



Update

July 2009

70 Organizations Apply for the 2009 Baldrige Award

In the 2009 Malcolm Baldrige National Quality Award (MBNQA) cycle, 70 organizations have applied for the Award. Two manufacturing companies, 4 service companies, 5 small businesses, 9 education organizations, 42 health care organizations, and 8 nonprofit organizations sent in applications by the May 21 deadline.

Over the next several months, each application will receive an Independent Review and a Consensus Review by a team of Examiners. On September 10, the MBNQA Panel of Judges will review data on all 70 Award applicants to select those that will move on to Site Visit Review.

Four Judges Appointed to Panel

Commerce Secretary Gary Locke recently appointed four additional members to the Judges' Panel of the MBNQA: Deborah Baehser, Mary Beth Corace, Bob Dugas, and Walter Salek.



Deborah Baehser has been Vice President of Patient Care Services at Cape Regional Medical Center in Cape May Court House, New Jersey, since 2008. She was a key member of the leadership team that transformed the organizational culture at Robert Wood Johnson University Hospital Hamilton (a 2004 Baldrige Award recipient) by implementing the Baldrige Criteria for Performance Excellence. She has been a member of the MBNQA Board of Examiners since 2006 and is a Six Sigma Green Belt.



Mary Beth Corace has been the International Baccalaureate Director at Palm Harbor University High School in Palm Harbor, Florida, since 2007, supervising the 600-student program as well as serving as Assistant Principal for the 2,400-student school. She has served as a Senior Examiner and is a member of the American Society for Quality (ASQ).



Bob Dugas has been President and Chief Executive Officer (CEO) of Goodwill Industries in San Antonio, Texas, since 1996. Before taking that position, he held several high-ranking positions within Goodwill Industries, and he has served as Chair of Goodwill Industries International's Board of Directors. As a leader, he promotes servant leadership and balanced scorecard principles.



Walter Salek has been with the Automotive Aftermarket Division of Robert Bosch LLC since 2002 and has been Director of Demand and Supply Planning since 2008. He is responsible for U.S. forecasting and supply planning, and he leads three departments of 31 associates to ensure product availability. Walter has a strong background in quality assurance and continuous improvement processes. He has served as a Baldrige Senior Examiner and was a member of the writing team for the Baldrige Program's Share Food Case Study (2007).

The Panel of Judges functions as an advisory body to the Secretary of Commerce and ensures the integrity of the Award selection process. After reviewing the results of Examiners' scoring of written applications, panel members vote on which applicants merit site visits. The panel reviews findings from site visits and recommends Award recipients for the approval of the Director of the National Institute of Standards and Technology (NIST) and the Secretary of Commerce.

Two Overseers and Chair Appointed

Kathryn S. (Katie) Rawls and Daniel A. Domenech have been appointed to three-year terms on the MBNQA Board of Overseers, and Jerry Rose has been appointed Chairperson of the 2009 board. The Board of Overseers, which consists of distinguished leaders from all sectors of the U.S. economy, is appointed by the Secretary of Commerce and advises the Department of Commerce on the Program.



Kathryn S. Rawls



Daniel A. Domenech



Jerry Rose

Katie Rawls is President and CEO of the Tennessee Center for Performance Excellence in Nashville, Tennessee, and Daniel A. Domenech is Executive Director of the American Association of School Administrators in Arlington, Virginia. Jerry Rose is Corporate Vice President of Cargill, Inc., in Wayzata, Minnesota.

Your Improvement Suggestions Requested

Have you ever wanted to suggest changes or improvements to the Baldrige Criteria for Performance Excellence? Do you have ideas for improving the Baldrige Award process, Examiner training, or other key Baldrige Program activities?

If so, join the Baldrige Improvement Discussion Group on LinkedIn (www.linkedin.com) to share your recommendations, build on those of others, and help us improve. Here's how to participate:

- If you do not have a LinkedIn account, go to LinkedIn, click on "Join LinkedIn Today," and create a profile. Log into your account.
- Search for the "Baldrige Improvement Discussion" group, and ask to join the group.
- Once your membership has been approved, share your ideas in the various discussion threads within the group.

The Program will consider all recommendations during the annual Improvement Day process in late July/early August. If you cannot create a LinkedIn account or prefer not to, please e-mail your suggestions to iday@nist.gov.

2008 Award Recipients Showcased at Quest XXI

The Quest for Excellence® XXI Conference, held April 19–22 at the Hilton Washington in Washington, D.C., showcased 2008 Baldrige Award recipients Cargill Corn Milling North America (in the manufacturing category), Iredell-Statesville Schools (in the education category), and Poudre Valley Health System (in the health care category). As well as offering attendees many learning opportunities, the conference piloted a number of exciting new features.

The conference began Sunday with two preconference workshops and a new offering: an opportunity for attendees to experience Community Footprints, the societal responsibility approach of two-time Baldrige Award recipient The Ritz-Carlton Hotel Company, LLC. Cosponsored by the Ritz-Carlton, this activity brought conference attendees to Boys Town Washington, D.C., to plant trees and flowers. Sunday's offerings also included a conference orientation and a meeting of state and local quality award programs.

Monday's plenary sessions featured presentations from each recipient on its leadership system, followed by a question-and-answer session. Simon Cooper, President and Chief Operating Officer of Ritz-Carlton, was the keynote speaker for Wednesday's plenary session, after which each of the 2008 Award recipients shared insights on their journeys to excellence. After a question-and-answer session, Terry May, President of 2007 Award recipient MESA Products, Inc., closed the conference by offering ways for attendees to take their learning forward.

Concurrent sessions on Criteria Categories 2 through 6 allowed attendees to track an Award recipient, a Criteria Category, or both. In addition, current and former Award recipients led sessions on topics of special interest in their sector. Presenters included the U.S. Army Armament Research, Development and Engineering Center (ARDEC); Cargill Kitchen Solutions (formerly Sunny Fresh Foods); the City of Coral Springs; Jenks Public Schools; Mercy Health System; PRO-TEC Coating Company; Richland College; The Ritz-Carlton Hotel Company, LLC; and Sharp HealthCare. These Award recipients also joined the 2008 recipients in town hall sessions.

Update

Other new activities in 2009 were open-microphone sessions, book signings, and an opportunity to attend a Washington Nationals baseball game. In the former, attendees shared topical knowledge and experience in a facilitated discussion. Focus areas included “Starting Your Baldrige Journey,” “Writing a Baldrige Application,” and “Selecting Performance Metrics and Building a Scorecard.” In book-signing sessions, attendees met six authors with works published by ASQ and the American Society for Training and Development (ASTD).

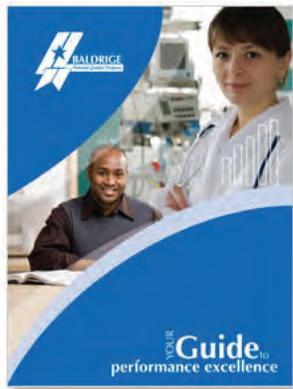
Before the conference, the Program formed a Quest for Excellence group on LinkedIn (www.linkedin.com). Plans are in place to use LinkedIn for other discussions (for example, see “Your Improvement Suggestions Requested” on page 2), so look for us, and please join in.

The Quest for Excellence XXI was cosponsored by ASQ, ASTD, and the National Institute of Standards and Technology (NIST)/the Foundation for the Malcolm Baldrige National Quality Award. Mark your calendars: the Quest for Excellence XXII will take place April 11–14, 2010, at the Hilton Washington in Washington, D.C.

If You Missed the Quest for Excellence ...

If you could not attend Quest or you missed a session you are interested in, you can access the content via on-demand Webcasts, podcasts, audio recordings, and printed conference materials. Please visit www.nist.gov/baldrige for details.

NEW! Your Guide to Performance Excellence



Your Guide to Performance Excellence, the Baldrige Program’s new brochure, is now available to help you spread the word about Baldrige. Central to the Program’s publication portfolio for outreach and education, the brochure is designed to educate organizations in all sectors about using the Baldrige approach to improve their performance.

The brochure briefly describes the Baldrige Program, defines performance excellence, and enumerates what the Baldrige Criteria offer organizations. No matter where an organization is on the Baldrige journey, the information shows the benefits of a Baldrige self-assessment and the tools, approaches, and resources available.

The brochure folder includes a Baldrige Program Materials CD, which contains PDF files of the *2009–2010 Criteria for Performance Excellence*, *2009–2010 Education Criteria for Performance Excellence*, and *2009–2010 Health Care Criteria for Performance Excellence*; a complete set of CEO Issue Sheets; and Baldrige improvement tools.

The brochure’s folder design makes it ideal for distribution at conferences. To order copies, call Customer Service at (301) 975-2036 or e-mail baldrige@nist.gov.

Baldrige on YouTube

The Baldrige Program has a growing video playlist within the NIST channel on YouTube (www.youtube.com/profile?user=usnistgov&view=playlists). You can

- subscribe to the Baldrige playlist
- comment on the Baldrige videos
- share the videos with friends and contacts via e-mail
- post the videos on your pages on social media sites, such as Twitter (<http://twitter.com>), Facebook (www.facebook.com), and Digg (<http://digg.com>)
- embed the videos in your Web site or blog

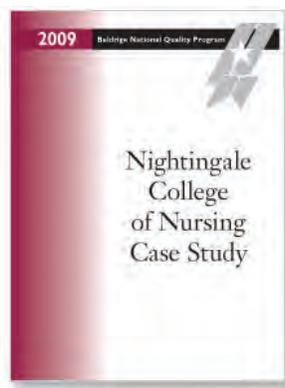
Some early releases include *Getting Results*, an overview of the Baldrige Program (produced in 2008); a video about Baldrige Examiners; videos taken at the sites of the 2008 Baldrige Award recipients; and footage from senior leader presentations and keynotes at this year’s Quest for Excellence Conference. More is on the way. Thanks for viewing and helping us get the word out about Baldrige and performance excellence through these videos!

Blinded Applicant Scoring Data Released

The Baldrige Program is pleased to announce the first release of blinded applicant scoring data, which covers 17 years (1990–2006). These data, available at www.nist.gov/baldrige/Data_Analysis/index.htm, are being made publicly available in response to many requests and to facilitate analysis by interested researchers.

The current data set reflects Independent Review scores only, but releases will be expanded in the near future to include Consensus Review scores. Ultimately, releases will include data segmented by Category and Item scores.

Nightingale College of Nursing Case Study Packet Available in July



The 2009 case study packet, publicly available in July 2009 at www.nist.gov/baldrige, features the fictitious Nightingale College of Nursing (NCON), a nationally accredited provider of undergraduate and graduate nursing education with three Texas campuses. Through on-campus and online course work, NCON offers baccalaureate, master's, and doctoral degree programs in nursing. Because the case study is meant as an educational tool to use with the Criteria for Performance Excellence and to reflect a "real" application, it does not fully address all Criteria requirements. Gaps reflect opportunities for improvement that you may encounter in doing a self-assessment or evaluating an actual Award application.

Besides the case study application, also posted as part of the packet are the Nightingale College of Nursing Executive Summary, the Nightingale College of Nursing Scorebook, and the Nightingale College of Nursing Feedback Report.

The Baldrige Program thanks the following volunteers for the tremendous effort involved in creating these materials. The Nightingale College of Nursing Case Study was written by Gretchen Gemeinhardt (Team Leader), Theron Post (Backup Team Leader), Daniel Castle, Celeste Derheimer, Frank Fletcher, Richard Galant, and Mary Lou Schmidt. Kathleen Burke, Jim Evans, Sheila Gordon, Sunil Sinha, Kristin Stehouwer, and Jack Swaim served as expert reviewers, and Kay Kendall served as expert editor. The consensus team that evaluated and scored the Nightingale College of Nursing application to serve as a baseline for Examiner training included Jon Gray (Team Leader), Nicheole Amundsen, Kathleen Burke, Michael Levy, Terry Rusconi, and Maureen Washburn.

The Baldrige Program relies on dedicated volunteers like these, who give their time, talent, and energy to the Program. We truly value their efforts and could not function effectively without them.

Certificate Program Features Baldrige Criteria

In conjunction with Quality Texas, Southern Methodist University's Lyle School of Engineering is initiating Global Systems and Sustainable Organizations, a professional certificate program for performance excellence that features the Baldrige Criteria. This credit-bearing program is intended for professionals who want to develop leadership skills and understand organizational perspectives and strategies necessary to attain an organizational culture of excellence and sustainability. The program will consist of three courses: Organizational Leadership, Organizational Perspectives: A Systems Approach, and Organizational Strategies: Processes That Drive Results.

Did You Serve on the 2008 Board of Examiners?

Harry Hertz, Director of the Baldrige Program, would like to write a letter of appreciation to the employer of each member of the 2008 Board of Examiners. The letter will acknowledge the Examiner's contributions and commitment, as well as the employer's support for the Baldrige process. If you would like such a letter sent to someone in your organization, please send Diane Harrison (diane.harrison@nist.gov) your name and the name, title, and complete address of the person to whom you would like Harry to write.

Update



2009 Board of Examiners Completes Classroom Training

At the end of May, the 2009 Board of Examiners marked a major development milestone: successful completion of self-study work and classroom training sessions. Approximately 540 Examiners completed self-study in the form of an Independent Review (IR) Scorebook for the NCON case study and a variety of online training modules. New Examiners were encouraged to make use of a mentor, who provided feedback and coaching during self-study.

Once the Examiners arrived at the NIST campus for their classes, which were facilitated by fellow Examiners along with Baldrige staff members, they shared their IR Scorebooks with fellow Examiners and participated in aspects of a simulated Consensus Review of NCON, including a consensus call and the identification of key themes.

Other highlights included robust conversations around the Criteria and dedicated sessions for New Examiners and for Senior and Alumni Examiners. In total, 33 classroom sessions were held over four weeks.

Examiners: Continue Your Development with Just-in-Time Modules

Even though classroom training has ended, you can continue learning with just-in-time training materials for the Independent Review of Award applications. Available in the Examiner Learning Resource Center (www.nist.gov/baldrige/Examiner_Resources.htm) are four modules under eLearning:

- Independent Review Refresher
- Evaluating Process Items
- Evaluating Results Items
- Consensus Review Refresher

Registration Open for 2009 Regional Conferences



The Baldrige Program will hold regional conferences September 15, 2009, at the Hyatt Regency Milwaukee, in Wisconsin, and October 2, 2009, at the Hyatt Regency Cambridge, in Massachusetts. Preconference workshops will be held the afternoon before each conference.

Senior leaders from the 2008 Baldrige Award recipients—Cargill Corn Milling North America, Iredell-Statesville Schools, and Poudre Valley Health System—will speak at plenary sessions, and concurrent sessions will feature current and former Award recipients. For the first time, the conferences will include open-microphone sessions, where attendees can share knowledge and ideas on selected topics.

Check www.nist.gov/baldrige for the most current information on the regional conferences, including links to registration and hotel reservations.

Workshop for State and Local Quality Award Programs Scheduled for September

The annual Workshop for State and Local Quality Award Programs will take place Sunday and Monday, September 13–14, at ASQ headquarters in Milwaukee, Wisconsin. The workshop coincides with the Baldrige Regional Conference in Milwaukee (see the article above).

Peter Labonte and Ann Lorentz of ASQ have been working very closely with the Workshop Planning Team. Members of the team (Don Fisher, Memphis Regional Chamber Quality Cup Award; Julia Gabaldon, New Mexico Quality Awards Program; and Liz Menzer, Wisconsin Forward Award) are putting together a dynamic agenda.

Stay tuned for details. If you have questions on the workshop, contact Zara Brunner at (301) 975-2001 or Jackie Calhoun at (301) 975-2555.

Baldrige on the Road

Since January, the Baldrige Program has exhibited at the following conferences: the American Association of School Administrators National Conference, the Conference on Quality in the Space and Defense Industries, the American College of Healthcare Executives Congress, the American Association of Community Colleges Convention, the National Forum for Black Public Administrators Conference, ASQ's World Conference on Quality and Improvement, the National Patient Safety Conference, the ASTD International Conference, the National Charter Schools Conference, and the Association of Collegiate Business Schools and Programs Annual Conference.

This fall, the Program will exhibit at the Association of Small Business Development Centers Annual Conference in Orlando, Florida (September 14–17), and at the International City/County Management Associations Conference (September 13–16) in Montreal, Quebec, Canada. We hope to see you at one of these events!

Thanks to Our Examiner Ambassadors

Many thanks to the following Examiners or former Examiners, who reported outreach efforts on behalf of the Baldrige Program between January and May 2009: Daniel Barton, Robert Bitner, Leonard Deneault, Bridget Dewees, Jim Evans, Julia Gabaldon, George Hansen, Mike Langridge, Brian Lassiter, Tom Mauro, Liz Menzer, John Pieno, Paul Rasp, Denise Shields, Marty Stephens, Mike Strong, Jack Swaim, Victoria Taylor, and John Vinyard.

If you have conducted outreach on behalf of the Baldrige Program and wish to be recognized, please report your activities to the Outreach and Communications Team via e-mail at baldrige@nist.gov or fax at (301) 948-3716.

Q: I want to use material from the Criteria for Performance Excellence booklets in my publication or Web site. Do I need permission?

A: The Baldrige Program is part of NIST, a federal government agency, and everything that we publish, both in hard copy and electronically, is in the public domain and is not subject to copyright in the United States. You are free to use any published Program material—with the exception of service marks and trademarks—without permission, although we request that you give the source and year. Here is a suggested citation:

2009–2010 [Education] [Health Care] Criteria for Performance Excellence, the Baldrige National Quality Program at the National Institute of Standards and Technology, in Gaithersburg, MD.

NIST/ASQ NEWS

The Examiner and Staff Development Team Becomes the Workforce Development Team

The (former) Examiner and Staff Development Team is proud to announce its new name: the Workforce Development Team. The new name better reflects the team's mission to address the engagement and development of the Program's two workforce groups: staff and Examiners.

Update

Comings and Goings

In February, **ReShonda Carroll** joined the Program's Administrative Support/Electronic Information Team. She comes from CFM Management, where she worked as an assistant manager for residential housing. Before that, she served eight years in the U.S. Army as a logistics specialist. She is pursuing a bachelor's degree in business administration with a minor in accounting. Her telephone number is (301) 975-2877, and she may be reached via e-mail at reshonda.carroll@nist.gov. Welcome, Shon!

Has Your Contact Information Changed?

If any of your contact information (e-mail or postal address as well as telephone or fax numbers) has changed recently, we'd like to know. Please send changes to Suzana Pastori-Weaver at (301) 975-4219 or suzana.weaver@nist.gov.

Update The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award

Editor Ellen Garshick: (301) 975-8950
E-mail: ellen.garshick@nist.gov

Contributors Carlos Alvarez, Dawn Bailey, Jacqueline DesChamps, Barbara Fischer, Millie Glick, Harry Hertz, Nancy Jokovich, Susan Kalbach, Jeff Lucas, LouAnn Scott

This newsletter is published on an as-needed basis.

competitiveness