



The Foundation for the Malcolm Baldrige National Quality Award

"The award that bears his name reflects the virtues that he brought to public service and how he lived in his private life, a commitment to excellence, shrewd judgment and sound judgment, principled leadership, integrity, and a sense of responsibility."

George W. Bush



"The Malcolm Baldrige National Quality Award, which highlights customer satisfaction, workforce empowerment, and increased productivity, has come to symbolize America's commitment to excellence."

Bill Clinton



"I was proud as a U.S. Senator to vote in favor of the Baldrige Act..." this award has helped us re-focus on the future, on quality, on performance, and most importantly maybe, on innovation."

Joe Biden

"In just a few years, the National Quality Award has literally become the standard of business excellence. And the renewed spirit of excellence in business, of making quality an integral part of America's corporate strategy, has truly, I believe, made us more competitive in the international arena."

George H.W. Bush

"I always prized the quality of Mac's vision. He had the capacity to look up from the dust of the plains to see the distant mountains."

Ronald Reagan





Presents:
2023 Baldridge Enterprise Update

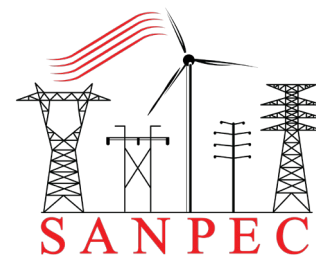
March 23rd , 2023



Mac Baldrige Society
Institute Trustees



A Special Thanks to Our Donors & Sponsors!



Opening Remarks/Agenda

Introduction

Al Faber

Guest Presenters

Bob Fangmeyer, Director, Baldrige Program, NIST

Al Faber, President & CEO, Baldrige Foundation

Brian Lassiter, Chair, Alliance for Performance Excellence Board of Directors

Stephanie Norling, Executive Director, Community of Excellence 2026

**Questions from the
Audience**

Al Faber, Moderator

Closing Remarks

Al Faber

Baldrige Performance Excellence Program

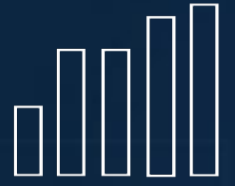
Robert Fangmeyer, Director BPEP



Baldrige Program Update

- Quest for Excellence
- 2023/2024 Baldrige Excellence Framework
- Baldrige Executive Fellows
- External Program Review

Bob Fangmeyer, Director
Baldrige Performance Excellence Program



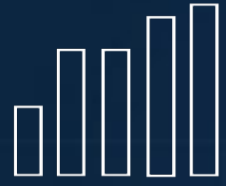
Quest for Excellence

NIST

Baldrige Performance Excellence Program | www.nist.gov/baldrige

- April 2-5, 2023 at the Gaylord National Harbor
- Highlighting Award Recipient best-practices with special emphasis on innovation and Communities of Excellence
- Two keynote speakers, Duncan Wardle and Don Berwick
- Special sessions on Communities of Excellence, the Job Quality Toolkit, and the Advanced Manufacturing Technology Solutions Assessment





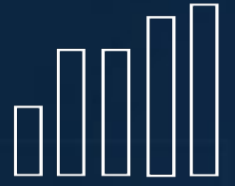
2023/2024 Baldrige Excellence Framework



Baldrige Performance Excellence Program | www.nist.gov/baldrige

- Robust biennial revision process
 - Ongoing review of proven practices
 - Review of prior suggestions and public request for additional suggestions
 - Focus groups to review inputs and recommend changes
 - Draft of changes reviewed by subject matter experts
- Over 100 individuals representing all sectors and key stakeholder groups contributed
- Key changes include
 - Greater emphasis on Agility, Resilience, and Organizational Transformation; Workforce Engagement and the Customer Experience; as well as DEI and Societal Contributions
 - Clarification around Risk Management and Innovation





Baldrige Executive Fellows

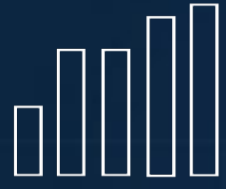


Baldrige Performance Excellence Program | www.nist.gov/baldrige

- 2022 Cohort graduates Saturday before Quest for Excellence
- 2023 Cohort kicks off Sunday before Quest
- Year-long program focused on learning from and building relationships with other successful executives
 - 5 in-person sessions visiting with and learning from Baldrige Award Recipients
- 17 participants from health care, manufacturing, service, nonprofit, government, and education

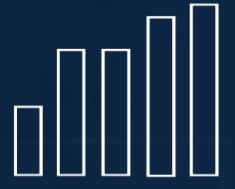
“The Baldrige Executive Fellows Program is an excellent way to hone your skills as a leader, to learn from top-performing organizations across a broad spectrum of industries, and to create a network of brilliance among leaders across the nation. I highly recommend it!”

“It was a tremendous learning opportunity. The Baldrige program arms you with practical information that can be used to improve performance and drive value in your organization.”



External Program Review

- Examine how the program can best advance U.S. competitiveness [economy] and address the challenges most relevant in today's environment
- Examine how to increase impact and accessibility of the program and our offerings
- Builds on ongoing improvement efforts and entails heavy engagement with the Baldrige community across all key stakeholder groups as well as many outside of the Baldrige community
- Recommendations for the Framework and Award Process have been received (Task 1)
- Recommendations for the program's other offerings and the public-private partnership due mid-April (Task 2)



Key messages in the Task 1 Report

- Need to focus on national priorities
- Transform the award criteria and evaluation process to be simpler and more accessible
- Be more proactive in creating partnerships and engaging top industry performers
- Create more accessible framework and various on-ramps for less-mature organizations

Next Steps

- BPEP/NIST finalizing a proposal to Department of Commerce
- Engage Baldrige community in fleshing out details of the path forward
- Implement revised award process in 2023 (still the goal!)

Thank you!

President & CEO Update



ORGANIZATIONAL ALIGNMENT: STRATEGY-BUDGET-ACCOUNTABILITY

Four Strategic Imperatives

ADVOCACY

- Priority #1. Restore BPER to the Federal Budget and the President's Agenda.
- Priority #2. Develop Strategic Alliances. Congress; Departments of: Education; Defense; Health and Human Services; Veterans Affairs; Small Business Administration; and others like ACHE, CHIME
- Priority #3. Build Grass Roots Support including State Programs.

"Ensure the long-term financial growth and viability of the Baldrige Performance Excellence Program..."



...and to support organizational performance excellence in the United States and throughout the world"

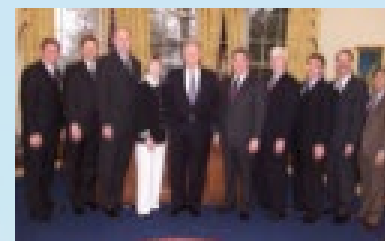
FUNDRAISING

Message

- Bold, Dynamic, Inspirational Message
- Build and Grow Constituency
- Strategic Communications (Internal/External)
- Media Relations – Print, TV, Radio, Internet
- Announcements Online & Print Advertising
- Leverage Social Media

Fundraising

- Small Donations, Major Gifts, Planned Giving
- Combined Federal Campaign with State Programs,
- Business Partnerships/ Institute for Performance Excellence
- Mac Baldrige Society



"America's Most Influential Leaders – Supporting the Nation's Quality Awards Program."

BOARD DEVELOPMENT

- Working Board – Trustee Board
- Embrace the Mission and Work as a "Team"
- Contribute financially and seek support
- Make connections and offer expertise
- Represent the organization



FOUNDATION OPERATIONS

- Baldrige-Based using the Framework
- Customer Focused/Driven in Everything We Do
- Stewardship Beyond Reproach
- Adding Value to the Enterprise
- Institute for Performance Excellence



Baldrige-Based, Leads by Example: "Confident, Deliberate, Process Driven, Accountable"



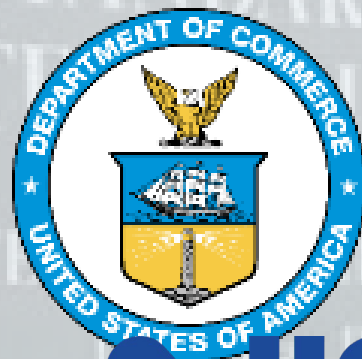
"To be recognized around the world as the premier foundation for the promotion of performance excellence in all sectors of the economy."

We will inspire organizations to achieve excellence in all they do with pride and societal responsibility. Together with our stakeholders we will create value through research and deployment of the latest cutting-edge management practices. We will focus on the future and manage for agility, innovation and creativity. Our Baldrige-based role-model performance will result in the Foundation's endowment exceeding \$135 million by 2050.

Advocacy Update



Gina M. Raimondo
US Secretary of Commerce



Laurie E. Locascio
Under Secretary of Commerce for Standards and Technology and
Director of the National Institute of Standards and Technology



“I was proud as a U.S. Senator to vote in favor of the Baldrige Act.”... this award has helped us re-focus on the future, on quality, on performance, and most importantly maybe, on innovation.”

Joe Biden



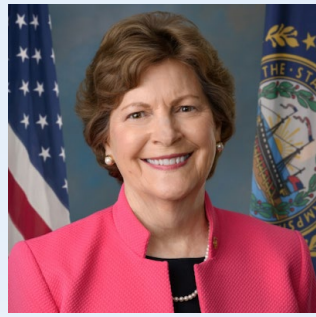
Advocacy Update

Commerce, Justice, Science, and Related Agencies
118th Congress



Dianne Feinstein, California
Jack Reed, Rhode Island
Chris Coons, Delaware
Brian Schatz, Hawaii
Joe Manchin, West Virginia
Chris Van Hollen, Maryland
Jeff Merkley, Oregon
Gary Peters, Michigan

Lisa Murkowski, Alaska
Susan Collins, Maine
Shelley Moore Capito, W. Virginia
John Kennedy, Louisiana
Bill Hagerty, Tennessee
Katie Britt, Alabama
Deb Fischer, Nebraska



**Jeanne Shaheen,
D-NH (Chair)**



**Jerry Moran,
R-KS (Ranking)**



**Hal Rogers
R-KY (Chair)**



**Matt Cartwright,
D-PA (Ranking)**

Robert Aderholt, Alabama
John Carter, Texas
Ben Cline, Virginia
Mike Garcia, California
Tony Gonzales, Texas
Andrew Clyde, Georgia
Jake Ellzey, Texas

Grace Meng, New York
C.A. Dutch Ruppersberger, Maryland
David Trone, Maryland
Joe Morelle, New York

Fundraising



GuideStar (now Candid) Platinum Rating

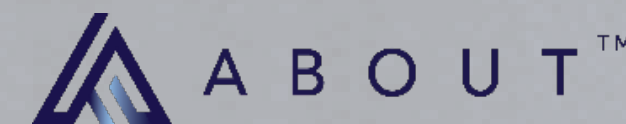
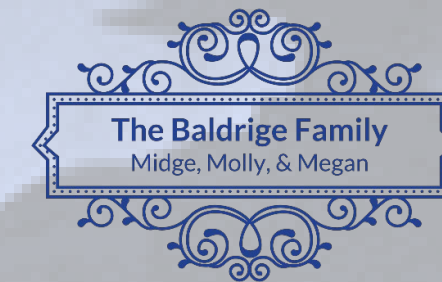
The Foundation has achieved the 2022 Platinum Seal of Transparency Rating on Candid, the world's largest source Seal of Transparency of information on non-profit organizations. This rating places the Foundation in the top 0.1% of charities nationally in terms of transparency.

<https://www.aaaafoundation.org/who-we-are/guidestar-gold-rating>

Platinum
Transparency
2022
Candid.



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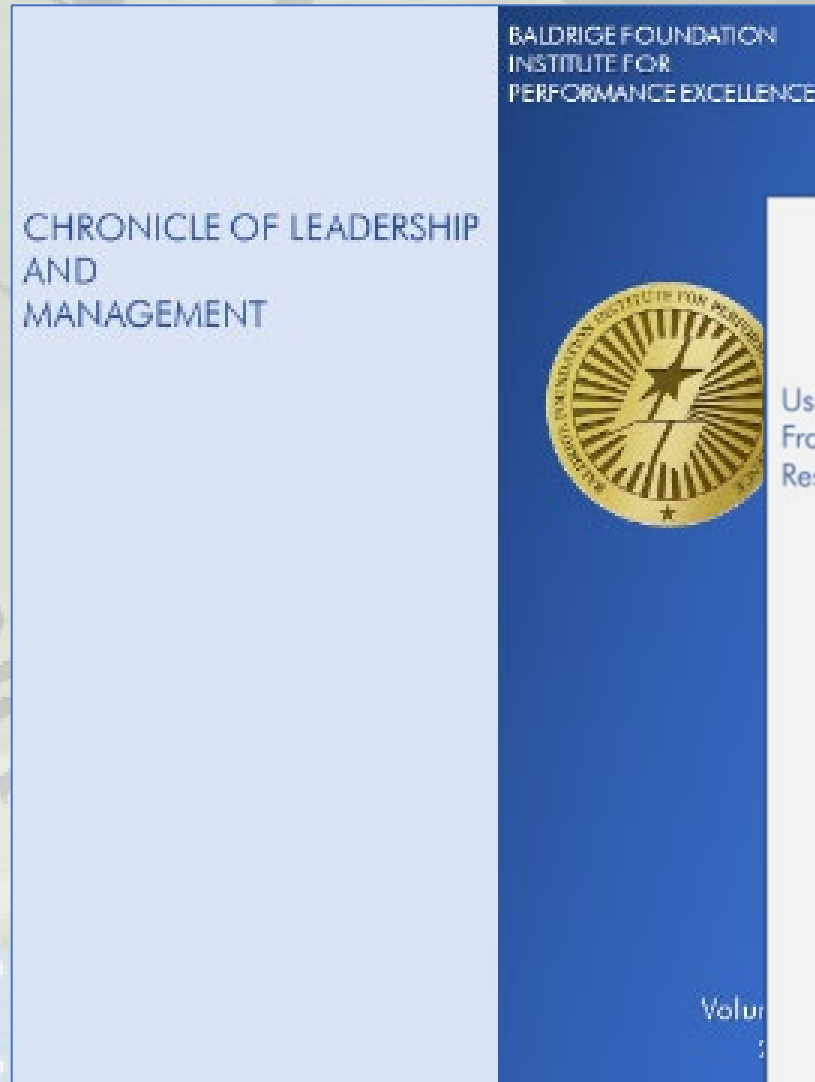


CEO Roundtables, Podcasts, Presentations



www.baldrigeinstitute.org

Thought Leadership



Baldrige Institute Webinar May 2022 Alliance Programs

**The Baldrige Foundation
Institute for Performance Excellence**

Presents:

**State-Based Baldrige Programs:
*The Gateway to Performance Excellence***

May 26th, 2022



Bi-weekly Leader Dialogue Podcasts

MANAGING THROUGH CHANGE
WITH JOHN RAFFOUL

E90: Managing Through Change With John Raffoul
Every health system leader has unprecedented executive management challenges facing their organization in the wake of the pandemic. The solutions they come up with

CAN INNOVATION RESCUE HEALTHCARE?
WITH BEN LOOK AND MIKE MORIN

E89: Can Innovation Rescue Healthcare? With Ben Look And Mike Morin
Every health system leader has unprecedented executive management challenges facing their organization in the wake of the pandemic. And they highlighted, more significantly, the

A ROUNDTABLE DISCUSSION ON THE HEALTH SYSTEM, EXECUTIVE MANAGEMENT, PANDEMIC CHALLENGES, AND MORE!

E88: A Roundtable Discussion On The Health System, Executive Management, Pandemic Challenges, And More!
Every health system leader has unprecedented executive management challenges facing their organization in the wake of the pandemic. This time, we're offering a special



Leading High Performance Teams



Training & Professional Development

<https://www.baldrigeinstitute.org/education>

Excellence in Education

The Baldrige Foundation Institute for Performance Excellence supports individuals and organizations around the world by providing quality educational programs.

Is Your Organization an Institute for Performance Excellence Partner?

Partners of the Baldrige Institute for Performance Excellence receive additional discounts on all of our training opportunities.

[Learn More About the Institute](#)



OUR SELF-PACED COURSES

Lean Six Sigma White Belt	\$50
Lean Six Sigma Yellow Belt	\$125
Lean Six Sigma Green Belt	\$257
Lean Six Sigma Black Belt	\$399
Lean Six Sigma Master Black Belt	\$699
Diversity & Inclusion Yellow Belt	\$99
Process Improvement Specialist	\$299
Project Management	\$157
Supply Chain Management	\$299
Agile Professional	\$299
Agile Leader	\$225
Data Analytics	\$199
Scrum Master	\$299
Lean Practitioner	\$157
Lean Health Care Professional	\$299
Health Care White Belt	\$50
Health Care Yellow Belt	\$147
Health Care Green Belt	\$277



Our Programs

All General Courses

Catering to a broad community of learners, we offer over 370 generalized courses that are specifically designed to support the unique demands of the 21st century learner. Let Baldrige turn your learning experiences into meaningful educational opportunities.

Lean Six Sigma Courses

Looking for training and certifications in Lean and Six Sigma? We offer a variety of industry-specific trainings, such as Lean Health Care Professional, as well as industry-agnostic trainings, such as Project Management, Agile, and Diversity, Equity, & Inclusion.

Strategic Planning & Management Training

Our training allows you to impart the full strategy management process into your everyday decisions. Make better decisions and grow by instilling the ability to think and act strategically in an ever-changing business landscape.

Degree Programs

Earn your degree by enrolling in a degree program, including associates, bachelors, masters, or doctorate programs, through one of our Baldrige Foundation Institute for Performance Excellence Degree Partners.

Home > Leadership > Leading and Managing Change

Leading and Managing Change



Supply Chain Management



Lean Healthcare Professional



34th Quest for Excellence Sponsorships



Executive Director of Corporate Development
Josh Racette



Why Sponsor

With over 30 years of experience, the Baldrige Foundation is the leading authority on quality excellence. As a sponsor, you will gain access to the most influential and innovative leaders in the industry. This is an opportunity to connect with the top executives of the most successful organizations in the world.

The Audience

Attendees: 1,000+

Attendees: 100+

Attendees: 100+

Baldrige Foundation Quarterly Webinar March 2023

BALDRIGE FOUNDATION
America's Best Investment

A Special Thanks to Our Donors & Sponsors!

www.baldrigefoundation.org

<https://www.questsponsorship.com>

Alliance for Performance Excellence Update



Learn. Share. Connect.

The Journey to Performance Excellence Starts Here

[Home](#) [About Us](#) [Members](#) [Events & Training](#) [Contact Us](#)

Find Performance
IMPROVEMENT
HELP NEAR YOU



Brian Lassiter
Chair
Alliance for
Performance
Excellence



Alliance ~~2022~~²⁰²³ Plan on a Page

Year
of the
Member

Mission

To enhance our Members' ability to grow Baldrige-based performance excellence.

Vision

To be the premier resource for a thriving Baldrige community.

2022 Strategic Priorities

1. Define Alliance Identity

- Purpose & Values
- Core Competencies
- DEI

2. Identify & Document key/core processes

- Identify: Align with core competencies
- Map those in existence
- Select 1-2 to design/refine based on SWOT & other strategic priorities

3. Marketing – increase knowledge of Alliance & Baldrige (Owner: Marketing Committee)

- Hire Marketing specialist
- Create common message & collateral

4. Define, Promote, & Advance Alliance Role in Baldrige Enterprise

- Reflect core competencies; advance Vision
- Determine strengths and Brand (building from #'s 1 & 3)
- Work within Enterprise from a position of strength

Value Proposition

The Alliance for Performance Excellence is a collaborative network that provides members with credibility as well as access to resources and knowledge that strengthen their ability to engage and deliver Baldrige-based services to customers.

Core Values

Collaboration- Cooperatively working with others in mutually beneficial relationships.

Passion for Excellence- Achieving excellence through innovation, agility and continuous improvement.

Ethics- Acting with integrity and principles.

Knowledge Growth - Continuously increasing and sharing our knowledge.

Customer Focus- Serving the needs and acting on behalf of our members.

Scorecard (proposed; pending 2022 initiatives)

- *Workforce Learning & Development*
 - % of engaged programs (by % of programs receiving dues discount)
- *Operational Excellence*
 - Engagement process implemented & achieved
 - Member compliance to standards (top tier award, judging, operational)
 - Number of LMS learners
 - % complete achievement of strategy
- *Member Engagement*
 - Net Promoter Score
 - Baldrige Fall Conference NPS
- *Financial & Sustainability*
 - Overall profit margin
 - Conference profit margin
 - LMS profitability
 - Cash and equivalents

communities of excellence²⁰²⁶



“For America to sustain its vitality, promote opportunity, and create a more equitable society during its second 250 years of existence, we must improve the performance of communities and the people who lead and live in them.”



Stephanie Norling
Executive Director
Communities of
Excellence 2026

Why We Exist

To ensure that every person in America has the opportunity to live their best life in communities that are thriving.

Envisioned Future

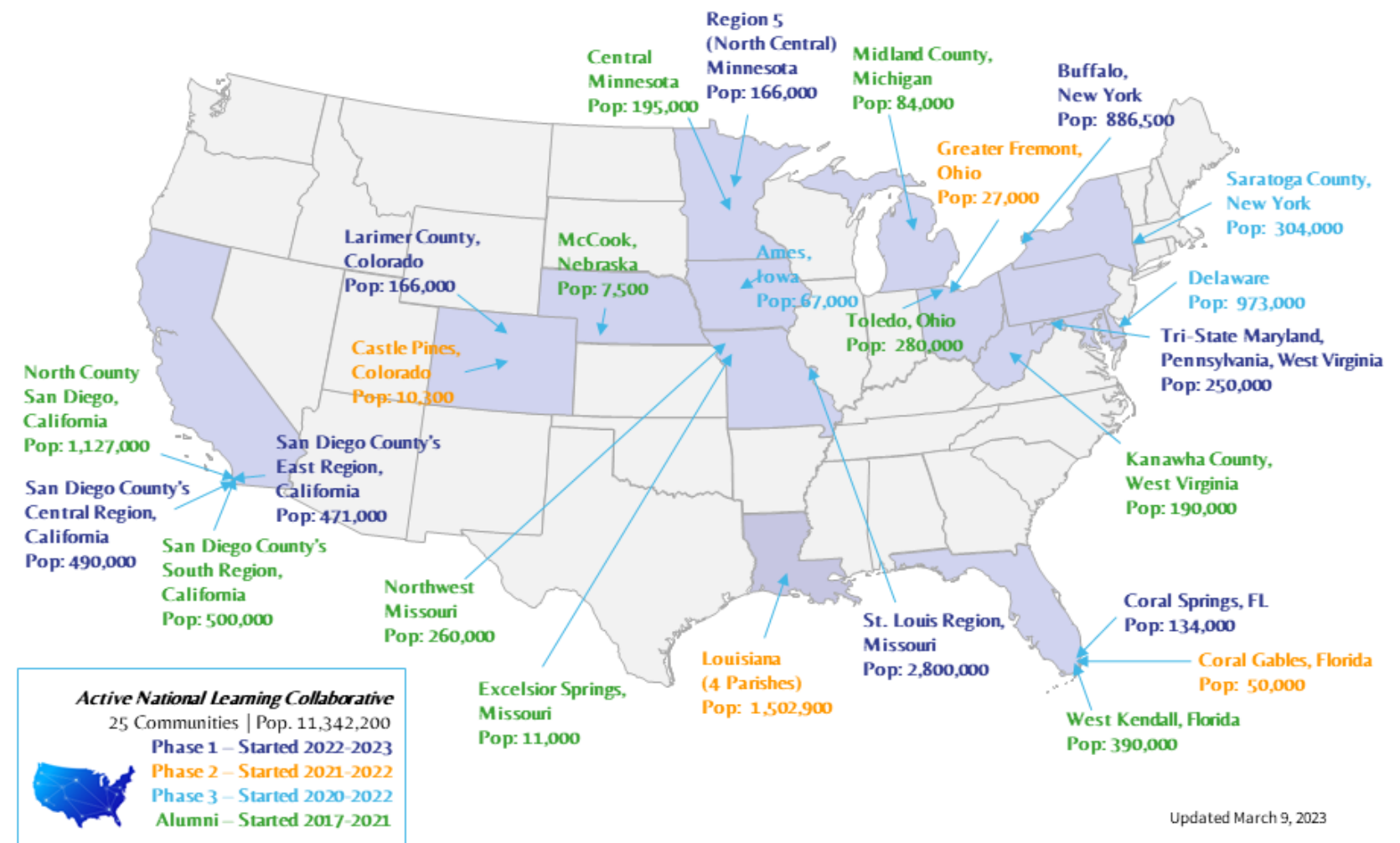
Communities that adopt the Baldrige-based Communities of Excellence Framework are recognized as the top-performing in the nation and are catalysts for our country to again lead the world in educational attainment, economic prosperity, health and wellness, and quality of life



Our Strategic Areas of Concentration

- Actively Support an Energized, High Performing Baldrige Enterprise
- Increase Capability and Capacity to Support Communities
- Become the Center for Community Performance Excellence Resources and Knowledge

communities of excellence²⁰²⁶ National Learning Collaborative



communities of excellence²⁰²⁶ Alumni Group

communities of excellence²⁰²⁶ Assessment & Recognition

A CONTINUOUS IMPROVEMENT PROGRAM

The Communities of Excellence Framework

A BALDRIGE-ADAPTED RESOURCE FROM communities of excellence²⁰²⁶

Preparing for Your Community Excellence Journey

A VIRTUAL COURSE FROM communities of excellence²⁰²⁶



communities of excellence²⁰²⁶ UNIVERSAL COMMUNITY SCORECARD TEMPLATE | 7.1(1)

A Community Excellence Journey Resource
This template is a companion to the Communities of Excellence Framework and is designed to help you get to know your community's story and understand its strengths, weaknesses, and opportunities. This tool will also help you document your findings in one location for all members of your community excellence group. We encourage you to share it regularly with the completion and update of each section of questions and/or upload to a shared Google Drive, Microsoft Teams file, or some other cloud-based shared workspace for easy access by all members. There are no word limits or number of measurement indicator limits for this internal tool, although we encourage you to practice clear and concise communication skills for readability. You are also not required to use this. It is simply a suggested working document that will provide you with the content needed for your National Learning Collaborative share outs of progress, community engagement communications, and annual applications to Communities of Excellence 2026 for feedback through the Assessment & Recognition Program.

Communities of Excellence 2026 has established a Universal Scorecard Template (See separate document) of results that all communities are requested to track for the value of benchmarking participating communities across the country. Here is the summary table of the indicators included:

Health	Life Expectancy
Education	HS Graduation Rate
Economy	Median Household Income
Quality of Life: Social and Community	Adults with 14+ "Not Good" Mental Health Days Per Month
Quality of Life: Housing	Homes with Suboptimal Conditions

The five indicators have been chosen based on their long-term impact measurement and free access to data by any community in the United States, regardless of population size. They are high-level indicators that also demonstrate the interconnected and interdependent nature of the four core areas of communities: Health and Safety, Educational Attainment, Economic Vitality, and Quality of Life.

www.coe2026.org

Panelist Questions and Discussion



Bob Fangmeyer
Director
Baldrige Performance
Excellence Program



Al Faber
President & CEO
Baldrige Foundation



Brian Lassiter
Chair
Alliance for Performance
Excellence



Stephanie Norling
Executive Director
Communities of Excellence 2026





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