

Presidents since the Beginning of the Baldrige Award Program established in 1987, first award given in 1988

Ronald Reagan

40



“The Malcolm Baldrige National Quality Award . . . offers a vehicle for companies, large and small . . . to examine their own approaches to quality. It offers companies a standard with which to compare their own progress to that of the country’s very best.”

January 20,
1981

January 20,
1989

George H. W. Bush

41



“To compete and win in the international arena, U.S. companies are simply going to have to offer products and services that are world-class. That is the purpose behind this award, and it is a national purpose.”

January 20,
1989

January 20,
1993

Bill Clinton

42



“The Malcolm Baldrige National Quality Award, which highlights customer satisfaction, workforce empowerment, and increased productivity, has come to symbolize America’s commitment to excellence.”

January 20,
1993

January 20,
2001

George W. Bush

43



“This is a high, high honor. I know you all understand what a big deal this is. This is an important award. . . . We are seeing some challenges and some changes in American business, American enterprise, but this annual presentation is reminder of things that must never change: the passion for excellence, the drive to innovate, the hard work that goes with any successful enterprise.”

January 20,
2001

January 20,
2009

Barack Obama

44

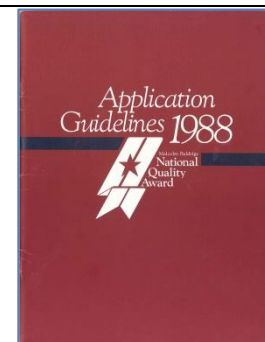


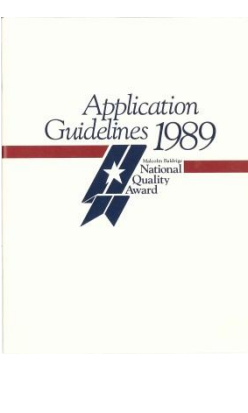
“The road to greatness in America has been, and always will be, traveled by those who embrace change and work hard every day to be the best; the organizations we honor today with the Baldrige National Quality Award exemplify that spirit. This year's recipients have shown how quality, innovation, and an unending quest for excellence help strengthen our nation and brighten the future of all Americans.”

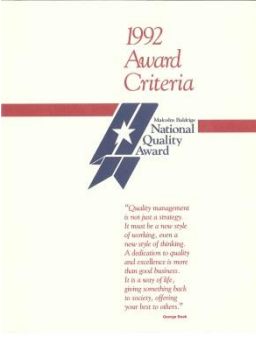
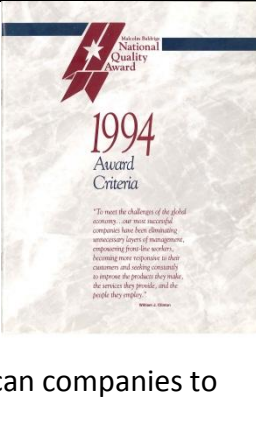
January 20,
2009

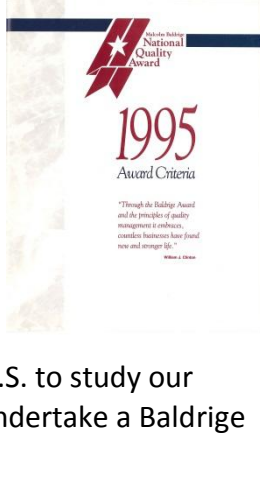
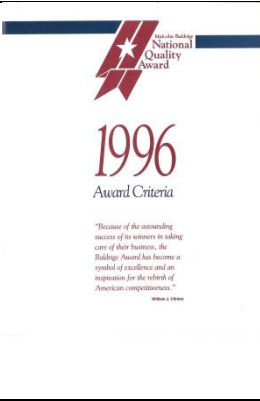
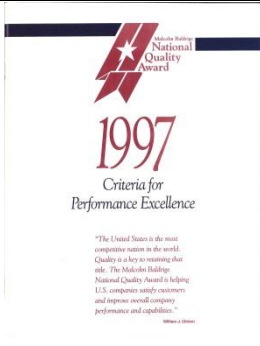
Incumbent

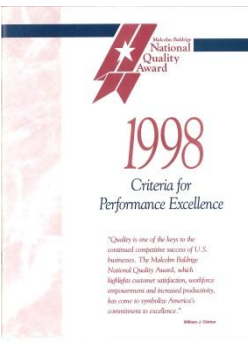
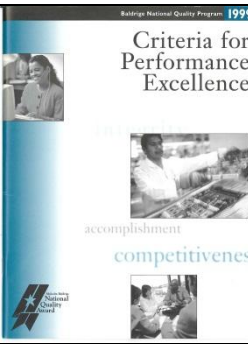
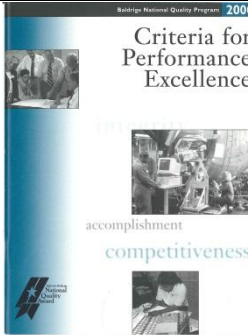
| Year | Key Milestones |
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| 1986 | <ul style="list-style-type: none"> • Due to emergence of ever-expanding, competitive, global market, President Ronald Reagan forms a Task Force on Productivity (1982–1984) that floats a government award without result • Award legislation goes no where • Joseph M. Juran testifies in front of Congress on behalf of creating an award to help bring the focus of quality to the United States |
| 1987 | <ul style="list-style-type: none"> • Legislation reintroduced spring 1987 • Secretary of Commerce Malcolm Baldrige, who was an advocate of quality management as a key to U.S. prosperity and sustainability, killed in rodeo accident on July 25 • The Malcolm Baldrige National Quality Improvement Act of 1987, Public Law 100-107, passed by Congress on August 20, 1987, to (1) identify and recognize role-model businesses, (2) establish criteria for evaluating improvement efforts, and (3) disseminate and share best practices • National Institute of Standards and Technology (NIST) assigned role because quality movement driven by measurement; NIST Director Ray Kammer arranges for NIST to take lead in quality effort • First Baldrige Director Curt Reimann concurrently begins process of lining up examiners and creating criteria • Joseph Juran and Armand Vallin Feigenbaum serve on first Board of Overseers |
| 1988 | <ul style="list-style-type: none"> • First Award recipients • President Ronald Reagan: “This Award salutes companies that improve the qualities of their goods and services, thus enhancing productivity, lowering costs, and increasing profitability. The economic liberty and strong competition that are indispensable to economic progress were principles ‘Mac’ Baldrige stressed, whether as a successful businessman or as a dynamic and effective Secretary of Commerce. They are the engines of growth, jobs, and prosperity in any society, along with the good management and attention to quality and customer needs that the Award will promote.” • Foundation for the Malcolm Baldrige National Quality Award established • 42 Criteria items • 66 applications |



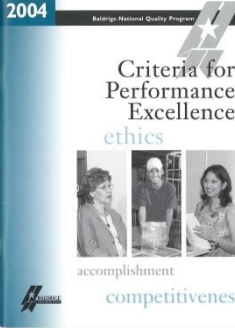
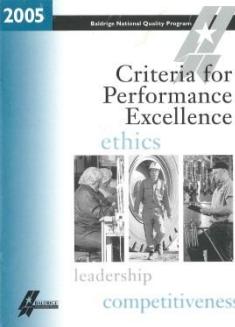
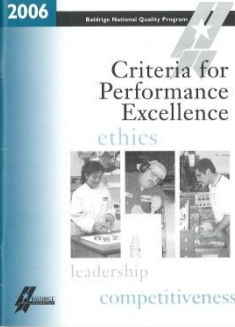
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| <p>1989</p> | <ul style="list-style-type: none"> • First Board of Examiners • Application award process had examiners at Stage 1 score only 13 key items comprising 510 of the 1,000 pts. • Award applications limited to 75 pages • Bob Galvin, chairman, Motorola: “Quality saves money and makes products appealing and attractive . . . anything that’s wrong is costing you money. To get the process exactly right is going to be cheaper and is going to be better. . . . Our country is all the better for the Baldrige process, and [the examiners] have made the process one of distinction.” • First Quest for Excellence Conference held in Crystal City, VA, on April 6–7, 1989. |  |
| <p>1990</p> | <ul style="list-style-type: none"> • Rapid growth in third cycle: <ul style="list-style-type: none"> – Applications from 66 to 97 – Examiner applications from 140 to 592 – Criteria copies distributed from 12,000 to 180,000 • First 5 winners from 1988/1989 make over 2,000 presentations • First appearance of overall scoring bands in Criteria | |
| <p>1991</p> | <ul style="list-style-type: none"> • Applications for the Board of Examiners increase to 1,320 • Pilot project with National Governors Association to plan for Baldrige-based state programs • Number of Criteria areas to address reduced from 99 to 89 • First appearance of Criteria Key Concepts (later Core Values and Concepts) • Secretary of Commerce Robert Mosbacher enlists examiners as speakers to promote continuous improvement as essential factor in achieving and maintaining a competitive position in world markets • Review of Baldrige Award applicants by the United States General Accounting Office finds that “companies that adopted quality management practices experienced an overall improvement in corporate performance. In nearly all cases, companies that used total quality management practices achieved better employee relations, higher productivity, greater customer satisfaction, increased market share, and improved profitability.” | |

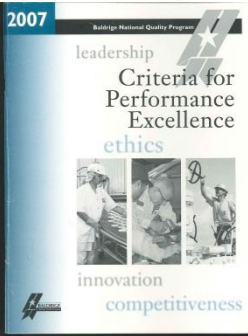
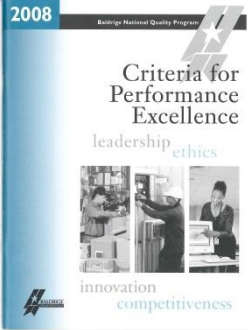
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| <p>1992</p> | <ul style="list-style-type: none"> • Regional Baldrige conferences begin • Baldrige Director Curt Reiman testifies before the House Committee on Science, Space and Technology to emphasize the extent to which the quality message is being heard by small- and mid-sized businesses • Criteria streamlined from 32 to 28 items • National Governor’s Association pilot results in two reports: <i>Promoting Quality Businesses: A State Action Agenda</i> to outline ways governors can use public/private resources to accelerate quality practices and report on how to design and implement a state quality award |  <p>The cover of the 1992 Award Criteria document features the Malcolm Baldrige National Quality Award logo at the top. Below the logo, there is a quote: "Quality management is not just a strategy. It must be a new style of working, a new style of thinking. A dedication to quality and excellence is more than good business. It is a way of life, giving something back to society, offering your best to others." attributed to Steve Jobs.</p> |
| <p>1993</p> | <ul style="list-style-type: none"> • Baldrige Director Curt Reiman testifies before the House Committee on Science, Space and Technology to emphasize the extent to which the Malcolm Baldrige Quality Award has made a difference • Elliott Mardie, designer of crystal: "The award was to represent strength, clarity, and sophistication. . . . The tips of the two columns curve like a flowing ribbon, the crystal and the medallion it holds represent achievement, and the base represents the strength and solidarity of the winning companies." • <i>Business Week</i> article "Betting to Win on Baldrige Winners," October 18, 1993, about Baldrige winners outperforming S&P 500 |  <p>The cover of the 1993 Award Criteria document features the Malcolm Baldrige National Quality Award logo. Below the logo, there is a quote: "Continued emphasis on quality by American companies is critical. It is what makes 'Made in the USA' something to be proud of." attributed to Steve Jobs.</p> |
| <p>1994</p> | <ul style="list-style-type: none"> • Criteria made available on NIST Gopher and World Wide Web servers • Baldrige Director Curt Reiman testifies before the House Committee on Science, Space and Technology to emphasize that Baldrige is critically dependent on the goodwill, involvement, and support of the private sector • Panel of Judges’ Chair Arnold Weimerskirch: “The Criteria should always reflect the leading edge of validated management practice.” • Authenticated U.S. Government Printing Office (GPO) statement: “The Malcolm Baldrige National Quality Award recognizes clear, proven strategies for continued American success in the global economy. [Baldrige] winners demonstrate that aggressive quality management, including a clear customer focus and partnerships with employees and suppliers, equips American companies to compete and excel in the global marketplace.” |  <p>The cover of the 1994 Award Criteria document features the Malcolm Baldrige National Quality Award logo. Below the logo, there is a quote: "To meet the challenges of the global economy, our most successful companies have been developing necessary levels of management, engineering, from the workers, becoming more responsive to their customers and seeking constant improvement in the products they make, the services they provide, and the people they employ." attributed to Steve Jobs.</p> |

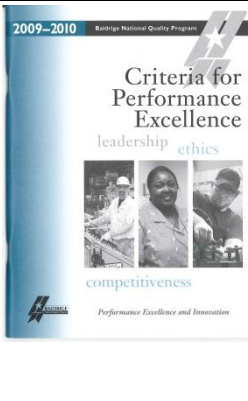
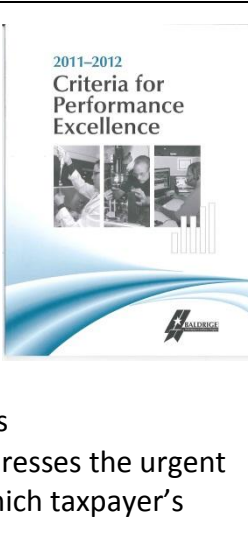
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| <p>1995</p> | <ul style="list-style-type: none"> • Health care and education pilot programs • Criteria streamlined from 28 to 24 Items, areas to address from 91 to 54 • Joseph Juran testifies before the Subcommittee on Technology of the Committee on Science: “The Baldrige Award activities have contributed much to . . . progress in the industrial sector. They have identified many of the role models—that is a big accomplishment. And, they have disseminated the lessons learned, the strategies used by the role models to get . . . stunning results.” • Chair of Board of Overseers Ray Stata testifies before the Subcommittee on Technology of the Committee on Science: “The performance of U.S. companies overseas and the growing recognition of Baldrige Award winners have brought steady streams of foreign visitors to the U.S. to study our business practices. . . . [Representatives from] Japan were so impressed that they decided to undertake a Baldrige Award experiment of their own.” |  <p>The cover of the 1995 Award Criteria booklet features the Baldrige Award logo at the top. Below it, the year '1995' is written in a large, stylized font, followed by 'Award Criteria'. A quote from Joseph Juran is included: "Through the Baldrige Award and the principles of quality management it embraces, countless businesses have found new and stronger life." The bottom of the cover has the NIST logo.</p> |
| <p>1996</p> | <ul style="list-style-type: none"> • Common Stock Comparison Study • First appearance of Criteria item for human resource results • First appearance of Criteria glossary of key terms • President William Clinton, Award Ceremony, Washington, DC: “The significance of this day to me . . . it's the validation of years and years of effort by people who believe in quality management. It's the validation of the proposition that we can create new opportunities for Americans if we work together to move into the future instead of running away from it. It proves that there is a proper role for the Nation's Government in a limited supportive way to help to create new economic opportunities. And most important, it shows that when we work together, we never lose.” |  <p>The cover of the 1996 Award Criteria booklet features the Baldrige Award logo at the top. Below it, the year '1996' is written in a large, stylized font, followed by 'Award Criteria'. A quote from President William Clinton is included: "Because of the outstanding success of its workers in taking care of their business, the Baldrige Award has become a symbol of excellence and an inspiration for the rebirth of American competitiveness." The bottom of the cover has the NIST logo.</p> |
| <p>1997</p> | <ul style="list-style-type: none"> • Criteria gets a new name: Criteria for Performance Excellence, and categories are re-ordered • Baldrige Web site created • NIST budget submitted to Congress requesting funds for award categories in health care and education • Baldrige-based state and local programs grow to 42 and international programs close to 40 (many are based on Baldrige) • Criteria streamlined from 24 to 20 items • Application page limit reduced to 50 pages |  <p>The cover of the 1997 Criteria for Performance Excellence booklet features the Baldrige Award logo at the top. Below it, the year '1997' is written in a large, stylized font, followed by 'Criteria for Performance Excellence'. A quote is included: "The United States is the most competitive nation in the world. Quality is a key to retaining that role. The National Baldrige National Quality Award is helping U.S. companies satisfy customers and improve overall company performance and capabilities." The bottom of the cover has the NIST logo.</p> |

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| <p>1998</p> | <ul style="list-style-type: none"> • Start of the alumni examiner program • CEO Forum looking toward 21st century • Award cap increased to 3 per category • 10th anniversary • Singhal and Hendricks study demonstrating value of Baldrige/quality efforts • 1998 Technology and Administration Act signed by President Bill Clinton authorizes but does not fund health care and education awards; criteria originally funded by Veterans Administration/Department of Education |  <p>Malcolm Baldrige National Quality Award 1998 Criteria for Performance Excellence</p> <p>"Quality is one of the keys to the continued competitive success of U.S. businesses. The Malcolm Baldrige National Quality Award, which highlights customer satisfaction, workforce engagement and increased productivity, has come to embody America's commitment to excellence." — Bill Clinton</p> |
| <p>1999</p> | <ul style="list-style-type: none"> • Education and health care organizations eligible to apply for the award • CEO survey finds that Baldrige is considered valuable to stimulating quality and improving competitiveness • Letitia Baldrige: "Examiners are the guts and the heart of the Baldrige Award--and the brains, too." • Baldrige Award winners outperform S&P 500 by almost 5 to 1 • Fire alarm during Award Ceremony with President Bill Clinton |  <p>Malcolm Baldrige National Quality Program 1999 Criteria for Performance Excellence</p> <p>accomplishment competitiveness</p> |
| <p>2000</p> | <ul style="list-style-type: none"> • New subunit rules allow up to 5 subunits to apply in a given year • President George W. Bush, Award Ceremony in Crystal City, VA: "[Baldrige Award recipients'] efforts do justice to the memory of an extraordinary man, Malcolm Baldrige, one of this country's outstanding public servants. He served as Commerce Secretary at a time when many doubted that American goods could compete in world markets. He dedicated himself to proving the doubters wrong. He succeeded, and America is stronger thanks to him and the award established to honor him." |  <p>Malcolm Baldrige National Quality Program 2000 Criteria for Performance Excellence</p> <p>accomplishment competitiveness</p> |

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| <p>2001</p> | <ul style="list-style-type: none"> • Crystal on display in Smithsonian • Self-certification for eligibility introduced, leading to time and cost savings for program and applicants • Economic Impact Study demonstrates 207:1 benefit-to-cost ratio • First-ever education award recipients • Criteria changed to questions • Nearly 1 million Criteria downloaded online | |
| <p>2002</p> | <ul style="list-style-type: none"> • 15th anniversary • First-ever health care award recipient • Eligibility examiners (i.e., from applicant organizations) added to Board of Examiners • Richard D. Young, Institute for Public Service and Policy Research at the University of South Carolina: "The Baldrige Quality Program has provided the public sector with model self-assessment and improvement approaches. Using the Baldrige Criteria, for instance, public sector organizations have strengthened their leadership structures, built workable and sensible organizational and administrative strategies, focused their attention more carefully and astutely on their customers (viz., taxpayers or the citizenry at-large), utilized data and information in better ways, improved human resource management, and, perhaps most importantly, shifted from emphasis on simply effort to that of results." | |
| <p>2003</p> | <ul style="list-style-type: none"> • Online examiner application • Bill to establish the nonprofit category for the Malcolm Baldrige National Quality Award introduced in the U.S. House of Representatives • Criteria adds strong focus on ethics and responsibility, with required descriptions of governance systems, and leadership and social responsibility results • New focus in examiner training on applicants' key factors and on levels, trends, segmentation, and/or gaps in results comments • Global Excellence Model (GEM) Council meeting at NIST | |

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| <p>2004</p> | <ul style="list-style-type: none"> • 1,000th applicant • Nonprofit sector law signed but not funded • New focus in examiner training: the introduction of approach, deployment, learning, and integration (ADLI) in process comments • The first college business school receives the Baldrige Award • President George W. Bush, Award Ceremony, Crystal City, VA: “What we're honoring today . . . great work forces, people who are willing to strive for something greater than themselves. The Baldrige Award winners are showing one of the greatest strengths of this nation and our economy. Whether the challenge comes from a competitor across town, or from a competitor across the ocean, American workers are up to the job.” |  |
| <p>2005</p> | <ul style="list-style-type: none"> • Pilot for nonprofit organizations (state top-level award winners eligible to apply but not win Baldrige Award) • Stronger Criteria focus on sustainability in dynamic environment: the demand on senior leaders, the challenges of innovation to gain advantage, the difficulty of plan and process execution, and the alignment of performance with results • The first community college, automotive dealership, and oil industry business receive Baldrige Awards • Roy Bauer, chair of the Baldrige Award Panel of Judges: “Award recipients . . . understand the rigor and objectivity of the Baldrige Award evaluation. Each step of the award process is structured to continually refine the board of examiners’ depth of knowledge and understanding of the applicants’ performance excellence system, ensuring that only the most outstanding applicants are recognized, and that all applicants receive objective feedback for improvement.” |  |
| <p>2006</p> | <ul style="list-style-type: none"> • All applications go to Consensus Review • 1.4 million Criteria downloads • Energy Secretary Samuel Bodman: Award recipient DynMcDermont Petroleum's "heroic performance to move crude oil to the market even while their own employees faced losses and displacement from their homes was truly inspiring." • Vice President Richard Cheney, Award Ceremony, Washington, DC: “Secretary Baldrige . . . had unlimited confidence in this country and in the American system of free enterprise. That system was greatly tested during those years, first by a tough recession and then by the rise of serious economic competition from other countries. The Reagan team responded with an aggressive pro-growth strategy that rewarded enterprise and risk taking, lifted up the economy and generated |  |

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| | <p>millions of new jobs. They regarded global competition as a challenge not to be feared but to be mastered, and they built a legacy of opportunity and prosperity that has greatly enhanced the wealth of our country and the wellbeing of all our people. . . . It's become a tradition here in the United States and in many other countries to mark progress according to the standards of the Malcolm Baldrige Quality Awards. Almost any organization knows that it's likely to perform better, provide a better product or service, be a better place to work and be a better corporate citizen if it sets Baldrige goals and applies Baldrige principles.”</p> |
| <p>2007</p> | <ul style="list-style-type: none"> ● Panel of Ethics reviews program and makes recommendations to Board of Overseers; independent ethicist calls the program "one of the most ethical programs" he has reviewed ● <i>Leadership Excellence</i> ranks Baldrige Program among top-10 leadership development programs in the United States ● As part of America Competes Act, Congress eliminates cap of 3 awards/sector (new guideline is 18 total recipients) ● Chair of Board of Overseers George Benson: "I believe that historians will look back to the Baldrige Program as the epitome of a successful partnership, teaching organizations around the world exactly what performance excellence is." ● Nonprofit organizations eligible to apply; first two nonprofit recipients ● 1.7 million Criteria downloads ● 18 Criteria Items  |
| <p>2008</p> | <ul style="list-style-type: none"> ● GEM meeting at NIST ● 20th anniversary ● NIST funds first phase of research project to blind and release applicant data ● Jim Collins: "I see the Baldrige progress as a powerful set of mechanisms for disciplined people engaged in disciplined thought and taking disciplined action to create great organizations that produce exceptional results." ● examinerdepot introduced—examiners no longer need to fax worksheets to each other ● Updates to ISO 9001 integrated/aligned with Baldrige  |

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| <p>2009</p> | <ul style="list-style-type: none"> • Improvement Day becomes virtual • 2.2 million Criteria Web hits/downloads • Social media comes to Baldrige: LinkedIn groups, Twitter • Baldrige has first playlist on NIST's YouTube channel • 17 years of blinded scoring data released for research • President Barack Obama: "The road to greatness in America has been, and always will be, traveled by those who embrace change and work hard every day to be the best; the organizations we honor today with the Baldrige National Quality Award exemplify that spirit. . . . [Baldrige] recipients have shown how quality, innovation, and an unending quest for excellence help strengthen our nation and brighten the future of all Americans." |  |
| <p>2010</p> | <ul style="list-style-type: none"> • Baldrige Executive Fellows Program launched • Baldrige National Quality Program becomes Baldrige Performance Excellence Program • 2.1 million Criteria Web hits/downloads • BLOGRIGE and Insights on the Road to Performance Excellence launched • BOSS replaces examinerdepot | |
| <p>2011</p> | <ul style="list-style-type: none"> • Nearly 3 million Criteria Web hits/downloads • Rosabeth Moss Kaner in <i>Baldrige 20/20: An Executive's Guide to the Criteria for Performance Excellence</i>: "Use of the Baldrige Criteria can help organizations assess and improve their performance, becoming more sophisticated about how to align all of their processes to achieve desired results. That is important not only to the success of manufacturing and service enterprises but also sectors such as health care and education which are vital to the future of the economy and the well-being of society. . . . Every organization that uses the Baldrige Criteria for self-study and change can turn out to be a winner due to their increased ability to learn, adapt, innovate, and achieve excellence." • Economic Impact Study demonstrates 820:1 benefit-to-cost ratio • Thomson Reuters study shows Baldrige health care organizations significantly outperform peers • E. David Spong testifies before Congress: "I will stress today how well the Baldrige Program addresses the urgent need to make U.S. organizations stronger at the lowest possible cost as well as the extent to which taxpayer's dollars are leveraged toward that goal in a way that is truly exemplary." |  |

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| 2012 | <ul style="list-style-type: none">• Federal funding for Baldrige Performance Excellence Program zeroed out• Malcolm Baldrige National Quality Award Foundation funding commitment through 2015• Business plan cuts expenses/identifies new revenue sources• New eligibility rules require applicants (with a few exceptions) to receive an Alliance for Performance Excellence award to be eligible• Baldrige Enterprise, with partners Alliance for Performance Excellence, Malcolm Baldrige National Quality Award Foundation, and ASQ, solidified• 25th anniversary begins! |
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