PERFORMANCE EXCELLENCE

USING THE BALDRIGE EXCELLENCE FRAMEWORK FOR INSTITUTIONAL SELF-ASSESSMENT

BENEFITS

- View of the organization from 30,000 feet
    - Systems thinking
    - Relationships between units
- Comprehensive framework for quality improvement
- Enhanced communication
- Focus on data
- Increased teamwork opportunities

ST. PHILIP'S COLLEGE: "TAPE JOURNEY" & OPPORTUNITIES FOR IMPROVEMENT (OFI)

- 2018 Texas Award for Performance Excellence (TAPE) recipient (OFI: improve innovation)

- 2017 Achievement Level (OFI: identify more comparative and competitive data) – shortcomings of external surveys revealed

- 2014 Achievement Level (OFI: implement complaint management and feedback system) – Feed the Tiger

- 2013 Achievement Level: (OFI: adjunct faculty inclusion & best practice sharing) – fall and spring Saturday Convocation, Call to Conversation

- 2011 Achievement Level: Develop scorecard

- 2010 Engagement Level

- 2009 SPC TAPE journey started

BALDRIGE EXCELLENCE FRAMEWORK

- Category 1: Leadership

- Category 2: Strategy

- Category 3: Customers

- Category 4: Measurement, Analysis and Knowledge Management

- Category 5: Workforce

- Category 6: Operations

- Category 7: Results

BALDRIGE FRAMEWORK CORE VALUES AND CONCEPTS

- Systems perspective
- Visionary leadership
- Student-centered excellence
- Valuing people
- Organizational learning and agility
- Focus on success
- Managing for innovation
- Management by fact
- Societal responsibility
- Ethics and transparency
- Delivering value and results

BALDRIGE FRAMEWORK
PROCESS EVALUATION & IMPROVEMENT

- **Approach:** How do you accomplish your organization's work? How effective are your key approaches?

- **Deployment:** How consistently are your key processes used in relevant parts of your organization?

- **Learning:** How well have you evaluated and improved your key processes? How well have improvements been shared within your organization?

- **Integration:** How do your processes align with your current and future organizational needs? How well are processes and operations harmonized across your organization?

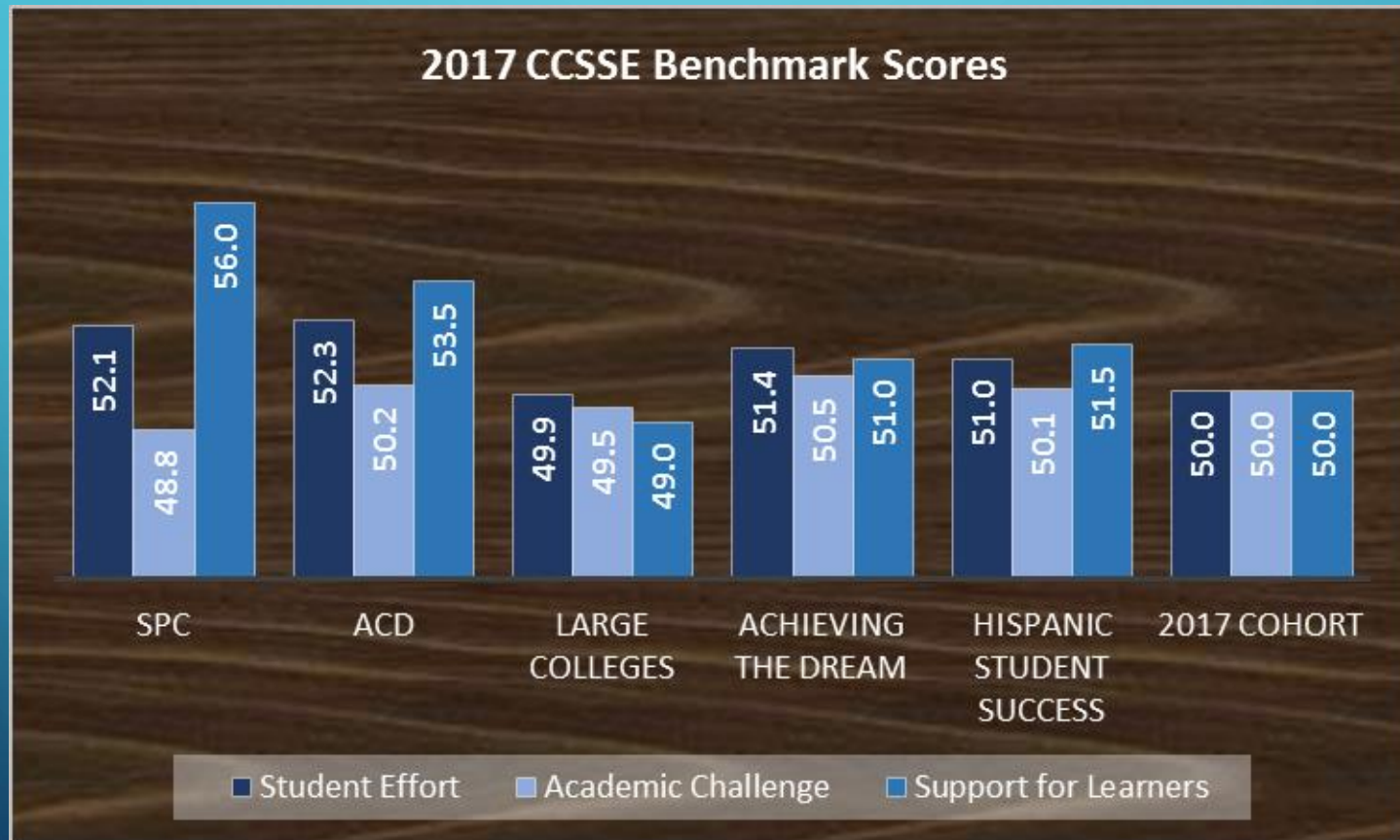# BALDRIGE FRAMEWORK RESULTS EVALUATION

- Framework leads you to examine organizational results from three viewpoints:

  - **External view** (How do customers/stakeholders view you)

  - **Internal view** (How efficient and effective are your operations?)

  - **Future view** (Is the organization learning and growing?)

BALDRIGE FRAMEWORK RESULTS EVALUATION DIMENSIONS

- **Levels:** What is your current performance?

- **Trends:** Are the results improving, staying the same, or getting worse?

- **Comparisons:** How does your performance compare with that of other organizations, or with benchmarks or industry leaders?

- **Integration:** Are you tracking results that are important to your organization and that consider the expectations and needs of your key stakeholders? Are you using the results in organizational decision making?

BALDRIGE FRAMEWORK
RESULTS EVALUATION: LEVELS

Levels: What is your current performance on a meaningful measurement scale?

2017 CCSSE Benchmark Scores

SEGMENTATION

- Segments can be defined by:
    - Customers
    - Market or product offerings
    - Location
    - Workforce groups
- The organization defines their segments.

BALDRIGE FRAMEWORK
RESULTS EVALUATION: TRENDS

Trends: Are the results improving, staying the same, or getting worse?

- Systematic deployment of external and internal POC customer satisfaction surveys to demonstrate results over time

- External survey instruments include Personal Assessment of College Environment (PACE), Community College Survey of Student Engagement) (CCSSE), and Ruffalo Noel Levitz Student Satisfaction Inventory

BALDRIGE FRAMEWORK
RESULTS EVALUATION: COMPARISONS

Comparisons: How does your performance compare with that of other organizations, or with benchmarks or industry leaders?

- Survey shortcomings revealed – Instruments such as CCSSE do not provide segmentation beyond FT/PT; raw data not comprehensive enough to run internal reports

BALDRIGE FRAMEWORK
RESULTS EVALUATION: INTEGRATION

Integration: Are you tracking results that are important to your organization and that consider the expectations and needs of your key stakeholders? **Are you using the results in organizational decision making?**

- **Examples: Feed the Tiger, Saturday Convocation, Call to Conversation, innovation built into annual Strategic Planning cycle**

LESSONS LEARNED

- Senior leadership buy-in is essential
- Go through an assessment process every year
- Greater use of comparative data
- Identify measurable segments to track progress
- Encourage key personnel to become state examiners
- Don't reinvent your institution – build on your strengths
- Focus on Learning and Integration

FINAL THOUGHTS/QUESTIONS

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