

**Malcolm Baldrige National Quality Award
Board of Overseers Meeting
National Institute of Standards and Technology
Wednesday, June 25, 2025, 11:00 AM–4:00 PM ET, Virtual**

ATTENDEES

Overseers: Janet Souter, Ray Floyd, Margot Hoffman, Mike Koralewski

Not present: Loyce Pailen, Tom Tribone

Judges: Cary Hill, Peter Scheuer, Rebecca Ruhl, Brian Miller, Lynda Johnson, Jen Niswonger, Keith Everett

National Institute of Standards and Technology (NIST): Rebecca Bayless, Robyn Decker, Mary Eastman, Robert Fangmeyer, Elif Karakas, Darren Lowe, Suzanne Sullivan, Kelly Welsh

Guests: Josh Racette, Stephanie Norling, Eric Lin

Start: 11:00am

WELCOME and INTRODUCTIONS

Robert Fangmeyer, Director Baldrige Performance Excellence Program

Eric Lin, Acting Associate Director for Innovation and Industry Services, National Institute of Standards and Technology

BALDRIGE PROGRAM OVERVIEW

Mission: To improve the quality, performance and long-term success of businesses and other organizations by

- Recognizing role models
- Fostering the adoption of proven practices
- *[Fostering a nation-wide ecosystem]*

Fangmeyer reviewed our public law 100-107. Highlighted five key areas from the legislation:

1. The program makes available guidelines and criteria
2. The program shares proven practices
3. The President or Secretary makes periodic awards
4. The NIST Director ensures the following, supported by appropriate contractual arrangements with broad-based nonprofit(s)
 - a. Organizations must apply for consideration
 - b. Competent Examiners perform rigorous, comprehensive evaluations
 - c. Evaluations include site visits to verify claims made in the application
 - d. Only worthy organizations are recommended for the award
 - e. All applicants received detailed feedback
 - f. Award recipients share their best practices
5. The Secretary of Commerce appoints a Board of Overseers to review the award process

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

Minimally:

- To review the award process and make recommendations for improvements to the NIST Director, with the intent to ensure
 - Rigor
 - Integrity
 - Efficacy

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.

BALDRIGE PROGRAM UPDATE

Quest for Excellence

300+ participants across the three days

79% were LIKELY to recommend others to attend

67% were VERY LIKELY to recommend others to attend

Fellows

One of the highest-rated offerings Baldrige has. Current cohort has 17 senior executives from service, health care, education, government and nonprofit. They will present the results of their capstone projects at the start of the next Quest conference. The cohort is visiting/engaging with the following Award Recipients:

- Fort Collins (plus Donor Alliance and Elevations Credit Union), Henry Ford Health System (plus state-level award recipient, Eli Lilly), and Ritz-Carlton (plus Howard Community College).

Framework Revisions

Revisions for the 20205-2026 Framework started prior to the December 2024 Overseers meeting. The primary goal is to enhance the Framework's ease of understanding and use. Following Baldrige reimagined, we are leaning toward strengthening the Framework's primary purpose, which is organizational improvement. The Framework is shifting to an instructive maturity model to help organizations improve.

The content may be reorganized and restated, but the existing content is not going away. The most significant proposed change is creating three distinct levels of maturity for each of the Elements of Excellence.

1. Establishing - Getting Started
2. Developing - Getting Better
3. Maturing - Becoming Great

Additional inputs have been collected through focus groups. An early draft was shared with key sector experts.

BPEP shifted the timeline for the release of the 2025-2026 Framework due to the significant changes being made and need for additional cycles of review and revision. However, the timeline is continuing to change based on outside factors impacting BPEP staffing.

Award Process

Reminder of changes made in 2024

The biggest change made in 2024 was focusing the Award process on identifying role-model organizations. Through Baldrige Reimagined, the evaluation process and award criteria were dramatically streamlined. There is a heavy focus on assessing the results organizations have achieved—and recognizing that results achieved are an indicator of process effectiveness.

What has changed in 2025?

The first five Award Criteria sections continue to have a heavy focus on results. Strategy, Organizational Learning, and Community Relationships focus more on the processes, and do not ask for direct results. Results related to these three sections can be seen in the results related to the other sections. The calendar and milestones significantly changed for 2025, more aligned with previous timelines.

Award Process

- 161 examiners completed five weeks of training (online modules and virtual meetings)
- Independent Analysis kicked off June 17
- Consensus Evaluations due July 30
- Judges will meet on August 13 to determine award finalists
- Site visit planning begins August 19
- On-site and virtual interviews September 25-October 2
- Judges recommend award recipients November 3-7

UPDATE FROM THE JUDGES PANEL

Cary Hill, Chair, Judges Panel

Hill provided a summary of the June 24 judges' meeting and their collective views. The current panel of judges has a high degree of confidence in the current award process related to its rigor, integrity, and efficacy in identifying role-model organizations. Two components to the foundation of that confidence: 1) Independent oversight of the process by Baldrige/NIST; 2) the passion and commitment of the Baldrige team to its mission to maintain the integrity of the process. The reimagined process completed in 2024 is efficient and easy apply yet still rigorous. The shift in focus to results as the primary evidence of long-term success and resilience is balanced with the validation of the key processes that produce the results.

REPORT FROM THE ALLIANCE FOR PERFORMANCE EXCELLENCE (ALLIANCE)

Margot Hoffman, Chair, Alliance for Performance Excellence

Margot is President/CEO of The Partnership of Excellence (regional Baldrige-based program for Ohio, Indiana, Illinois, and West Virginia). She is also the Chair for Alliance for Performance Excellence, a network for Baldrige-based programs across the United States. 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.*
- **Core Values:** Act with Integrity, Value People, Collaborate, Focus on Excellence

The Alliance oversees 26 Baldrige-based programs serving all 50 states and U.S. Territories, with a combined budget of about \$7 million. In 2024, 1488 applications were received (up from 941 in 2023). Eight organizations received top-tier level recognition.

The Alliance-led Baldrige Fall Conference, which is paired with the annual COE 2026 conference, will be October 13-15, 2025, in Denver, CO.

REPORT FROM THE BALDRIGE FOUNDATION (FOUNDATION)

Josh Racette, President and CEO, Baldrige Foundation

Racette shared updates on the Foundation's advocacy, fundraising, and thought-leadership initiatives.

- Advocacy is their main goal
- The foundation is working to build strong relationships with members of the Congressional Commerce, Justice, Science, and Related Agencies subcommittee.
- Asking for \$3.2 million (an additional \$500k) to cover the addition of the Communities of Excellence award sector
- New addition to thought-leadership initiative is U.S. & Global Quality Benchmarking Reports
- Mid-America Transplant has committed a multi-year pledge to underwrite an innovative new portal within the Institute for Performance Excellence. This portal will be branded for the national Organ Procurement Organizations across the United States. They will all gain complimentary annual access.

REPORT FROM COMMUNITIES OF EXCELLENCE 2026 (COE 2026)

Stephanie Norling, Executive Director, COE 2026

New 2025-2027 Strategy

- Launch and Scale the Impact Pathway
- Diversify and Grow Revenue Streams
- Strengthen the Delivery Infrastructure
- Elevate Brand and National Presence

Other Priorities

- Framework Revision
- Assessment and Recognition Program – 5 Applications
- LMS and Knowledge Library Soft Launch
- 2025 Conference – Rising to New Heights

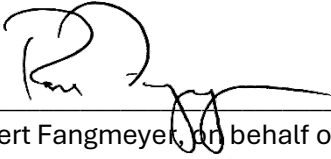
NEW BUSINESS/PUBLIC COMMENT

None

Next Board of Overseers Meetings

December 10, 2025, virtual

End: 3:08 PM ET

A handwritten signature in black ink, appearing to read 'Robert Fangmeyer', is written over a horizontal line.

Robert Fangmeyer, on behalf of chair

07/24/2025

Date