

**Malcolm Baldrige National Quality Award
Board of Overseers Meeting
National Institute of Standards and Technology
Thursday, June 13, 2024, 11:00 AM–4:00 PM ET, Virtual
MINUTES**

Attendees

Overseers: Ray Floyd, Margot Hoffman, Mike Koralewski, Loyce Pailen, Theresa Meadows, Julie Thyne, Tom Tribone

Not present: Gerry Agnes, Angela Brandt, David Morales, Janet Souter, Mathew Watson

Judges: Cary Hill

National Institute of Standards and Technology (NIST): Jamie Ambrosi, Mojdeh Bahar, Dawn Bailey, Rebecca Bayless, Robyn Decker, Mary Eastman, Robert Fangmeyer, Harry Hertz, Elif Karakas, Scott Kurtz, Darren Lowe, Christine Schaefer, LouAnn Scott, Suzanne Sullivan, Kelly Welsh

Guests: Al Faber, Stephanie Norling

Start: 11:01 am

Baldrige Program Overview/Role of the Board of Overseers

Robert Fangmeyer, Director of the Baldrige Performance Excellence Program (BPEP) offered background and context on the Baldrige Program, the role of the Board of Overseers, and the revisions to the Baldrige Award process.

Role of the Board of Overseers: Objectives/Scope of Activities

- Functions as an advisory committee under the Federal Advisory Committee Act
- Consists of distinguished leaders from all sectors of the U.S. economy
- Appointed by the Secretary of Commerce
- Meets twice per year
- Makes suggestions for improvement of the award process and provides guidance to the Baldrige Program
- Reports improvement suggestions to the NIST Director and Secretary of Commerce

Baldrige Program Purpose/Mission

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

- Recognizing role models
- Fostering the adoption of proven practices, and
- Fostering a nationwide ecosystem of performance excellence

Baldrige Reimagined Update

The Baldrige Reimagined effort began in June of 2023 following a comprehensive external review and is focused on increasing the program's reach and impact. The changes can be grouped into 4 interdependent areas:

- 1) Enhance program relevance by refocusing the program, award, and other offerings on a recognized need/national priority, enhancing "resilience and long-term success," and strengthening connections to and support NIST and DOC priorities. In addition, the program will prioritize efforts to reengage with the manufacturing sector.
- 2) Attract more participants to the award, including well-known businesses, by streamlining the process to focus on identifying role models and lowering barriers to participation, while retaining its rigor and integrity.
- 3) Enhance the Accessibility and appeal of other offerings by simplifying the terminology, structure, and content while also investing in user-friendly technical upgrades (e.g., digitization, app development).

- 4) Strengthen the Baldrige ecosystem by establishing strategic partnerships with NIST's Manufacturing Extension Partnership (MEP), establishing or enhancing other strategic collaboration/partnership opportunities, and enhancing the alignment, integration, and efficacy of the Baldrige Enterprise.

The independent contractor who performed the external review estimated the resources needed to accomplish all the above at 5.5 full-time staff and a \$5.1 million investment. Since June of 2023, BPEP has been focused on implementing the changes referenced above, however, they are doing so without any additional resources.

Fangmeyer provided a detailed update on the progress of the Baldrige Reimagined effort, focusing on changes to the award process, including

- In-house development and coding of an online award application platform
- Development of a focused set of award criteria derived from the Baldrige Excellence Framework and research on organizational resilience that cover eight areas
 - Leadership and Governance
 - Strategy
 - Operations
 - Operational Continuity
 - Workforce
 - Customers and Markets
 - Community Engagement
 - Finance
- A streamlined evaluation process that begins with an evaluation of the organization's performance results over the past 5 years in the eight award criteria areas; determination of which applicants deserve to advance as finalists based on the evaluation of those results; and a hybrid site visit that combines virtual and in-person engagement with the organization.
- During the site visit process, examiners will
 - Verify key results, assess processes/systems, and explore role-model characteristics.
 - Request and review additional data and information prior to, and as needed, during the site visit.
 - Engage in dialogue with applicant leadership and others as appropriate.
 - Explore potential podium issues/Conduct Highest-Ranking Official (HRO) interview.
 - Explore activities, processes, programs, or initiatives that are important to the organization, communities, or the nation for which the organization might be recognized with a Best Practice Spotlight.
 - Ensure they capture adequate information for Judges.
- Following site visits, the Judges Panel receives and reviews all applicant information and the examiner team's evaluation workbooks prior to their formal meeting to determine their recommendations.
- During their meeting, the Judges dialogue with one another and the examiner team leader for each of the award finalist organizations. A recommendation for the award requires a supermajority vote of "yes" and takes into consideration any potential issues uncovered during the background checks.
- After the judges' meeting, a decision memo is prepared for the Secretary of Commerce, and a request is made for the Secretary to place the calls to notify the organizations chosen as award recipients.

Update from the Judges Panel

Cary Hill, Chair of the Judges Panel, shared the judges' perspective on the changes to the award process, saying there is a lot of excitement among the panel members. The judges have considered and are supportive of the process changes, including moving from point scoring to level ratings. This change allows for, and perhaps requires, more critical thinking and instructive dialogue. The judges will be looking for role models, opportunities to recognize organizations for best practices, and a thorough, rigorous process.

Ethics Briefing

Meghan Keifer, Ethics Law and Programs Division, Office of the General Counsel, U.S. Department of Commerce, gave an overview of ethics for federal advisory bodies.

Report from Communities of Excellence 2026 (COE 2026)

Stephanie Norling, Executive Director, COE 2026 shared an update as they strive to employ and deploy a Baldrige-based approach to improving the performance of communities across the nation and the people who lead them.

Developments include

- Growing international interest in the COE 2026 effort, including in Japan which is implementing Communities of Excellence in one of its villages.
- Meeting with leaders of various communities in the U.S. to explain COE 2026 and encourage their participation
- Development of the COE Community Scorecard, an online interface that allows participating communities to track and compare their performance in five key areas
 - Health: Life Expectancy
 - Education: High School Graduation Rate
 - Economy: Median Household Income
 - Housing: Homes with Suboptimal Conditions
 - Quality of Life: Social and Community: Adults with 14+ “Not Good” Mental Health Days per Month
- New cohort of communities participating in the National Learning Collaborative begins in October, where they learn how to identify, prioritize, and act on strategic advantages, challenges, and opportunities.
- Development of the Social Impact Accelerator helping communities to build an effective, inclusive, and collaborative team of leaders; adopt the holistic community excellence framework as a roadmap to address challenges; support the development and implementation of sustainable social impact projects; and equip participants with essential skills in leadership, community engagement, and project management, using proven performance improvement and data tools.

Report from the Baldrige Foundation (Foundation)

Al Faber, President and CEO, Baldrige Foundation shared an update on their advocacy, fundraising, and thought-leadership initiatives.

- The foundation is working to build strong relationships with members of the Congressional Commerce, Justice, Science, and Related Agencies subcommittee. In a video, Senator Shelley Moore Capito expressed her support of BPEP and the Foundation.
- Mac Baldrige Society creates trustees—investors and donors intended to supply base funding for the Baldrige enterprise. Individual donations come from Giving Tuesday and online donations from their website. The Foundation has a GuideStar (now Candid) Platinum Rating, the highest level in the fundraising industry; this rating places the Foundation in the top 0.1% of charities nationally in terms of transparency.
- Created in the last few years, the Institute of Performance Excellence reaches hundreds through training and education resources such as Lean Six-Sigma, Strategic Planning, and Project Management certifications. It has attracted attention of international programs such as the Confederation of Indian Industry (CII), which manages a national excellence award for India.
- Other initiatives include the Chronicle of Leadership and Management, quarterly webinars, and CEO Roundtables.
- International Outreach Initiatives include the CII Institute of Quality and Excellence Summit, King Abdullah II Center for Excellence, and being a Certified Training Partner for Jordan. The Foundation continues dialogue with UAE, India, Saudi Arabia, Egypt, and a number of organizations in Pacific Rim.

Report from the Alliance for Performance Excellence (Alliance)

Margot Hoffman, President/CEO of The Partnership for Excellence and member of the Board of Overseers, shared an update on the Alliance for Performance Excellence (Alliance), for which she is the Vice-Chair.

The Alliance is a network for Baldrige-based programs that run Baldrige-like assessments. The Alliance is the feeder program or front door to Baldrige.

- **Purpose:** *To inspire individuals, organizations, and communities across the U.S. and the world to learn, implement, and achieve performance excellence.*
- **Mission:** *To strengthen members through training, mentoring, collaboration, and sharing of resources, best practices, and service offerings.*
- **Vision:** *to be the premier resource for a thriving Baldrige community.*

The Alliance helps to develop role-model organizations using the full Baldrige framework and legacy Baldrige evaluation processes. Most Alliance programs offered tiered recognition levels, and top-level award recipients are invited to apply at the national level. Alliance member programs share resources and strive to ensure consistent training and judging processes, so all programs are assessing organizations to same top-tier requirements.

Many Alliance programs offer individual and corporate memberships. Currently, there are over 300 member organizations across the Alliance. Approximately 58% of Alliance program revenues come from memberships, 22% from application fees, and 20% from training.

Alliance programs try to stay in alignment with national program and are looking to adopt best practices from the Baldrige Reimagined effort, as appropriate. Fangmeyer noted that BPEP and the Alliance are working on refashioning the pathway and pipeline for organizations to move from Alliance programs to the national award, and that the intent is that Baldrige framework will continue to be the primary resource for use by organizations that are striving to achieve and sustain excellence.

The Alliance-led Baldrige Fall Conference, which is paired with the annual COE 2026 conference, will be October 28–30, 2024 in Coral Gables, FL

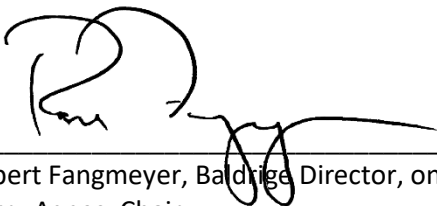
New Business/Public Comment

None

Next Board of Overseers Meetings

Overseers expressed interest in keeping meetings virtual, with a meet-in-greet at the Quest conference.

- 12/5/24 virtual, start at 10 am ET
- Wait until December to set a meeting date for June 2025



Robert Fangmeyer, Baldrige Director, on behalf of
Gerry Agnes, Chair

6/20/24

Date