

## Collection of Information for the Baldrige Executive Fellows [to be posted on a web page]

### Message from the Director

Welcome to the Baldrige Executive Fellows Program. The Fellows Program offers a leadership development experience centered on forming relationships with and learning from Baldrige Award recipient senior executives. The year-long program provides an opportunity for executives to truly engage with one-another and the recipient organizations, including visiting their operations to see excellence in action.

Leaders who participate in the Fellows Program build lasting networks and benefit from the insights of other executives as they plan and complete a capstone project that addresses a strategic need in their home organization. Our participants are generally “C-Suite” executives or accomplished leaders who report to the most senior leader in the organization. They represent a broad range of sectors, including manufacturing, service, small business, education, health care, and nonprofit, including government organizations.

I encourage you to explore our website and learn more about how the Baldrige Executive Fellows Program can help you take your organization to the next level. Please feel free to contact me at (301) 975-2360 if you have any questions about the program.

Sincerely,  
Robert Fangmeyer, Director  
Baldrige Performance Excellence Program

### Program Benefits

- In-depth learning from world-class organizations and their senior executives
- A peer network of fellow executives to tap into now and in the future
- Best practices and solutions to drive improvement in your organization’s results
- A capstone project to address a unique strategic challenge or opportunity facing your organization
- A deeper understanding of strategy; sustainability; integration of processes, plans, resources, and goals; and measuring the right things

### [Collection Instrument Starts Here]

#### How to Apply

Now accepting application packages for the [Insert Year] program.

Deadline: [Insert Date]

To apply, submit the following documents:

1. Your resumé, including e-mail, postal address, and telephone contact information; and the name and e-mail address of an assistant or alternate contact person
2. An organizational chart that includes names and titles showing your position within the organization
3. A recommendation letter from your highest-ranking official showing the organization's support of your participation in the program
4. A list of key competitors (in order that we may avoid creating a cohort that would be unable to share effectively due to competitive situations)

Mail the complete package of documents through certified mail or another delivery system to  
Dawn Bailey  
Baldrige Performance Excellence Program  
Bldg. 101/A600, 100 Bureau Drive  
Gaithersburg, MD 20899

If you prefer to submit your package electronically through a secure system, please contact Dawn Bailey at 301.975.3074 or [dawn.bailey@nist.gov](mailto:dawn.bailey@nist.gov) for instructions.

### **Selection Process**

Selection decisions will be based on (1) sector mix, (2) appropriate level within the organization, (3) likelihood to follow through, (4) diversity, and (5) no direct competitors with participating award recipients or other Fellows.

Candidates will be notified of the decision by **[Insert Date]**.

Tuition payment of \$25,000 is due by **[Insert Date]**. The fee covers all materials, as well as a standard hotel room and at least four meals for each session.

### **Paperwork Reduction Act Notice**

OMB Control #**0693-XXXX**

Expiration Date: **XX-XX-XXXX**

This collection of information contains Paperwork Reduction Act (PRA) requirements approved by the Office of Management and Budget (OMB). Notwithstanding any other provisions of law, no person is required to respond to, nor shall any person be subject to a penalty for failure to comply with, a collection of information subject to the requirements of the PRA unless that collection of information displays a currently valid OMB control number. Public reporting burden for this collection is estimated to be 60 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed and completing and reviewing the collection of information. Persons wishing to comment on the burden estimate or any aspect of this collection of information, or offer suggestions for reducing this burden, should send their comments to the National Institute of

Standards and Technology, Attn: Robert Fangmeyer, Director Baldrige Program,  
robert.fangmeyer@nist.gov.

**Contact Us**

For more information on the Baldrige Executive Fellows Program:

[www.nist.gov/baldrige/fellows](http://www.nist.gov/baldrige/fellows) | 301.975.2036 | [baldrige@nist.gov](mailto:baldrige@nist.gov)