



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 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

"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





Presents:
Baldrige Performance Excellence Program
Update

September 28, 2023



Mac Baldrige Society
Institute Trustees



A Special Thanks to Our Donors & Sponsors!



Opening Remarks/Agenda

Introduction	Al Faber, President & CEO, Baldrige Foundation
Panelist	Robert Fangmeyer Director Baldrige Performance Excellence Program
Audience Questions	Moderator – Al Faber
Updates	Brian Lassiter, Chair, Alliance for Performance Excellence Stephanie Norling, Executive Director, Communities of Excellence 2026
Closing	Al Faber Remarks

Baldrige Performance Excellence Program

Robert Fangmeyer, Director BPEP



2024

prepare. adapt. innovate. thrive.

something big is coming



BPEP Purpose and Mission

To improve the performance and long-term success of businesses and other organizations by

- Recognizing role models
- Fostering the adoption of proven practices



Independent External Review

In response to a recognized need to increase awareness, interest, and participation in the Award; Builds on previous internal assessments.

- Examine how the program can best advance U.S. competitiveness and address the challenges most relevant in today's environment
- Examine how to increase impact and accessibility of the program and our offerings

Rios Partners engaged with all key stakeholder groups, including

- Users, non-users, and former-users
- Award applicants, recipients, and “drop-outs”
- Examiners, Judges, Overseers, and Consultants
- Baldrige Foundation, Alliance for Performance Excellence Communities of Excellence, ASQ, Global Excellence Council

Key Findings from

- Document Review
- 250 Surveys
- 60+ Interviews
- 15 Focus Groups

Four Interdependent Recommendations

1 | Return to Relevancy

- Align BPEP strategy and value proposition with national priorities and focus on a narrow set of high-priority sectors
- Build greater connective tissue with NIST and DOC

2 | Transform the Award

- In partnership with NIST/DOC, actively identify, recruit, and give awards to high performers in targeted sectors
- Streamline and simplify the Award process
- Partner with outside organizations in the Award process (e.g., tie award to sector-specific designations)

3 | Simplify and Enhance Accessibility

- Simplify the terminology, structure, and content of the Framework and other offerings
- Invest in user-friendly technical upgrades (e.g., digitization, app development)

4 | Strengthen Partnerships

- Increase partnerships with business schools, sector-specific organizations, and peer programs across the USG
- Continue to drive alignment and coordination across the Baldrige enterprise
- Pilot strategic partnering opportunities with enterprise members

*** Invest in and partner with BPEP to focus, engage industry leaders, and build connective tissue with NIST and DOC ***

- Widely recognized need “from Wall Street to Main Street”
 - Not well understood or addressed
 - Aligns with our purpose and the Baldrige Excellence Framework
 - Creates new energy, interest, and opportunity
 - Supports other NIST/DOC initiatives and programs
-

Refocus the program, award, and other offerings on enhancing
resilience and long-term success

Resilience isn't one thing- it is the outcome of several things.

“Resilience isn't just bouncing back to a prior state after a disruption, it is being ready and able to adapt, innovate, and thrive in an ever-changing, dynamic environment.”

Indicators of Resilience

- Financial Stability
- Operational Continuity
- Customer Retention
- Employee Engagement
- Social Responsibility/
Community Engagement
- Innovation

Baldrige Results Item

7.5

7.5

7.2

7.3

7.1

7.5

Response | Transform the Award

1. Recognize role models of resilience and long-term success
“Resilience isn't just bouncing back to a prior state after a disruption, it is being ready and able to adapt, innovate, and thrive in an ever-changing, dynamic environment.”
2. Enhance and expand recognition opportunities
 - Site Visited organizations recognized as “finalists”
 - Incorporate “Special Recognition”
3. Eliminate/lower barriers to participation
 - Simplify the award criteria and minimize application requirements
 - Streamline the evaluation process & cycle time
4. Create a “fast-track” that leverages existing industry recognitions as a pre-screen
 - Drucker Institute’s Company Rankings; JUST Capital’s Company Rankings;
 - Others?
5. Target, vet, and proactively recruit prescreened, well-known, industry leading businesses
 - Leverage 1 - 4 above to recruit appropriate candidates into the Award process as a finalists
 - Craft tailored messaging for personal outreach leveraging stakeholder networks

Streamlined process to identify role models

- Make it easy for an organization to participate
- Ensure appropriate rigor and process integrity
- Only evaluate what is essential to determine role model worthiness
- Minimize application requirements: Start with a “results only” application; Verify results and explore processes on site
- Establish a simplified evaluation rubric (still TBD)
- Establish “standard work” processes/worksheets/tools to increase consistency and simplify work
- Significantly less effort and shorter cycle times for all

Next Steps

- Working groups drafting details of the key components
- Engage with industry, our community, and other stakeholders
- Finalize award criteria, evaluation process, rubric, and timeline
- Prepare for official launch
- Broad public announcement and kick-off of new process!

2024

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Panelist Questions and Discussion



Robert Fangmeyer
Director
Baldrige Performance Excellence Program



Al Faber
President and CEO
Baldrige Foundation
(Moderator)



Alliance for Performance Excellence Update



Learn. Share. Connect.

The Journey to Performance Excellence Starts Here

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Find Performance
IMPROVEMENT
HELP NEAR YOU



Brian Lassiter
Chair

Alliance for Performance Excellence

Alliance Update

- **Progress on 2023 Plan**
 - (re)Define Alliance Identity
 - Improve Operations
 - Improve Awareness, Marketing
 - Advance Alliance Role in Enterprise



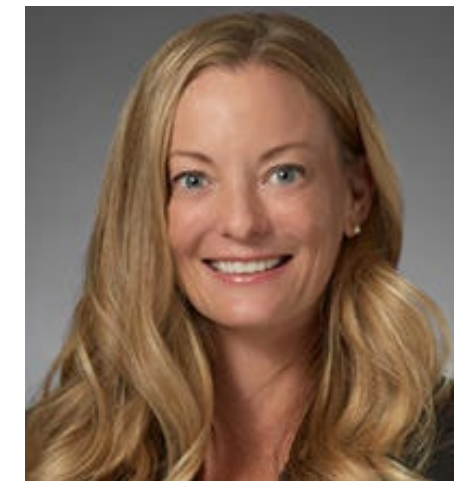
Oct 16-17, Milwaukee & Streaming Worldwide
baldrigeconference.org



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.

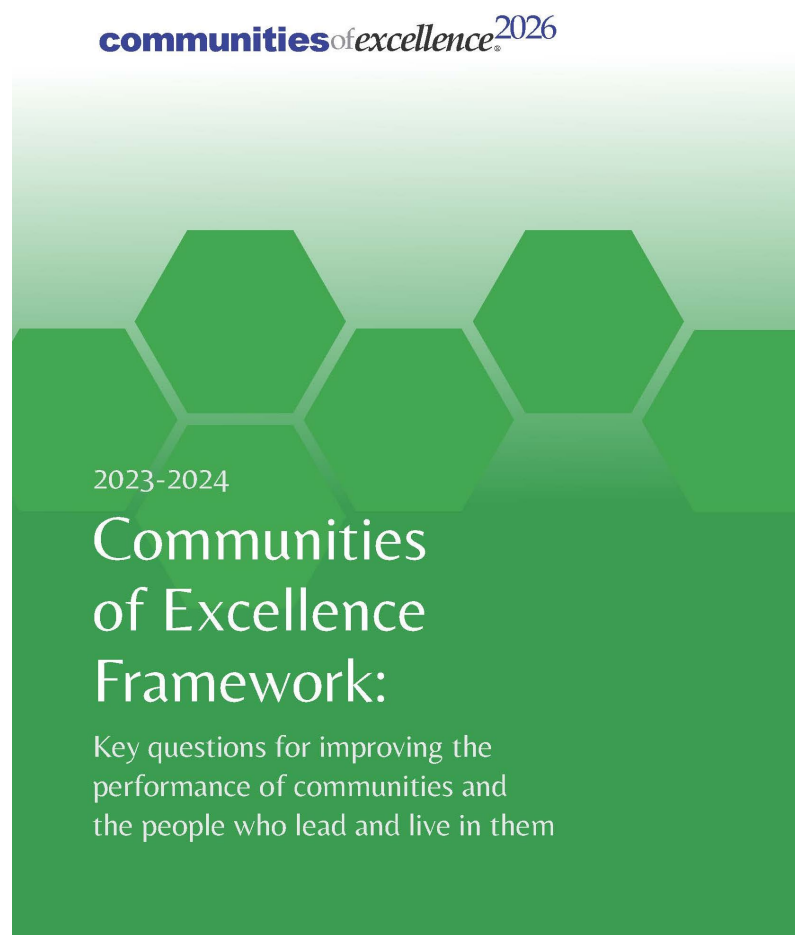
Envisioned Future

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



The new revision to the Communities of Excellence Framework is complete!



Communities of Excellence Fall Conference
October 16-17, 2023
Milwaukee, WI

Visit our website for more information and to register:
www.coe2026.org

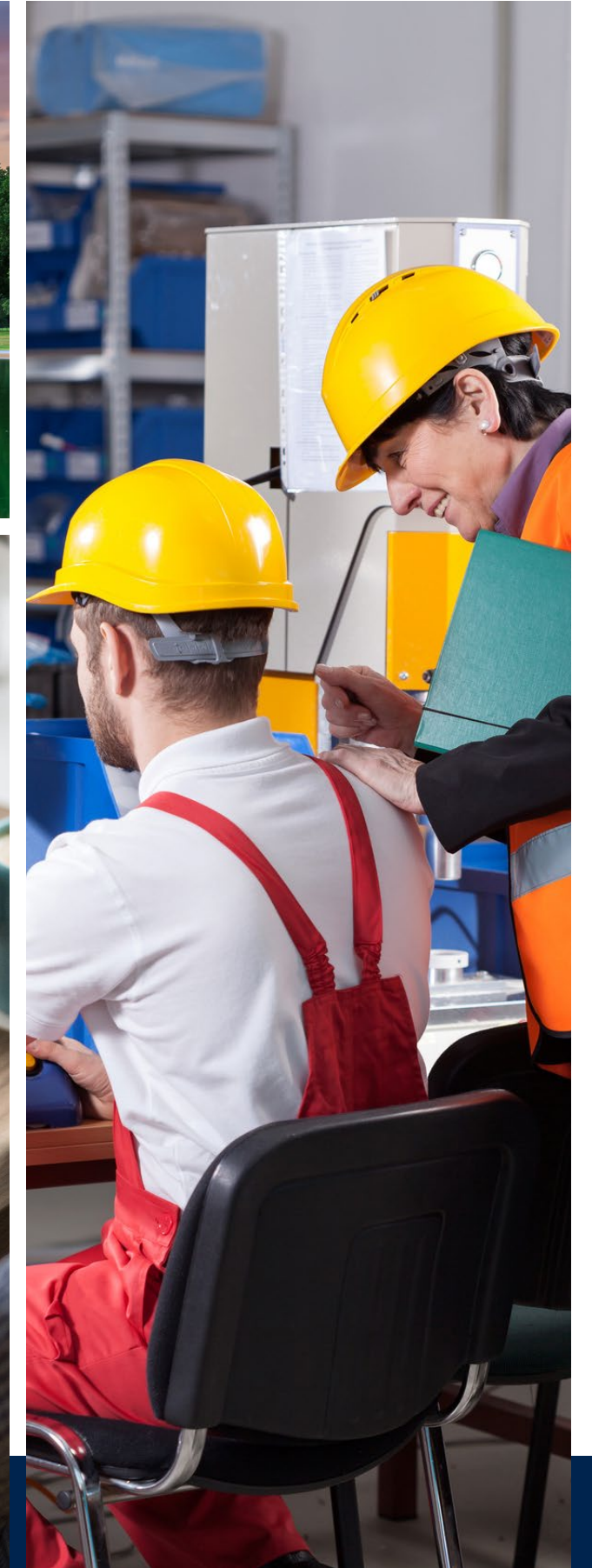
Coming soon! Join as an individual, a business or organization, or a community!



Training & Professional Development

The Baldrige Foundation Institute for Performance Excellence supports individuals and organizations around the world by providing 400+ quality educational programs. Enroll today in some of our operations management courses, such as:

- Logistics and Distribution Management
- Operations Management
- Procurement and Supply Management



To learn more, visit:
www.baldrigefoundation.org/education



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