

Baldrige Foundation Leadership Awards 2023 Recipients



April 4, 2023



BALDRIGE FOUNDATION



The Baldrige Foundation is proud to recognize these transformational leaders as it presents the 2023 Foundation Leadership Awards.



Congratulations to the 2023
Baldrige Foundation Leadership Award recipients

**Thank you for your continued
commitment to excellence**



www.beyondfeedback.com

LETTER FROM THE CHAIR

KATHRYN EGGLESTON



The Baldrige Foundation is privileged to honor its 2023 Leadership Excellence Award recipients. Each of these recipients has demonstrated a significant and lasting impact through their role-model leadership and service within their respective organizations and beyond.

For only the second time, we honor this year two recipients of the E. David Spong Lifetime Achievement Award. Lowell C. Kruse and Richard A. Norling have distinguished themselves through a joint effort to apply the Baldrige Criteria to an entirely new set of conditions. After each had already led their respective organizations to receive the Malcolm Baldrige National Quality Award—Lowell Kruse as CEO of Heartland Health (now Mosaic) in 2009 and Richard Norling as CEO of Premier, Inc. in 2006—the two came together to found Communities of Excellence 2026, with a shared vision to improve the quality of life of communities guided by the Baldrige Criteria.

Kruse and Norling exceeded their 2026 goal of achieving legislative authorization of Community as the seventh sector eligible for the Malcolm Baldrige National Quality Award when the U.S. Congress and President approved the official authorization in 2022. There are now 25 communities engaged in programs offered by Communities of Excellence 2026.

The Harry S. Hertz Leadership Award recognizes role-model leaders that challenge, encourage, and empower their organizations to achieve performance excellence. We present the 2023 Hertz Leadership Award to Major General John C. Harris, Jr., The Adjutant General, Ohio National Guard. General Harris played a pivotal role in the Ohio National Guard's application of Baldrige through the Department of the Army's Army Communities of Excellence program. He has also served as a member of the national Baldrige Panel of Judges and has been a Baldrige Examiner and Executive Fellow.

We present the Baldrige Foundation Awards for Leadership Excellence in the sectors of Business, Cybersecurity, Education, Government, Health Care, and Nonprofit. The Foundation is honored to recognize these recipients as having exemplified the enduring qualities of the Baldrige framework through their exceptional leadership.

In addition, the Baldrige Foundation's Dr. Curt Reimann Baldrige Scholarship Fund is pleased to provide graduate students, recent graduates, or professionals with an opportunity to participate in Baldrige Examiner Training. We name two scholars for 2023.

Your financial support of the Baldrige Foundation is what makes it possible to continue our promotion of performance excellence in all sectors of the economy, our educational programs, and our awards.

Thank you for joining us today in celebrating the accomplishments of our 2023 recipients.

A handwritten signature in black ink that reads "Kathryn K. Eggleston". The signature is fluid and cursive, with a long horizontal line extending from the end.

Kathryn K. Eggleston, Ph.D.
Chair, Baldrige Foundation





*You Inspire Our
Future Leaders*

**We salute
the Baldrige
Foundation's 2023
Leadership Award
recipients.**

FOUNDATION AWARDS

2023 Recipients

E. David Spong Lifetime Achievement Award

- Lowell C. Kruse
- Richard A. Norling

Harry S. Hertz Leadership Award

- Major General John C. Harris, Jr.

Foundation Awards for Leadership Excellence

- Honorable Robert Aderholt, Government
- James Barlow, Business
- Dr. Mark L. Blazey, Business
- Michael Daniel, Cybersecurity
- Erik Decker, Cybersecurity
- Richard A. Derrick, Government
- Karen S. Evans, Cybersecurity
- David S. Finn, Cybersecurity
- Dr. Michael Flores, Education
- Brenda Grant, Health Care
- Deanna Herwald, Business
- William H. Kose, Health Care
- Sangita P. Mallik, Business
- Theresa Z. Meadows, Cybersecurity
- Stephanie Norling, Nonprofit
- Philippe Salah, Health Care
- Sunil Sinha, Business
- Tim Tuter, Education
- Laura Viaches, Business
- Janet Wagner, Health Care

Dr. Curt Reimann Baldrige Scholarship

- Lewis W. Marshall Jr.
- Kathleen Moco



The Communities of Excellence 2026 Board of Directors congratulates Richard, Stephanie, and Lowell for receiving Baldrige Foundation Leadership Awards. You have earned it!



Richard Norling



Stephanie Norling



Lowell Kruse

With thanks to all our volunteers, examiners, the greater Baldrige enterprise, and our community partners who drive our success.

"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."

--COE 2026 Foundation Statement

Legacies of Leadership

E. David Spong

Spending his career of more than 40 years in the private sector, Dr. E. David Spong is the first person to lead organizations to the Baldrige Award in two sectors. David has led organizations to a total of seven state and three national quality awards; including the Australia Business Excellence Award. He has been a Baldrige leader at the state and national level, and a tireless advocate for Baldrige.



2022 Spong Award Recipient Tommy Gonzalez



E. David Spong Lifetime Achievement Award

LOWELL C. KRUSE

Lowell Kruse and Richard Norling have long been practitioners of and advocates for the Baldrige Excellence Framework.

After each had already led their respective organizations to receive the Malcolm Baldrige National Quality Award—Lowell Kruse as CEO of Heartland Health (now Mosaic) in 2009 and Richard Norling as CEO of Premier, Inc. in 2006—the two came together to found Communities of Excellence 2026, with a shared vision to improve the quality of life of communities guided by the Baldrige Criteria.



“After adopting the Baldrige Framework for Heartland Health in the mid-1990s and using it for the last 15 years of my career,” said Kruse, “it became very clear to me that Baldrige does indeed represent the gold standard for individuals and organizations who want to be the best they can possibly be.”

“The elegance of Baldrige,” he continued, “is that it drives the highest level of thinking from the vision and strategy work necessary to guide organizations through their constantly moving and changing markets to the smallest detail of the process and implementation work necessary to get the results you need to excel. And, used over the long term it drives the creation and sustainability of a culture of quality and performance excellence that becomes embedded in the DNA of the organization.”

Richard Norling had a similar experience. “The merger of three predecessor organizations into Premier Inc., came together in 1997. I led a process designed to bring the three organizations together into an integrated, high performing organization with a values-based culture, an inspiring strategic plan, and a quality system framework. Adopting the Baldrige Framework was key. It was never just about winning an award! The application process, however, further engaged the new organization, reinforced the culture, and created a wonderful opportunity for celebration.”

The E. David Spong Lifetime Achievement award recognizes individuals who have performed truly extraordinary service that has changed the world, and inspired others to do the same. “For 2023, we have dual recipients of the E. David Spong Lifetime Achievement Award: Lowell C. Kruse, Baldrige Award Recipient and Cofounder of Communities of Excellence 2026, and Richard A. Norling, Baldrige Award Recipient and Cofounder of Communities of Excellence 2026,” said Al Faber, President and CEO of the Baldrige Foundation.

“Lowell and Richard did groundbreaking work to adapt the Baldrige Framework to the community

E. David Spong Lifetime Achievement Award

RICHARD A. NORLING

setting, leading in 2022 to Congress officially authorizing Community as the seventh eligible category for the Malcolm Baldrige National Quality Award.”

The Baldrige Framework was originally developed for the manufacturing, service, and small business sectors, and was previously expanded to include health care and education organizations, as well as nonprofits. Now, that same proven and successful approach can be applied across community sectors to improve how communities are run. Leaders in 25 U.S. communities are currently working to build leadership and decision-making systems using the Communities of Excellence Framework. They collaboratively create community solutions that cannot be achieved by a single sector or organization by developing shared community strategies and community scorecards, and engaging residents in community planning and action to address their pressing community challenges and achieve more equitable outcomes.

Reflecting on his work with Baldrige at Premier, Richard Norling explained how Baldrige can apply at the community level. “The diverse sectors of U.S. communities represent a parallel challenge and opportunity for the Baldrige-based Communities of Excellence Framework to create similar value.”

Lowell Kruse concurred. “It is also my firm belief,” said Kruse, “that the same result as we experienced at Heartland Health, can now be obtained by entire communities that adopt the Baldrige-based Community Framework as they strive to improve their overall performance in the way they serve the needs and aspirations of their citizens.”



Legacies of Leadership

Harry S. Hertz

Dr. Harry S. Hertz served as Director of the Baldrige Performance Excellence Program for 18 years until his retirement in 2013. In 1998, Dr. Hertz led the effort to expand the Malcolm Baldrige National Quality Award with the addition of the health care and education sectors, and the addition of the nonprofit/government sector in 2005. Dr. Hertz is credited for keeping the Baldrige Excellence Framework relevant in a changing world.



2022 Hertz Award Recipient John Chessare



**HARRY S. HERTZ
LEADERSHIP AWARD**

Presented To
John B. Chessare, MD, MPH
President & CEO
GBMC HealthCare System

*In recognition of
your exemplary leadership
and dedication to
performance excellence*



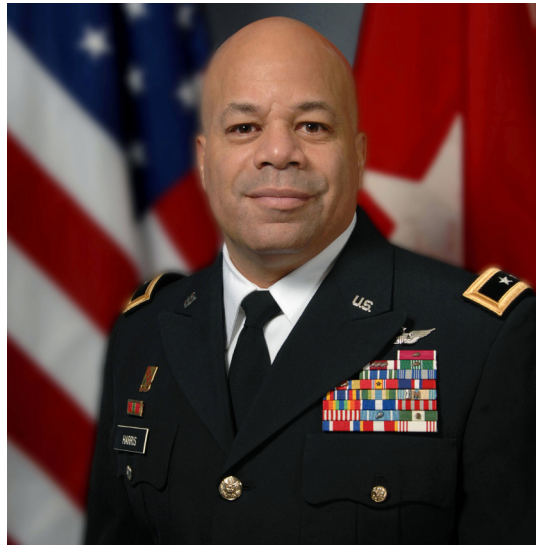
2022



Harry S. Hertz Leadership Award

MG John C. Harris, Jr.

Major General John Harris has served as the Adjutant General since January 2019. He began his military career in 1981 when he enlisted in the Ohio Army National Guard and he currently commands the Ohio Army National Guard and the Ohio Air National Guard with approximately 17,000 members. Over 27,000 Ohio National Guard members have been called to federal service in support of overseas contingency and homeland security operations since September 11, 2001.



"The Hertz Leadership Award recognizes role-model leaders that challenge, encourage, and empower others to achieve performance excellence," said Al Faber, President and CEO of the Baldrige Foundation. The award is being presented to Major General John C. Harris. "John is a role-model leader deeply committed to the Baldrige framework and embodies the Baldrige leadership principles," said Faber.

"Over the years, I have participated in the Baldrige program through the Army Communities of Excellence Program," said General Harris. "We use the Baldrige framework regularly to assess ourselves. It has become a part of our daily language; leaders at all levels of the organization understand it and employ the principles. We use a team approach to writing our application—an approach that allows us to bring mid-grade and junior leaders into the process to gain a deeper understanding of the principles to ensure that Baldrige is sustained by the next generation of leaders. We have been on the journey since 1999, and we are still gaining momentum."

"As military leaders," Harris continued, "we often look at organizational performance through a short-term lens because our tenures as commanders and civilian managers are often limited to two or three years. As a result, we generally focus on what we can influence on our watch. Baldrige transcends that thinking and provides a framework that keeps leaders focused on the seven categories and "running the enterprise" as well as short-term results...the Baldrige Criteria are invaluable for senior leaders in order to avoid whiplashing organizations each time key leaders change."

"Not only has he played a pivotal role in the Ohio National Guard's application of Baldrige through the Department of Army's Army Communities of Excellence program," continued Faber, "General Harris was a Baldrige Executive Fellow and served as a Baldrige Examiner and a member of the national Baldrige Panel of Judges."

"I firmly believe that our nation needs Baldrige to maintain a competitive edge in the global arena," said Harris. "Our economy is an important aspect of national security and maintaining strong and competitive organizations in corporations as well as the nonprofit, government, and health care sectors is essential to our ability to continue all aspects of global leadership. Baldrige is the official national standard and should be embraced as such."





Dr. Mark L. Blazey

President

Quantum Performance Group (retired)

2023 BALDRIGE FOUNDATION AWARD FOR LEADERSHIP EXCELLENCE IN BUSINESS

On behalf of his friends and the thousands of examiners and professionals Mark has trained and mentored over the years, the dozen state Quality Award Programs, two international programs, several nation-wide special programs, and countless companies, congratulations on this well-deserved recognition.

We join together to thank Mark for his incredible leadership and enduring friendship

Cathy Bergland Jeff Calhoun Gary Floss

Paul Grizzell Joe Sener

CONGRATULATIONS RICHARD DERRICK

City Manager/CEO
CITY OF HENDERSON

Recipient of the 2023
Baldrige Foundation Award
for Leadership Excellence

HENDERSON™



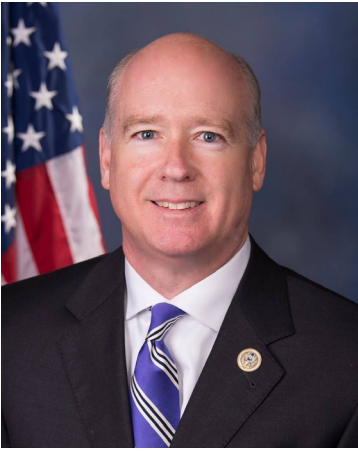
Foundation Awards for Leadership Excellence

2022 Recipients of the Foundation Awards for Leadership Excellence



Foundation Awards for Leadership Excellence

HONORABLE ROBERT ADERHOLT • Government



Member of Congress from Alabama

Congressman Aderholt is a member of the powerful House Committee on Appropriations, which has jurisdiction over funding the operation of the federal government. He has served as Ranking Member of the Subcommittee on Commerce, Justice and Science and supports greater transparency, accountability, and oversight to the appropriations process. He also serves as a member of the Agriculture and Rural Development Subcommittee and the Defense Subcommittee. An advocate of fiscal responsibility, truth in budgeting, and a federal government that operates within its means, Representative Aderholt tries to bring common-sense solutions to the Appropriations Committee. A staunch supporter of his community, district, and the state of Alabama, Aderholt believes the federal government serves a critical role in assisting state and local projects regarding economic development. He continues to support pro-growth initiatives that create jobs, and U.S. competitiveness in the global economy, which is central to the Baldrige, NIST, and Department of Commerce missions. Over the past several years, Congressman Aderholt has demonstrated strong support for the Baldrige Foundation and Baldrige Program.

JAMES BARLOW • Business



Chief Executive Officer, BZI Steel

"I am deeply honored and humbled to receive the Baldrige Foundation Award for Leadership Excellence. Their unwavering commitment to continuous improvement and organizational performance excellence, stewardship, trust, and visionary leadership align with our values at BZI Steel. Our mission is to revolutionize the steel construction industry through innovation, team performance, and accelerated project delivery while setting new standards in safety and efficiency. Achieving this goal is only possible through the incredible leadership and commitment of every BZI team member, and I accept this award on their behalf."

Foundation Awards for Leadership Excellence

MARK L. BLAZEY • Business



President (retired) of Quantum Performance Group, Inc., a consulting company specializing in training award examiners and working with organizations in all sectors to apply the Baldrige Criteria

“The Baldrige Criteria for Performance Excellence define what organizations of all types need to do to achieve superior performance. I have been fortunate to build a successful consulting business around the Baldrige Criteria and help leaders and examiners of state and national Baldrige-based quality awards understand and use the Criteria effectively. I am indebted to the Baldrige Program staff, and the many good friends, examiners, and practitioners who guided and supported me over the past 30 years, as well as the American Society for Quality for publishing more than 25 editions of my book *Insights to Performance Excellence: Understanding the Baldrige Criteria in Business, Education, and Health Care*. Organizations that use the Baldrige Criteria have helped establish the Criteria as the international standard for sustaining excellence. I am grateful and honored to receive the 2023 Baldrige Foundation Award for Leadership Excellence in Business.”

MICHAEL DANIEL • Cybersecurity



President and CEO, Cyber Threat Alliance

“I am honored to receive the Baldrige Foundation Leadership Excellence Award. Our national security, economic prosperity, and public safety depend on the digital world as much as the physical one, so the need for effective cybersecurity has never been greater. Yet, many organizations still treat cybersecurity as a technical problem to be solved with the right gadget, an approach that does not work. The Baldrige Performance Excellence Program’s tools, such as the Cybersecurity Excellence Builder, help leaders in companies, civil society, and governments change their thinking, enabling them to adopt policies, tools, and practices that transform cybersecurity into long-term risk to be managed. If leaders broadly adopt this mindset, then we can reap the benefits of a digital world while limiting its downsides.”

Foundation Awards for Leadership Excellence

ERIK DECKER • Cybersecurity



**Vice President and Chief Information Security Officer,
Intermountain Healthcare**

"It is an extreme honor to receive the Baldrige Foundation Award for Leadership Excellence in Cybersecurity. Malcolm Baldrige said it best: 'Success is finding something you really like to do and caring enough about it to do it well.' The Baldrige Foundation is an inspiration to all leaders who have a passion to make the world a better place. Former National Cybersecurity Director, Chris Inglis, charged critical infrastructure leaders to construct our defenses in a way that our adversaries 'have to beat all of us to beat one of us.' I am humbled to carry one of

the many torches to achieve these ends."

RICHARD A. DERRICK • Government



**City Manager/Chief Executive Officer, City of
Henderson, Nevada**

"I am thrilled and deeply honored to be recognized with a 2023 Baldrige Foundation Award for Leadership Excellence. As City Manager and Chief Executive Officer of the City of Henderson, the Baldrige principles have been a driving force in how I lead our organization. The Baldrige criteria emphasis on systematic approaches have helped breakdown department silos and moved the organization forward as a whole: Our City's 97 percent customer satisfaction score for quality of life is the highest in the nation for mid-to-large sized cities. The criteria

are definitely moving the City forward in its vision 'To Be America's Premier Community!'"

Foundation Awards for Leadership Excellence

KAREN S. EVANS • Cybersecurity



Managing Director, Cyber Readiness Institute

"I am so honored to receive the Baldrige Foundation Award for Leadership Excellence in Cybersecurity. Throughout my career, I have had the opportunity to work with outstanding people who are dedicated to making a difference by stepping up to the challenge of making our organizations more secure through leadership, education, and innovation. The Cyber Readiness Institute is focused on human behavior and working with the leadership of small and medium-sized businesses to create a culture that is cyber ready. In conjunction with the Baldrige Excellence Framework, with their Core Values and

Concepts, leaders and their organizations will achieve results going forward and well into the future. I look forward to the 2023-2023 Framework's focus on risk management and supply chain resilience as this focus area is critical to the success of all organizations."

DAVID S. FINN, CISA, CISM, CRISC • Cybersecurity



Vice President, College of Healthcare Information Management Executives (CHIME)

"I am honored to be a recipient of this Award. The Baldrige Foundation is synonymous with Excellence. It seems easy to recognize excellence but defining and measuring it never is. I have had the pleasure and responsibility of serving the cause of cybersecurity for almost four decades—before we had the word. One factor that always distinguishes quality leadership, though, is consistency. Keeping eyes on the goal, not the annoyances and setbacks but where you are going. Regardless of sector or industry—details may change but the need for security has only grown over those decades. The

vision can only be achieved with the individuals and teams that do the work, however. I am particularly grateful for the other leaders I have had the opportunity to work with, for, and alongside regardless of role or title."



Foundation Awards for Leadership Excellence

DR. MICHAEL FLORES • Education



Chancellor, Alamo Colleges District

“At the Alamo Colleges District, we believe there is a leader in every seat. Creating an organizational culture where all employees and students can thrive begins with creating human-centered leaders who live our shared values—Students First, Community Engaged, Can Do Spirit, Respect for All, Collaboration, and Data Informed. By utilizing the education framework from the Baldrige Excellence Program, we can embrace our district-wide commitment to be best in class and move toward our district’s collective effort to empower our diverse communities for success.”

BRENDA GRANT • Health Care



Formerly Performance Excellence Coach, UPMC Western Maryland and Chief Strategy Officer, Charleston Area Medical Center Health System

“It is such an honor to receive the 2023 Baldrige Foundation Award for Leadership Excellence. Baldrige has been a significant and meaningful part of my career. I have had the privilege of experiencing first-hand how organizations improve when they embrace the Baldrige Framework. A real cultural shift occurs when every person in an organization understands how his or her day-to-day work can improve quality and achievement of the organization’s goals. Most recently, I have been privileged to work with Communities of Excellence, both as a participating community and then as faculty. I know that COE is a key driver of the change so needed in our communities today. A special thanks to my Baldrige family of friends who make this journey so gratifying and enjoyable!”

Foundation Awards for Leadership Excellence

DEANNA HERWALD • Business



**Vice President of Quality Management Systems,
MidwayUSA**

“Baldrige has been a critical piece of the MidwayUSA success story for the past 19 years. I have had the privilege of witnessing firsthand how an organization can be transformed when it fully commits to using Baldrige as the leadership and management framework for running their organization. I am honored and thankful to be recognized by the Baldrige Foundation as a recipient of the 2023 Baldrige Foundation Award for Leadership Excellence and am grateful for the opportunity to work with the extraordinary

team at MidwayUSA that has made our success possible.”

WILLIAM H. KOSE, MD • Health Care



**Vice President of Special Projects, Blanchard Valley
Health System**

“The Baldrige Framework prolonged my career. As a physician, my organizational and business training was essentially nonexistent. I led our medical practice group as a fire-fighter-anecdotally and reactively without good processes. When I assumed an administrative position as Chief Medical Officer with the Blanchard Valley Health System, my quality mentor, Paul Worstell, suggested studying the Baldrige program. The rest is history as our organization adopted the criteria. I encourage all leaders to begin the Journey of organizational excellence. It

has been our True North of continual process improvement.”



**The Baldrige
Foundation Board
of Directors
congratulates Sunil
Sinha on winning
the 2023
Foundation
Leadership Award in
Business**

CHRONICLE OF LEADERSHIP AND MANAGEMENT

Call for Papers

The Chronicle of Leadership and Management is a peer-reviewed publication by the Baldrige Foundation's Institute for Performance Excellence. The purpose of the Chronicle is to facilitate sharing of knowledge by providing insightful and practical perspectives for leading and managing performance excellence in business, health care, education, government, nonprofit organizations, communities, and cybersecurity applications.

We are now accepting submissions for Volume 3 of the Chronicle of Leadership and Management. Your original research can help shape the future of quality and performance excellence.

Guidelines for authors and information about submitting your papers can be found at www.baldrigefoundation.org/clm.

CHRONICLE OF
LEADERSHIP
AND
MANAGEMENT

BALDRIGE FOUNDATION
INSTITUTE FOR
PERFORMANCE
EXCELLENCE



Volume 2, Number 1
September 2022

WHAT READERS ARE SAYING ABOUT THE CHRONICLE

"Excellent articles from renowned Baldrige gurus! Great insights, and all topics are enlightening for the diehard disciples of the Baldrige Framework."

"I can't wait to read the second edition of the Chronicle!"

"The Chronicle is a great resource for in-depth discussions about using Baldrige. It fills a gap in the research literature that is often superficial or tangentially touches Baldrige's concepts and applications."

"The Chronicle provides great leadership and management insights for any organizational leader, regardless of sector."

CONTACT

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chronicle@baldrigefoundation.org

Foundation Awards for Leadership Excellence

SANGITA P. MALLIK • Business



Executive Vice President, SANPEC, Inc.

"On behalf of Team SANPEC and the infrastructure community, I am honored to receive the Baldrige Foundation Award for Leadership Excellence in Business. Leadership is a higher consciousness within, attuned with God's vibration, that organizes internal parts to restore the light of truth and continuously evolves to sustain the greater good.

The Baldrige community has provided us with unparalleled knowledge, skills, and resources to lead strategic change effectively and improve human dynamics and sustain performance excellence at all levels (leadership, strategy, customer, workforce, operation, results, knowledge management, and community) while innovating for grid resiliency challenges, driving innovation throughout the value chain, building an agile and responsible business, and improving the quality of life and sustainability goals.

The power industry will play a critical role in developing a 21st century workforce and shaping the future of the United States. I look forward to uniting and aligning broader stakeholders toward the common good and helping them achieve winning organizational results."

THERESA Z. MEADOWS. RN, MS • Cybersecurity



Senior Vice President and Chief Information Officer, Cook Children's Health Care System

"I am honored to receive the Baldrige Foundation Award for Leadership Excellence in Cybersecurity. The threats and exploitations by cybercriminals continue to increase in health care institutions at an alarming rate. Health care needs strong frameworks, processes, resources, and financial support. Organizations need leaders who are resolutely focused on this enterprise risk, nimble enough to adjust to changes, and understand that cybersecurity is a patient safety issue. The Baldrige Excellence Framework helps to create leaders with

such skills who can excel in today's challenging environment."

Foundation Awards for Leadership Excellence

STEPHANIE NORLING • Nonprofit



Executive Director, Communities of Excellence 2026

“Since 2013, Communities of Excellence 2026 (COE) has brought communities across the nation together to participate in a pilot program using the evidence-based Baldrige Framework. We are now seeing this proven and successful approach applied across community sectors to improve the experience of living, learning, working, and playing in communities across America. Recently, with the President’s signature, Community is now the seventh Category of the Malcolm Baldrige National Quality

Award. Our partnership with the Baldrige Performance Excellence Program, the Alliance for Performance Excellence, and the Baldrige Foundation is a key reason for this new award category and our success in communities.”

PHILIPPE SALAH • Health Care



Chief Executive Officer, DentalMonitoring

“It is an honor to receive the Baldrige Leadership Award, and I accept this accolade in tandem with my team at DentalMonitoring, of whom I have the privilege of working alongside. I am proud of the fact that our AI-powered platform and patented technology allow us to improve the quality of care, enabling practice optimization and growth while improving patient experience. Our organization succeeds because we have a shared goal that is bigger than any of us. To lead such an extraordinary team is to be a constant motor behind our vision of connected, smarter, and more sustainable orthodontic

care.”

Foundation Awards for Leadership Excellence

SUNIL SINHA • Business



Director, Tata International West Asia

“The Malcolm Baldrige National Quality Award provides Excellence impetus across the world. A diverse group like Tata adopted it as an Excellence Model three decades ago due to its non-prescriptive nature. It continues to serve Tata as an ‘Excellence Navigation System.’ Over time, it has changed the DNA of Tata to become globally competitive and helped develop a common vocabulary and measurement for excellence. Some companies across the world falter when they initiate the excellence journey simply with a view to win an award, and excellence then bleeds out of the organization

after the award has been won.

The Baldrige system has immensely influenced my holistic outlook, leadership skills, and ability to diagnose the ‘Good – Bad – Ugly’ in the organization. I have learned that there is no shortcut to excellence. Once it starts, it is like a ‘race without a finish line.’”

TIM TUTER • Education



Executive Director, The Charter School of San Diego

“For nearly 20 years the Charter School of San Diego has embraced the Baldrige Excellence Framework as our guide toward high performance. Last year our school became the first education organization to receive the Baldrige Award twice, and now this year I am honored to accept the Baldrige Foundation’s Leadership Award. It is a joy to work at a place where every day we know the hard work and dedication of our staff is directly Transforming the Lives of students who need it most. Our Baldrige Journey is a big part of why our school has been so successful, and we look forward to continuing to

make a positive impact in public education for our nation.”

Foundation Awards for Leadership Excellence

LAURA VIACHES • Business



Associate Vice President - Market Access, Lilly USA, LLC

"I am honored to receive the Baldrige Foundation Award for Leadership Excellence in Business and am grateful for the lessons I have learned from other leaders and organizations on the Baldrige journey. No matter what the challenge is that I am facing, the Baldrige Criteria have been an essential leadership framework for me. Answering the questions on Leadership, Strategy, Customers, Measurement, Analysis & Knowledge Management, Workforce, Operations, and Results always provides me with an orientation point on

where to begin each strategic challenge."

JANET WAGNER • Health Care



CEO, Area CEO, Sutter Health South Bay Medical Centers

"Throughout my life and my professional career in healthcare as a Registered Nurse and CEO, I have been inspired by talented and caring people, passionate about learning and improving.

In health care I have always worked with professionals dedicated to improving the quality of life for patients and for our lives in general. As a CEO, I found the same passion, dedication, and commitment in working with the Baldrige professionals.

The Baldrige Foundation and the Baldrige Framework set the standard for excellence. Professionals on the Baldrige journey embody the passion and desire to bring out the BEST in our nation's companies, schools, and communities. Baldrige leaders' mentor, coach, and develop fellow leaders to achieve incredible outcomes and continue the quest for performance excellence.

I am honored to receive the Baldrige Foundation Award for Leadership Excellence."



KEY DATES FOR THE 2024 AWARDS CYCLE

Nomination Window Opens	April 15, 2023
Nomination Window Closes	September 30, 2023
Recipients Announced	January 2024
Awards Luncheon	April 9, 2024 at the 35 th Annual Quest for Excellence® Conference

For more information on the eligibility, nomination, and selection processes, go to baldrigefoundation.org or contact the Foundation Awards Administrator at awards@baldrigefoundation.org.

Dr. Curt Reimann Baldrige Scholarships are funded entirely through donations to the Reimann Scholarship Fund. The scholarships pay for recipients to attend the Baldrige Examiner Training Experience held in Gaithersburg, Maryland. To help fund future scholars, please follow this link on the Foundation website to donate today. <http://baldrigefoundation.org/reimann>

If not me, then who?
If not now, then when?
If not here, where?

Better start the change with
you, right here, right now.

Congratulations Brenda!

You brought so much wisdom, expertise, and joy to Communities of Excellence 2026, first as a participant from Kanawha County and later as faculty for the Learning Collaborative. Thank you for our amazing leadership and contributions to COE and the Baldrige community!



communitiesofexcellence²⁰²⁶

Congratulations!

Dr. William Kose & Laura Viaches

*TPE Board Members &
Recipients of the 2023
Baldrige Foundation Awards
for Leadership Excellence*



CONGRATULATIONS



KAREN S. EVANS

Managing Director,
Cyber Readiness Institute

RECIPIENT,

2023 Baldrige Foundation Award
for Leadership Excellence

CYBER READINESS INSTITUTE

On behalf of your colleagues and member organizations of the Cyber Readiness Institute, **thank you for your leadership, and unflinching commitment to improving the cyber readiness of small and medium-sized businesses around the world.**

Your dedication to helping an underserved, yet vital segment of the global economy is inspiring!

CHANGE BEHAVIOR. BE CYBER READY.

Legacies of Leadership

Curt Reimann

Dr. Curt Reimann was the deputy director of the National Bureau of Standards National Measurement Laboratory and became the first director of the Baldrige Program. He served in that role from the inception of the Baldrige Award in 1987 until his retirement in 1995. Dr. Reimann developed the original Criteria for Performance Excellence and the Baldrige Award process, including the concept of using volunteers from the public and private sectors to create the Board of Examiners.



2022 Reimann Scholars



Dr. Curt Reimann Baldrige Scholarship

"I am honored by your support for this scholarship in my name to send student-scholars through the Baldrige Examiner Training Experience. The future of the Baldrige Enterprise depends on creating the next generation of Baldrige professionals. Thank you for your commitment to the future of Baldrige - a truly unique public-private partnership dedicated to excellence."

-Dr. Curt Reimann



2023 Reimann Scholars

LEWIS W. MARSHALL, JR.



"When I think of leadership, what comes to mind is how do we help others to do the best that they can, achieve their career and personal goals, and provide excellent service to customers and the community. In order to accomplish this leadership imperative, we must understand our colleagues' roles, needs, and future plans. Leadership does not just happen. We need to get there with intention. We hear about evidence-based medicine as our road to providing excellent care. Evidence-based leadership is how we get to our future and provide excellent leadership. The Baldrige performance excellence framework provides us with an opportunity to use evidence-based learning to achieve excellence in every organization."

DR. KATHLEEN MOCO



"The Baldrige Framework is an exceptional tool for business and community leaders who want to identify organizational gaps and improve their organization's and community's overall results. I appreciate that leaders can incorporate the framework into any size organization from any sector. While working with Communities of Excellence 2026 last year, I was impressed at how the applicants used the Baldrige Framework to improve society. I am looking forward to using my Baldrige training to continue to serve as an Examiner and to integrate the Baldrige Framework into the organization for which I work and the

community in which I live."





“One must forever strive for excellence, or even perfection, in any task however small, and never be satisfied with the second best.”
- JRD Tata, Chairman, Tata Sons, 1938 - 1991

Tata Group is proud to be associated with the Baldrige Foundation

The Tata Business Excellence Model (TBEM) at the Tata Group, has been adapted from the Baldrige framework. TBEM encourages a culture of continuous improvement through a formal system of assessment, best practices sharing, benchmarking and improvement interventions.



The JRDQV Award, was institutionalised as a tribute to the Late Chairman of the Tata Group, Mr J.R.D Tata. It is the apex award for Business Excellence in the Tata Group presented to companies that are industry role models.

100 countries | 935,000+ employees | Revenues of \$128 billion*

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The Foundation Awards are made possible through the generous support of sponsors who desire to recognize and celebrate exemplar leaders whose role-model behaviors inspire, encourage, challenge, and empower others to lead performance excellence. Individual and organizational sponsorships represent the only source of support for administering the Baldrige Foundation Awards. If you are interested in learning more about how to reach our engaged and influential audience through sponsorship of one or more of the Foundation's awards, please contact Josh Racette, Executive Director of Corporate Development, at (614) 785-0214 or [jraccette@baldrigefoundation.org](mailto:jracette@baldrigefoundation.org).



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