

Introduction to Baldrige Excellence Framework

A systems approach to improving your college.

AAWCC-National Conference
Presented Oct. 28, 2016



Introductions

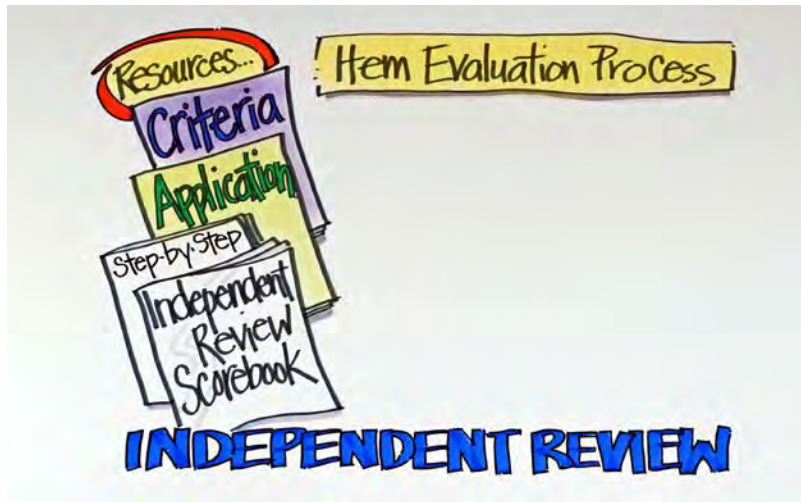
Name and what you do at what college?

What compelled you to attend this session?

What do you like to do when not working?



Intended Outcomes



To introduce participants to Baldrige as a resource for achieving performance excellence.

To share best practices from awarding-winning schools based on Baldrige criteria.

To provide an alternative to achieving performance excellence that may be tied to accreditation standards.

Who/What is Baldrige

- Criteria for performance excellence developed by U.S. Sen. Malcom Baldrige (1987) in collaboration with diverse group of business experts and practitioners.
- 1995: Legislature added criteria to ED and HC
- 2006: legislation passed for non-profit organizations.

Who/What is Baldrige

- Represents leading edge of validated leadership and performance practices (based on role-model practices)
- Criteria updated every two years with input from business, industry literature, and all sectors.
- Contributors include program participants, current and former Board of Examiners and Judges Panel.

Who/What is Baldrige

- Most states have a local or state Baldrige-based program.
- Criteria is widely used in U.S and 100 other countries.
- A national alliance for Performance Excellence supports all 50 states.

Why Baldrige (2013 Data)

- 90 award recipients have demonstrated a ROI 820:1.
- 1,000+ award applicants reported improved operations, engagement, outcomes.
- 10,000 applications, 20,000 new examiners and 40,000 conference goers.
- Rated in top 10 best leadership development programs for past 16 years (**No. 1 in 2014**)

Why Baldrige

We've seen student achievement go up . . . we've become more efficient and more effective . . . in the process, we've become an innovative force in education.

For those pondering whether or not to pursue [Baldrige], I say boldly, “Why wouldn't you?”

—JoAnn Sternke, Superintendent, Pewaukee School District



Why Baldrige

It amazes me that U.S. businesses spend so much money on “how-to” books and course work to teach leaders how to build successful organizations.

My recommendation: implement the Baldrige-based criteria in your business. No other single document can help build a long-term successful organization.

—*Jerry Rose, Vice President, Cargill, Inc.*



The ratio of the Baldrige Program's benefits
for the U.S. economy to its costs is estimated
at **820 to 1.**

2010–2014 award applicants represent
537,871 jobs,
2,520 work sites, over \$80 billion in
revenue/budgets, and about 436 million
customers served.

**99 Baldrige Award
winners** serve as national
role models.

364 Baldrige examiners volunteered
roughly **\$5.5 million** in
services in 2014.

State Baldrige-based examiners
volunteered around **\$30 million** in
services in 2014.

Why Baldrige

Framework is the basis for . . .

- focus on continuous improvement;
- in-depth look at systems; and

Framework includes . . .

- Core values and concepts;
- Proven and improving criteria; and
- Peer rating and scoring for process and results.



Core Values

(Inter-related concepts representing beliefs/behaviors found in top organizations)

- Systems perspective
- Visionary leadership

Necessary from the start

- Focused excellence (for customers/ students)
- Valuing people
- Learning and agility
- Focus on success
- Managing for innovation
- Management by fact
- Societal responsibility

"How-to" of a successful organization

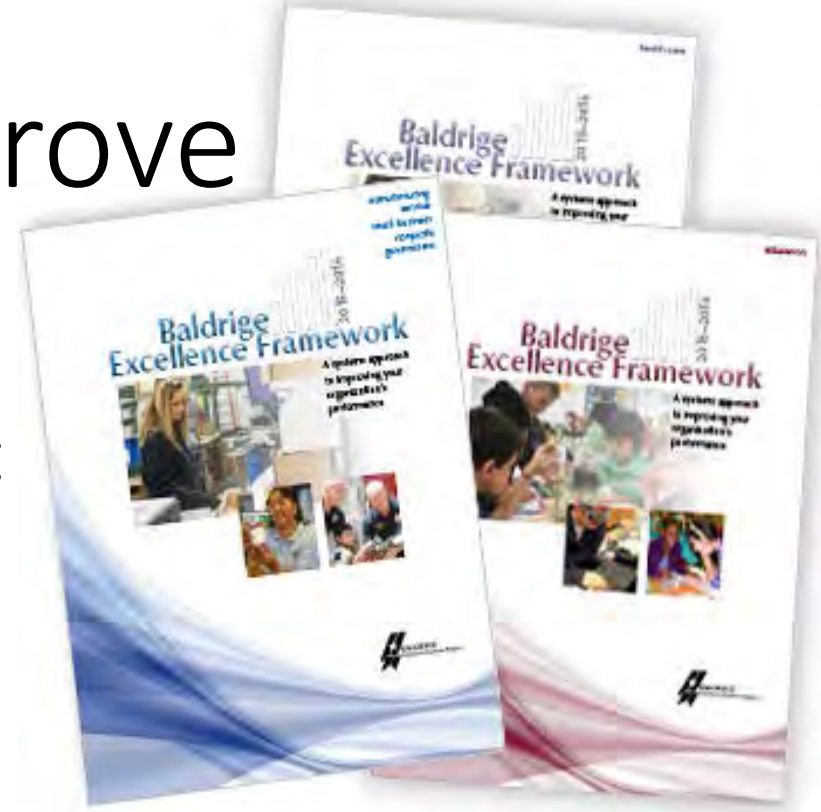
Outcomes of a Baldrige framework:

- Ethics
- Transparency
- Results
- Value

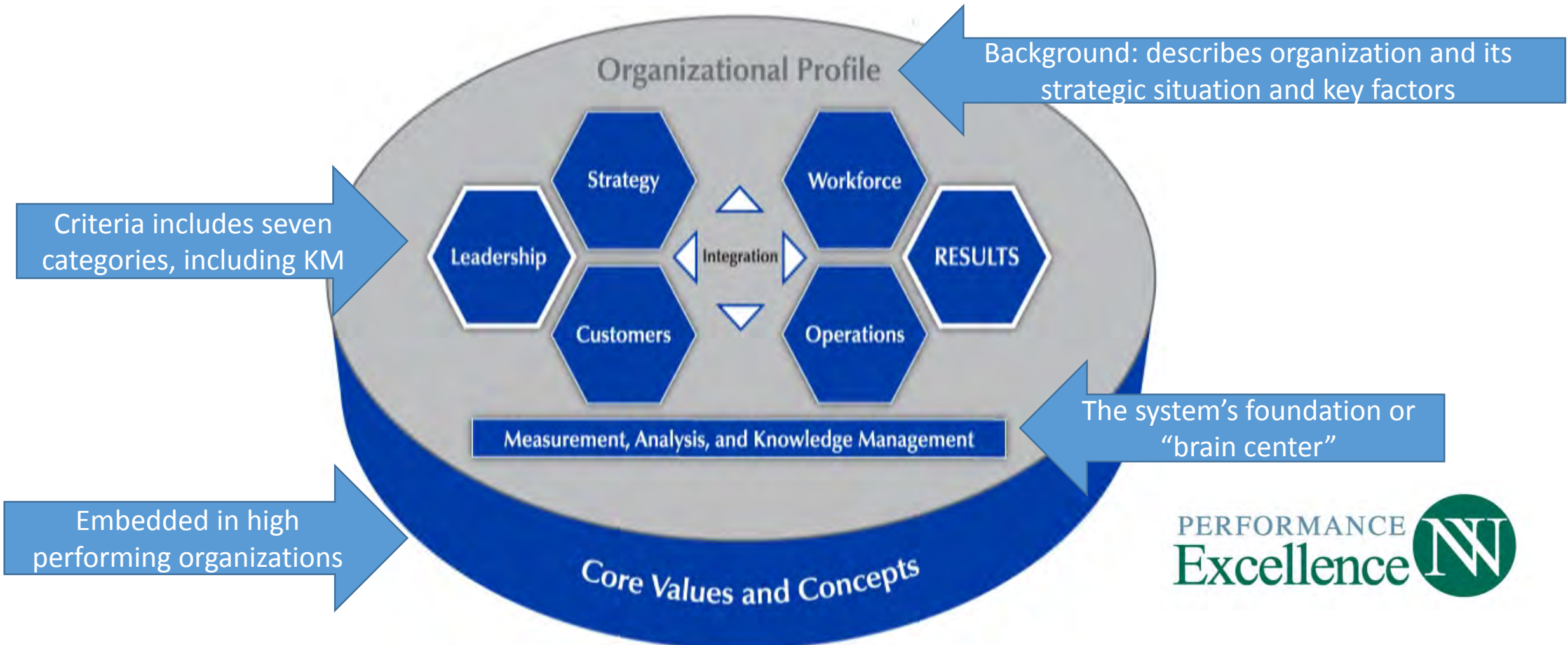
Proven 30-year history

- Defining performance excellence
- Helping organizations improve

(Specialized criteria exists for **Business/Nonprofit** (manufacturing and service organizations), **Education** and **Healthcare**)



Performance Excellence Criteria



Start improving your college



Start improving your college

- Pick up the Baldrige Excellence framework for education today or download free content.
- Become a Baldrige examiner or attend examiner training for a better understanding of the criteria.
- Attend a national or regional Baldrige conference.
- Complete a Baldrige self-assessment.

Start Improving your College

- Contact your state or local Baldrige-based program.
- Consider the Baldrige Executive Fellows Program for senior leaders.
- Contact a Baldrige Award recipient.
- Apply for a Baldrige-based award.

Demonstrated outcomes from Business and Educational Partnerships

- Increased **satisfaction** for parents, students, faculty.
- **68 percent** increase in work exp. prior to graduation.
- Corporate sponsorships young inventors (**4th - 9th grade**) resulting in inventions based on math and science.

What can the framework do for your college?

- Jump-start change initiatives
- Energize improvement initiatives
- Enable a focus on common goals
- Assess performance against competition
- Align resources w/strategic objectives

Who is PENW



- Performance Excellence Northwest (formerly WSQA) is the regional authority for Baldrige with over 20 yrs. exp.
- It is 1 of 30+ state & regional programs in U.S. The region it serves includes *Washington, Oregon, and Idaho.*
- All-volunteer org. run by volunteer board, judges and examiners serving all states and sectors in its region.
- Patterned after Nat'1 Quality Award and criteria and supporting all on the journey toward excellence.

REVIEW AND AWARD PROCESS

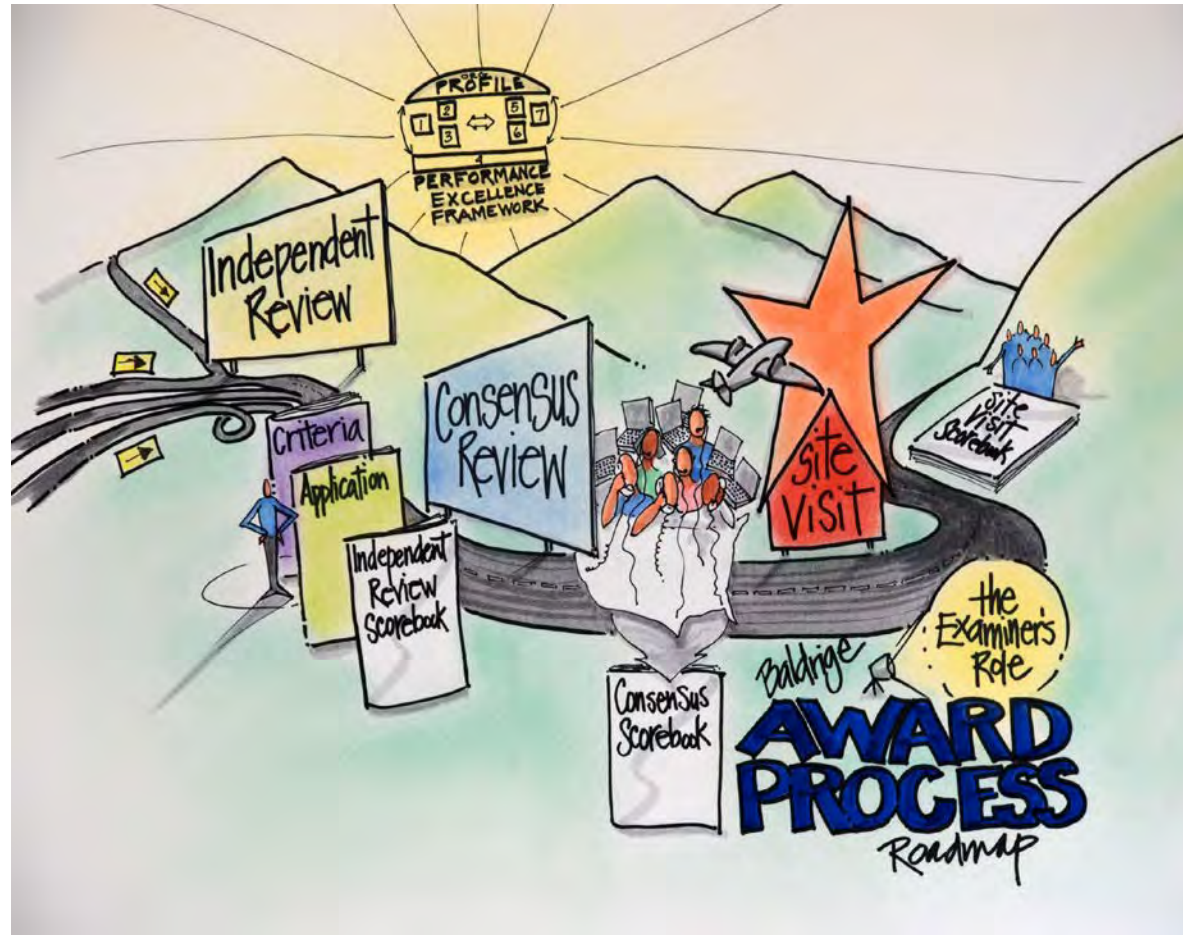
Evaluating Processes

Approach: Are key processes systematic?

Deployment: Are key processes consistent?

Learning: Processes been evaluated and/or improved? Shared?

Integration: How do processes address needs?



Evaluating Results

Levels: What is current performance level?

Trends: Are results worse? Improving? Staying same?

Comparisons: How does performance compare w/others?

Integration: Tracking important results? Using results?

PENW Award Levels

Commitment Award – Organizations started a journey toward performance excellence.

Achievement Award – Organizations have made progress in adopting sound approaches to advance performance excellence

Leadership Award – Organizations that demonstrate the use of sound, effective approaches to advance performance excellence

Excellence Award – Organizations demonstrate the use of systematic approaches that results in sustained performance excellence.



Submission Requirements

FULL APPLICATION

- Intent to Apply
- 50 pages + Organizational Profile (5 pages max.)
- Applications submitted annually
- 4 Levels of Recognition/Award Levels
- Comprehensive feedback report
- Best-Fit Baldrige scoring bands
- Executive Briefing

LITE ASSESSMENT APPLICATION

- Intent to Apply
- 20 pages + Organizational Profile (5 pages max.)
- Applications throughout the year
- Short feedback report; 5-10 pages
- Executive briefing

*Fees based on size of organization.

Results

- Higher Productivity
- Greater Student Loyalty/Satisfaction
- Increased Enrollment
- Improved Profitability
- Better Employee Relations

Questions??



FOR MORE INFORMATION

PENW Website: <http://performanceexcellennw.org>;
253-277-1142 or call me (Swafford):541-956-7087

National Website: <http://www.nist.gov/Baldrige>;
301-975-2036; Baldrige@nist.gov

