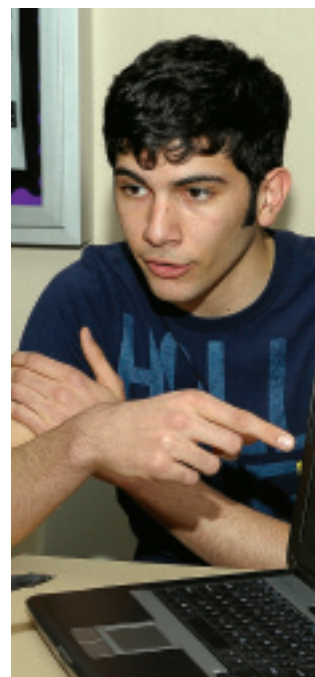**2010**

National Institute of Standards and Technology
Department of Commerce
Baldrige National Quality Program

Baldrige Award Application Forms

leadership

ethics

recognition

BALDRIGE
National Quality Program

The Malcolm Baldrige National Quality Award

The Malcolm Baldrige National Quality Award is given annually to recognize U.S. organizations for performance excellence. Organizations apply in one of six eligibility categories:

- manufacturing
- service
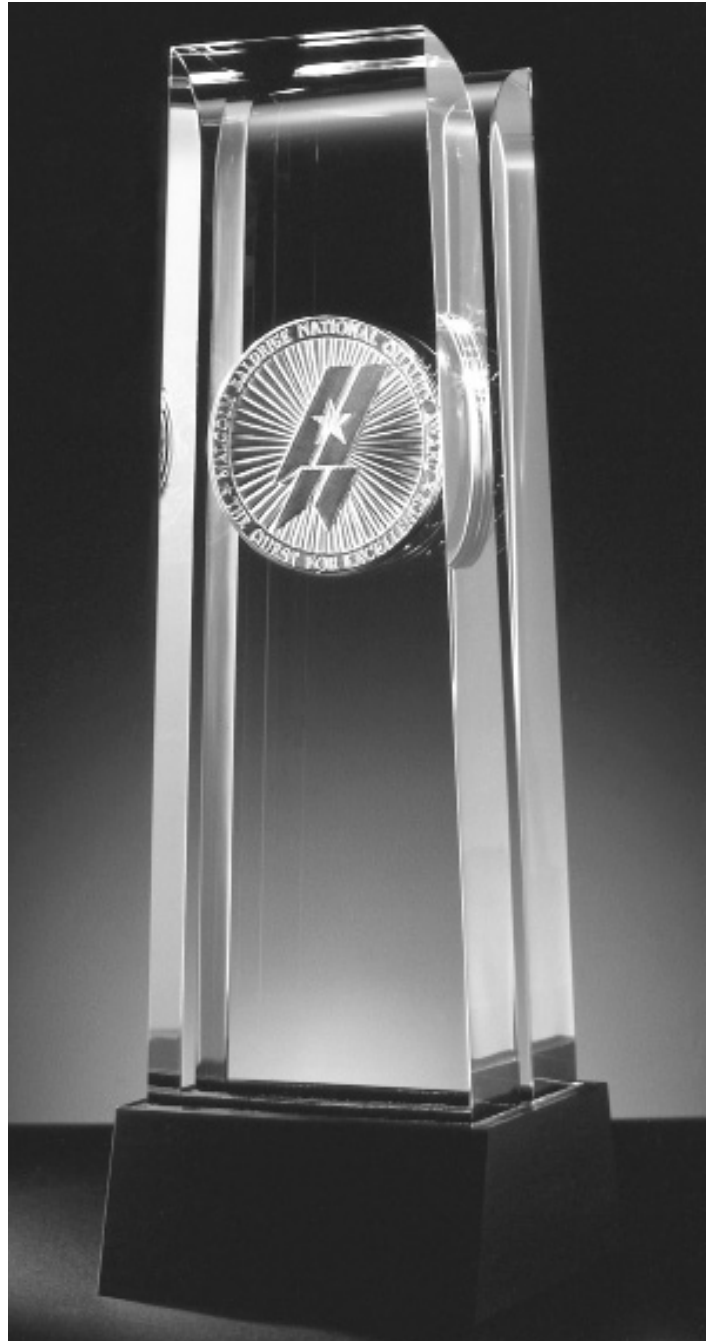- small business
- education
- health care
- nonprofit

The President of the United States traditionally presents the Award at a ceremony in Washington, D.C. The Award crystal, composed of two solid crystal prismatic forms, stands 14 inches tall. The crystal is held in a base of black anodized aluminum, with the Award recipient's name engraved on the base. A 22-karat gold-plated medallion is captured in the front section of the crystal. The medal bears the inscriptions "Malcolm Baldrige National Quality Award" and "The Quest for Excellence" on one side and the Presidential Seal on the other.

Award recipients may publicize and advertise their Awards. Recipients are expected to share information about their successful performance strategies with other U.S. organizations.

Crystal by Steuben

Increase Your Insight into the Baldrige Criteria

To gain insight into the Baldrige Criteria for Performance Excellence and the Baldrige Award process, you may nominate a senior member of your organization to be noncompetitively appointed to the Malcolm Baldrige National Quality Award Board of Examiners. **The nominee must not have served previously as a Baldrige Examiner** and must fully participate as a member of the board; this includes attending Examiner Preparation in Gaithersburg, Maryland, and participating in the evaluation of an organization that has applied for the Award.

Board appointments provide a significant opportunity for your organization to learn about the Criteria and the evaluation process. Examiners gain a better understanding of the Baldrige Criteria, see how the Criteria are used in high-performing organizations, and develop a network of professional colleagues. To take advantage of this opportunity, Examiners make a substantial time commitment. They commit to a minimum of 114 hours from April to December, including approximately 40 hours in April/May for self-study, three to four days in May to attend Examiner Preparation, and 50–70 hours from June through September to complete the Independent and Consensus Review. If requested by the Program, Examiners also participate in a Site Visit Review of approximately nine days. All board appointments are for one year only, and your organization or the nominee must cover travel and housing expenses incurred for Examiner Preparation.

To take advantage of this opportunity, submit your Eligibility Certification Package by March 1, 2010.

January 2010

Congratulations!

By supplementing your copy of the *2009–2010 Criteria for Performance Excellence* with a copy of the *2010 Baldrige Award Application Forms* booklet, you have taken the second step in using the Baldrige process to improve your organization's performance and contribute to its sustainability in a challenging economy. Now it is time to consider taking the next step—applying for the Award.

For a nominal application fee, determined by the size and nature of your organization, your application will receive at least 300 hours of review by several experts selected for their depth and breadth of knowledge. Site-visited organizations receive more than 1,000 hours of in-depth review, and each applicant receives an extensive feedback report.

Because of the learning inherent in completing the application and in the feedback you will receive, the effort that goes into applying for the Award should result in a significant return on your investment. The process will help you prioritize opportunities for improvement and identify strengths to celebrate. As a result, the rate at which your organization improves should accelerate.

To further increase your organizational learning, we will provide an opportunity for a senior employee of your organization to be a member of the 2010 Board of Examiners. If you are interested in taking advantage of this opportunity, you must submit your Eligibility Certification Form on or before March 1, 2010. You may use the forms in this document or the Microsoft Word versions of these forms, which are available online at **www.baldrige.nist.gov/Award_Application.**

Every Baldrige Award recipient's journey toward performance excellence includes using the application process as part of the organization's improvement and strategic planning process. Many of our recipients apply several times before receiving the Award, while others receive the Award on their first attempt. They all report that the process is worthwhile. The Baldrige process is designed to make each applicant a "winner" by raising its performance to a higher level. Consider making the decision to apply now, and accelerate the rate of your organization's performance improvement. As thousands of organizations can attest, your organization will be better for it!

Sincerely yours,

Harry S. Hertz, Director
Baldrige National Quality Program

Contents

What is the Malcolm Baldrige National Quality Award?

The Malcolm Baldrige National Quality Award, created by Public Law 100-107 in 1987, is the highest level of national recognition for performance excellence that a U.S. organization can receive.

The Award focuses on performance in six key areas: product outcomes, customer-focused outcomes, financial and market outcomes, workforce-focused outcomes, process effectiveness outcomes, and leadership outcomes. It is not given for specific products or services. To be selected as an Award recipient, an organization must have a system that ensures continuous improvement in overall performance in delivering products and/or services and that provides an approach for engaging and responding to customers and stakeholders.

Up to 18 Awards may be given annually across six eligibility categories: manufacturing, service, small business, education, health care, and nonprofit. Previous Award recipients nominated for a subsequent Award are not included in the cap of 18.

Why was the Award established?

The Award was established to promote the awareness of performance excellence as an increasingly important element in competitiveness. The Award not only recognizes organizations with exceptional performance strategies but also aims to increase the understanding of the requirements for performance excellence. To accomplish this, the Award promotes information sharing on successful performance strategies and the benefits of using these strategies.

Which organizations may participate?

Organizations that may apply include privately and publicly owned for-profit businesses and nonprofit organizations; for-profit and nonprofit public, private, and government education organizations that provide education services to students; and for-profit and nonprofit public, private, and government health care organizations that are primarily engaged in providing medical, surgical, or other health care services directly to people. All applicant organizations must be located in the United States or its territories. Subunits and internal suppliers of organizations may apply if they meet certain requirements.

What groups are involved in the Award process?

National Institute of Standards and Technology (NIST): The U.S. Department of Commerce is responsible for the Baldrige National Quality Program and the Award. NIST, an agency within the Department of Commerce, manages the Program.

American Society for Quality: Under contract to NIST, the American Society for Quality assists in administering the Award Program.

Board of Examiners: The Board of Examiners evaluates Award applications and prepares feedback reports for applicant organizations. The board consists of leading experts from U.S. businesses and health care, education, and nonprofit organizations.

Panel of Judges: This panel, which is part of the Board of Examiners, selects Award applicants to undergo site visits and recommends Award recipients. The Secretary of Commerce appoints the Judges, who represent all sectors of the U.S. economy.

Board of Overseers: The Secretary of Commerce appoints this board, which provides oversight on the Baldrige National Quality Program for the U.S. Department of Commerce. The board consists of distinguished leaders from all sectors of the U.S. economy.

The Foundation for the Malcolm Baldrige National Quality Award: The Foundation raises and manages funds that permanently endow the Award Program.

How do the Education Criteria and the Health Care Criteria differ from the Business/Nonprofit Criteria?

All three versions of the Criteria are closely aligned. The seven Categories share the same titles in all three Criteria versions. Variations in terminology, however, reflect differences among the three sectors. For example, the *Criteria for Performance Excellence* (referred to as the Business/ Nonprofit Criteria) refer to "customers." Those customers are further identified as "students and stakeholders" in the *Education Criteria for Performance Excellence* and "patients and other customers" in the *Health Care Criteria for Performance Excellence.*

What is the basis for the Criteria?

The Criteria are developed from the learning of private- and public-sector organizations that are working to achieve performance excellence. The Criteria reflect validated, leading-edge practices for achieving performance excellence.

How do organizations benefit from applying for the Award?

Each applicant organization gains an outside perspective on itself based on 300 to 1,000 hours of review by members of the Board of Examiners. The results of this review are synthesized in a feedback report outlining strengths and opportunities for improvement based on the Criteria. Organizations often use feedback reports in their strategic planning process to focus on their customers and improve results, as well as to help energize and guide organizational improvement efforts.

How are Award recipients selected?

A team from the Board of Examiners reviews each Award application. The higher-scoring organizations receive site visits. The Panel of Judges reviews information obtained from the organizations during these site visits and recommends Award recipients. The Secretary of Commerce then makes the final selection of Award recipients.

Are the identity of applying organizations and the information in their applications made public?

The identity of all organizations remains confidential unless they receive the Award. The Baldrige Program treats all information submitted by applicants as strictly confidential. The Program has numerous protocols and processes in place to protect the organizations and help ensure the integrity of the Award.

What is expected of Award recipients?

Award recipients are required to share information about their exceptional performance practices with other U.S. organizations but do not need to share proprietary information, even if it was part of their Award application. The principal mechanisms for sharing information are the annual Quest for Excellence® Conference, described on page 30, and several one-day regional conferences. Sharing beyond The Quest for Excellence Conference is voluntary.

How do organizations apply?

Applying for the Award is a two-part process. The first part is eligibility certification, when the organization certifies that it meets eligibility requirements. The form for certifying eligibility begins on page 8. Eligibility Certification Packages will be accepted beginning January 4 (see the due dates below).

The second part consists of preparing and completing an Award Application Package, which contains

- the application,
- the appropriate fees, and
- proof of the date you send the package.

The application, which begins on page 25, must summarize the organization's practices and results in response to the requirements delineated in the Items of the Criteria for Performance Excellence. Your application will not be accepted unless you complete eligibility certification by the due date.

If you plan to apply for the Award in 2010, you will also need the appropriate *2009–2010 Criteria for Performance Excellence* booklet for your organization. See page 28 for ordering information.

2010 Due Dates	
Eligibility Certification Package	
with a nomination to the Board of Examiners	**March 1**
without a nomination	**April 6**
Award Application Package	
on CD	**May 6**
on paper	**May 20**

2010 Baldrige Award Cycle at a Glance

Eligibility Certification
March 1 (with a nomination to the Board of Examiners)
April 6 (without a nomination)

Submit the Eligibility Certification Package to certify your organization's eligibility in one of six Award categories: manufacturing, service, small business, education, health care, or nonprofit.

Award Application
May 6 (CD)
May 20 (paper)

Submit 30 copies (an increase over the 25 requested in previous years) of the application or a CD containing a PDF file of the application.

Independent and Consensus Review
June–September

Members of the Board of Examiners review the application (1) independently and (2) as a team led by a Senior Examiner. Based on these reviews, the Panel of Judges determines which organizations receive site visits.

Site Visit Review
October

Organizations receiving site visits provide updates for all results in the application. A six- to eight-member team of the Board of Examiners, led by a Senior Examiner, goes on-site to verify and clarify the information in the application. Site visits consist primarily of a review of pertinent records and data, as well as interviews. The team submits its report to the Panel of Judges.

Judges' Review
November

The Panel of Judges conducts final reviews and recommends Award recipients to the Director of the National Institute of Standards and Technology (NIST), who conveys the recommendations to the Secretary of Commerce. The Secretary of Commerce and the Director of NIST determine whether recommended Award recipients are appropriate role models and, therefore, should receive the Award. The purpose of this determination is to help preserve the Award's integrity.

In determining role models, NIST checks records on site-visited applicants and the highest-ranking official to verify their compliance with legal and various regulatory requirements. The Secretary of Commerce then selects the Award recipients.

Feedback Reports
September–December

Members of the Board of Examiners prepare feedback reports detailing organization-specific strengths and opportunities for improvement based on the organizations' responses to the Criteria for Performance Excellence.

Each organization receives a feedback report after it is determined either that the organization will not move to the next level of review or that it is an Award recipient.

Award Ceremony
Spring

The President of the United States traditionally presents the Awards at a special ceremony in Washington, D.C.

Fees for the 2010 Award Cycle

Award Category	Fees ($)			
	Eligibility Certification (nonrefundable)	Application*	Supplemental Section**	Site Visit***
Manufacturing	150	7,000	2,000	20,000–40,000
Service				
Small business		3,500	1,000	15,000–20,000
Education, nonprofit				
K–12		1,250	250	1,500
Higher education		3,500	1,000	15,000–20,000
Education, for-profit				
> 500 faculty/staff		7,000	2,000	20,000–40,000
≤ 500 faculty/staff		3,500	1,000	15,000–20,000
Health care				
> 500 staff		7,000	2,000	20,000–40,000
≤ 500 staff		3,500	1,000	15,000–20,000
Nonprofit				
> 500 staff		7,000	2,000	20,000–40,000
≤ 500 staff		3,500	1,000	15,000–20,000

Yearly eligibility and application fee adjustments are based on changes in the Consumer Price Index.

*Covers expenses associated with the review of applications and the development of feedback reports. Include an additional processing fee of $1,250 if you submit your application on a CD.

**Not applicable for most organizations. See page 13.

***Paid only by applicants receiving site visits. The amount depends on the number of sites, the number of Examiners assigned, the duration of the visit, and other factors. The fee is due to the American Society for Quality two weeks after the site visit.

What is the Eligibility Certification Package?

In the Eligibility Certification Package, your first official step toward applying for the Malcolm Baldrige National Quality Award, you provide enough information to determine whether your organization is eligible to apply. The Baldrige National Quality Program also uses the information to avoid conflicts of interest when assigning Examiners to your application. In addition, the Eligibility Certification Form in the package presents a useful profile of your organization and often is the first information read by the Examiners who evaluate your application.

The Eligibility Certification Package consists of the following materials, which the Baldrige Program keeps confidential:

- a completed Eligibility Certification Form (see page 8) signed by your organization's highest-ranking official,
- an organization chart and other required documents described in the Eligibility Certification Form,
- the nonrefundable fee of $150, and
- proof of the date you send the package (see page 18).

The Baldrige Program relies on the information submitted in the Eligibility Certification Form. If at any time during the Award cycle the Program finds the information to be inaccurate in a way that deems your organization ineligible, your organization will forfeit Award eligibility. In that case, your organization will receive a feedback report only.

Will the Baldrige Program notify me that my organization is eligible?

Your organization will self-certify its eligibility to apply for the Award; you do not need notification by the Program to begin preparing your application. However, your application will not be accepted unless you submit the Eligibility Certification Package by the due date. Program staff members are available by telephone ([877] 237-9064, option 3) to answer questions about the forms or the process. They will review your package promptly and contact your designated Eligibility Contact Point or alternate if it needs clarification.

What is the submission deadline for the 2010 Eligibility Certification Package?

Send your Eligibility Certification Package **by April 6, 2010 (March 1, 2010, for eligibility certification with a nomination to the Board of Examiners; see page 16).** Include proof of the mailing date (see page 18). We encourage you to submit the Eligibility Certification Package as early as possible.

What types of organizations are eligible to apply for the Award?

Organizations that are headquartered in the United States, including U.S. subunits of foreign organizations, may apply for the Award. For eligibility purposes, overseas U.S. military installations and embassies do not constitute U.S. territories.

In addition, to be eligible, your organization must

- have existed for one year (i.e., at least since April 5, 2009),
- have the operational practices associated with all of its major organizational functions available for examination in the United States or its territories, and
- be able to share information (for the purpose of the application) on the seven Criteria Categories at your organization's U.S. facilities and at The Quest for Excellence Conference®.

Eligible organizations fall into six categories: three in business (manufacturing, service, and small business) plus the education, health care, and nonprofit categories.

Business

Eligible for-profit businesses include publicly or privately owned corporations, joint ventures, sole proprietorships, partnerships, and holding companies.

- **Manufacturing** organizations produce and sell manufactured products or manufacturing processes, or produce agricultural, mining, or construction products. (See the North American Industry Classification System [NAICS] codes on page 20.)
- **Service** organizations provide or sell services. If your organization is a manufacturer and a service provider, choose your eligibility category based on the activity that provides the larger percentage of your sales.

- **Small business** organizations have 500 or fewer paid employees, are engaged in manufacturing and/or the provision of services, and are discrete, independent entities.

Education

Organizations eligible in the education category are for-profit and nonprofit public, private, and government organizations that devote more than 50 percent of their faculty and staff members and/or budget to providing teaching and instructional services directly to students. Examples are elementary and secondary schools and school districts; colleges, universities, and university systems; schools or colleges within universities; professional schools; community colleges; and technical schools. Departments within schools or colleges are ineligible.

Education organizations may choose to apply in the education category, using the Education Criteria for Performance Excellence, or, as appropriate, in the service, small business, or nonprofit category, using the Criteria for Performance Excellence (the Business/Nonprofit Criteria).

Health Care

Organizations eligible in the health care category are for-profit and nonprofit public, private, and government organizations that devote more than 50 percent of their staff members and/or budget to providing health care services directly to people. Examples are health systems, hospitals, health maintenance organizations, long-term care facilities, health care practitioners' offices, home health agencies, and dialysis and ambulatory surgery centers.

Organizations that do not provide health care services directly, such as social service agencies, health insurance companies, or medical/dental laboratories, are ineligible in this category but may be eligible in the service, small business, or nonprofit category.

Health care organizations may choose to apply in the health care category, using the Health Care Criteria for Performance Excellence, or, as appropriate, in the service, small business, or nonprofit category, using the Business/ Nonprofit Criteria. If your organization is both an education organization and a provider of health care services, choose your eligibility category based on the activity that represents the larger percentage of the budget.

Nonprofit

Nonprofit and government organizations, including local, state, and federal government agencies; trade associations; charitable organizations; social service agencies; credit unions; and professional societies are eligible to apply in this category.

If your nonprofit organization provides direct education or direct health care services in addition to other nonprofit services, choose your eligibility category based on the activity that represents the larger percentage of the budget. For example, if a state department of education allocates 70 percent of its budget to certifying teachers and educational programs and 30 percent to directly educating students, it is eligible in the nonprofit category.

The U.S. Department of Commerce, the American Society for Quality, and their subunits are not eligible to apply for the Baldrige Award.

Are subunits—units or divisions of larger ("parent") organizations—eligible to apply for the Award?

Education and health care subunits are eligible as noted in the Education and Health Care sections above. Other subunits are eligible to apply if they meet certain requirements.

The larger organization that holds or has control of a subunit is the "parent"—the highest level of an organization that is eligible to apply for the Award. In the nonprofit category, examples of parent organizations are the U.S. Department of Defense (not the Department of the Army), the State of Maryland (not the Maryland Department of Transportation), and the Montgomery County Government (not the Montgomery County Health Department).

To be eligible, subunits must

- be recognizable as discrete entities;
- be easily distinguishable from the parent and its other subunits;
- be self-sufficient enough to be examined in all seven Criteria Categories;
- have a clear definition of "organization" reflected in their literature; and
- function as business or operational entities, not as activities assembled to write an Award application.

In addition, subunits other than those in education and health care must

- have 500 or more employees, or
- qualify as small businesses as described below, or
- be in manufacturing or service and (1) employ at least 25 percent of the parent's total workforce and (2) sell or provide 50 percent or more of their products or services outside the applying subunit, the parent, and other organizations owning or having financial or organizational control of the applying subunit or the parent.

A 2009 change in eligibility permitted a broader spectrum of organizations to apply for the Award. Specifically, internal suppliers and support functions may apply as long as they have at least 500 employees and meet the other eligibility requirements. If your organization was deemed ineligible in 2009 based on these changes, you may participate in the Award process in 2010.

Manufacturing and service subunits with fewer than 500 employees are eligible in the small business category if they

- were independent before acquisition by the parent and continue to operate independently under their own identity or
- are separately incorporated and distinct from the parent's other subunits.

Is a parent organization eligible to apply for the Award if one or more of its subunits are applying?

A subunit and its parent may submit Eligibility Certification Packages in the same year, but only one may apply for the Award in that year.

Are multiple subunits of the same parent eligible to apply for the Award in the same year?

All subunits of a parent may submit Eligibility Certification Packages in the same year, but the number of subunits that may apply for the Award is based on the size of the parent's workforce (see the table below).

If subunits of the same parent submit Award applications beyond the limits noted, the parent organization may decide which subunit(s) continue through the Award process. If the parent organization does not make this decision, the Baldrige Program will designate applications with the earliest proof of mailing date as Award applicants.

If my organization receives the Award, is it eligible to apply again?

All Award recipients are ineligible to apply for the Award again for five years. For example, an organization that received the Award in 2009 may not reapply until 2015. However, during those five years, recipients may submit Award applications annually to receive feedback reports outlining their strengths and opportunities for improvement based on the Criteria for Performance Excellence. After five years, recipients may apply for the Award or, if they wish, for feedback only.

Similarly, if a subunit with more than 50 percent of the total employees of the parent receives an Award, the parent organization and all its subunits are ineligible to apply for the Award for five years. However, they may submit Award applications to receive feedback only during those five years. If any subunit receives an Award, that subunit and all its subunits are ineligible to apply for the Award for five years, but they may also submit Award applications to receive feedback only during those five years.

If the parent, including all subunits, has	0–1,000 employees,	1 subunit per category	may apply for the Award, up to a cap of 5 applications per parent.
	1,001–20,000 employees,	2 subunits per category	
	more than 20,000 employees,	2 subunits per category for the first 20,000 employees, plus 1 subunit per category for each 20,000 employees or fraction thereof above 20,000	

Malcolm Baldrige National Quality Award

1. Your Organization

Official name	
Other name	
Prior name	*(if changed within the past 5 years)*

Headquarters address

2. Highest-Ranking Official

Mr. Mrs. Ms. Dr.

Name	
Job title	
E-mail	
Telephone	
Fax	

Address   Same as above

3. Eligibility Contact Point

Designate a person who can answer inquiries about your organization. Questions from your organization and requests from the Baldrige Program will be limited to this person and the alternate identified below.

Mr. Mrs. Ms. Dr.

Name	
Job title	
E-mail	
Telephone	
Fax	

Address   Same as above

Overnight mailing address   Same as above *(Do not use a P.O. Box number.)*

**If you are unable to respond to any item,
call (877) 237-9064, option 3, before submitting your form.**

4. Alternate Eligibility Contact Point

Mr.   Mrs.   Ms.   Dr.

Name [ ]   Telephone [ ]   Fax [ ]

5. Application History

a. Has your organization previously submitted an Eligibility Certification Package?

   Yes. *Indicate the year(s) and the organization's name at that time, if different.*

   Year(s) [ ]

   Name(s) [ ]

   No

   Don't know

b. Has your organization ever received the Malcolm Baldrige National Quality Award?

   Yes. Did your organization receive an Award in 2004 or earlier?

   Yes. *Your organization is eligible to apply for the Award.*

   No. *If your organization received the Award during 2005–2009, it is eligible to apply for feedback only. Contact the Baldrige Program at (877) 237-9064, option 3, if you have questions.*

   No

c. *(Optional; for statistical purposes only)* Has your organization participated in a state or local Baldrige-based award process?

   Yes. Years: [ ]

   No

6. Award Category and Criteria Used

See pages 5–6.

a. Award category *(Check one.)*

   Your education or health care organization may use the Business/Nonprofit Criteria and apply in the service, small business, or nonprofit category. However, you probably will find the sector-specific Criteria more appropriate.

For-Profit	**Nonprofit**
Manufacturing	Nonprofit
Service	Education
Small business (≤ 500 employees)	Health Care
Education	
Health care	

b. Criteria used *(Check one.)*

Criteria for Performance Excellence (Business/Nonprofit Criteria)

Education Criteria for Performance Excellence

Health Care Criteria for Performance Excellence

c. Industrial classifications. List up to three of the most descriptive NAICS codes for your organization (see page 20). *These are used to identify your organizational functions and to assign applications to Examiners.*

7. Organizational Structure

a. Total number of paid employees, staff, and/or faculty:

b. Sales, revenue, or budget

For the preceding fiscal year, the organization had _____ in

up to $1 million	$1.1 million–$10 million	sales
$10.1 million–$100 million	$100.1 million–$500 million	revenue
$500.1 million–$1 billion	more than $1 billion	budget

Align your responses below to item 12, Site Listing. Count offices or other work areas located near each other as one site if you consider them as one for business and personnel purposes.

	Inside U.S./territories	Outside U.S./territories
c. Number of sites		
d. % of employees		
e. % of physical assets		

f. Attach a line-and-box organization chart that includes divisions or unit levels. In each box, include the name of the unit or division and the name of its leader. Do not use shading or color in the boxes.

**If you are unable to respond to any item,
call (877) 237-9064, option 3, before submitting your form.**

g. The organization is _____ a larger parent or system. *(Check all that apply.)*

not a subunit of *(Proceed to item 8.)*

a subsidiary of   controlled by   administered by   owned by

a division of   a unit of   a school of   other _____

Parent organization		Address	
Total number of workforce members	*(including subunits but excluding joint ventures)*		
Highest-ranking official		Job title	

h. Is your organization the only subunit of the parent intending to apply for the Award? *Based on the parent organization's size, the Program accepts multiple applications from subunits, all Award categories combined (see page 7).*

Yes   No *(Briefly explain below.)*   Don't know

i. Attach a line-and-box organization chart(s) showing your organization's relationship to the parent's highest management level, including all intervening levels. In each box, include the name of the unit or division and its leader. Do not use shading or color in the boxes.

j. Considering the organization chart, briefly describe below how your organization relates to the parent and its other subunits in terms of products, services, and management structure.

k. Provide the title and date of an official document (e.g., an annual report, organizational literature, a press release) that clearly defines your organization as a discrete entity.

Title _____   Date _____

Attach a copy of relevant portions of the document. If you name a Web site as documentation, print and attach the relevant pages.

Eligibility Package due April 6, 2010 (March 1 if you nominate an Examiner)
Award Package due May 20, 2010 (May 6 on CD)

11

l. Briefly describe the major functions your parent or its other subunits provide to your organization, if appropriate.
Examples are strategic planning, business acquisition, research and development, facilities management, data gathering and analysis, human resource services, legal services, finance or accounting, sales/marketing, supply chain management, global expansion, information and knowledge management, education/training programs, information systems and technology services, curriculum and instruction, and academic program coordination/development.

8. Eligibility Determination

See also pages 5–7.

a. Is your organization a distinct organization or business unit headquartered in the United States?

Yes No. *Briefly explain.*

b. Has your organization officially or legally existed for at least one year, or since April 5, 2009?

Yes No

c. Can your organization respond to all seven Baldrige Criteria Categories? That is, does your organization have processes and related results for its unique operations, products, and/or services? For example, does it have an independent leadership system to set and deploy its vision, values, strategy, and action plans? Does it have approaches for engaging customers and the workforce, as well as for tracking and using data on the effectiveness of these approaches?

Yes No

d. If some of your organization's activities are performed outside the United States or its territories and your organization receives a site visit, will you make available sufficient personnel, documentation, and facilities in the United States to allow a full examination of your worldwide organization?

Yes No

e. If your organization receives an Award, can it make sufficient personnel and documentation available to share its practices at The Quest for Excellence Conference and at your organization's U.S. facilities?

Yes No

If you checked "No" for 8a, 8b, 8c, 8d, or 8e, call the Baldrige Program at (877) 237-9064, option 3.

**If you are unable to respond to any item,
call (877) 237-9064, option 3, before submitting your form.**

Questions for Subunits Only

f. Is your subunit recognizably different from the parent and its other subunits? For example, do your customers distinguish your products and services from those of the parent and/or other subunits? Are your products or services unique within the parent? Do other units within the parent provide the same products or services to a different customer base?

> Yes. *Continue with 8g.*

> No. *Your subunit is probably not eligible to apply for the Award. Call the Baldrige Program at (877) 237-9064, option 3.*

g. Is your organization a subunit in education or health care?

> Yes. *Check your eligibility on page 6, and proceed to item 9.*

> No. *Continue with 8h.*

h. Does your subunit have more than 500 paid employees?

> Yes. *Your organization is eligible to apply for the Award. Proceed to item 9.*

> No. *Continue with 8i.*

i. Is your subunit in manufacturing or service?

> Yes. Is it separately incorporated and distinct from the parent's other subunits? Or was it independent before being acquired by the parent, and does it continue to operate independently under its own identity?

>> Yes. *Your subunit is eligible in the small business category. Attach relevant portions of a supporting official document (e.g., articles of incorporation), and proceed to item 9.*

>> No. *Continue with 8j.*

> No. *Your subunit is probably not eligible to apply for the Award. Call the Baldrige Program at (877) 237-9064, option 3.*

j. Does your subunit (1) have more than 25 percent of the parent's employees, *and* (2) does your subunit sell or provide 50 percent or more of its products or services directly to customers/users outside your subunit, its parent, and other organizations that own or have financial or organizational control of your subunit or the parent?

> Yes. *Your organization is eligible to apply for the Award.*

> No. *Your organization is probably not eligible to apply for the Award. Call the Baldrige Program at (877) 237-9064, option 3.*

9. Supplemental Sections

The organization has (a) a single performance system that supports all of its product and/or service lines and (b) products or services that are essentially similar in terms of customers/users, technology, workforce or employee types, and planning.

> Yes. *Proceed to item 10.*

> No. *Your organization may need to submit one or more supplemental sections with its application. Call the Baldrige Program at (877) 237-9064, option 3.*

10. Application Format

If your organization applies for the 2010 Award, in which format will you submit your application?

> 30 paper copies (due May 20, 2010)   CD (due May 6, 2010)

Eligibility Package due April 6, 2010 (March 1 if you nominate an Examiner)
Award Package due May 20, 2010 (May 6 on CD)

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11. Use of Cell Phones, Cordless Phones, and Voice-over-Internet Protocol (VoIP)

Do you authorize Baldrige Examiners to use cell phones, cordless phones, and VoIP to discuss your application? *Your answer will not affect your organization's eligibility. Examiners will hold all your information in strict confidence and will discuss your application only with other assigned Examiners and with Program representatives as needed.*

Yes   No

12. Site Listing

Align the number of sites listed and the number of employees, faculty, and staff to the information you reported in items 7a and 7c. *If your organization receives a site visit, the Baldrige Program will request a more detailed listing. Although site visits are not conducted at facilities outside the United States or its territories, these facilities may be contacted by teleconference or videoconference.*

Example				
Sites (U.S. and Foreign) *List the city and the state or country.*	*Check one or more. List the numbers at each site.*		*Check one. List the % at each site, or use "N/A" (not applicable).*	
	Number of	**Employees Faculty Staff**	**% of**	**Sales Revenue Budget**
Feld Hall Freedom, TX	38 Faculty 10 Staff		40%	
Stark Institute of Health Sciences San Antonio, TX	35 Faculty 6 Staff		35%	
Institute of Health Sciences Dallas, TX	24 Faculty 5 Staff		25%	

Your Organization				
Sites (U.S. and Foreign) *List the city and the state or country.*	*Check one or more. List the numbers at each site.*		*Check one. List the % at each site, or use "N/A" (not applicable).*	
	Number of	**Employees Faculty Staff**	**% of**	**Sales Revenue Budget**

Use as many copies of this form as necessary to include all sites.

If you are unable to respond to any item, call (877) 237-9064, option 3, before submitting your form.

13. Key Business/Organization Factors

List or briefly describe the following key business/organization factors. Limit your answers to the space provided, and be as specific as possible. *The Baldrige Program uses this information to avoid conflicts of interest when assigning Examiners to your application. Examiners also use this information in their evaluations.*

a.   Main products and/or services and major markets served (local, regional, national, and international)

b.   Key competitors (those that constitute 5 percent or more of your competitors)

c.   Key customers/users (those that constitute 5 percent or more of your customers/users)

d.   Key suppliers/partners (those that constitute 5 percent or more of your suppliers/partners)

e.   Financial auditor

f.   Fiscal year (e.g., October 1–September 30)

Eligibility Package due April 6, 2010 (March 1 if you nominate an Examiner)
Award Package due May 20, 2010 (May 6 on CD)

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14. Nomination to the Board of Examiners

If you submit your Eligibility Certification Package on or before March 1, 2010, you may nominate one senior member from your organization to the 2010 Board of Examiners.

Nominees are appointed for one year only. Nominees

- **must not have served previously on the Board of Examiners;** and

- must be citizens or permanent residents of the United States, be located in the United States or its territories, and be employees of the applicant organization.

The Program limits the number of Examiners from any one organization. If your organization already has representatives on the board, nominating an additional person may affect their reappointment.

Board appointments provide a significant opportunity for your organization to learn about the Criteria and the evaluation process. The time commitment is also substantial: Examiners commit to a minimum of 114 hours from April to December, including approximately 40 hours in April/May to complete self-study, three to four days in May to attend Examiner Preparation, and 50–70 hours from June through September to complete an Independent and Consensus Review. If requested by the Program, Examiners also participate in a Site Visit Review of approximately nine days. The nominee or the organization must cover travel and housing expenses incurred for Examiner Preparation.

from our organization will serve on the 2010 Board of Examiners.

   I understand that the nominee or the organization will cover travel and hotel costs associated with participation in Examiner Preparation.

Nominee's contact information:

  Mr.   Mrs.   Ms.   Dr.

Title

Home address

Organization

Work address

Select the preferred telephone number, fax number, and e-mail address.

	Telephone		Fax		E-mail
Work		Work		Work	
Home		Home		Home	
Cell					

15. Fee

Indicate your method of payment for the $150 eligibility certification fee.

<div>

    Check (enclosed)   Money order (enclosed)

*Make payable to the **Malcolm Baldrige National Quality Award.***

    ACH payment   Wire transfer

Checking ABA routing number: 075-000-022

Checking account number: 182322730397

Before sending an ACH payment or wire transfer, notify the American Society for Quality (ASQ; [414] 298-8789, ext. 7205, or mbnqa@asq.org). Reference the Malcolm Baldrige National Quality Award with your payment.

    Visa   MasterCard   American Express

Card number		Authorized signature	
Expiration date		Printed name	
Card billing address		Today's date	

</div>

W-9 Request

If you require an IRS Form W-9 (Request for Taxpayer Identification Number and Certification), contact ASQ at (414) 298-8789, ext. 7205.

16. Self-Certification and Signature

I state and attest the following:

(1)   I have reviewed the information provided in this Eligibility Certification Package.

(2)   To the best of my knowledge,

      ■ this package includes no untrue statement of a material fact, and

      ■ no material fact has been omitted.

(3)   Based on the information herein and the current eligibility requirements for the Malcolm Baldrige National Quality Award, my organization is eligible to apply.

(4)   I understand that if the information is found not to support eligibility at any time during the 2010 Award process, my organization will no longer receive consideration for the Award and will receive only a feedback report.

Signature of highest-ranking official	Printed name	Date

Eligibility Package due April 6, 2010 (March 1 if you nominate an Examiner)
Award Package due May 20, 2010 (May 6 on CD)

17. Submission

To be considered for the 2010 Award, submit your Eligibility Certification Package

- on or before March 1, 2010, if you include a nomination to the Board of Examiners
- on or before April 6, 2010, without a nomination

to   Malcolm Baldrige National Quality Award
        c/o ASQ—Baldrige Award Administration
        600 North Plankinton Avenue
        Milwaukee, WI 53203
        (414) 298-8789, ext. 7205

Include proof of the mailing date. Send the package via

- a delivery service (e.g., Airborne Express, Federal Express, United Parcel Service, or the United States Postal Service [USPS] Express Mail) that automatically records the mailing date, or
- the USPS (other than Express Mail), with a dated receipt from the post office.

**If you are unable to respond to any item,
call (877) 237-9064, option 3, before submitting your form.**

2010 Eligibility Certification Package Checklist

Malcolm Baldrige National Quality Award

1. Eligibility Certification Form

I have answered all questions completely.

I have included a line-and-box organization chart showing all components of the organization and the name of each unit or division and its leader.

The highest-ranking official has signed the form.

For Subunits Only

I have included a line-and-box organization chart(s) showing the subunit's relationship to the parent's highest management level, including all intervening levels.

I have enclosed copies of relevant portions of an official document clearly defining the subunit as a discrete entity.

2. Fee

I have indicated my method of payment for the nonrefundable $150 eligibility certification fee.

If paying by check or money order, I have made it payable to the **Malcolm Baldrige National Quality Award** and included it in the Eligibility Certification Package.

3. Submission and Examiner Nomination

If nominating a senior member to the 2010 Board of Examiners, I am submitting the Eligibility Certification Package on or before March 1, 2010. If not, I am submitting the package on or before April 6, 2010.

I have included proof of the mailing date.

I am sending the complete Eligibility Certification Package to

Malcolm Baldrige National Quality Award
c/o ASQ—Baldrige Award Administration
600 North Plankinton Avenue
Milwaukee, WI 53203
(414) 298-8789, ext. 7205

North American Industry Classification System (NAICS) Codes

Please insert NAICS codes most relevant to your organization's products and/or services on page E-3, item 6c, of the Eligibility Certification Form. For more information about the NAICS codes, go to **www.census.gov/epcd/www/naics.html.**

Code	Sector
111	Crop Production
112	Animal Production
113	Forestry and Logging
115	Support Activities for Agriculture and Forestry
211	Oil and Gas Extraction
212	Mining (except Oil and Gas)
213	Support Activities for Mining
221	Utilities
236	Construction of Buildings
237	Heavy and Civil Engineering Construction
238	Specialty Trade Contractors
311	Food Manufacturing
312	Beverage and Tobacco Product Manufacturing
313	Textile Mills
315	Apparel Manufacturing
316	Leather and Allied Product Manufacturing
321	Wood Product Manufacturing
322	Paper Manufacturing
323	Printing and Related Support Activities
324	Petroleum and Coal Products Manufacturing
325	Chemical Manufacturing
326	Plastics and Rubber Products Manufacturing
327	Nonmetallic Mineral Product Manufacturing
331	Primary Metal Manufacturing
332	Fabricated Metal Product Manufacturing
333	Machinery Manufacturing
334	Computer and Electronic Product Manufacturing
335	Electrical Equipment, Appliance, and Component Manufacturing
336	Transportation Equipment Manufacturing
337	Furniture and Related Product Manufacturing
339	Miscellaneous Manufacturing
423	Merchant Wholesalers, Durable Goods
424	Merchant Wholesalers, Nondurable Goods
425	Wholesale Electronic Markets and Agents and Brokers
441	Motor Vehicle and Parts Dealers
442	Furniture and Home Furnishings Stores
443	Electronics and Appliance Stores

Code	Sector
444	Building Material and Garden Equipment and Supplies Dealers
445	Food and Beverage Stores
446	Health and Personal Care Stores
447	Gasoline Stations
448	Clothing and Clothing Accessories Stores
451	Sporting Goods, Hobby, Book, and Music Stores
452	General Merchandise Stores
453	Miscellaneous Store Retailers
454	Nonstore Retailers
481	Air Transportation
482	Rail Transportation
483	Water Transportation
484	Truck Transportation
485	Transit and Ground Passenger Transportation
486	Pipeline Transportation
487	Scenic and Sightseeing Transportation
488	Support Activities for Transportation
491	Postal Service
492	Couriers and Messengers
493	Warehousing and Storage
511	Publishing Industries (except Internet)
512	Motion Picture and Sound Recording Industries
515	Broadcasting (except Internet)
517	Telecommunications
519	Other Information Services
521	Monetary Authorities—Central Bank
522	Credit Intermediation and Related Activities
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities
524	Insurance Carriers and Related Activities
525	Funds, Trusts, and Other Financial Vehicles
531	Real Estate
532	Rental and Leasing Services
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)
541	Professional, Scientific, and Technical Services
551	Management of Companies and Enterprises
561	Administrative and Support Services
562	Waste Management and Remediation Services

Code	Sector
611	Educational Services
6111	Elementary and Secondary Schools
6112	Junior Colleges
6113	Colleges, Universities, and Professional Schools
6114	Business Schools and Computer and Management Training
6115	Technical and Trade Schools
6116	Other Schools and Instruction
6117	Educational Support Services
621	Ambulatory Health Care Services
6211	Offices of Physicians
6212	Offices of Dentists
6213	Offices of Other Health Practitioners
6214	Outpatient Care Centers
6215	Medical and Diagnostic Laboratories
6216	Home Health Care Services
6219	Other Ambulatory Health Care Services
622	Hospitals
623	Nursing and Residential Care Facilities
624	Social Assistance
711	Performing Arts, Spectator Sports, and Related Industries
712	Museums, Historical Sites, and Similar Institutions
713	Amusement, Gambling, and Recreation Industries
721	Accommodation
722	Food Services and Drinking Places
811	Repair and Maintenance
812	Personal and Laundry Services
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations
814	Private Households
921	Executive, Legislative, and Other General Government Support
922	Justice, Public Order, and Safety Activities
923	Administration of Human Resource Programs
924	Administration of Environmental Quality Programs
925	Administration of Housing Programs, Urban Planning, and Community Development
926	Administration of Economic Programs
927	Space Research and Technology
928	National Security and International Affairs
999	Unclassified Establishments

Once I have certified my organization's eligibility for the Award, how do I apply?

To apply for the Award, your organization submits an Award Application Package, which provides information on your organization's performance management system and the results of its processes. This information enables a team from the Board of Examiners to conduct a rigorous evaluation of your organization. All information provided is considered confidential.

The Award Application Package contains

- 30 individually bound paper copies of your application (as well as any required supplemental sections) **or** a CD containing a PDF file of the application
- the appropriate fees (see page 4)
- proof of the date you send the package (see page 26)

The content and formatting requirements for the application are identical whether you submit the application on paper or on CD. See "If I submit my application on CD, how should I assemble it?" below for instructions on creating the CD.

The Baldrige Program reserves the right to return incomplete submissions or submissions that do not meet the requirements given here.

What is the submission deadline for the 2010 Award Application Package?

To be considered for the 2010 Award, send your Award Application Package **no later than May 20, 2010,** if you submit your application on paper, or **May 6, 2010,** if you submit your application on CD. Include proof of the mailing date; see page 26 for instructions.

What must the application contain?

The application contains the items listed below in the order given. For instructions on writing the Organizational Profile and responding to the Criteria, see the appropriate Criteria booklet for your eligibility category: the *2009–2010 Criteria for Performance Excellence* (the Business/Nonprofit Criteria), *2009–2010 Education Criteria for Performance Excellence*, or *2009–2010 Health Care Criteria for Performance Excellence*.

In your application, include information on all of your organization's units or subunits. Do not add links to Web sites. Examiners base their evaluations solely on information within the application.

Blank Front Cover. To help ensure confidentiality, do not include text or illustrations.

Title Page. Give the name of your organization. You also may include its address and logo, illustrations, the date, a statement indicating that this is an application for the 2010 Malcolm Baldrige National Quality Award, and/or a statement regarding the confidentiality of the content. Do not include additional information, text, or links to Web sites.

Labeled Tabs or Divider Pages. Use tabs or divider pages to separate the sections listed below. On each, include only the section title. If you include additional text or illustrations, the pages will count toward the 50-page limit for the Responses Addressing All Criteria Items.

- Table of Contents
- 2010 Eligibility Certification Form
- organization chart(s)
- page A-1 of the 2010 Application Form
- Glossary of Terms and Abbreviations
- Organizational Profile
- Responses Addressing All Criteria Items

If you wish, you may also use labeled tabs or divider pages to separate your responses to the seven Criteria Categories.

Table of Contents. Indicate the page numbers for the

- Eligibility Certification Form
- organization chart(s)
- Award Application Form
- Glossary of Terms and Abbreviations
- Organizational Profile
- individual Category and Item sections

You do not need to indicate the page numbers for Areas to Address, tables, and figures.

Eligibility Form and Organization Charts. Include these signed and stamped documents, which ASQ returned to your organization at the conclusion of the eligibility certification process:

- 2010 Eligibility Certification Form
- line-and-box organization chart(s) for your organization
- if your organization is a subunit, line-and-box organization chart(s) of the parent

Application Form. In each of the 30 paper copies, or in the PDF file on your CD, include page A-1 of the form only, ensuring that it is signed by your organization's highest-ranking official. This page indicates that your organization agrees to the terms and conditions of the Award process and that, if selected to receive a site visit, your organization agrees to pay reasonable associated costs (see page 4).

Glossary of Terms and Abbreviations. Include terms and abbreviations used in the application. Limit the glossary to definitions only; include descriptions of processes, tools, methods, and techniques in the Responses Addressing All Criteria Items.

Organizational Profile. This section outlines your organization and states the key factors that influence its operations and future directions. Examiners use this vital part of the application throughout their review. For guidelines on preparing this section, see the appropriate *Criteria for Performance Excellence* booklet.

Responses Addressing All Criteria Items. In this section, respond to each Item as a whole, using the Category and Item designations in the 2009–2010 Criteria. In your responses to the Areas to Address within the Items, emphasize your organization and its performance system, maintaining the order of the Areas. Label the Areas to Address as in the Criteria booklets (e.g., 4.2a). You may group responses for multiple Areas (e.g., 4.2a, b). If an Area to Address does not pertain to your organization or its performance system, explain why in one or two sentences.

For guidelines on responding to the Criteria, see the appropriate *Criteria for Performance Excellence* booklet.

Summary of Supplemental Section(s). If the Baldrige Program informed you during eligibility certification that you must submit one or more supplemental sections, include a brief description of each section, listing the products, services, and NAICS codes.

Blank Back Cover. Do not include text or illustrations.

Supplemental Sections. If the Baldrige Program informed you during eligibility certification that your organization must submit one or more supplemental sections,

- in your application, cover the largest group of similar product and/or service lines that are supported by a single performance system, and

- make sure that, taken together, the application and the supplemental section(s) cover all of your organization's products and/or services and performance systems.

Include the following for each supplemental section, in the order listed:

- blank front cover (no text, illustrations, or figures)
- title page
- labeled tabs or divider pages
- Table of Contents
- organization chart(s)
- Glossary of Terms and Abbreviations
- Organizational Profile (5 or fewer pages)
- Responses Addressing All Criteria Items (35 or fewer pages)
- blank back cover

How should I format the application?

To help ensure equal treatment for all applicants, format your application according to the following requirements. If your submission does not meet these requirements, the Program may reject your application. After the Program has notified you that your application has been rejected, you will have 72 hours or until the original due date, whichever is later, to resubmit the application in the required format. Resubmitted applications must be postmarked within that time frame and shipped via an overnight delivery service.

For an example of the required format, see **www.nist.gov/ baldrige/Nightingale_College.htm**.

Page Limits

The limits given below include all illustrations, figures, tables, and appendixes. Covers, labeled tabs, and divider pages that contain only titles do not count toward the limits. However, if these pages contain additional material, such as process descriptions, quotations, figures, tables, or illustrations, they count toward the page allotment.

If any section exceeds the page limit, the Baldrige Program will ask your Official Contact Point to identify which pages to remove.

Section	Page Limit (Single-Sided)
Organizational Profile	5
Responses Addressing All Criteria Items	50
Supplemental Sections (if required)	
Summary of Supplemental Sections	2
Organizational Profile	5
Responses Addressing All Criteria Items	35

Page and Text Format

In formatting the pages and text in your application, follow these requirements.

Element	Requirement	Notes
Paper type	Standard, 8½-by-11-inch white	Two-sided printing is preferred. Please ensure that both sides of pages are legible.
Paper orientation		
Text pages	Portrait	
Pages with graphs, figures, and data tables	Portrait or landscape	
Lines per page	60 maximum	Count headings and blank lines separating paragraphs, but do not count recurring page headers, such as "Baldrige Award Application, page X."
Leading	2 points (or the equivalent) between lines	1 point of leading equals 1/72 or 0.0138 inch.
Margins		
Left (bound side)	3/4 inch minimum	
Right	1/2 inch minimum	
Text columns	2 (preferred)	Leave at least ¼ inch between columns.
Numbering		
Pages in Responses Addressing All Criteria Items	1–50	Do not number blank pages, tabs, or divider pages.
Figures within the Organizational Profile and Item sections	In sequence	Use numbers corresponding to the section (e.g., Figure P.1-1, Figure P.1-2, Figure 2.1-1, Figure 2.1-2).
Font and type size		
Running text	Times New Roman or Arial, 10 points minimum	Do not use narrow, compressed, or condensed fonts. The font and type size need not be uniform so long as they meet the requirements.
Tables filled mainly with text	Times New Roman or Arial, 8 points minimum	Smaller type sizes make it difficult for Examiners to interpret the data and to provide accurate, actionable feedback.
Other graphics (charts, graphs, data tables, and other figures), including titles and captions	Any font, 8 points minimum	If you shrink graphics to fit the space available, ensure that text in the reduced figure meets the requirement.

Graphics

- See the font and type-size requirements in the table above.

- Clearly label each figure using descriptive text. For example, the title of the third figure for Item 7.1 might read "**Figure 7.1-3 Reliability of Service: Carrier-Dropped Calls**."

- Clearly label all axes and units of measure.

- For information on using graphics in Category 7 (Results), see "Guidelines for Responding to Results Items" in the appropriate *Criteria for Performance Excellence* booklet.

If I submit my application on paper, how should I assemble it?

- Securely fasten all components of the application to prevent separation during handling. Bind supplemental sections separately from the application.

- Do not use pressure-sensitive clips, binders with such clips, or bulky ring binders or similar heavy covers.

- Do not include video or audio material or other information aids.

If I submit my application on CD, how should I assemble it?

- Submit the application in PDF format on a CD-R, not a CD-RW.

- Ensure that the CD can be read from a standard CD-ROM drive.

- Create one PDF file, not multiple files, containing the application. Select the "embed fonts" option.

- In the PDF file, include

  — either (1) a scan of the date-stamped Eligibility Certification Form and chart(s) you received from ASQ or (2) an electronic version that is not date-stamped, plus one paper copy of the date-stamped documents, and

  — a scan of the completed page A-1 of the Application Form.

- Do not include page A-2 of the Application Form in your PDF file. Instead, submit one paper copy with your Award Application Package.

- Proof the PDF file to verify the contents and number of pages. Also verify that the file prints properly and that all elements meet formatting requirements when printed. ASQ will print your application in color on a laser-type copier/printer at a resolution of 600 by 600 and bind it with a comb binding.

- Include the CD processing fee of $1,250.

Malcolm Baldrige National Quality Award

1. Your Organization

Official name

Mailing address

2. Award Category and Criteria Used

a. Award category *(Check one.)*

Manufacturing Education

Service Health care

Small business. The Nonprofit
larger percentage of
sales is in *(check one)*

Manufacturing

Service

b. Criteria used *(Check one.)*

Business/Nonprofit

Education

Health Care

3. Official Contact Point

Designate a person with in-depth knowledge of the organization, a good understanding of the application, and the authority to answer inquiries and arrange a site visit, if necessary. *Contact between the Baldrige Program and your organization is limited to this individual and the Alternate Official Contact Point. If the Official Contact Point changes during the application process, please inform the Program.*

Mr. Mrs. Ms. Dr.

Name

Title

Mailing address Same as above

Overnight Same as above
mailing address *(Do not use a P.O. box number.)*

Telephone

Fax

E-mail

4. Alternate Official Contact Point

Mr. Mrs. Ms. Dr.

Name

Telephone

Fax

E-mail

5. Release and Ethics Statements

Release Statement

I understand that this application will be reviewed by members of the Board of Examiners.

If my organization is selected for a site visit, I agree that the organization will

- host the site visit,
- facilitate an open and unbiased examination, and
- pay reasonable costs ($1,500 to $40,000) associated with the site visit (see page 4).

If selected to receive an Award, my organization will share nonproprietary information on its successful performance excellence strategies with other U.S. organizations.

Ethics Statement and Signature of the Highest-Ranking Official

I state and attest that

(1) I have reviewed the information provided by my organization in this Award Application Package.

(2) To the best of my knowledge,

- this package contains no untrue statement of a material fact and
- omits no material fact that I am legally permitted to disclose and that affects my organization's ethical and legal practices. This includes but is not limited to sanctions and ethical breaches.

Signature Date

Mr. Mrs. Ms. Dr.

Printed name

Job title

Applicant name

Mailing address Same as above

Telephone

Fax

6. Fees

Indicate the amounts enclosed. (See page 4.)

Application fee	
CD processing fee ($1,250, if applicable)	
Supplemental section fee (if applicable)	
Total	

Indicate your method of payment.

Check (enclosed)　　Money order (enclosed)

*Make payable to the **Malcolm Baldrige National Quality Award.***

ACH payment　　　　Wire transfer

Checking ABA routing number: 075-000-022

Checking account number: 182322730397

Before sending an ACH payment or wire transfer, notify the American Society for Quality (ASQ; [414] 298-8789, ext. 7205, or mbnqa@asq.org). Reference the Malcolm Baldrige National Quality Award with your payment.

Visa　MasterCard　American Express

Card number		Authorized signature	
Expiration date		Printed name	
Card billing address		Today's date	

7. Submission

To be considered for the 2010 Award, submit your Award Application Package

- on or before May 6, 2010, on a CD, or
- on or before May 20, 2010, on paper,

to　Malcolm Baldrige National Quality Award
　　c/o ASQ—Baldrige Award Administration
　　600 North Plankinton Avenue
　　Milwaukee, WI 53203
　　(414) 298-8789, ext. 7205

Include proof of the mailing date. Send the package via

- a delivery service (e.g., Airborne Express, Federal Express, United Parcel Service, or the United States Postal Service [USPS] Express Mail) that automatically records the mailing date, or
- the USPS (other than Express Mail), and include a dated receipt from the post office.

2010 Award Application Package Checklist

Malcolm Baldrige National Quality Award

1. Award Application Package

I have included 30 individually bound paper copies of my organization's application (and any required supplemental sections) or a CD containing the application in printable PDF format.

2. Format

The application meets all formatting requirements.

3. Application

The 30 paper copies of the application each contain (or the CD version contains) the following sections as well as the labeled tabs or divider pages indicated on page 21:

blank front cover

title page

Table of Contents

date-stamped copy of the Eligibility Certification Form received from ASQ or, on the CD, either (1) a scan of the date-stamped Eligibility Certification Form received from ASQ or (2) an electronic version that is not date-stamped, plus one paper copy of the date-stamped document

date-stamped copy of organization chart(s) received from ASQ or, on the CD, either (1) a scan of the date-stamped chart(s) or (2) an electronic version that is not date-stamped, plus one paper copy of the date-stamped chart(s)

page 1 of the 2010 Application Form

Glossary of Terms and Abbreviations

Organizational Profile

Responses Addressing All Criteria Items

blank back cover

4. Page A-2 of the Application Form

I have included one paper copy of page A-2.

5. Fees

I have indicated my method of payment for the application fee.

If paying by check or money order, I have made it payable to the **Malcolm Baldrige National Quality Award** and included it in the Award Application Package.

If submitting the application on a CD, I have included the $1,250 processing fee.

6. Submission

I am submitting the Award Application Package no later than May 20, 2010 (on paper), or May 6, 2010 (on CD).

I have included proof of the mailing date. (See page 26.)

I am sending the complete Award Application Package to

Malcolm Baldrige National Quality Award
c/o ASQ—Baldrige Award Administration
600 North Plankinton Avenue
Milwaukee, WI 53203
(414) 298-8789, ext. 7205

Award Application Forms and Criteria for Performance Excellence

Individual Orders

You may download this document and the *Criteria for Performance Excellence* booklets from **www.nist.gov/baldrige**. Paper copies of this document and individual copies of the Criteria booklets are available free of charge from

Baldrige National Quality Program
National Institute of Standards and Technology
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020
Telephone: (301) 975-2036
Fax: (301) 948-3716
E-mail: baldrige@nist.gov

Bulk Orders

Packets of ten copies of the Criteria booklets are available for $39.95 per packet (plus shipping and processing) from the American Society for Quality (ASQ). (See "Ordering from ASQ" on page 29.)

2009–2010 Criteria for Performance Excellence (Business/Nonprofit Criteria)—Item T1525

2009–2010 Education Criteria for Performance Excellence—Item T1526

2009–2010 Health Care Criteria for Performance Excellence—Item T1524

Baldrige Educational Materials

Each year, the Baldrige National Quality Program develops materials to train members of the Board of Examiners and share information on the successful performance excellence strategies of Award recipients. The following items are samples of these materials. For the full list, see **www.nist.gov/baldrige.**

Case Study Packets

Case study packets contain a case study (a fictional Baldrige Award application), a scorebook, a feedback report, and an executive summary. When used with the related *Criteria for Performance Excellence* booklet, the case studies are valuable resources to Award applicants and other Criteria users. They illustrate the Award application, review, and feedback process; show how to respond to

the Criteria requirements and format an application; and furnish information on scoring. Case study packets based on fictional organizations from the business, nonprofit, health care, and education sectors are available in PDF format on the Baldrige Web site.

2009 Education Case Study Packet: Nightingale College of Nursing

www.baldrige.nist.gov/Nightingale_College.htm

2008 Manufacturing Case Study Packet: Novel Connect

www.baldrige.nist.gov/Novel_Connect.htm

2007 Nonprofit Case Study Packet: Share Food

www.baldrige.nist.gov/Share_Food.htm

2006 Health Care Case Study Packet: Arroyo Fresco Community Health Center

www.baldrige.nist.gov/Arroyo.htm

2005 Small Business Case Study Packet: Landmark Dining, Inc.

www.baldrige.nist.gov/Landmark.htm

2004 Education Case Study Packet: Sandy Hill School District

www.baldrige.nist.gov/Sandy_Hill.htm

2003 Manufacturing Case Study Packet: GeoOrb Polymers, North America

www.baldrige.nist.gov/GeoOrb.htm

2002 Health Care Case Study Packet: CapStar Health System

www.baldrige.nist.gov/CapStar.htm

2001 Service Case Study Packet: TriView National Bank

www.baldrige.nist.gov/TriView.htm

2000 Education Case Study Packet: Coyote Community College

www.baldrige.nist.gov/Coyote.htm

Award Recipients DVD

Learn about Baldrige Award recipients' performance excellence journeys and role-model practices with the Award Recipients DVD. Each DVD includes highlights from the annual Award ceremony and interviews with representatives from the Award recipients' organizations. Order DVDs from ASQ for $35.00 each (plus shipping and processing). (See "Ordering from ASQ" below.)

2008 Award Recipients—Item T1527

2009 Award Recipients—Item T1529

Quest for Excellence Conference Materials

Packaged in a Quest bag, these materials from the annual Quest for Excellence® Conference include a Baldrige Program Materials CD, a DVD featuring the Award recipients, a Conference Learning Journal, and the conference presentation slides on CD and in hard copy. Order the 2009 conference materials from ASQ for $89.00 (plus shipping and processing). (See "Ordering from ASQ" below.)

Quest for Excellence XXI (2009)—Item T1533

Ordering from ASQ

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2. Fax your completed order form to ASQ at (414) 272-1734.

3. Mail your order to ASQ Customer Care Center, P.O. Box 3005, Milwaukee, WI 53201-3066.

4. Order online: **www.asq.org.**

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- Your credit card will not be charged until your items are shipped. Shipping and processing are charged once, up front, for the entire order.

- Please allow one to two weeks for U.S. delivery and six to eight weeks for international delivery.

The Quest for Excellence® XXII Conference

Each year at The Quest for Excellence, the official conference of the Malcolm Baldrige National Quality Award, Baldrige Award recipients share their exceptional performance practices with worldwide leaders in business, education, health care, and nonprofit organizations. The Quest for Excellence XXII will showcase the 2009 Award recipients. At the conference, you will learn about the best management practices and Baldrige journeys of the 2009 Baldrige Award recipients, participate in educational presentations on the Baldrige Criteria, engage in dynamic networking opportunities, and be inspired to apply the insights gained within your own organization. The Quest for Excellence XXII Conference will be held April 11–14, 2010, at the Hilton Washington in Washington, D.C. For more information, contact the Baldrige Program.

Virtual Quest for Excellence XXI

If you missed The Quest for Excellence XXI in 2009, you can still participate virtually through videos, audio recordings, and conference materials. To access these virtual options, see **www.nist.gov/baldrige**.

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Call the Baldrige Program or visit our Web site for

- tools to help you improve the performance of your organization
- information on eligibility requirements for the Baldrige Award
- information on applying for the Baldrige Award
- information on becoming a Baldrige Examiner
- profiles of Baldrige Award recipients
- individual copies of the Criteria for Performance Excellence—Business/Nonprofit, Education, and Health Care
- case studies and other Baldrige educational materials

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By making quality a global priority, an organizational imperative, and a personal ethic, the American Society for Quality (ASQ) becomes the community for all who seek quality technology, concepts, or tools to improve themselves and their world. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order

- bulk copies of the Criteria
- Award recipients DVDs