



Performance Excellence: Applying the Baldrige Criteria

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STOUT
UNIVERSITY OF WISCONSIN





Excellence in Higher Education



Improving Overall Performance



Baldrige Core Values

- Systems Perspective
- Visionary Leadership
- Learning-Centered Education
- Organizational Learning
- Valuing Employees & Partners
- Agility
- Future Focus
- Management by Fact
- Public Responsibility
- Focus on Results



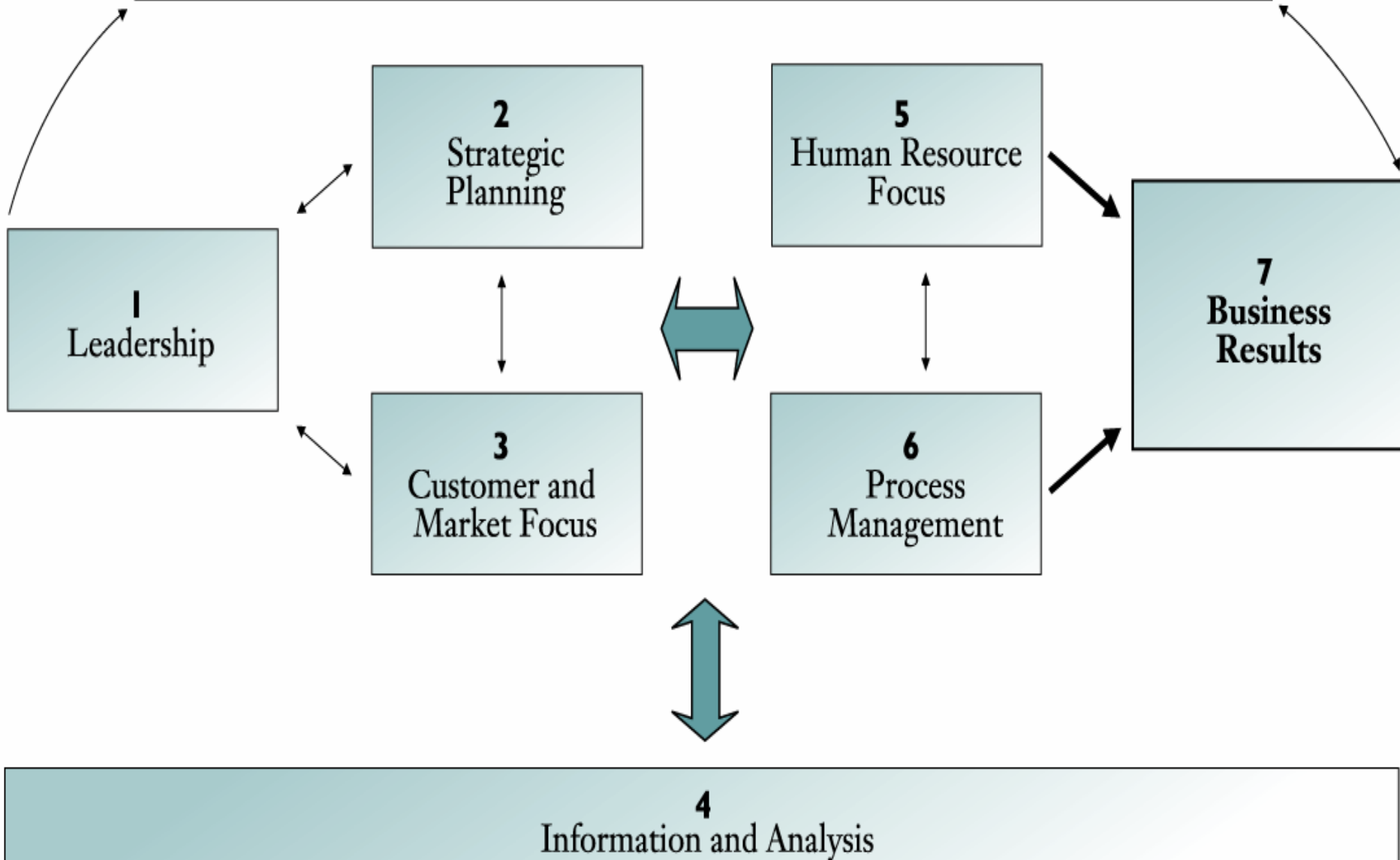


Baldrige Categories

- Leadership
- Strategic Planning
- Market, Student and Stakeholder Focus
- Faculty and Staff Focus
- Information and Analysis
- Process Management
- Performance Results



**Organizational Profile:
Environment, Relationships, and Challenges**





Leadership Systems: An Environment for Transformational Change

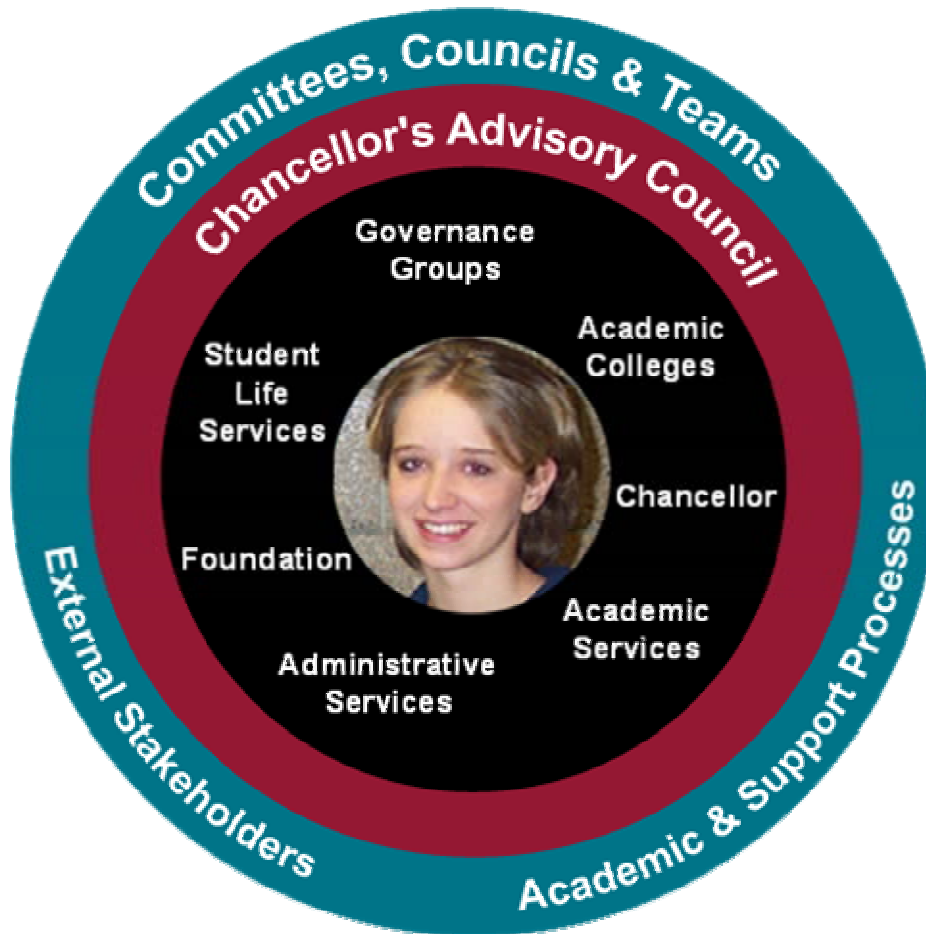
Change To An Inclusive Decision-Making Process

Provide all internal stakeholder groups with a voice in policy discussions and budget recommendations

- Faculty Senate
- Senate of Academic Staff
- Stout Student Association
- Classified Staff Unions
- Senior Administration

“Shared Governance = Shared Responsibility”

Leadership Systems: Chancellor's Advisory Council



- Flattens the traditional hierarchy
- Makes recommendations to Chancellor, sets direction, and deploys resources
- Budget, Planning and Analysis unit formed
- Prepares, interprets, and provides information needed to make effective decisions



Chancellor's Advisory Council Allows Us To:



- Enable campus-wide involvement and participation in strategy development and decision-making
- Plan and review performance
- Guide alignment and integration of short- and long-term actions
- Aid in assessment of results and improve performance
- Enhance organizational performance through team building



Strategic Planning

Budgetary And Financial Planning

Intended Outcomes:

- Facilitate planning and discussion
- Encourage participation
- Improve the quality of decisions and buy-in
- Build a trusting climate
- Increase understanding of plan and budget
- Strategically focus on campus

Planning  Budget





Strategic Planning

Strategic Budgetary And Financial Planning

- The strategic plan includes five-year goals and shorter-term action plans
- Broad-based participatory planning is used to identify, set, and fund campus priorities
- Review of progress at all levels
- The strategic plan aligns resources and actions leading to desired results

Planning → Budget





Strategic Planning

Developing Annual Budget Priorities





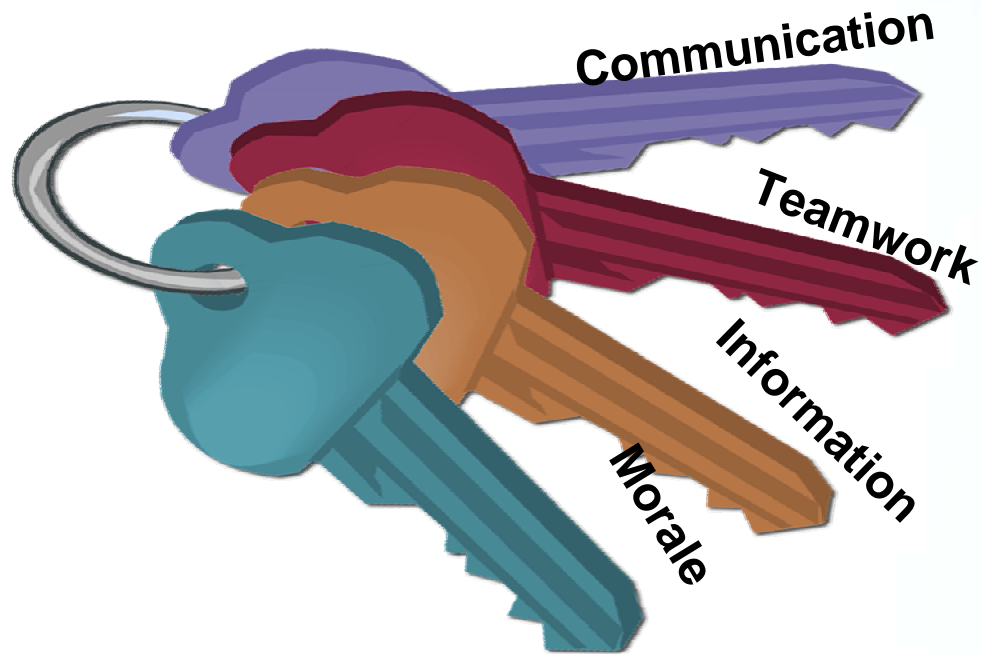
Strategic Planning Annual Budget Priorities

- Branding and Marketing
- Digital Campus
- Equality for Women
- Graduate Education
- Distance Education
- Applied Research





Creating a Quality Culture: Keys to Success





Keys To Success: Communication



Keys To Success: Teamwork



A traditional hierarchy, complemented by set of established committees and other cross-functional structures

- Chancellor's Advisory Council
- Faculty Senate committees
- Senate of Academic Staff committees
- University-wide committees



Keys To Success: Information

- Access to data
- Analysis by BPA
- Computing power
- Networking
- Internet
- Training





Keys to Success: Faculty and Staff Satisfaction

Morale

Surveys

Full survey every three years

One-minute survey on alternate years

**Lead
To**

Changes

Faculty teaching workload

Communication

Gender equity



Process Management

**Our Improved
Quality System**

Process for Process
Improvement

Academic Program
Review Process

Educational Support Unit
Review Process



Process Management: The Digital Campus Initiative



- Upgraded technology: state-of-the-art network
- University computer cost-share program
- Implementation of laptop environment
- Hired instructional web designers





The Results:

2001: A Winner!





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