

2004

National Institute of Standards and Technology
Technology Administration • Department of Commerce
Baldrige National Quality Program



Sandy Hill School District Case Study Packet

Executive Summary

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The Sandy Hill School District Case Study was prepared for use in the 2004 Malcolm Baldrige National Quality Award Examiner Preparation Course. The Sandy Hill School District Case Study describes a fictitious education organization. There is no connection between the fictitious Sandy Hill School District and any organization, either named Sandy Hill School District or otherwise. Other organizations cited in the case study also are fictitious, with the exception of several national organizations. Because the case study is developed for educational use and appreciation of the possible content of an actual Baldrige application, there are areas in the case study where Criteria requirements are not addressed.

Sandy Hill School District scored in band 5 showing that the organization demonstrates effective, systematic, well-deployed approaches to the overall requirements of the Items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning that result in improving the effectiveness and efficiency of key processes. Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Improvement trends and/or good performance are reported for most areas of importance to the organization's key requirements.

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, the packet 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. The 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. Before 2002, several Baldrige case study packets were available in both printed format and electronic format (e-format). Currently, Baldrige case study packets are presented in e-format only. However, case study packets from previous years are available in print and may be purchased from the American Society for Quality (ASQ). Ordering instructions are given on the following page under the heading Baldrige Educational Materials.

The Executive Summary and the first four documents described below comprise the case study packet. The packet is used in conjunction with the 2004 Education Criteria for Performance Excellence and the Scorebook for Business, Education, and Health Care to illustrate the 2004 Malcolm Baldrige National Quality Award application and evaluation processes.

The Sandy Hill School District Case Study

The Sandy Hill School District 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, which comprise 32 separate Areas to Address.

The Sandy Hill School District Case Study was an important part of the 2004 Examiner Preparation Course. It was used in practice exercises about the Baldrige Award scoring system. The two evaluation dimensions of the scoring system are Process and Results. The anchor point of the scoring system is 50 percent, 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 Sandy Hill School District Case Study scores are given in the Sandy Hill School District Scorebook.

The Sandy Hill School District Scorebook

The Sandy Hill School District Scorebook contains comments and a scoring range on each of the 19 Items of the application. The recommended scoring ranges for the Sandy Hill School District 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 Sandy Hill School District Feedback Report.

The Sandy Hill School District Feedback Report

The Sandy Hill School District Feedback Report is an example of the report that all applicants 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. 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 or Item, and list strengths and opportunities for improvement. They are intended to report the findings of the Examiners and should not be prescriptive in nature.

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 Examiners in fulfilling their responsibilities.

The 2004 Education Criteria for Performance Excellence

The 2004 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 business and health care counterparts, evolve with changing performance requirements and as these requirements become better understood.

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: The Sandy Hill School District Case Study is intended for use with the 2004 Education Criteria for Performance Excellence. As the Criteria and the Malcolm Baldrige National Quality Award processes undergo change each year, this case study packet may not be directly comparable with future editions of the Education Criteria.

Baldrige Educational Materials

To receive individual copies of the 2004 Criteria for Performance Excellence, the 2004 Education Criteria for Performance Excellence, the 2004 Health Care Criteria for Performance Excellence, or the 2004 Baldrige Award Application Forms, contact the Baldrige National Quality Program at the National Institute of Standards and Technology (NIST). See following page for contact information for NIST and ASQ.

To order bulk copies of the Criteria or most of the materials listed below, contact ASQ.

The fee is \$39.95 per packet of ten plus shipping and handling.

2004 Criteria for Performance Excellence – Item Number T1391

2004 Education Criteria – Item Number T1392

2004 Health Care Criteria – Item Number T1393

Videos of Award Recipients: Videos of Award Recipients are a valuable resource for gaining a better understanding of performance excellence and quality achievement. The videos provide background information on the Baldrige National Quality Program, highlights from the annual Award ceremony, and interviews with representatives from the Award recipient organizations for each year since the Award's inception in 1988.

2004 Case Study Packet: Sandy Hill School District (an education organization)

This case study is available in e-format (PDF version) at www.baldrige.nist.gov/Sandy_Hill.htm.

2003 Case Study Packet: GeoOrb Polymers, North America (a manufacturing organization)

This case study is available in e-format (PDF version) at www.baldrige.nist.gov/GeoOrb.htm.

2002 Case Study Packet: CapStar Health System (A not-for-profit health care system)

This case study is available in e-format (PDF version) at www.baldrige.nist.gov/CapStar.htm.

2001 Case Study Packet: TriView National Bank (A financial institution)

This case study is available in e-format at www.baldrige.nist.gov/Archive.htm and in print.

Item Number T1091: \$49.95 plus shipping and handling.

2000 Case Study Packet: Coyote Community College (A public community college)

This case study is available in e-format at www.baldrige.nist.gov/Archive.htm and in print.

Item Number T1090: \$49.95 plus shipping and handling.

The following case study packet is available in printed format only and may be obtained from ASQ.

1999 Case Study Packet: Collin Technologies (A small manufacturing business)

Item Number T1079: \$49.95 plus shipping and handling.

Baldrige National Quality Program

Baldrige National Quality Program
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The National Institute of Standards and Technology is a nonregulatory federal agency within the Commerce Department's Technology Administration. NIST's primary mission is to develop and promote measurement, standards, and technology to enhance productivity, facilitate trade, and improve the quality of life. The Baldrige National Quality Program (BNQP) at NIST is a customer-focused federal change agent that enhances the competitiveness, quality, and productivity of U.S. organizations for the benefit of all citizens. BNQP develops and disseminates evaluation criteria and manages the Malcolm Baldrige National Quality Award. It also provides global leadership in promoting performance excellence and in the learning and sharing of successful performance practices, principles, and strategies.

Call BNQP or visit our Web site for

- information on improving the performance of your organization
- information on eligibility requirements for the Baldrige Award
- information on applying for the Baldrige Award
- information on becoming a Baldrige Examiner
- information on the Baldrige Award recipients
- individual copies of the Criteria for Performance Excellence—Business, Education, and Health Care (no cost)
- information on BNQP educational materials
- case studies

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By making quality a global priority, an organizational imperative, and a personal ethic, the American Society for Quality becomes the community for everyone who seeks quality technology, concepts, or tools to improve themselves and their world. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order

- bulk copies of the Criteria
- Award recipients videos

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