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 award-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 Baldridge

• 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)

Source: Leadership Excellence Magazine
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
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.

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

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

99 Baldrige Award winners serve as national role models.
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

- 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

Necessary from the start
Defining performance excellence
Helping organizations improve

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

Criteria includes seven categories, including KM

Background: describes organization and its strategic situation and key factors

The system’s foundation or “brain center”

Embedded in high performing organizations
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.

Source: Baldrige Performance Excellence Program CEO Issue Sheet
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’l Quality Award and criteria and supporting all on the journey toward excellence.
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
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