

Coyote Community College Case Study Packet Executive Summary

The Coyote Community College Case Study describes a fictitious college. There is no connection between the Coyote Community College Case Study and any college, either named Coyote Community College or otherwise. Other organizations cited in the case study are also fictitious.

The documents contained in the Coyote Community College Case Study Packet are all in the public domain and may be used and reproduced without permission. If any of these documents accompany copyrighted material, an indication of their status in the public domain and an acknowledgment of the Baldrige National Quality Program as the source would be appreciated.



Use of a Case Study Packet

A Baldrige case study packet is composed of the tools used to train Baldrige Examiners and their working documents in the evaluation process. As such, it demonstrates the Baldrige Award application and evaluation processes and provides insight into, and understanding of, the Criteria upon which evaluations are based. An especially useful tool, the case study packet includes information relating to scoring, Criteria responses, examination processes, and site visit procedures, as well as illustrating the format for an application.

In addition to their use by Examiners and applicants, case study materials are used by state and local award programs across the United States and in the internal award programs of many organizations. Countries around the world have also used the documents in the creation of their Baldrige-based award programs. Self-assessment and self-improvement uses of the case study packet are limitless, and outreach efforts of the Baldrige community are strengthened by use of the materials in this packet.

The six documents described below illustrate the 2000 Malcolm Baldrige National Quality Award application and evaluation processes.

The Coyote Community College Case Study

The Coyote Community College Case Study is a sample application written for a fictitious organization applying for the Baldrige Award. It demonstrates the form and content of an application, providing information requested in the seven Categories of the Education Criteria for Performance Excellence. Responses are presented for each of the 19 individual Items, comprising 27 separate Areas to Address.

The Coyote Community College Case Study was an important part of the 2000 Examiner Preparation Course. It was used in practice exercises about the Baldrige Award scoring system. The three evaluation dimensions of the scoring system are Approach, Deployment, and Results. The anchor point of the scoring system is 50%, which is awarded for an effective system, deployed in all major areas of the organization and achieving positive results in most major areas. Further details on scoring are given in the Handbook for the Board of Examiners and the Scorebook for Business, Education, and Health Care. The Coyote Community College Case Study scores are given in the Coyote Community College Scorebook.

The Coyote Community College Scorebook

The Coyote Community College Scorebook contains comments and a scoring range on each of the 19 Items of the application as well as a listing of specific issues to be addressed in the event of a site visit. These issues provide the initial basis for site visit planning which also includes verification and clarification of the major points of the application.

The recommended scoring ranges for the Coyote Community College Case Study are shown at the beginning of the report. For an actual application, information from the Examiners' scores is used by the Panel of Judges to determine if the applicant advances to the next stage of the review process. Details of the review process are given as introductory material in the Coyote Community College Feedback Report.

The Coyote Community College Feedback Report

The Coyote Community College Feedback Report is an example of the report that all applicants will receive in response to their application. Prepared by members of the Board of Examiners, feedback reports are based on the written application, comments and scores, and the results of site visits, if any. For the Coyote Community College Case Study, the feedback report was developed from the written Stage 2 Consensus Scorebook.

Feedback reports summarize key themes of the application evaluation, identify the band of an applicant's total score, identify a percentage range for each Criteria Category, and list strengths and opportunities for improvement. They are intended to report the findings of the Examiners and should not be prescriptive in nature.

The 2000 Education Criteria for Performance Excellence

The 2000 Education Criteria for Performance Excellence provide a system and framework for organizational excellence. These Criteria are the basis for organizational self-assessments, for making Awards, and for giving feedback to applicants.

The Education Criteria for Performance Excellence, like their health care and business counterparts, evolve with changing performance requirements and as these requirements become better understood. For 2000, there are a number of key changes in the Education Criteria, intended to improve their usefulness in organizational self-assessment and learning, and for national role model determination in the Award process. In addition, the 2000 Education Criteria are brought into closer alignment with the Business Criteria (*2000 Criteria for Performance Excellence*), thus enabling better communication and cooperation among education organizations and businesses—a major goal of the Baldrige National Quality Program.

Handbook for the Board of Examiners

The Handbook for the Board of Examiners provides basic information about the Malcolm Baldrige National Quality Award and the processes used in evaluating applicants. Its intent is to ensure fair and thorough evaluations of all Award applicants and to guide the Examiners in fulfilling their responsibilities.

Scorebook for Business, Education, and Health Care

The Scorebook for Business, Education, and Health Care provides Examiners with a concise, organized, and standardized method to record comments and scores as they evaluate an applicant for the Malcolm Baldrige National Quality Award. In addition to various worksheets used by Examiners, this booklet contains a high-level flowchart illustrating the scorebook development process.

Note: This packet is intended for use with the 2000 Education Criteria for Performance Excellence for the Malcolm Baldrige National Quality Award. It is anticipated that the Criteria and Award processes will undergo some change each year. Therefore, the 2000 Case Study Packet may not be directly comparable with future editions.

Baldrige Educational Materials

To receive individual copies of the 2000 Criteria for Performance Excellence, the 2000 Education Criteria for Performance Excellence, the 2000 Health Care Criteria for Performance Excellence, and the 2000 Application Forms & Instructions, contact the National Institute of Standards and Technology. Address information and phone numbers are on the back cover.

To order any of the materials listed below, contact the American Society for Quality. Address information and phone numbers are on the back cover.

2000 Case Study Packet: *Coyote Community College* (A public community college)
Item Number T1090, \$49.95 plus shipping and handling

1999 Case Study Packet: *Collin Technologies* (A small manufacturing business)
Item Number T1079, \$49.95 plus shipping and handling

1998 Case Study Packet: *Gemini Home Health Services* (A for-profit, home health care service company)
Item Number T1083, \$49.95 plus shipping and handling

Education Case Study Packets:

Midstate University (A public university)
Item Number T504, \$6.11

Ridgecrest School District (A K-12 school district)
Item Number T1023, \$7.28

Health Care Case Study Packets:

Mountainview Health System (A hospital-based health system)
Item Number T506, \$6.11

Pinnacle Health Plan (A managed care organization)
Item Number T1029, \$7.28

2000 Criteria for Performance Excellence: \$29.95 per packet of ten plus shipping and handling

2000 Business Criteria – Item Number T1101

2000 Education Criteria – Item Number T1103

2000 Health Care Criteria – Item Number T1102

Award Recipients' Videos: The Award recipients' videos provide background information on the Baldrige National Quality Program, highlights from the annual Award ceremony, and interviews with representatives from the Award recipients' organizations for each year since the Award's inception in 1988.

Baldrige National Quality Program

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Baldrige National Quality Program
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The National Institute of Standards and Technology (NIST) is a non-regulatory federal agency within the Commerce Department's Technology Administration. NIST's primary mission is to strengthen the U.S. economy and improve the quality of life by working with industry to develop and apply technology, measurements, and standards. The Baldrige National Quality Program at NIST manages the Malcolm Baldrige National Quality Award.

Call the Baldrige National Quality Program for:

- information on applying for the Baldrige Award
- information on the Malcolm Baldrige National Quality Award process and eligibility requirements
- information on becoming a Baldrige Examiner
- information on the Baldrige Award recipients
- individual copies of the Criteria for Business, Education, and Health Care (no cost)
- information on other Baldrige National Quality Program materials

Telephone: (301) 975-2036; Fax: (301) 948-3716; E-mail: nqp@nist.gov
Web Address: <http://www.quality.nist.gov>

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The American Society for Quality (ASQ) advances individual and organizational performance excellence worldwide by providing opportunities for learning, quality improvement, and knowledge exchange. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order:

- bulk copies of the Criteria
- case studies
- Award recipients' videos

Telephone: (800) 248-1946; Fax: (414) 272-1734; E-mail: asq@asq.org
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