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New Name for a New Era

As you may have heard via other communications from us, our name is now the **Baldrige Performance Excellence Program**. Please help us celebrate the new name, ensure its consistent public use, and raise awareness of performance excellence by using the name in all of your print, electronic, and interpersonal communications.

For background on the name change, see [BLOGRIGE](#) or Program Director Harry Hertz's October [Insights on the Road to Performance Excellence](#) column.



16 Applicants Selected for Site Visit Review

On September 7, 2010, the Judges Panel of the Malcolm Baldrige National Quality Award reviewed data on all 2010 Award applicants and selected 16 to move on to Site Visit Review. Of the 83 applicants, this group includes

- 2 of the 3 in manufacturing
- 4 of the 7 small businesses
- 7 of the 54 in health care
- 1 of the 10 in education
- 1 of the 7 nonprofits
- 1 of the 2 in service

Site visits take place October 10-16 for health care, manufacturing, and service organizations and October 17-23 for education organizations, small businesses, and nonprofits. The Judges will meet November 15-19 to determine which of these organizations to recommend to U.S. Secretary of Commerce Gary Locke as Award recipients, and the recipients will be announced shortly thereafter.

We sincerely thank the hundreds of volunteer Examiners, Senior Examiners, and Alumni Examiners who served as Item leads, Item backups, team leaders, coaches/mentors, and technical editors—as well as in other roles—during the Award process, as well as those of you who are participating in Site Visit Review.

2011 Examiner Application Opens November 29

The application for appointment to the 2011 Baldrige Board of Examiners **opens Monday, November 29, 2010, at 9:00 a.m. EST and closes Thursday, January 13, 2011, at 5:00 p.m. EST**. All Examiners, including Alumni Examiners, need to reapply each year for appointment to the board.

You'll need a new PIN and password to access the online application—even if you're a returning Examiner or you previously applied to serve on the board. On November 29, returning Examiners and previous applicants will receive an e-mail containing a new PIN and temporary password. Your prior-year PIN and password will not work.

Have you changed your e-mail address lately? If so, please take a few minutes to send your current e-mail address to [Suzana Pastori-Weaver](#).

New applicants and applicants who applied previously but were not selected must submit two recommendations via the online application system by January 13, 2011, at 5:00 p.m. EST. Returning Examiners don't need to supply recommendations.

For more information on applying for the board and on the conditions of involvement, see [Become an Examiner](#). We look forward to receiving your application.

"Refer 2 Friends or Colleagues"

Many of our most successful Examiners come to us through referrals from current and past Examiners and other Program friends. For 2011, we plan to recruit around 200 new Examiners. Please consider helping us out:

- "Refer 2 Friends or Colleagues" to apply to serve as Baldrige Examiners.
- Spread the word about the opportunity on an e-mail list, a Web site, a newsletter, social media tools, or another mechanism. If you have access to any of these mechanisms, contact [Zara Brunner](#) (301-975-2001). She'll send you text that you can customize with your own experiences as an Examiner.

We'd like to recognize your efforts, so please let Zara know if you "Refer 2 Friends" or otherwise help recruit Examiners.

Training Aims for "Gold Medal" Site Visits

On September 20, Examiners who are leading site visit teams in 2010 participated in the Baldrige Program's first-ever training session designed specifically for these team leaders. The goal of the training was to support the Examiners who take on this demanding role on behalf of the Program and give them the opportunity to learn from each other.

During the session, Baldrige staff members presented research findings that identified what differentiated applicants' top site visit experiences from others. Lead Judge Liza Seltzer explained what the Judges look for from site visit teams, and Baldrige Program Director Harry Hertz added his insights.

Team leaders also met in sector-specific groups, and they met with their NIST monitors to review initial site visit plans. In all, the best practices, insights, and support of all the participants were aimed toward the common goal of a "gold medal" site visit for each applicant.

2011 Award Application Reminders

The [2011 Baldrige Award Application Forms](#) booklet will be available November 1 on the [Baldrige Web site](#).

In two changes from previous years, we're asking 2011 Baldrige Award applicants to include the number of volunteers in the workforce, if applicable, on the Eligibility Certification Form. In addition, we're requesting that, after May 10, organizations submit the application via overnight delivery.

Due dates for applications for the 2011 Award are as follows:

- March 1: eligibility certification packages with a nomination to the Board of Examiners
- April 12: all other eligibility certification packages
- May 3: Award application packages submitted on CD
- May 17: Award application packages submitted on paper

For other dates relating to the Award process, see the [Baldrige Process Calendar](#).

Baldrige Fellows Begin Their Journey

The [Baldrige Fellows Program](#) held its first on-site session September 13-14 in conjunction with the Baldrige Regional Conference in Newport Beach, California. Fellows Program activities aim to accelerate the executive development of participants through exploration and application of the Baldrige framework, the Criteria for Performance Excellence, and the impact of systems thinking on organizations.

At the session, the Fellows explored Baldrige concepts and principles through presentations and discussions with executives from Baldrige Award recipients and Baldrige Program leaders. The remaining sessions are "Visionary Leadership That Works" (January 2011), "Leading for Engagement" (April 2011), "Operational Intelligence" (June 2011); and graduation (September 2011).

The initial class of Baldrige Fellows includes the following executives:

- Wayne Foraker, Senior Director, Office of Institutional Assessment, University of Phoenix
- Doug Griffin, Vice President of Marketing, North America, AGCO Corp.
- Donald Haag, Vice President of Mid-West area, Packaging Corporation of America
- Robert Hagans, Chief Financial Officer, AARP
- Ziad Haydar, Vice President for Clinical Excellence and Physician Integration, Ascension Health
- John McCarville, Senior Vice President of Global Supply Chain and Information Technology, Griffith Laboratories
- Margaret McGoldrick, Executive Vice President and Chief Operating Officer, Abington Memorial Hospital
- James Metcalf, President and Chief Operating Officer, USG Corp.
- Brad Mitchell, President of Global Logistics and Distribution, UPS
- Monty Pooley, President of North America Retail, Sara Lee Corp.
- John Smith, Global Product Director for Propylene Oxide/Propylene Glycol, Dow Chemical Co.
- Troy Villarreal, Chief Executive Officer, The Medical Center of Plano (Texas), Hospital Corporation of America
- Russell Williams, Director of Quality, Baldor Electric Co.
- Michael Woronka, Chief Executive Officer, Action Ambulance Service

The next class of Baldrige Fellows will begin in April 2012. For more information on the Fellows Program, see <http://www.nist.gov/baldrige/fellows/index.cfm>, or contact [Bob Fangmeyer](#) (301-975-4781) or the [Baldrige Program](#) (301-975-2036).

Regional Conferences Highlight Award Recipients



More than 600 attendees from all sectors learned about the best practices of current and past Baldrige Award recipients at the 2010 Baldrige Regional Conferences in Newport Beach, California (September 14) and Nashville, Tennessee (September 28). The conferences were cosponsored by the [California Council for Excellence](#), the [Tennessee Center for Performance Excellence](#), and the [Alliance for Performance Excellence](#).

Plenary and leadership sessions featured senior leaders of the [2009 Baldrige Award recipients](#)—Honeywell Federal Manufacturing & Technologies, MidwayUSA, AtlantiCare, Heartland Health, and the VA Cooperative

Studies Program Clinical Research Pharmacy Coordinating Center. Concurrent sessions highlighted current and past Award recipients, and closing sessions focused on helping attendees take their own next steps with Baldrige.

Past Award recipients participating in the conferences included Caterpillar Financial Services Corporation—U.S., City of Coral Springs, Iredell-Statesville Schools, Jenks Public Schools, Poudre Valley Health System, Premier Inc., PRO-TEC Coating Company, Richland College, Sharp HealthCare, and the University of Wisconsin-Stout.

Administrator Contract Awarded

After a lengthy competitive process, the [American Society for Quality](#) (ASQ) was recently awarded a new contract by NIST to assist in administering the Baldrige Award Program. The contract covers one year with four one-year options.

The administrator is one part of the private component of the public-private partnership that makes up the Award Program; the contract is funded by the Foundation for the Malcolm Baldrige National Quality Award. The role was created by the Malcolm Baldrige National Quality Improvement Act of 1987 (Public Law 100-107), which established the Baldrige Award. It specifies that the administrator must

- be a broad-based nonprofit entity
- be a leader in the field of quality management
- have a history of service to society

Because the many administrative aspects of managing the Award process require more staff members than the Baldrige office has, ASQ performs a number of tasks. For many of you, the most visible ones may be distributing Award applications to Examiners, assisting in obtaining reimbursement for Examiners from the Baldrige Foundation, and helping with arrangements for site visits. Other tasks include assisting with negotiating contracts for producing publications, contracting for the Award Ceremony, and compiling Examiner scoring data.

On the Road with the Criteria

The Baldrige community is full of dedicated people who carry the principles and core values of the Criteria in their hearts and minds ... and more than a few who even carry the Criteria booklet with them when they travel to unusual, far-flung places.

The next time you carry the Criteria booklet through the Taj Mahal, the Louvre, or another interesting place, have someone snap a photo. Send it to [Bob Fangmeyer](#), and we will include as many photos as possible in upcoming issues of *Update*.



State and Local Program News

Alliance to Develop Baldrige-Based Assessment for State and Local Programs

We are pleased to announce that the [Alliance for Performance Excellence](#) has been awarded a contract to develop and implement a Baldrige-based assessment for state and local award programs.

Programs will be invited to participate in the evaluation process, which will allow for four levels of assessment ranging from submitting an Organizational Profile and key results to writing a full 50-page application. Programs that apply will receive a small monetary award as well as additional funds to help address one or more opportunities for improvement identified through the evaluation.

Workshop Features Best-Practices Showcase, Recognition Awards

On September 27, attendees from state and local Baldrige-based programs across the country participated in the annual State and Local Quality Awards Workshop, hosted by the Tennessee Center for Performance Excellence. Highlights included

- a best-practices showcase
- a recognition award presented to Raina Knox of the [Excellence in Missouri Foundation](#) for her support of [2009 Baldrige Award recipients](#) Honeywell Federal Manufacturing & Technologies, MidwayUSA, and Heartland Health ([Quality New Mexico](#) was recognized at its 2010 conference for its support of VA Cooperative Studies Program Clinical Research Pharmacy Coordinating Center, another 2009 Award recipient.)
- updates from Baldrige Deputy Director Jeff Lucas on fostering connections between state and local programs and other organizations with state networks
- a report on upcoming changes to the Criteria for Performance Excellence

The workshop also offered valuable networking opportunities for participants. Katie Rawls and Sue Alexander, both of the [Tennessee Center for Performance Excellence](#), and Liz Menzer of the [Wisconsin Forward Award](#) served on the Workshop Planning Team.

For more information on the workshop, contact [Jackie Calhoun](#) (301-975-2555).

Upcoming State and Local Events

- [Achieving Excellence in Healthcare Conference](#) (Lincoln Foundation for Performance Excellence): November 10, 2010, Chicago

Thanks to Our Examiner Ambassadors

We thank the following members of the Baldrige community for their outreach efforts on behalf of the Baldrige Program: Sue Alexander, Richard Allen, John Boyko, Pat Griffith, Debbie Hasse, Barry Johnson, Ron Kincer, Tom Mauro, MaryAnn Pranke, Er Ralston, Bob Scanlon, Victoria Taylor, John Vinyard, T. Waldmann-Williams, and Anne Warner.

If you have conducted outreach for the Baldrige Program by giving a presentation, using our portable exhibit, or using our other outreach materials, please let us know so we can acknowledge your efforts (fax: 301-948-3716, or baldrige@nist.gov).

Baldrige on the Road

The Baldrige Program recently participated in the conferences of the following organizations: the American Society of Association Executives, the Association of Small Business Development Centers, and the National Association for Healthcare Quality.

Upcoming exhibit locations include

- the Association for Manufacturing Excellence International Conference (Baltimore, November 15-19)
- the National Quality Education Conference (Chicago, November 7-9)
- the Institute for Healthcare Improvement National Forum on Quality Improvement in Health Care (Orlando, December 5-8)
- the American Association of School Administrators National Conference on Education (Denver, February 17-19)

We hope to see you at one of these events. For more information, contact [Barbara Fischer](mailto:Barbara.Fischer@nist.gov) (301-975-8942).

NIST/ASQ News

New Team Leaders and Rotations Announced

Each year, Baldrige Program teams each choose a member to serve as team leader for a one- or two-year term. Team leaders for the upcoming year are

- [Dawn Bailey](mailto:Dawn.Bailey@nist.gov) (301-975-3074) for the Publications Management Team (PMT)
- [Jackie Calhoun](mailto:Jackie.Calhoun@nist.gov) (301-975-2555) for the Outreach and Communications Team (OCT)
- [Cristin Conner](mailto:Cristin.Conner@nist.gov) (301-975-3787) for the Award Process Team (APT)
- [Bob Hunt](mailto:Bob.Hunt@nist.gov) (301-975-4077) for the Workforce Development Team (WDT)

In addition, the Program annually offers staff members the opportunity to rotate between teams to share their knowledge and develop their skills. All rotations, which must be approved by the management, are made with the best interests of the Program in mind. In rotations for the upcoming year, [Zara Brunner](mailto:Zara.Brunner@nist.gov) (301-975-2001) will move from OCT to the Management Team, [Sandra Byrne](mailto:Sandra.Byrne@nist.gov) (301-975-4812) will move from APT to WDT, [Bob Fangmeyer](mailto:Bob.Fangmeyer@nist.gov) (301-975-4781) will move from the Management Team to OCT, and [Renée Norris](mailto:Renée.Norris@nist.gov) (301-975-6323) will move from WDT to APT.

Comings and Goings

In July, Kurt Stefan left his position as project coordinator in ASQ's Baldrige Contract Administration workgroup to pursue a new opportunity at the Medical College of Wisconsin. In more than four years at ASQ, he helped administer the eligibility certification, consensus, site visit, and other Baldrige Award processes with skill and good humor. We wish him luck in his new venture.

ASQ's Baldrige Contract Administration welcomed a new project coordinator, Traci Blom, in August. She came to ASQ from the University of California, Los Angeles, Extension, where she served as a program coordinator at the Osher Lifelong Learning Institute. In addition, Traci is a former employee of ASQ, having served in various roles with Community Care, Membership, and Event Management. Welcome, Traci!

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