Upcoming Events

April 10 — Board of Overseers Meeting
May 5 — Intent to Apply due from Applicants (Level 2, 3 & 4)
May 12 — Examiner Applications due
June 5, 6, 7 — Board of Examiner Training — Phoenix, AZ
June 26, 27, 28 — Board of Examiner Training — Las Vegas, NV
I can’t believe that March is here already!!! 2017 is off and running with much excitement at the SWAE organization!!! Our awards banquet was held in early February and we were honored to have a Malcolm Baldrige National Quality Award recipient speak. I received excellent feedback on Mary Searcy Bixby’s presentation on how she has used the performance excellence criteria to improve education.

As our Performance Excellence Program gets underway for 2017, I still believe that organizations must start somewhere on their Performance Excellence Journey, and what better way to do that, then to get involved with the Performance Excellence Program! Completing a Level 1 Interest document involves completing the Organizational Profile section of the 2017-2018 Baldrige Excellence Framework. This introduction to the Baldrige Criteria can help your organization identify performance gaps and opportunities for improvement. We must all start somewhere! Good Luck on your Performance Excellence Journey!!!

We are excited to be launching the 2017 awards cycle and are currently recruiting examiners and applicants to the program. Participating as an examiner provides individual development opportunities as well as an overall benefit to the examiner’s organization. Examiners receive extensive training on the Performance Excellence Criteria and are then able to assimilate key learning into their day to day job functions. The schedule for the 2017 Performance Excellence Program is on page 19.

Wishing you continued success in 2017!!!!
Thank you to everyone who attended our 2016 Performance Excellence Program Award Banquet earlier this year on February 6, 2017. It was a great success! Check out photos of our recipients and more below, or click here to access all the event photos online.

1st: Organizational Level 3 Award recipient: Nathan Adelson Hospice, Las Vegas, NV; 2nd: Jolene Pomeroy, Dignity Health, 2016 Examiner of the Year; 3rd: Lorri Sexton, Dignity Health, 2016 Lead Examiner of the Year; 4th: Joe Tate, University of Phoenix and Bob Mitchel 2016 Above and Beyond Award; Not pictured: Derrick Johnson, Accumen 2016 Rookie Examiner of the Year

1st: Organizational Level 2 Award recipients: 1st: Bristol Global Mobility, Phoenix, AZ; 2nd: Montevista Hospital, Las Vegas, NV.; 3rd: Phoenix Convention Center & Venues, Phoenix, AZ; 4th: Scottsdale Medical Imaging, Scottsdale, AZ ; 5th: Yuma Regional Medical Center, Yuma, AZ

1st: 2016 Mentors for the Board of Examiners; 2nd: 2016 SWAE Performance Excellence Program Judges; 3rd: 2017 Leadership Award Recipient Jane Dobbs, Canyon State Credit Union
Encourage Organizations to Apply for the Performance Excellence Program

In applying for the Performance Excellence Program, organizations take a major step to improve their performance and growth.

Because of the learning inherent in completing the application and in the feedback you will receive, the effort that goes into applying for the program results 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.

The information can be found on our website at: http://www.swae.org/award-program.html

There you will find the Intent to Apply & Eligibility Form along with the applications, criteria and guidance for our Organization Level and Process Level Awards. The deadline for the Intent to Apply form is May 5, 2017, and completed applications are due by July 10, 2017.

Should you have any questions, please don’t hesitate to contact the Southwest Alliance for Excellence office at 480-874-5815 or email Sandy Kube at skube@swae.org.

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<thead>
<tr>
<th>Date</th>
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<tr>
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<td>Board of Examiner Training</td>
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<td>Las Vegas, NV (in person and via Webinar)</td>
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<tr>
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<td>Webinar</td>
<td>Lead Training &amp; Lead Software Training</td>
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<tr>
<td>July 13</td>
<td>Webinar</td>
<td>Examiner Training on Scorebook Navigator software</td>
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</table>
"Becoming a SWAE Examiner is the best lifelong professional development that I have participated in. The process tested and improved my critical thinking, communication, and collaboration skills. I know what ‘Excellence’ looks like and the questions to answer to get there."
— Julie Chelius, Deer Valley Unified School District

“My experience as an Examiner utilizing the Baldrige Criteria methodology, not only helped me better understand institutional best practices, but taking a holistic systematic approach to process improvement in my everyday life—personal and professional. The process from start to finish, was an eye-opening experience to how best-in-class processes are dreamed, created, and implemented in the business environment.”
— Eric Dudley, U-Haul

Southwest Alliance for Excellence is proud to announce the 2017 Performance Excellence Program is underway! We are offering the opportunity for you to be trained and serve as a member of the SWAE Performance Excellence Program Board of Examiners.

Being an Examiner can be a powerful learning experience and a valuable professional development step for any individual.

Benefits include:

- Develop or refine YOUR analytical, teamwork, interviewing and writing skills
- Build and expand YOUR professional network and resume
- Increase YOUR ability to assist YOUR organization in continually improving its management systems and processes
- Learn firsthand of innovative approaches utilized by leading companies in Arizona, Nevada and Utah
- Receive continuing education credit for the training and examiner experience

You will learn how to:

- Use national Malcolm Baldrige award criteria to understand and evaluate an organization
- Conduct an effective assessment of quality performance
- Develop and provide non-prescriptive feedback in a management report
- Develop a strong understanding of a global set of guidelines for running an effective company
- Evaluate the quality systems of a range of organizations, from small and large manufacturing, healthcare, education and service companies to public sector organizations

To be considered as a “potential examiner,” submit an Examiner Application by May 12, 2017 for the 2017 program. Examiners who have previously served must re-apply each year.

Notification will be emailed to all Potential Examiners by May 18, 2017, indicating their selection status.
Meet SWAE’s Newest Board Members

SWAE is proud to welcome our newest members to the Board of Directors: Gary Feldman, Consultant in Phoenix, AZ and Kevin Engholdt, Mayo Clinic in Phoenix, AZ.

Gary Feldman,
Consultant
Phoenix, AZ

Kevin T. Engholdt,
Mayo Clinic
Phoenix, AZ

A full list of our Board members can be found here on our website.

Meet SWAE’s 2017 Sponsors

SWAE is proud to recognize our 2017 Sponsors:

Gold Sponsor—Sonora Quest Laboratories/Laboratory Sciences of Arizona,

Bronze Sponsor—Montevista Hospital and Copper Sponsor—CBIZ MHM.
The Board of Overseers is comprised of quality and performance professionals from our communities. This dedicated group of volunteers provides the foundation for the Performance Excellence Program. This committee’s role is to develop the award standards, ensure that integrity is maintained throughout the program, and to develop and deliver appropriate training.

We are proud to welcome four new members to SWAE’s BOO:

Erica Gibbons, Dignity Health Phoenix, AZ; Derrick Johnson, Accumen, Phoenix, AZ; Adrian Juchau, LDS Business College, UT; Robert Mitchell, Consultant, AZ.

We would like to introduce to you the continuing members of the 2017 BOO:

Deborah Aders, Yuma Regional Medical Center
Josh Burt, LDS Business College, UT
Carla Carter, Carla Carter & Associates
Gloria Diaz, AHCCCS
Keith Dompier
Susie Duffy, HonorHealth
Amanda Freeman, City of Mesa
Stacy Harley, Scottsdale Medical Imaging
Heather Mock, Deer Valley School District
Courtney Ophaug, Banner Estrella Medical Ctr
Jeremiah Scott, AZ State Retirement System
Joe Tate, University of Phoenix
Candice Vaughan, Banner Health
Polly Walker, City of Henderson, NV

For More Information

Additional information about the Performance Excellence Program, the Board of Overseers, the Board of Examiners, and more is available on our website at: www.swae.org or by calling 480-874-5815.
Are your improvement steps working?

When you take steps to better your organization, you need to know if your efforts are working. But figuring that out can be easier said than done.

Southwest Alliance for Excellence is pleased to partner with the Alliance for Performance Excellence to offer Arizona, Nevada and Utah organizations an affordable and easy-to-use assessment tool.

Baldrige Express is an online survey-based assessment that synthesizes points of view from all parts of your organization, combining the benefits of survey speed with the accuracy and completeness of a written narrative.

Click here to view additional information on Baldrige Express.

Intel Volunteer Skills-based Mentoring Program

Southwest Alliance for Excellence (SWAE) and Intel Corporation are pleased and proud to continue our Skills-based Mentoring Program. The program is in its tenth year.

Intel is committed to community based partnerships. The Skills-based Mentoring Program is a means for local organizations to benefit from Intel’s resources, skills, & experience. Its employees volunteer to become Skill-based Mentors. After an initial vetting is conducted to determine an Intel employee's specific skillset, experience, and certifications a match is made with a participating organization. Mentors are well versed in the development of business solutions and best practices.

Mentoring applications are submitted to SWAE and Intel for a potential mentorship match. A match is based upon the organization’s needs and the program’s philosophy and resources.

This program is free for non-profit, educational and government organizations.

Project Proposal Template

Click here for additional information

If you have questions on Baldrige Express or Intel Volunteer Skills-based Mentoring Program please call the SWAE office at 480-874-5815 or email Sandy Kube at skube@swae.org or Karen Shepard at kshepard@swae.org
"WHAT DO WE WANT OUR ORGANIZATION TO BE? WHAT WILL SUCCESS FOR OUR ORGANIZATION LOOK LIKE?"

Southwest Alliance for Excellence (SWAE) can help you answer these questions and more through our approach to organizational assessment, performance and the development of best practices. As stated by one of our members, “Participation in SWAE will strengthen your organization’s awareness of quality performance and enhance your competitive market position.” If you want your organization to exude excellence and a progressive culture, then it is important to immerse your organization in a community that works toward the same shared vision. Explore all that Southwest Alliance for Excellence has to offer:

WE ARE YOUR TIMELY RESOURCE FOR ACCURATE AND INNOVATIVE INFORMATION

Access to Best Practices – Southwest Alliance for Excellence focuses on:
- Best practices employed by health care, education, government and private sectors.
- Relevant learning opportunities.
- Benchmarking tours and networking opportunities as well as workshops on the Performance Excellence Program.

Tools you can use:
- Review key points from the Baldrige Criteria and Resource Library.
- Visit the Case Studies and Awards portion of the website to find creative solutions and innovative practices.
- Use our e-learning program as a professional development and training tool for your organization.

EVERYONE IN EVERY DEPARTMENT CAN BENEFIT

Your Entire Organization Belongs – Membership in SWAE is unique, in that:
- Every employee in your organization can benefit from SWAE services.
- We support participation of employees at all levels and from all departments.
- We will help you develop and support a culture of excellence throughout your organization.

Tools you can use:
- Contact SWAE to host a personalized forum about the benefits of belonging.
- Register additional staff so they can begin to receive information and participate.

USE SOUTHWEST ALLIANCE FOR EXCELLENCE SERVICES AND YOU WILL SEE THE DIFFERENCE

Tangible Improvements – You can benefit from measureable organizational improvements by:
- Saving money by completing in-house projects with information that SWAE provides.
- Accessing practical ideas, suggestions and programs in use by progressive organizations.
- Replicating and reinventing service improvements used by other organizations.

Tools you can use:
- Participate in the Performance Excellence Program to improve your organization’s processes.
- Attend the Performance Excellence Program Awards Banquet to hear best practices of award recipients that can be implemented in your organization.

CONNECTING MEMBERS IS WHAT WE DO BEST

Knowledge Network of Members – We are made up of a wide network of organizations:
- Members value receiving information as well as sharing their innovative best practices.
- We connect you to organizations that have similar interests.
- Through SWAE Ambassadors, we focus on you as a unique organization.

Tools you can use:
- Sign up for informational e-blasts and newsletters.
CONNECTING MEMBERS IS WHAT WE DO BEST

Knowledge Network of Members – We are made up of a wide network of organizations:

- Members value receiving information as well as sharing their innovative best practices.
- We connect you to organizations that have similar interests.
- Through SWAE Ambassadors, we focus on you as a unique organization.

Tools you can use:

- Sign up for informational e-blasts and newsletters.
- Contact SWAE to be connected to appropriate members and ambassadors.

REAP THE BENEFITS!

Membership Rates

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<tr>
<td>Medium</td>
<td>100-500</td>
<td>$500</td>
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<tr>
<td>Large</td>
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<td>$1,000</td>
</tr>
<tr>
<td>Very Large</td>
<td>1,000+</td>
<td>$1/per employee (maximum of $5,000)</td>
</tr>
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Individual Membership: N/A $75

HOW DO WE JOIN?

Simply complete and return the form below to join today. We’ll do the rest to get you started on the road to performance excellence!

SELECT THE MEMBERSHIP TYPE: 
- Small
- Medium
- Large
- Very Large
- Individual

Organization_________________________________________________________# of Employees

Contact Person____________________________________________CEO/Highest Official____________________________________________

Address____________________________________________________City/State/Zip ________________________________

Phone_________________________ext.______Fax________________________

Email________________________________________________________Company Web Site ___________

METHOD OF PAYMENT: 
- Check
- AMEX
- MasterCard
- Visa

(Make checks payable to Southwest Alliance for Excellence; there is a 5% service fee for credit card payments)

Card Number________________________________________Exp. Date__________Sec. Code__________
SPONSORSHIP LEVELS & BENEFITS

Copper Level  Bronze Level  Silver Level
Gold Level  Platinum Level  Diamond Level

Click here for Sponsorship Benefits

The Southwest Alliance for Excellence (SWAE), a 501(c)(3) non-profit organization*, has many opportunities for organizations to be recognized and participate – through our events, programs and activities we involve thousands of people each year. Each email we send out gets distributed to over 2000 people. Our membership is active in our offerings, as are many other interested parties.

The opportunities are there—and SWAE wants to provide you with those that you desire, in addition to allowing you to be able to plan your marketing and participation efforts from the outset.

* SWAE is a non-profit corporation under IRS code 501(c)(3). Sponsorships may be a business expense; check with your financial advisor for info.
Thank You to AZ Tech Council

Southwest Alliance for Excellence (SWAE) would like to publicly recognize and thank the Arizona Technology Council for giving us a "home" for the last 4+ years. We especially want to thank Steve Zylstra, President & CEO, for donating office space and infrastructure to SWAE. We greatly appreciate the Arizona Technology Council's generosity and the wonderful dynamic we have with their staff.

About the Arizona Technology Council

The Arizona Technology Council is Arizona's premier trade association for science and technology companies. Recognized as having a diverse professional business community, Council members work towards furthering the advancement of technology in Arizona through leadership, education, legislation and social action. The Arizona Technology Council offers numerous events, educational forums and business conferences that bring together leaders, managers, employees and visionaries to make an impact on the technology industry. These interactions contribute to the Council's culture of growing member businesses and transforming technology in Arizona.

To learn more about the Arizona Technology Council, please visit www.aztechcouncil.org.
Register today for the 29th Annual Quest for Excellence® Conference April 2-5, 2017 in Baltimore, MD and learn best practices from current and former Baldrige Award recipients!

Quest is the premier learning and networking event for quality leaders in business, health care, education, and nonprofit organizations who are striving to achieve industry-leading performance. Join us in Baltimore and take advantage of engaging conference sessions and activities including:

- The Baldrige Award Ceremony, which will honor the 2016 Award recipients on Sunday evening, April 2
- An opening plenary session featuring the senior leaders of the 2016 recipients as they share role-model leadership practices
- 50 sessions featuring current and former Baldrige Award recipients from all sectors sharing their proven performance management practices and real-world insights in strategy, customers, workforce, and many more areas important to business success
- A keynote presentation on Creating an Innovation Advantage by Polly LaBarre, Co-author, Mavericks at Work; Founding Member, Fast Company; and Director, Management Lab & Co-founder, MIX (Management Innovation eXchange) on Wednesday, April 5
- Remarks by Mary Bixby, Founder, President and CEO, The Charter School of San Diego and recipient of the 2017 Harry S. Hertz Leadership Award, on Tuesday, April 4
- A Baldrige Cybersecurity Self-Assessment Tool Workshop, which will be held on Sunday, April 2. This session is designed for those in an organization who are concerned with and responsible for mission-driven, cybersecurity-related policy and operations.
- Pre-conference workshops on the afternoon of Sunday, April 2 for beginner and intermediate users of the Baldrige Framework
- Opportunities to network with and learn from Baldrige recipients, applicants, examiners, Alliance for Performance Excellence program representatives, as well as Baldrige experts and users in all industries
- Opportunities to meet the Quest sponsors

Register by March 6 for the $150 early bird discount and book your stay today at the Marriott Baltimore Waterfront at the special attendee rate.

For more information about the Quest for Excellence Conference, visit the conference webpage. For questions, contact the Baldrige Performance Excellence Program at (301) 975-2036 or baldridge@nist.gov.
Baldrige Training Programs Honored Among Best Continuing Education in Human Resources, Leadership, and Organizational Development

For several years in a row, the Baldrige Performance Excellence Program has been recognized for its leadership development programs, and 2017 is no different. The program and its training offerings—Baldrige examiner training and the Baldrige Executive Fellows Program—have been honored with LEAD awards for being among the very best U.S. and global continuing education programs in their eligibility categories. The LEAD Awards, highlighted in *Leadership Excellence Essentials* magazine and presented by HR.com, recognize and honor corporations, educational institutions, and individuals that excel in offering top leadership initiatives and programs on a local to global scale. Baldrige is the only state or Federal government program to be recognized within its LEAD award categories.

Continue reading...

What’s Happening with Communities of Excellence 2026?

*Posted by Christine Schaefer*

You may recall reading here before about Communities of Excellence 2026 (COE 2026). Two years ago, we shared the big aims of this small nonprofit organization. The COE 2026 story began when two former executives of Baldrige Award-winning organizations were discussing challenges faced by U.S. Communities today.

Continue reading...

The Ups and Downs in an Evolution of Excellence

*Posted by Dawn Marie Bailey*

According to Merriam-Webster’s dictionary, an evolution is a process of continuous change from a lower, simpler or worse to a higher, more complex, or better state. Here’s a story of an organizational evolution that includes a recession, natural disasters, and growth—and the excellence that came out of it. Continue Reading...
The Emergent Organization, Strategy, and Innovation

Posted By Harry Hertz, The Baldrige Cheermudgeon

According to Beth Comstock, we are in an emergent era, characterized by a constant state of evolution, in which complexity can arise from simplicity and order emerge from chaos. As Vice Chair of General Electric, she has been pondering the impact of the emergent era on organizations and how to best operate in this environment. This has led her to define the emergent organization as an adaptive organization where solutions to problems and opportunities will spontaneously emerge, before needs demand or exist. Her challenge is to structure GE as an emergent organization. With this in mind, she has suggested six principles for leading in the emergent era:

1. Organize around information flows; ditch hierarchy and bureaucracy—this involves access to real-time data and open communication throughout the organization.
2. Empower individuals—Encourage collaboration and localized decision-making.
3. Replace long lists of rules with a good m.o.—M.O. is not only modus operandi, but more importantly mission objective and mindset orientation. This combined m.o. is intended to encourage creativity and speedy execution.
4. Get used to living in the “in between”—We have to abandon the concepts of total safety (risk aversion) and comprehensive knowledge, and embrace uncertainty.
5. Open up new feedback loops—Feedback needs to be open and honest. Failure, after honest effort, is seen as a mode of learning and should be communicated. It could lead to the next great idea.
6. Tap into the Power of Minds and Machines—Capitalizing on machine simulators and artificial intelligence to spark human creativity can multiply the independent strengths of each and lead to innovation.

I see the Baldrige Framework and its Criteria for Performance Excellence as always emergent. They live in the “in between”. They bridge current organizational systems and leadership with always striving for the next leading edge of leadership and performance practice. Hence the regular revision/evolution of the Framework.

Furthermore, many of the questions in the Criteria help organizations adapt to the emergent era and help them to become emergent organizations. Some examples of these touch points are:

1. How do senior leaders set vision, values, encourage two-way communication, and create a focus on action?
2. How do senior leaders cultivate innovation and intelligent risk taking?
3. How does your strategic planning process address the potential need for organizational agility, including operational flexibility?
4. How does your strategic planning stimulate and incorporate innovation?
5. How does your strategic planning address key elements of risk, including finding potential blind spots?
6. How do you decide which intelligent risks to pursue?
7. How do you build and manage organizational knowledge, share it, and use it as a platform for innovation?

What is your organization doing to prepare for the emergent era? Let me know!
Upcoming Workshops & Events

2017 SWAE Performance Excellence Program—Examiner Training

Training Dates & Locations:

* June 5, 6 & 7 in Phoenix, AZ or
* June 26, 27 & 28 in Las Vegas, NV

Time: 8:00 am — 5:00 pm (each day)

Instructor: Experienced Examiners and SWAE Staff

Examiner Application Packet

* examiners are required to attend one of the three day sessions

A Quick Way to Increase Employee Engagement

While doing research for our latest book, *Leading the Malcolm Baldrige Way: How World-Class Leaders Align Their Organizations to Deliver Exceptional Results*, we stumbled across an interesting study. [http://www.pwc.com/us/en/hr-management/publications/employee-engagement-landscape-2015.html](http://www.pwc.com/us/en/hr-management/publications/employee-engagement-landscape-2015.html) It found that companies that survey their employees on a regular basis (at least every other year) report about 50 percent of their employees fall into the “Champion” category. Employees in this category are energized and motivated to perform for their company and have a strong sense of loyalty. This compares to only 29 percent of employees among those companies that don’t regularly survey their employees or survey them at all.

Many of the senior leaders of Baldrige Award or Baldrige-based Award winning organizations we interviewed also pointed out the obvious – it isn’t sufficient to simply ask the questions in a survey. Leaders need to analyze the data from the surveys, share the results with the workforce, and solicit their input for identifying and prioritizing what to address.
How to Identify the Most Important Performance Improvement OFIs From Your Feedback Report

Like many business organizations, your organization has embarked on a performance improvement journey. Your organization desires to improve and enhance its operations to be more successful in your industry therefore, you have adopted the Malcolm Baldrige National Quality Award Framework and its associated Criteria for Performance Excellence (“Criteria”) as a guide.

In order to obtain feedback on how your organization could improve, your organization submitted an application to a national, international, or regional/state quality award program. After a thorough assessment of your application by trained examiners, your organization received a Feedback Report detailing your strengths and opportunities for improvement (OFIs) relative to the Criteria for Performance Excellence.

As with most Feedback Reports, your organization’s Feedback Report contains about 50-65 OFIs! Unless you are different from most organizations, you do not have the capacity to resolve all these OFIs. In addition, not all the OFIs are equally important. Some are extremely important to remedy and some are less so. How do you decide which OFIs will have the biggest impact on improving your organization? How do you decide which OFIs are the most important to resolve?

The following four Step OFI Prioritization System makes it easy to identify, evaluate, and prioritize the most important OFIs to remedy. Fixing these specific OFIs will help your organization achieve a higher level of performance.

Step 1. Identify and Review Your Core Business Processes and Strategic Direction

Step 2. List All OFIs and Segment Into Two Categories

Step 3. Prioritize “Real” and Application-Writing OFIs

Step 4. Develop, Implement, and Monitor Action Plans to Remedy the Prioritized OFIs

About the Author: John Van Gorkom is the Managing Director of VG Strategies LLC Management Consulting firm. John specializes in assisting organizations improve their profitability and processes, and in developing effective strategic plans through the implementation of the Baldrige Criteria for Performance Excellence.
SWAE Quarterly Newsletter
Advertising Opportunities & Reservation Form

Promote Your Business

Looking for a way to expand your reach to other business professionals for a low cost? Consider purchasing ad space in the Southwest Excellence Quarterly—the Southwest Alliance for Excellence quarterly e-newsletter! Advertising opportunities start at $75.

Name: ___________________________________________ Title: ___________________________________________

Company: _________________________________________

Address: _________________________________________ City: __________________ State: _____ Zip: _______

Telephone#: ________________________________ Fax#: ________________________________

E-Mail address: ______________________________________

Advertising Rates

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Method of Payment:  

☐ Check—Please make payable to “SWAE” and send with this form to: Southwest Alliance for Excellence, 3961 E. Chandler Blvd, #111-334 Phoenix, AZ 85048

☐ Credit Card (A 5% service fee will be charged for credit cards)

Credit Card Type:  ☐ Visa  ☐ Master Card  ☐ Amex

Credit Card Number: ________________________________ Exp. Date: _____ Sec. Code: _____ Zip Code: _______

Name on Card: ________________________________ Signature: ________________________________

For Payment by Credit Card: You can email this form to kshepard@swae.org or call (480) 874-5815.

For more information, visit www.swae.org or call 480-874-5815.
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<td>Applicants</td>
<td>SWAE Office</td>
<td>Completed Intent to Apply forms due</td>
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<tr>
<td>May 12</td>
<td>Potential Examiners</td>
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<td>May 22</td>
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<td>All Examiners*</td>
<td>City of Henderson, Henderson, NV</td>
<td>Examiner Training- Intro, Stage 1, 2 &amp; 3</td>
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<td>SWAE Office</td>
<td>Completed Awards Applications due</td>
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<td>SWAE</td>
<td>Webinar</td>
<td>Selection of Examination Teams, Leads, &amp; Mentors</td>
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<td>Webinar</td>
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<td>Aug 2</td>
<td>Applicants</td>
<td>TBD</td>
<td>Workshop – “How to Prepare for a Site Visit” (1:00pm-3:30pm) - Sandy</td>
</tr>
<tr>
<td>Aug 3</td>
<td>Examiners</td>
<td>Webinar</td>
<td>SBN JIT Training Consensus</td>
</tr>
<tr>
<td>Aug 7 – Sept 10</td>
<td>Examiners &amp; Mentors</td>
<td>Webinar</td>
<td>Examiners Stage 2 – Team Meeting (1-2 days) &amp; Consensus report completed</td>
</tr>
<tr>
<td>Aug 31</td>
<td>Examiners</td>
<td>Webinar</td>
<td>SBN JIT Training Site Visit</td>
</tr>
<tr>
<td>Sep 11</td>
<td>Lead Examiners</td>
<td>SWAE</td>
<td>Consensus scorebooks &amp; scoring sheets with mentor review due</td>
</tr>
<tr>
<td>Sep 10-15 or 22</td>
<td>Examiners &amp; Mentors</td>
<td>SWAE</td>
<td>Site Visit Preparation</td>
</tr>
<tr>
<td>Sep 18-22 &amp; Sep 25-29</td>
<td>Examiners/Mentors/ Applicant</td>
<td>Webinar</td>
<td>Stage 3 - Site Visits completed (Site Visit time based on applicant type)</td>
</tr>
<tr>
<td>Oct 13</td>
<td>Examiners</td>
<td>SWAE</td>
<td>Draft Feedback Reports with mentor review due</td>
</tr>
<tr>
<td>Oct 20</td>
<td>Judges</td>
<td>TBD</td>
<td>Panel of Judges Training</td>
</tr>
<tr>
<td>Nov 6</td>
<td>Judges</td>
<td>TBD</td>
<td>Stage 4 - Panel of Judges Meeting</td>
</tr>
<tr>
<td>Nov 7 – 20</td>
<td>Judges &amp; Lead Examiners</td>
<td>TBD</td>
<td>Finalize feedback report</td>
</tr>
<tr>
<td>Nov 13-20</td>
<td>SWAE</td>
<td>TBD</td>
<td>Stage 5 - Final Due Diligence conducted</td>
</tr>
<tr>
<td>Nov 20</td>
<td>Lead Examiners</td>
<td>SWAE</td>
<td>Final Feedback Reports due</td>
</tr>
<tr>
<td>Nov 27 – Dec 1</td>
<td>SWAE</td>
<td>TBD</td>
<td>Applicants notification of selection/non-selection</td>
</tr>
<tr>
<td>Dec 4</td>
<td>SWAE</td>
<td>TBD</td>
<td>News Release distributed reporting Recipients</td>
</tr>
<tr>
<td>Nov 20 – Dec 10</td>
<td>SWAE</td>
<td>TBD</td>
<td>Editing of feedback reports</td>
</tr>
<tr>
<td>Mid Dec TBD</td>
<td>SWAE</td>
<td>TBD</td>
<td>Feedback Reports provided to all applicants</td>
</tr>
<tr>
<td>Jan/Feb. 2018</td>
<td>SWAE</td>
<td>TBD</td>
<td>Recognition Banquet for Recipients and Volunteers</td>
</tr>
</tbody>
</table>
Southwest Alliance for Excellence—formerly Arizona Quality Alliance—is a non-profit corporation that advances improvement and excellence in organizations, communities and individuals. To achieve our mission we will:

1. Administer the Performance Excellence Awards Program based on the Malcolm Baldrige Criteria; and annually recognize, showcase & highlight outstanding achievement in performance excellence.

2. Train individuals to become experts at assessing and evaluating, entire organizations or individual processes using the Criteria for Performance Excellence.

3. Facilitate programs so organizations can find and implement proven best practices to achieve a competitive advantage.

4. Provide organizations with a comprehensive, cost-effective performance analysis with extensive feedback based on the Malcolm Baldrige criteria.

5. Create and deliver relevant workshops, benchmarking tours and seminars that will develop the skills and knowledge of performance excellence professionals.

6. Provide a dynamic environment for professional networking and knowledge sharing.