeholder needs will initiate the formulation of the school improvement plan.

⇒ Summarize relevant, strategic data and information under the heading "Student and Stakeholder Focus" on a linkages chart, linear chart, narrative, etc., format to be chosen by individual schools.

⇒ Under the heading "Process Management," identify the key, well-defined, well-designed, and well-deployed processes that will be used to manage, analyze and monitor the identified student needs and activities. As other Baldrige categories are addressed, check for the alignment of actions and processes to work towards a truly integrated, efficient, and effective management system.

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[3] See the Principal's Handbook for suggestions or actions as a guide for answering these questions.