

PERFORMANCE MEASUREMENT USING KPKU- BUMN IN X SCHOOL EDUCATION FOUNDATION

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Abstract. The purpose of this research is to determine X School's Strengths and Opportunity of Improvement through performance measurement using KPKU-BUMN (Kriteria Penilaian Kinerja Unggul – Kementerian Badan Usaha Milik Negara). KPKU-BUMN is developed based on Malcolm Baldrige Criteria for Performance Excellence (MBCfPE). X school is an education foundation at Bandung that has provides education from kindergarten, elementary school, to junior and senior high school. The measurement is implemented by two aspects, Process and Result. The Process is measured by A-D-L-I approaches (Approach-Deployment-Learning- Integration), on the other hand The Result is measured by Le-T-C-I approach (Level-Trend- Comparison-Integration). There are six processes that will be measured: (1) Leadership, (2) Strategic Planning, (3) Customer Focus, (4) Measurement, Analysis and Knowledge Management, (5) Work Force Focus, and (6) Operation Focus. Meanwhile, the result are (a) product & process outcomes, (b) customer-focused outcomes, (c) workforce-focused outcomes, (d) leadership & governance outcomes, and (e) financial & market outcomes. The overall score for X School is 284/1000, which means X School is at "early result" level at "poor" global image.

Keywords: Performance Measurement, KPKU-BUMN, MBCfPE, Excellence

1. Introduction

Performance Measurement is important for an organization to identify its strength and opportunity for improvement *to increase its competitive advantages*. Malcolm Baldrige National Quality Award is a form of appreciation for companies in the United States was evaluated using the Malcolm Baldrige Criteria for Performance Excellence (MBCFPE). MBCFPE is a set of critical questions in the management and performance of the organization, which is compiled by the US Department of Commerce, National Institute of Standards and Technology, based on the best values and experience of US's superior world-class companies. At first the criteria used by companies in the United States to increase competitiveness to face global competition, especially with Japan.

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MBCfPE is built upon Eleven Concepts and Procedures Core Values are interrelated as follows: (1) leadership has the vision, (2) All-excellence-an-directed by the customer, (3) learning organization and employees, (4) Valuing employee and partners, (5) Agility, (6) Focus on the future, (7) The management of innovation, (8) Management based on facts, (9) The responsibility of society, (10) Focus on results and value creation, (11) System Perspective. Eleven Concepts and Administration Core Values is dissolved into the six criteria process and the criteria Results: (i) Leadership, (ii) Strategic Planning, (iii) Customer Focus, (iv) Measurement, Analysis and Knowledge Management, (v) Focus Power Work, (vi) Focus Surgery, (vii) results.

In Indonesia, MBCfPE adopted in Indonesia Quality Award which aims to raise awareness that performance excellence as an essential element for companies to compete and as a means to share information about successes in the implementation of the strategy performance and benefit from the use of this strategy. The Ministry of State-Owned Enterprises (SOEs) adapting MBCfPE into Excellent Performance Assessment Criteria –Kriteria Penilaian Kinerja Unggul, KPKU - to assessing the performance of state-owned companies.

X School is one of the private education foundation in Bandung that has provides education from kindergarten, elementary school, to junior and senior high school. To enhance its performance X School requires measuring overall performance. Recently X School evaluate it accreditation score to analyze its performance but one of the weaknesses of accreditation is its more focused to academic aspect not the health of organization as an entity. In the last several years X School develop key performance indicator to evaluate its performance, yet the measurement is only implemented on trial phase.

1.1. Problem Identification

X School needs to analyze its competitiveness level by performance measurement. The problems are the accreditation level isn't sophisticated enough to evaluate organization position compared to competitors, on the other hand the key performance indicator's that were built by X School is still on the beginning level of development. KPKU as one of the performance systems can be implemented to solve X School problem.

The research is held by team using collaborated researches. The prime researcher are Prof. Harsono Taroepratjeka, Ambar Rukmi Harsono and Sugih Arijanto, with several research assistant. Measuring the performance team are: Performance Measurement Leadership and Results of Leadership and Governance by Inayah, Measuring Strategic Planning and the result of Financial by Fitriani. Measuring Customer Focus and Results of Customer Focus by Triwahyuni, Measurement Analysis and Knowledge Management by Yuniarti, Performance Measurement The focus of workforce and Results of workforce by Fajarwati, Focus performance Measurement and Results of Operations and Education Services Program and Process by Mayani.

The objectives of the research is to determine X School score and to identify its Strengths and Opportunities for Improvement (OFI) based on the results of performance measurement using KPKU-BUMN based on Malcolm Baldrige Criteria for Performance Excellent (MBCFPE)

2. Literature

2.1 Performance Measurement

Performance measurement according to Lynch and Cross (1993) in Yuwono (2004), is a way to measure the direction and speed of change, or in other words the performance measurement is an action taken to measure the various activities that exist in the company or organization. Performance measurement serves to provide feedback to the company for the performance that has been done, the action taken in accordance with a predetermined plan or not, and can give hope of our future.

Measurements of performance by Christian (2010) is an assessment process work progress against objectives and targets have been defined previously, including the information above: efficiency of resource use in producing goods and services; quality of goods and services (how well the goods and services delivered to customers and the extent to which the customer is satisfied).

There are various methods for measuring the performance, for example: the Balanced Scorecard, performance Prism, Institutional Accreditation, and the Malcolm Baldrige Criteria for Performance Excellence. The method used in this study is the Malcolm Baldrige Criteria for Performance Excellence.

2.2. Malcolm Baldrige Criteria For performance Excellence (MBCFPE)

MBCfPE is a system to enhance overall organizational performance continuously that uses measurements with predetermined criteria and provides feedback on the performance of the organization as an entity in providing the excellent services.

The benefits of MBCFPE are: (1) To help improve the performance and effectiveness of the organization as a whole, (2) Facilitate good communication for all the elements that exist within the organization so that it can communicate well, (3) Fix the values that affect consumers and contribute to the success of the market share as well as improve performance and capability of the organization concerned, and (4) Can be used as a tool to understand and manage the performance of the organization, planning, and training of the workers.

MBCfPE criteria are the basis for assessment of self-organization, for the award, and for providing feedback to the applicant organization, in their efforts to improve overall performance. The criteria also have three important roles to strengthen the competitiveness of nations: (1) To help improve practice, the ability and the results of organizational performance, (2) Facilitating communication and sharing of information on best practices among all kinds of national organizations, and (3) serves as a work tool in the understanding and management of performance and as a guide for organizational planning and opportunities for learning.

Criteria MBCfPE were built on a foundation of 11 concepts and procedures for core values, namely: Leadership visionary, excellent leading to the student's interests and stakeholders, organizational learning and employee, valuing employees and partners, agility, focus on the future, information management, management by facts, social responsibility, focusing on results and value creation and systemic perspective.

Criteria MBCfPE has 7 based on literature category "Indonesian Quality Award Foundation" (Criteria for Performance excellence (Malcolm Baldrige Criteria for Performance Excellence) in the years 2013-2014 profit organization: (1) leadership, (2) strategic planning, (3) Customer Focus, (4) Measurement, Analysis and Knowledge Management, (5) The focus of Manpower, (6) Focus operation, and (7) results (results Products and Processes, Results Focus on customer, Results Focus Labor, Results Leadership and Governance and Financial Results and Market).

Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) is a method for measuring the overall performance . MBCfPE has seven categories that indicate a systemic framework of interconnected and integrated as shown in Figure 1

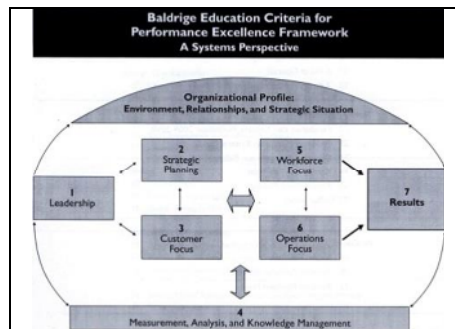


Figure 1 Malcolm Baldrige Criteria for Performance Excellence Framework (Resources: IQAF, 2011)

MBCfPE performance measurement method should be preceded by the preparation of application documents. The application documents are documents concerning matters to be measured by the organization with regard to its performance MBCfPE category. This document is based on the application questions, answers that exist in MBCfPE guidance. Sample questions for the category Work Force focus MBCfPE items can be seen in Figure 2, the format field can be seen in Figure 3.

Figure 2 Example of Work Force Focus Category questionnaires List MBCfPE (Source: IQAF, 2013)

Figure 3 Item Format (Resource: IQAF, 2013)

2.3. Assessment System

The scoring system in MBCfPE based on two elements, the process and results. According to National Institute of Standard and Technology NIST approach, the process refers to the methods used and repaired by an organization in addressing the requirements of the field in the 1-6 category. Assessment process carried out by using a scoring guide of Kriteria Penilaian Kinerja Unggul – Badan Usaha Milik Negara, a Performance Excellent Measurement Criteria that developed by Ministry of State Enterprises. Four factors are used to evaluate Approach, Deployment, Learning, and Integration (ADLI). Four factors are used to evaluate the results of which level, tendencies (trends), comparisons, and integration (LeTCI).

3. Research Methodology

3.1. Problem Identification

The X School's problem is it doesn't know the overall performance level to implement some improvements in facing competition with other schools. Performance measurement can be done using the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE).

3.2. Literature Study

The literature study is a review of the stages used in helping to resolve the problems that have been identified previously. Literature review of the methods used is the measurement of performance and methods of the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) including the categories and processes and outcomes assessment system.

3.3. Data Collection

Data mining in this research is be done by interviews and examination of documents. The data collection was based on the questionnaires about the profile of the organization and all categories.

3.4. Compilation of Organization Profile

The organization's profiles are performed based on guidelines in the field of education IQAF book version 2013-2014.

3.5. Compilation Application Document

Application Documents are compiled according to the guide book version IQAF education 2013-2014. In answering this question, the table support (Latham, 2013-2014). Incorporation documents and the application process is the process of combining the results of the entire application documents for each category.

3.6. Review Process

The application documents will be reviewed using Approach, Deployment, Learning and Integration (ADLI) . Example format ADLI assessment can be seen in Table1.

Table 1 Review ADLI

Key Factor	Strengths / OFI	As Evidence By	A	D	L	I	Criteria Requirement	Link
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3.7. Result Review

Result Category is reviewed using Level, Trend, Comparison, Integration (LeTCI) Approach. Example of format review LeTCI can be seen in Table 2.

Table 2 Format Review LeTCI

EVIDENCE	ICON	Periode		Le		T			C				Requirements	
		< 3 th	>= 3 th	Excellent	Good	Poor	Sustain	Fvble	Flat	Advrs	Comparison (Competitor / Benchmark)	Leading		EQUAL
Total														
Jumlah Kinerja yang Dilaporkan														

3.8. Process and Result Categories Scoring

The scoring processes are conducted for each question according KPU assessment guide. After the assessment is carried out for each question recapitulation of value to get the value of each item. After receiving the recapitulation value of each item then be converted to IQAF assessment guide which can

be seen in Table 3 and determine the final value of each item. The Result is scored by reviewing conducted suitability of existing results to guide the assessment process in the field of results categories.

Table 3 KPU-IQAF Scoring Conversion

KPKU	IQAF
1	0% or 5%
2	10%, 15%, 20%, or 25%
3	30%, 35%, 40%, or 45%
4	50%, 55%, 60%, or 65%
5	70%, 75%, 80%, or 85%
6	90%, 95%, or 100%

3.9. Malcolm Baldrige Overall Scoring

Malcolm Baldrige Scoring a whole is the sum of the values of all scoring categories.

3.10. Analysis

The analysis was performed on the results of a review ADLI and LeTCI to know the most strength and opportunities for improvement (most OFI) each category. Evaluation of most strength and OFI seen most of the scoring has been done before. At the time of the tagging process done scoring the greatest value to the candidate do most strength and marking the smallest value for the candidate most OFI . Than the selection fields and sub- fields which become most OFI and most strength .

3.11. Conclusions and Recommendations

Conclusions and suggestions are proposed for improvements suggested by the results of X School overall performance assessment organizations to make improvements

4. Data Mining and Processing

4.1 Data Mining

Data is obtained from interviews, surveys and inspection of documents. Data obtained from several sources such as foundations Supervisory X School, X School Board-trustee, Group Supervisors (KPS), Principal, Human Resources, , Finance, Research and Development and Drafting Team Strategic Plan. The data obtained from the answers to the questions from questions of each criteria MBCfPE, contained in the book "Indonesian Quality Award Foundation (IQAF); Performance criteria of excellence (Malcolm Baldrige Criteria for Performance Excellence); Year Edition 2013-2014. The next step create a document using the application Latham guide. After creating the application document that is carried out a review process based ADLI (Approach, Deployment, Learning, Integration) and review results based LeTCI (Level, Trend, Comparison, Integration). Furthermore, quantifies scores for each criterion so that the total score of X School performance can be obtained. Then determine the most strength or strength and most OFI (Opportunity For Improvement) or opportunities for improvement.

4.2 Data Processing

Data processing is the next stage after making application documents. Stages of data processing consists of a review process based ADLI, review result based LeTCI, scoring and scoring for the recapitulation of the whole category.

4.2.1 Review and Scoring Proses

The example of review process or assessment process for category Leadership by using ADLI can b

seen in Table 4.

Table 4 Review Process ADLI

Item Ref	Persyaratan	Relevansi	Bukti dari Respon Aplikasi	A		D		L			I		
				S		E	K	U	E	P	I	A	A
1.1a	Visi, Tata Nilai dan Misi								v		s	L ₁	L ₂
1.1a(1)	Visi dan Tata Nilai												
	BAGAIMANA	2	Yayasan X SCHOOL										
	pimpinan senior bersama-sama menetapkan Visi dan Tata Nilai X SCHOOL?		menetapkan visi dan tata nilai dengan cara: <ul style="list-style-type: none">Para Pembina Yayasan X SCHOOL melakukan rapat pembina untuk menentukan visi yayasan X SCHOOL, kemudian dirumuskan bersama-sama dengan pengurus yayasan, pengawas sekolah, para ketua, dan team pengembang unit (team pengembang sekolah) Yayasan X SCHOOL melalui rapat pembuatan Rencana strategis. Selain membahas perumusan visi, dalam rapat tersebut membahas mengenai Tata Nilai yang akan digunakan X SCHOOL berdasarkan tata nilai yang ditanamkan oleh leluhur pendiri X SCHOOL. Hal tersebut dibuktikan dengan adanya catatan rapat pembina dan catatan rapat pembuatan rencana strategis. Sekolah X SCHOOL menetapkan visi dengan cara: <ul style="list-style-type: none">Kepala sekolah dan team pengembang sekolah membuat visi sekolah dengan rapat berdasarkan perumusan renstra X SCHOOL dan hasil EDS. Metode ini relevan dengan kategori 2 dan 4 yaitu pada 2.1a, 2.1b dan 4.1a.	√			√	√				√	
Analisa ADLI :													
Pemimpin senior X SCHOOL sudah memiliki metoda yang jelas dan sistematis dalam pembuatan visi dan tata nilai X SCHOOL, metode tersebut sudah konsisten diterapkan di seluruh unit kerja, metode tersebut sudah ada tindakan perbaikan dari dari metode sebelumnya yaitu pembuatan visi dan misi sekolah yang berdasarkan perumusan renstra X SCHOOL, metode tersebut sudah selaras dengan kategori dan unit lain.													
Draft Comment (sebagai kesimpulan dari analisa ADLI)													
Strength :													
Pemimpin senior X SCHOOL menetapkan visi dan tata nilai X SCHOOL dengan cara Para Pembina Yayasan X SCHOOL melakukan rapat pembina untuk menentukan visi yayasan X SCHOOL, kemudian dirumuskan bersama-sama dengan pengurus yayasan,													

The evidence of process implementation as shown by column evidence is used to determine A-D-L-I. The checklist for column S is used when the company has Systematic Approach. (E: Effective, K: Consistence; U: implemented for all unit; Ev: evaluation; P: Improvement; Al: Align)

4.2.2 Review and Scoring Results

The example results for financial and market outcomes by using the Format Level-Trend-Comparison-Integration or LeTCI can be seen in Table 5.

Table 5 Review Result LeTCI

NO	Kode Indikator	NAMA INDIKATOR	Level				TREND			Comparison			INTEGRASI	
			Excellent	Good	Poor	Sust	Fav	Flat	Adv	Pembandingan	Lead	Lagging	PROYEKSI	KEKURANGAN
7.1 HASIL KINERJA KEUANGAN DAN PASAR														
7.5.a(1) Kinerja Keuangan														
1		Pendapatan DSP		1		1								
2		Pendapatan PP		1		1								
3		Pendapatan DU		1				1						
4		Pendapatan SPP		1		1								
5		Pendapatan lain-lain (Giro, tabungan deposito dan investasi)			1				1					
6		Ketepatan anggaran dari rencana			1				1					
7		Rencana anggaran terhadap penerimaan		1					1					
8		Biaya operasional												1
9		Biaya langsung												1
10		Biaya tidak langsung												1
11		Tabungan dan giro												1
11		Jumlah yang dilaporkan	7	0	5	2	3	0	1	3	0	0	0	4
		Presentase yang dilaporkan (%)	0.00%	71.43%	28.57%	42.86%	0.00%	14.29%	42.86%	0.00%	0.00%	0.00%	0.00%	57.14%
		Kekurangan	4	0.00%	45.45%	18.18%	27.27%	0.00%	9.09%	27.27%	0.00%	0.00%	0.00%	63.64%
		Jumlah yang harus dilaporkan	11	45.45%				36.36%			0.00%			31.82%

The good level indicates the company achieves the target and has a better achievement compared by previous period. The sustain trend indicates the achievement of company performance is increase, on the other hand, adverse indicates the performance is decrease. Lead comparison indicates the company compares its result to benchmark company. The projection of integration indicates the indicator has been integrated with measurement and strategy to determine the next period target.

Review process begins with determining the key factors based on field research organization profile . After determining the key factors in accordance with the requirements criteria further define the strength or OFI requirements of the criteria that have been answered and show proof (As Evidence By) . Then proceed with the review process focused workforce are reviewed based Approach (A), Deployment (D), Learning (L), and Integration (I) .

Scoring of each category is performed by the ADLI reviews than has been done before. Scoring is done on each criteria requirements by providing a value between 1 and 6 in accordance with the guidelines KPKU which is then converted by the IQAF assessment (Table 3 KPKU-IQAF Scoring Conversion). Scoring is done to every question in every item, then do recapitulation for each multiple requirements.

Value multiple requirements recapitulation made reference to the area to address. Recapitulation value areas to address as a reference to recapitulation value items. In every part of the recapitulation, recapitulation value obtained by looking at the value of the most emerging. If there is a range of values in the results of the assessment needs to be reviewed range up to a maximum value minimum value, then reduce the range of values that is to be the difference between a value and select a point as the final value. The Example of recapitulation KPKU scoring for category 2 Strategic Planning can be seen in Table 6

Table 6. recapitulation KPKU scoring for category 2 Strategic Planning

	A	D	L	I
Sub Category 2.1 Strategy Development				
2.1 a. Strategy Development Process				
JUDGEMENT 2.1a(1)	4	4	3	3
JUDGEMENT 2.1a(2)	4	3	3	3
JUDGEMENT 2.1a(3)	3	3	2	2
JUDGEMENT 2.1a(4)	3	3	2	2
2.1 b. Strategic Objectives				
JUDGEMENT 2.1b(2)	4	4	3	3
HOLISTIC 2.1	4	3	3	2
		2-4		
JUDGEMENT 2.1 Band Score		3		
JUDGEMENT 2.1 Score (%)		30%-45%		
JUDGEMENT 2.1 Score point		35		
Sub Category 2.2 Strategy Implementation				
2.2 a. Action Program development and implementation				
JUDGEMENT 2.2a(1)	4	4	3	3
JUDGEMENT 2.2a(2)	4	3	3	3
JUDGEMENT 2.2a(3)	4	3	3	3
JUDGEMENT 2.2a(4)	3	3	2	3
JUDGEMENT 2.2a(5)	3	3	2	2
JUDGEMENT 2.2a(6)	3	3	2	2
2.2 b. Performance Projection				
JUDGEMENT 2.2b	4	4	3	3
HOLISTIC 2.2	4	3	3	3
		3-4		
JUDGEMENT 2.2 Band Score		3		
JUDGEMENT 2.2 Score (%)		30%-45%		
JUDGEMENT 2.2 Score point		40		

It can be seen from table 6, the score for 2.1. Strategy Development is 35%, while 2.2 Strategy Implementation is 40%

4.2.2 Scoring

The overall score can be seen at table 7 and the band score can be seen at table 8.

Table 7 The Overall Score

No.	Categories and Items	Point	Value	Score
1.	Leadership	120		
1.1	Senior Leadership	70	40	28
1.2	Governance and Societal Responsibilities	50	40	20
2.	Strategic Planning	85		
2.1	Strategy Development	45	35	15,75
2.2	Strategy Implementation	40	40	16
3.	Student Focus	85		
3.1	Voice of the customer	40	35	14
3.2	Customer engagement	45	30	13,5
4.	Measurement, Analysis, and Knowledge Management	90		
4.1	Measurement, Analysis, and Improvement of Organizational Performance	45	40	18

4.2	Management of Information, Knowledge, and Information Technology	45	30	13,5
5.	Workforce Focus	85		
5.1	Workforce Environment	45	30	13.5
5.2	Workforce Engagement	40	25	10
6.	Operation Focus	85		
6.1	Work Process	45	40	18
6.2	Operational effectiveness	40	40	16
7.	Result	450		
7.1	Product and process outcomes	120	15	18
7.2	Customer focused outcomes	85	5	4.25
7.3	Workforce focused outcomes	85	30	25.5
7.4	Leadership and governance outcomes	80	20	16
7.5	Financial and market outcomes	80	30	24
TOTAL		1000		284

By table 7, The score of X School Education Foundation is 284 of 1000

Table 8 Malcolm Baldrige Performance Level

Level	Band	Score-Range	Global Image
8	<i>World Class Leader</i>	876-1000	<i>Excellent</i>
7	<i>Benchmark Leader</i>	776-875	
6	<i>Industry Leader</i>	676-775	
5	<i>Emerging Industry Leader</i>	576-675	<i>Average</i>
4	<i>Good Performance</i>	476-575	
3	<i>Early Improvement</i>	376-475	
2	<i>Early Result</i>	276-375	<i>Poor</i>
1	<i>Early Development</i>	0-275	

By table 8, the performance level of X School Education Foundation is 284 of 1000 which equal to Early Result Band

5. Analysis

5.1 The Most Strength

The most strength that can be seen in Table 9.

Table 9 The Most Strength

No.	Categories and Items	item	STRENGTH
1.	Leadership	1.2.a.1(4)	Governance System
2.	Strategic Planning	2.2a(3).1	Resource Allocation
3.	Student Focus	3.2.a.2	Customer Support
4.	Measurement, Analysis, and Knowledge Management	4.2.1	Knowledge Management
5.	Workforce Focus	5.2.c.1	Learning and development system
6.	Operation Focus	6.2a	Cost Control
7.	Result	7.5	Financial and market outcomes

5.2. The Most Opportunity for Improvement (OFI)

The most Opportunity for Improvement (OFI) which can be seen in Table 10.

Table 10 *The Most Opportunities for Improvement (OFI)*

No.	Categories and Items	item	<i>Opportunity for Improvement</i>
1.	Leadership	1.2c.(2)	Community Support
2.	Strategic Planning	2.1a(4).4	Work System and Core Competence
3.	Student Focus	3.1.b.1	Determination customer satisfaction and engagement
4.	Measurement, Analysis, and Knowledge Management	4.1.b	Performance analysis and review
5.	Workforce Focus	5.2.b.1	Assessment of workforce engagement
6.	Operation Focus	6.1b(3)	Process Improvement
7.	Result	7.2	Customer outcomes

6. Conclusion

6.1. Conclusion

The conclusion of the research is the total value of performance measurement X School Education Foundation amounted to 284 points from 1000 points so that the X School at the level of early results, which means Foundation X School is in the poor global image, which mean:

- **Approach:** An effective, systematic approach, responsive to the basic requirements of the Item, is evident.
- **Deploy:** The approach is deployed, although some areas or work units are in the early stages of deployment.
- **Learning:** The beginning of a systematic approach to evaluation and improvement of key processes is evident.
- **Integration:** The approach is in the early stages of alignment with the basic organizational needs identified in response to the Organizational Profile and other Process Items
- **Level:** Good organizational performance levels are reported, responsive to the basic requirements of the item.
- **Trend:** Some trend data are reported, and a majority of the trends presented are beneficial
- **Comparison:** Little or no comparative information is reported.
- **Integration:** Results are reported for a few areas of importance to the accomplishment of organization's mission.

The Contradictive result is The Accreditation level X School Education Foundation is A which mean in the best level for Indonesian School, but if it is compared to world class performance level, X School Education Foundation is on poor level.

6.2. Suggestions

The suggestions for X school to achieve better level are X school has to maintain and improve the strengths and the most important improvement is X school has fix the opportunities for improvement:

- X school should build systematic approaches for all process,
- X school should improve its deployment

- X school should evaluate and improve all of key processes
- X school should align all of key processes
- X school should report and evaluate all measurement
- X school should compare all of key measurement to benchmark competitors

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