

BALDRIGE:**Business/Education Partnerships Are Working Well****Solectron and Granite Rock "Take On" the California Education System**

Two California Baldrige Award recipients are now working with the Santa Cruz Office of Education, developing and expanding a local Baldrige-in-Education (BinE) initiative throughout the state.

Granite Rock Company, a 1992 small business Award recipient, produces construction materials for

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Win/Win/Win at UW-Stout

The University of Wisconsin-Stout, another recipient in the education category in 2001, partners with more than 300 companies and agencies through its Cooperative (co-op) Education/Internship Program. Led by its "Mission Driven-Market Smart" focus, Stout aims at developing students for careers in industry and education emphasizing such key

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Solar Turbines—Helping to Strengthen Skills in New Hires

Solar Turbines Incorporated, a division of Caterpillar with customers in countries around the world, is a major supplier of mid-range, industrial gas turbine systems. Solar is also a 1998 Baldrige Award recipient in manufacturing.

Long an active participant with education organizations and business

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Baldrige Award Recipients Share Their Successes in Joint Efforts

Once, partnerships between the business and education communities were handicapped by reports that these associations amounted to not much more than businesses providing their products and classroom supplies to school sites. But, not so within the Baldrige community where the education system is recognized as an important supplier. Instead of sending free soda pop and pencils, many businesses bring to schools, colleges, and universities sound quality operational practices and processes, leadership and management skills and training, volunteers as mentors and tutors, and school-to-work opportunities.

In return, the education community supplies businesses with potential employees who not only have traditional skills associated with academic subjects, but also have the new basic skills, such as problem solving, critical thinking, decision making, teaming, and creativity. By recognizing the business community as an important customer, business needs are factored into curriculum, and the end product, the graduate, is better prepared to enter the employment world.

Doing Good While Doing Business

Malcolm Baldrige National Quality Award recipients continue to lead the way in creating both informal and formal business/education partnerships throughout their communities.

Pal's Sudden Service, a 2001 Award recipient in the small business category, is not only a successful quick-service restaurant chain, it itself has become a successful "education institution." To the business community, Pal's offers food service management training to improve performance. And, for its frontline workers, often first-time entrants into the labor force, Pal's focuses on knowledge and skills applicable in future jobs.

Chugach School District, a small locality in Alaska and one of three first-time Baldrige Award recipients in the education category, totally restructured its institution-centered approach to provide a "school-to-life" plan for its more than 200 students in three community schools. Superintendent Richard DeLorenzo says, "At Chugach, we included all the key players from the start" and asked the business community for feedback on what was needed from the schools.

3M Dental Products, a division of 3M Worldwide and a 1997 Award recipient in manufacturing, participates in the corporate sponsorship of young inventors, in which 4th to 9th grade school children produce working prototypes of their inventions that solve everyday problems. These inventions have produced such interesting products as a door knocker for dogs, a finger ice pack, and a dip-no-more paint brush—all a part of fostering enthusiasm for science and technology in students of all ages.

Read on to learn how other Award recipients demonstrate their successful partnerships.

Solectron and Granite Rock *(continued)*

buildings and roads. Solectron Corporation, an Award recipient in manufacturing in 1991 and 1997, is a leader in electronics design and manufacturing services. Both are devoted to raising student achievement.

At the heart of the initiative is the California Center for Baldrige in Education where educators are trained to use the Baldrige Criteria and apply the assessment/improvement strategies in their respective districts and schools. Although the challenges to the BinE initiative are many, the program already boasts some excellent results when comparing

schools using Baldrige integrated management within classrooms to those using traditional approaches. According to Ko Nishimura, CEO of Solectron during the initial phases of the BinE initiative, "Statistics show increases in parent, student, and staff satisfaction ratings, and higher scores by students in both reading and math."

As the initiative expands throughout California, former and current Baldrige Examiners and Judges are volunteering to work with the center as subject matter experts.

UW-Stout *(continued)*

processes as strategic planning, program development, partnership building, and teaching and learning, all Baldrige Criteria for achieving performance excellence.

According to Dr. Charles W. Sorensen, Chancellor, Stout's program is a "win/win/win" effort. "Employers win because they choose the student applicants to work with their respective organizations and then they can hire more efficiently those whom they have observed and taught. Students win by having an opportunity to work within their

major and experience practical application of their education. The University wins because the students return to the classroom and challenge professors and classmates," explains Chancellor Sorensen. "This way the 'workplace' really is incorporated into the changes to the curriculum."

And, as a measure of success of its "hands-on, minds-on" approach to learning, more than 68 percent of Stout's students graduate with practical work experience and are recruited by more than 400 companies.

Solar Turbines *(continued)*

coalitions—one of its core business principles—Solar was experiencing difficulty finding recruits who met its requirements in basic literacy and math knowledge and skills for its manufacturing positions. As a part of its proactive effort to help solve this problem, Solar continues to seek to improve the quality of education where its employees and potential employees live.

Specific Solar efforts include its 20-year partnership with Mission Bay High School where it supports academic

achievement with college scholarships, school to career programs, students working on site as paid interns, and job shadow opportunities which are provided for students as well as for principals and teachers.

Solar demonstrates also a strong interest in K-8 education, recognizing this is where learning begins, and participates actively in the Elementary Institute of Science and the Education Roundtable sponsored by the San Diego Chamber of Commerce.

Criteria for Performance Excellence

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| 1. Leadership | 4. Measurement, Analysis, and Knowledge Management | 6. Process Management |
| 2. Strategic Planning | 5. Human Resource Focus | 7. Business Results |
| 3. Customer and Market Focus | | |



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