Using the Baldrige Organizational Profile

Dr. Julie Furst-Bowe
Dr. John Dew
The Baldrige Framework

- Organizational Profile
- Leadership
- Strategic Planning
- Customer Focus
- Measurement, Analysis, and Knowledge management
- Workforce Focus
- Operations Focus
- Results
Organizational Profile

• Sets the context for the way an organization operates.
• Considers the organization’s environment, key working relationships and strategic situation.
• An overarching guide for an organization’s performance management system.
Benefits to using the Baldrige Organizational Profile

- Fosters important discussion about the organization’s key characteristics.
- Promotes conversation about the organization’s strategic situation.
- Provides a snapshot of the organization, how you operate, and the challenges you face.
- Introduces the idea of core competencies.
Key Characteristics

- **Organizational Environment**
  - Educational programs and services
  - Vision and Mission
  - Workforce Profile
  - Assets
  - Regulatory Requirements

- **Organizational Relationships**
  - Structure
  - Customers
  - Suppliers and Partners
Strategic Situation

Competitive Environment
  – Competitive Position
  – Competitiveness Changes
  – Comparative Data

Strategic Context

Performance Improvement System
Different From Accreditation

• Promotes conversations about issues that are often not considered in accreditation such as ethics and social responsibility.
• Not about compliance but about improvement.
• Major focus on competitive position.
Not a prescriptive framework.

- Provides a framework for what you should be thinking about as an organization.
- Promotes the use of comparative data that opens up closed systems.
Group Activities

- Let’s devote the rest of the session to allowing you to get a feel for the language of the Organizational Profile – handouts are from the 2011-2012 Baldrige – Education Criteria for Performance Excellence.
- We’ll have group discussion regarding how you would respond to a few of the specific items in the profile.