

Jenks Public Schools
Jenks, Oklahoma
School District #5



Application for
2005 Malcolm Baldrige
National Quality Award

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Jenks Public Schools
205 East B Street
Jenks, Oklahoma 74037

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The goals and key measures (strategic objectives) established for JPS address the identified challenges as well as areas for focus and continuous improvement. The financial goal and key measures (strategic objectives) contain specific targets to provide financial security for the District which impacts class sizes. The goal and key measures (strategic objectives) pertaining to the students also address inclusiveness. A focus on assessment is included in the curriculum goal and objectives. Continuous improvement is not only expected in student achievement, but in collecting, tracking, and analyzing data. One example is the District has begun providing information to individual students and their parents regarding a historical perspective of test results. Another example is the implementation of pre/post mathematics assessments for all students as well as preview/review assessments based on essential mathematics elements. District administrators are ever vigilant regarding student safety. Improvements in processes and procedures are made on an ongoing basis. Training and education continue to be provided. The goal and key measures (strategic objectives) related to curriculum address the need for continuous improvement in not only the area of curriculum, but instruction, assessment, and school climate as well. Specific objectives focus on differentiation and diversity, which address the needs of the changing demographics of the district.

The BOE, Superintendent, Cabinet, and various directors develop the goals and key measures (strategic objectives) on a biennial basis. The goals and key measures (strategic objectives) are developed using a reflective process regarding the needs of the students and stakeholders. The facilitators incorporate the use of quality tools i.e., brainstorming, affinity diagram, fishbone diagram, priority process. The driving question is: "How will the focus on each goal improve learning?" However, the needs of the District's other key stakeholders are also addressed as is apparent in the focus on the District's finances, safety, and communication. The goals and key measures (strategic objectives) support the pillars, core values, district mission and district motto (vision).

The designated fund balance for the fiscal year 2005 is six percent. Courage on the part of administrators and BOE members to reduce expenditures in 2003-2004 resulted in an improved financial status for 2004-2005. Increased revenue from the State of Oklahoma also aided the recovery process. An accurate and detailed financial report is given monthly at a BOE meeting.

2.2 Strategy Deployment

2.2a(1) Action Plan Development and Deployment

The site and department goals and action plans support the key measures (strategic objectives) and goals, which support the pillars, which sustain the core values, which maintain the

District's mission and motto (vision). The Superintendent meets with each Cabinet member; the Superintendent and the designated assistant superintendent meet with each site principal; the associate superintendent and assistant superintendents communicate with the respective directors; and the site principals communicate with the assistant principals in August-September each year to discuss site or department goals, projections, measures, and action plans. Each administrator collects, tracks, and analyzes the data related to each goal as a component of his/her portfolio. Administrators monitor the progress on their respective action plans on an ongoing basis. The portfolios are shared with the respective supervisor in the winter. Following an in-depth discussion, a written evaluation is completed regarding accomplishments and areas for focus. The administrators address the areas identified for continuous improvement. Improvements made as a result of sustained focus on the specific areas are identified. The necessary resources are allocated per the annual budget review and development process.

2.2a(2) When circumstances require a shift in plans and rapid execution of new plans, the Superintendent meets with the appropriate senior leaders, directors, and/or principals to revise the necessary action plans. The administrator who supervises the designated bailiwick assumes the responsibility for assuring deployment of action plans to ameliorate the problem.

2.2a(3) Please refer to **Figure 2.1-2** in regard to goals, strategic challenges, key measures (strategic objectives), action plans, human resource plans, and measures. At this time there are no key changes planned for programs, offerings, or services.

2.2a(4) The key human resource plans that derive from key measures (strategic objectives) and action plans are determining staffing needs, hiring additional teachers to reduce class sizes and improve student learning and services, recruiting and retaining high quality personnel, and seeking diverse applicants that reflect the changing demographics of the District. Human resource plans also focus on supporting the District's pursuit of excellence in education through ongoing evaluations; enforcing federal laws and district policies related to harassment and/or bullying, Title IX, Title VI, and Americans with Disabilities Act (ADA), and safety; maintaining the District's focus on continuously improving technological capabilities; and cultivating relationships within the schools and the community. Please refer to **Figure 2.1-2**.

2.2a(5) The key performance measures (strategic objectives) are aligned with the respective District goals to ensure coverage of key deployment areas, students, and stakeholders. Please refer to **Figure 2.1-2** which includes key performance measures.