

**Malcolm Baldrige National Quality Award
Board of Overseers Meeting
National Institute of Standards and Technology
Thursday, June 9, 2023, 10:00 AM–3:00 PM ET, Virtual
Minutes**

Attendees

Overseers: Gerry Agnes, Ray Floyd, Michael Garvey, Greg Gibson, Brian Lassiter, Theresa Meadows, Michelle Mejia, David Morales, Janet Souter. Absent: Angela Brandt, Matt Watson

Judges: Cary Hill, Sophia McIntyre, Jennifer Niswonger, Allyson Young

NIST: Jamie Ambrosi, Mojdeh Bahar, Dawn Bailey, Rebecca Bayless, Jacqueline DesChamps, Mary Eastman, Robert Fangmeyer, Barbara Fischer, Harry Hertz, Elif Karakas, Scott Kurtz, Darren Lowe, Christine Schaefer, LouAnn Scott, Robyn Verner, Kelly Welsh

Guests: Al Faber, Stephanie Norling

Baldrige Program Update: External Program Review, Proposed Path Forward,
Robert Fangmeyer, Director Baldrige Performance Excellence Program

In 2022, the National Institute of Standards and Technology (NIST), DOC, and Baldrige Performance Excellence Program (BPEP) leadership initiated an external review of the Baldrige Program.

Rios Partners was hired for six months to examine how the program can best advance U.S. competitiveness and address the challenges most relevant in today's environment, and how to increase impact and accessibility of the program and its offerings. Rios Partners engaged with all key BPEP stakeholder groups, including Baldrige users, non-users, and former-users; Baldrige Award applicants, recipients, and "drop-outs"; and examiners, judges, and overseers. Key findings came from document reviews, 250 surveys, 60+ interviews, and 15 focus groups.

Executive Summary from Rios Partners

- BPEP is unique in status as an award program committed to improving performance excellence and U.S. competitiveness through education offerings and partner organizations. There is no analogous government or private-sector initiative with a matching dual-pronged mission, and its position as a national program with a Presidential award provides a unique opportunity and platform for NIST and DOC to advance the nation's strategic priorities.
- Current customers are very engaged and committed, and there is a very dedicated, cross-sector network.
- Awareness, perceived relevance, participation in, and accessibility of the award process, framework, and related offerings need to improve.
- Baldrige Enterprise members (BPEP, the Alliance for Performance Excellence, the Foundation, and ASQ) have a shared purpose but may have their own priorities, strategies, and governance.

Recommendations

Rios Partners' offered 10 overarching recommendations organized into four key themes:

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 the maximum number of awards to high performers in targeted sectors.
- Streamline and simplify the award.
- 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 U.S. government.
- Continue to drive alignment and coordination across the Baldrige Enterprise.
- Pilot strategic partnering opportunities with Enterprise members.

Fangmeyer noted the alignment of the findings and recommendations to the Program's recent strategic initiatives and the recommendations from the 2022 Judges and Overseers focus group, chartered to identify barriers to participation in the award process. Fangmeyer then shared the Program's proposed four-phase plan to address the recommendations, dependent on NIST and Department of Commerce approval.

Ethics Briefing

Laura Trevisani from the U.S. Commerce Department gave an overview of ethics for federal advisory bodies.

Communities of Excellence 2026 (COE 2026), Stephanie Norling, Executive Director, COE 2026

COE2026's core purpose: To ensure that every person in America has the opportunity to live their best life in communities that are thriving, as well as the envisioned future: Communities that adopt the Baldrige-based COE framework are recognized as the top-performing in the nation and are the catalysts for our country again.

Strategic Goals:

- COE 2026 is sought out by communities and organizations as the collective center of knowledge, expertise, instruction, and wisdom related to community performance excellence with the

capacity to spread to communities nationally and internationally, resulting in sustainable and significant improvement to key measures of community performance.

- Organizations and leaders in all sectors adopt Baldrige-based tools and practices, including the COE framework, and collaborate across sectors to lead high-performing organizations and communities.

Ongoing initiatives:

- COE 2026 is developing training programs and strategic partnerships for scale-up strategies.
- Revisions to the Communities of Excellence Framework are under way and will include a DEIA taskforce review.
- COE has also been creating tools for data collection and reporting, including a Community Performance Excellence Measurement System with a common scorecard, cascading metrics, common definitions, and data literacy training
- The 2023 Assessment Program is underway with 14 applications (4 Level 1, 4 Level 2, and 6 Level 3 [top level]).

Norling also reported that participating communities represent over 11 million people there has been international interest from the Japan Productivity Center, Saudi Arabia, and Sterling International.

Report from the Alliance for Performance Excellence (Alliance), Brian Lassiter, Alliance for Performance Excellence

The Alliance has new purpose, mission, and vision statements:

- 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 represents:

- 29 Baldrige-based programs serving all 50 states and U.S. territories
- 603 Applications received (54 full 50-page applications)
- 794 Examiners trained
- 329 Recipients (24 top-level)
- 11 Conferences hosted with 3134 attendees
- 26 paid staff and 530 volunteers in addition to examiners

Lassiter also reported that the 2023 Baldrige Fall Conference will be October 16-17 in Milwaukee. Keynote speakers include Horst Schulze, Dan Heath, and Brian Williams. Streaming worldwide is new aspect for this conference and watch parties will be hosted by certain states.

Report from the Baldrige Foundation (Foundation), Al Faber, Baldrige Foundation

The Foundation continues its advocacy efforts with the House and Senate, securing annual appropriations for BPEP and bringing community in as a new award sector.

The Foundation has achieved the 2022 Platinum Seal of Transparency Rating on Candid, the world's largest source Seal of Transparency of information on non-profit organizations. This rating places the Foundation in the top 0.1% of charities nationally in terms of transparency.

The Foundation's efforts to spread awareness include presentations at conferences, quarterly webinars, CEO Roundtables, and biweekly podcasts, as is the Foundation's Institute for Performance Excellence. *The Chronicle of Leadership and Management* is now registered at the Library of Congress.

The Foundation's Leadership awards continue to grow. Recent additions include sector-based, cyber security, and community awards. 2022 saw diverse recipients from every demographic.

Next Board of Overseers Meetings

- 12/6/23 Virtual
- 6/13/24 In person
- 12/5/24 Virtual

New Business/Public Comment

None



Gerry Agnes, Chair

10-24-23

Date