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Upcoming Events

- July 8 – Board of Overseers Meeting
- July 10 – Examiners software training (Organization Level Examiners)
- July 12 – All Process and Organization Level applications due to SWAE office**
- July 16 – Examiner training (Process Level Examiners)
- July 16 – Lead Examiner training
- July 24 – Board of Directors Meeting
- August 5 – Board of Overseers Meeting
- August 6 – Site Visit workshop—“What to Expect from Your Site Visit”**
- August 13-15 – Examiner Stage 2-3 Training
- September 25 – Board of Directors Meeting
- October 31 – Benchmarking Tour of Scottsdale Healthcare**



Jean Hammelev

"I strongly encourage leaders of Arizona organizations to participate in AQA. I'm confident that it will strengthen their organization's awareness of quality performance, enhance their competitive market position, and bring new insights on how other companies outside their industry are raising the bar on quality."

**— David A. Dexter,
President & CEO,
Sonora Quest
Laboratories**

Letter from the Chair of the Southwest Alliance for Excellence Board of Directors

Thank you all for your continued support of the Southwest Alliance for Excellence (SWAE) formerly known as the Arizona Quality Alliance (AQA). As the first half of 2013 comes to a close, I wanted to share some of the exciting things that are happening – other than our official name change.

If your organization has submitted an Intent to Apply form for the 2013 Performance Excellence Program, please remember that completed applications are due by July 12, 2013. Our new and returning examiners are participating in training and our applicants are busy putting the final touches on their award applications. The awards process is a great learning experience for participants and the organizations they represent. Good Luck to all of our 2013 applicants!

At our last SWAE Board of Directors meeting, we thanked and recognized the service of one of our board members who has greatly contributed to our success. Sandi Terry, who has served on our board of directors since 2004, is retiring. She has held the position of Senior Manager, Financial Operations, Blue Cross Blue Shield of Arizona for a number of years and will be retiring after 25 years of service. We will truly miss her and we wish her the best of luck on her new journey!

Lastly, thank you for your continued support of the SWAE and your commitment to quality improvement! Enjoy your summer!

Jean Hammelev BS CT(ASCP) MBA/HCM
Executive Director Program Office & Quality
Sonora Quest Laboratories
Laboratory Sciences of Arizona
Jean.hammelev@bannerhealth.com

Drumroll Please...

In our Spring Issue, we were pleased to announce to you our new name:

Southwest Alliance for Excellence (SWAE)

Now after much deliberation and consultation with branding experts about how we would visually represent ourselves moving forward, we are ready to reveal our new board-approved logo:



We hope you are as excited as we are about this new visual identity for our organization. With the gold star representing the standard of excellence we strive for through continuous improvement, we will continue our mission *to empower organizations to pursue performance excellence, improve outcomes and contribute to the economic strength of their community and state.*

A brief history of AQA:

The Arizona Quality Alliance began as the Arizona Council for Excellence (ACE) in 1988, when it was run entirely by volunteers. The initial goal was to attract senior-level executives from around Arizona to join the Council for the purpose of learning about and sharing experiences in implementing Total Quality Management across Arizona's public and private sector organizations.

ACE incorporated in 1990, became Arizona Quality Alliance (AQA) in 1992, and achieved 501(c)(3) nonprofit status in 1993. AQA was also involved with the Governor's Advisory Council on Quality (GACQ) in 1994 until its dissolution in 2001, as well as being a co-sponsor of the Governor's Conference on Quality from 1991-97. As of 2012, AQA – now **Southwest Alliance for Excellence** – is working toward a new relationship with the State of Arizona through the Government Transformation Office (GTO) – an entity initiated in 2012 by Governor Jan Brewer that enables government agencies to develop and sustain a culture of continuous improvement.

We expanded our territory to include providing services to organizations in Nevada in 2011 and Utah in 2012.

What hasn't changed is our dedication to advancing organizational excellence in the states we serve. We still offer our respected Baldrige-based programs and trainings at extremely reduced rates. And, our volunteer workforce is still highly committed. We are excited for this opportunity to grow and serve more organizations throughout the southwest.

1990

**THE Arizona Council
For Excellence**

1992



**ARIZONA
QUALITY
ALLIANCE**

2002



Site Visit Workshop

Mark Your Calendars for our August Site Visit Workshop

"What to Expect from Your Site Visit"

Date: Tuesday, August 6, 2013

Time: 1:00-3:30 PM

Location: Sonora Quest Laboratories
1275 W. Washington Street
Tempe, AZ 85281

Cost to attend: \$25 AQA members/\$40 Non-members

RSVP: For more information or to register, contact us at 480.874.5815 or aga@arizona-excellence.com.

Brief Overview:

This workshop will focus on how a Performance Excellence Award applicant can successfully prepare for a Process Level or Organization Level Award site visit from an examination team. We will focus on the preparation required by the applicant and tips to ensure a successful visit.

Learn more about the site visit process and what to expect when the examination team presents at an applicant's location. In addition, a panel of past recipients and examiners will share key learnings from their individual perspectives.



Q

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As a proud Gold Sponsor of the Southwest Alliance for Excellence, Sonora Quest Laboratories and Laboratory Sciences of Arizona provide comprehensive laboratory testing services; patient convenience; electronic connectivity solutions; and award-winning quality.



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Member Recognition

VA ANNOUNCES RECIPIENTS OF SECRETARY'S 2012 CAREY AWARDS

The Department of Veterans Affairs recently announced the winners of the Secretary's 2012 Robert W. Carey Performance Excellence Awards. This is the 21st year for the Secretary's Carey awards.

The Secretary's Carey awards, the Department's highest awards for organizational performance excellence, were established to support and facilitate the adoption of exemplary approaches to systems management that achieve outstanding results for America's Veterans and their beneficiaries. The Carey awards criteria are similar to those used for the nationally and internationally recognized Malcolm Baldrige Performance Excellence awards, sponsored by the Department of Commerce. Performance levels are determined by a team of trained examiners, and validated by a board of independent Judges, who are external to the Department.

There are three levels of recognition: Trophy, Performance Excellence and Circle of Excellence—with Trophy being the highest level of recognition. We are pleased to announce that one of our member organizations received the Trophy level award. **Congratulations to Southern Arizona VA Health Care System of Tucson, Arizona.**

[Click here](#) to see all the recipients or for more information on Carey Awards.

2013 MOST ADMIRABLE LEADERS

Congratulations to the following individuals from our member organizations who have been recognized as 2013's Most Admired Leaders by the *Phoenix Business Journal*:

2013 Most Admired Leaders:

Shelly Esque, Intel Corp.

Laura Grafman, Scottsdale Healthcare Foundation

The Phoenix Business Journal and its sponsors honored and celebrated these Valley leaders at an event on Thursday, May 23, 2013. [Click here](#) to see all the honorees.



BUSINESS JOURNAL CIO AWARD WINNERS

The *Phoenix Business Journal* recently celebrated Valley CIOs and leaders in innovation and technology through their CIO Awards. The honorees were recognized on Thursday, June 13, 2013.

Join us in congratulating the following Southwest Alliance for Excellence members who were award recipients!

Steve Phillips, Avnet

Todd Weathersby, Honeywell Aerospace

[Click here](#) to see all the honorees.





Baldrige Updates

2013 Baldrige Regional Conferences

Attend the [2013 Baldrige Regional Conferences](#) in Chicago and Dallas for a one-day showcase of Baldrige best-practices!



The conferences will be held:

**September 12
Chicago, IL**

Wyndham Lisle-Chicago Hotel & Executive Meeting Center

**September 25
Dallas, TX**

Crowne Plaza Dallas Galleria-Addison

Come learn, network and engage in a day dedicated to improving your organization's performance. The exciting [conference programs](#) include an in-depth plenary session featuring senior executives from the [2012 Baldrige Award recipients](#), 15 interactive management sessions to choose from, and a closing session featuring the leader of a Baldrige Award recipient.

Learn how these role-model organizations achieve high performance and outstanding results in areas such as leadership, strategic planning, customer and workforce focus, operations, innovation, and much more!

An optional [Pre-Conference Workshop](#) for Baldrige beginners facilitated by a Baldrige recipient is available the day before each conference.

[Register now!](#) To learn more, visit the [Regional Conferences Webpages](#).

The conferences are co-sponsored by [Illinois Performance Excellence](#), the [Quality Texas Foundation](#), and the [Alliance for Performance Excellence](#).

Additional [sponsorship opportunities](#) are available!

For questions about the conferences, contact the Baldrige Program at 301-975-2036 or baldrige@nist.gov.

New Appointments to Board of Overseers

Former Acting Commerce Secretary Rebecca Blank recently appointed Robert Hagans, Warren Harris, Terry Holliday, and Liza Nickerson Seltzer to three-year terms on the Board of Overseers of the Baldrige Performance Excellence Program. Rulon Stacey was appointed chair of the board.

The Board of Overseers, which consists of distinguished leaders from all sectors of the U.S. economy, is appointed by the secretary of commerce to advise the Department of Commerce on the Baldrige Program.

- Robert Hagans is executive vice president and chief financial officer of AARP in Washington, DC.
- Warren Harris is president of Tata Technologies in Novi, Michigan.
- Terry Holliday is commissioner of education for the Commonwealth of Kentucky in Lexington, Kentucky, and the former superintendent of Iredell-Statesville Schools, a 2008 Baldrige Award recipient.
- Liza Nickerson Seltzer is executive vice president of performance excellence at Applied Clinical Intelligence, LLC, in Bala Cynwyd, Pennsylvania.

Rulon Stacey, who has served on the Board of Overseers since 2012, will serve as the new chairperson. He is president of University of Colorado Health and the former president of Fort Collins, Colorado-based Poudre Valley Health System, a 2008 Baldrige Award recipient that is now part of the University of Colorado Health system.

The Board of Overseers is an advisory board authorized in Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987. The Board reviews the work of the private sector contractor(s), which assists the director of the National Institute of Standards and Technology (NIST) in managing the Malcolm Baldrige National Quality Award, and makes recommendations for the improvement of the award process as it deems necessary.

[Read More](#)

Baldrige Updates

Take It to the Next Level!

Posted by Jacqueline Calhoun on [Blogrige](#)



Jacqueline Calhoun

Jacqueline Calhoun is on the Baldrige Marketing and Partnering Team. Since joining the Program in 1993 she has also served on the Publications Management Team and Examiner Training and Workforce Development Team.

Prior to Baldrige, she worked as a physical scientist in the NIST Physics Laboratory, Center for Radiation Research.

As the season of commencements come to an end, many commencement speeches have been given across the nation at every academic level. These speeches thank and honor students for their many achievements and inspire and encourage them to use what they have learned to take it to the next level. For college graduates, they may hear that this is only the beginning of a life-long journey as responsible and productive citizens of our great nation.

Sometime after these momentous occasions, some students will trade one school for another—elementary school to middle school, middle school to high school, high school to college, and college at the undergraduate level to graduate school. Others will make their way into the workforce. Of course, many students are already in the workforce, and they aspire to enhance their current knowledge and skills. No matter what academic level, students who are a part of this graduation season should be commended. It is all about progressing and improving in your personal journey toward excellence.

Just like the graduates, organizations that apply the Baldrige Criteria to the way they run their businesses are taking their organizational performance to the next level, resulting in better financial results; satisfied, loyal customers; improved products and services; and an engaged workforce. In addition, applying the Baldrige Criteria has helped organizations align their improvement efforts and resources, achieving better coordination and consistency among plans, processes, information, resource decisions, actions, results, analysis, and learning.

Good examples of this are demonstrated by our Baldrige Award recipients, who openly share their improvement strategies and best practices that have allowed them to make continuous progression to organizations that are role models for excellence. Recently, the four 2012 Award recipient organizations were recognized during the 25th Quest for Excellence Conference... much like the outstanding classes of graduating students.

Does your organization want to take things up a notch? Now is the time to learn—with the help of the Baldrige Criteria, Baldrige examiners, Baldrige Award recipients, and Baldrige-based state, local, and regional programs—what it takes to create a sustainable business model and enable your organization to be more successful than you ever imagined. Who knows? Maybe we will soon be celebrating the success of your organization.

[Access the complete blog post online.](#)

Baldrige Updates

A Baldrige Message of Hope and Celebration

Baldrige Foundation Former Chair Message: Reflection on the History, Present, and Future of Baldrige by Debbie Collard



Debbie Collard

Debbie Collard is immediate past chair of the Malcolm Baldrige National Quality Award Foundation, who served as chair from 2011 to 2012. She is currently Director, Quality, Safety, Continuous Improvement for Commercial Airplanes at the Boeing Company.

As I join you this year in celebrating 25 years of the prestigious Baldrige Program, the only performance excellence® program with a Presidential Award, I pause to reflect on where Baldrige has been, where it is today, and what the future holds for the only public-private partnership that informs, inspires, and motivates organizations to improve.

I can personally go back to the beginning of the Baldrige story because I became involved in 1991, only a few years after the legislation was passed to create the award in 1987 and the first awards were given out in 1988. We all know the story. Poor quality was taking its toll and costing American industry the equivalent of 20 percent of sales revenues nationally. To get out of this crisis, we had to find a way to regain our competitive advantage. America did it by embracing performance excellence. Baldrige led the way and continues to do so.

My experience in Baldrige since those early days is similar to the thousands of great people who have made Baldrige part of their work and volunteer life. I have served in multiple Baldrige-related roles including leading improvement activities at several organizations and participating in the national and many state award programs, and I have had the good fortune to lead performance excellence journeys at two national recipient organizations: one in manufacturing and one in the service sector. The opportunities to use Baldrige and serve as a volunteer seem limitless.

After serving on the Malcolm Baldrige National Quality Award Foundation board support staff, as a Foundation board member, as chair, and now as "immediate past chair," I realize I have been witness to many wonderful Baldrige moments. Some of those moments occurred at the many Quest for Excellence® conferences that I attended and where I listened to recipients sharing their amazing stories. Other moments were at multiple award ceremonies where I stood and cheered with overwhelming pride at the achievements of the winners and when I got to meet our nation's leaders. Yes, I have met and talked to Presidents, Vice Presidents, and Secretaries of Commerce.

I reflect on what I have witnessed over these 25 years. Five different Presidents and their administrations have served as stewards of the Baldrige Program. Ninety-three award recipient organizations have been publicly acknowledged as performance excellence role models and shared their best practices so that other organizations could learn and improve....[Continue Reading](#)



The logo for Baldrige Coach, featuring the words "BALDRIGE" and "COACH" in a serif font, with a registered trademark symbol. The logo is set against a white background within a dark blue rectangular frame.The logo for "BALDRIGE IN BRIEF" with the tagline "Accelerating Excellence™". The text is in a bold, sans-serif font, with the tagline in a smaller, italicized font below it. The background is a light blue gradient.

What May Be the Single Biggest Blocker to Moving Forward on Your Performance Excellence Journey

As Master Examiners, we've recently reviewed a total of seven Gold (the highest level award) applications for the AHCA/NCAL Quality Program, based on the Baldrige Criteria for Performance Excellence. We also had the opportunity to sit in on several of the presentations made to the Panel of Judges for eight applications that were being brought forward from consensus for consideration for site visits. Both from our independent reviews as well as from the presentations to the Judges, we identified a common theme that clearly differentiates good organizations from those that could be potential role models. This theme is whether the organization regularly applies cycles of evaluation and improvement to the important systems in the six Process Categories: Leadership; Strategic Planning; Customer Focus; Measurement, Analysis, and Knowledge Management; Workforce Focus; and Operations Focus.

In a wonderful portrayal of the importance of organizational learning from the Baldrige Criteria, you can see in the illustration above the progression from merely firefighting to strategic improvement and even innovation. What we find is that many organizations become complacent once they have put systematic processes in place or when they already have well-established processes. They fail to go back and regularly review these processes against potentially new requirements, emerging customer expectations, or changes in their operating environment including innovations in technology or new competitors. As a result, they miss opportunities to delight customers, further engage their workforce, and achieve even higher levels of performance.

This concept is slightly different from continuous improvement, which is often related to an ever-vigilant mindfulness about making one's job better. This type of organizational learning is at a more strategic level that goes beyond the scope of an individual's work and typically cuts across departments or functions. Does your organization have a systematic process for managing your important processes? Here are some tips:

- Identify (or assign) a senior level Process Owner for each of the important processes within the six systems identified above.
- Determine if these processes have been formally documented. If not, document them and store them in an identified place where the people involved in the process can find and retrieve the documentation. (This might be in a Policies and Procedures Manual or on an Intranet portal.)
- Evaluate the measures (in-process and outcome) associated with these systems. Do the measures tell you whether the system is meeting customer requirements -- effectiveness? (How do you know?) Are there opportunities to improve quality and reduce variation and cost -- efficiencies? (How do you know?)
- Establish a regular schedule of evaluation and improvement of each important process. One suggestion is to divide all of the processes into quarterly reviews where each Process Owner reports to the other Senior Leaders on the "health" of their process(es).

Keep a record or log of the improvements you make to these processes. If you submit an application, they will be useful input for documenting your maturity in the Learning scoring dimension!

Attention to the regular evaluation and improvement of processes isn't just about earning a higher score for a Baldrige or Baldrige-based application. It's about accelerating excellence in your organization!

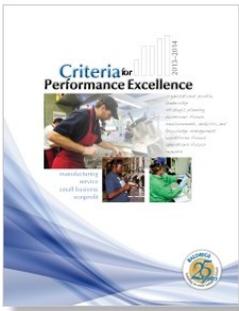


Baldridge & Alliance for Performance Excellence Updates



Learn. Share. Connect.

2013–2014 Baldridge Criteria for Performance Excellence Now Available



For 25 years, the Baldridge Criteria have empowered organizations—no matter their size, sector, or industry—to reach their goals, improve results, and become more competitive.

The 2013–2014 Criteria build on this tradition and feature a renewed focus on:

- innovation management, intelligent risk, and strategic priorities;
- social media;
- operational effectiveness; and
- work systems and core competencies.

The Criteria are a set of questions about critical aspects of managing and performing as an organization. These questions work together as a unique, integrated performance management framework.

[Purchase your copy today.](#)

There are three versions of the Criteria:

- [Criteria for Performance Excellence](#) (known as the Business/Nonprofit Criteria; for manufacturing, service, small business, nonprofit, and government organizations)
- [Education Criteria for Performance Excellence](#)
- [Health Care Criteria for Performance Excellence](#)

The Alliance for Performance Excellence LinkedIn group welcomes discussions. Post your Criteria and other questions here: (http://www.linkedin.com/groups?gid=4790894&trk=myg_ugrp_ovr)

The Baldridge Resource Library (BRL)

The BRL is a service of the Alliance for Performance Excellence - a group of state and local organizations dedicated to advancing organizational excellence through Baldridge-based programs.



What is the Baldridge Resource Library?

The BRL is a collection of multi-media resources about organizational improvement and performance excellence. Articles, videos, slides and other materials are available for reading and downloading.

PURPOSE

(1) To answer the question for those newly introduced to the Baldridge Criteria – “Where do I find out more?”

(2) To serve as a repository of articles, podcasts, and videos about organizational improvement, quality methods, and leadership approaches that help change organizations.

IT’S FREE! Use it to broaden your knowledge and improve yourself and your organization.

Use it! ... Share it with others! ... Put it on your website and in newsletters! <http://www.baldrigepe.org/brl/>

The 2013 Baldridge Regional Conferences will be held in Chicago on September 12, 2013 and Dallas on September 25, 2013.

Sustained Performance Excellence

by Chuck Harrington on [JERA Sustainable Development Blog](#)

Sustainability -- *thriving in perpetuity* [1] -- finds its foundation in performance excellence. Performance excellence, in turn, finds its foundation in systematic management. Recent posts to this blog [2] proposed the Baldrige Criteria as a “table of contents” for a comprehensive management system. Such a system, diligently implemented and executed, provides an avenue to outstanding organizational performance.

The Baldrige Criteria are used to select winners for the national Baldrige Awards. Baldrige Award winners demonstrate that exceptional management systems produce exceptional results. (It is simply not possible to win a Baldrige Award absent outstanding results.) Since the Baldrige Award program began 25 years ago, there have been less than 100 winners -- it's that tough. This year, MESA Products, a small manufacturing and services firm, won for the second time!

MESA Products provides corrosion protection products and services to the underground pipelines industry. MESA began as a one man show in 1979. By 2006, when MESA won its first Baldrige Award, MESA had grown to become a \$27 million firm with 75 employees. By 2012, MESA had doubled in size -- to \$55 million and 139 employees. Pipeline corrosion protection is a mature, well established industry. MESA has plenty of capable competitors. And -- in case you have forgotten -- economic conditions over the past few years have made it a pretty tough time to double the size of your business. [3]



The following post from *Blogrige*, [4] the official Baldrige program blog, reports on an interview with MESA's CEO on MESA's experiences with the Baldrige Criteria:

CEO Tells How MESA Doubled Revenue since 2006 Baldrige Award

Posted by Christine Schaefer on March 27, 2013

MESA is a fast-growing small business that will soon receive its second Baldrige Award crystal. How did this provider of pipeline corrosion-control services and materials become a national role model for performance excellence?

MESA's CEO Terry May answered this question recently in a video interview that will be presented at the Baldrige Program's upcoming 25th Annual Quest for Excellence® Conference in Baltimore.

In the following excerpts, May first describes his company's strategic efforts to expand its service business, developing its workforce as a foundation for growth:

Through our strategic planning process, we recognized an opportunity to get into the pipeline integrity area, and in analyzing that we were trying to decide if that's really a direction we wanted to go because that move really was the first move in expanding our service offerings. . . . What [the expansion] required for us was a pretty significant investment in talent, in learning new skills, bringing on some additional people and developing a software tool.

In the interview, May also described his company's focus on customer and supplier relationships:

First of all, when we talk about great relationships it's not just our customers. We extend that relationship thing to our suppliers as well, and we believe that those relationships are what are going to make the difference between us and our competitors. . . . what creates a great relationship . . . starts off for us with quality and service . . . beyond that we want to be friends with our customers and our suppliers. We want to have personal connections. Those relationships provide opportunities to grow. They also provide opportunities to recover from issues. [Click here to read the full post.](#)

Partner Opportunities

Accelerated Quality Improvement Offers Online PMP Exam Prep Training - Register Today!

If you are looking to stand out from the crowd, obtaining PMP® certification can elevate your status and generate a salary that far exceeds non-credentialed Project Managers.

Many Project Managers recognize the importance of PMP® Certification, but struggle to find the time to attend classroom training. Meeting the need for more convenient, high quality training options, AQI offers an affordable online PMP Exam Prep Training Program that can easily fit into your busy schedule. The course is completely web-based, in a self-study format and available online 24/7. It also includes an "Ask the Expert" function to answer course questions.



Participants successfully completing this program earn 35 Professional Development Units and are well prepared for the PMP® certification exam. Or, if you already have your PMP® certification, AQI offers a variety of other online Project Management courses and simulations to earn between 3.5-25 PDU's.

For registration information and to view AQI's full library of online courses [click here](#). Courses on Leadership, Management and Innovation are also available.

SWAE members can take advantage of a special 10% discount using DISCOUNT CODE **AQA10 at the time of registration.**



Boeing is proud to be a recipient of two AQA Showcase in Excellence awards.




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SWAE Quarterly Newsletter Advertising Opportunities & Reservation Form

Promote Your Business!

Looking for a way to reach hundreds of business professionals with information about your business or organization? 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

Ads should be in a jpeg format

		Sizes	Prices
<input type="checkbox"/> Full Page	(color)	7 ½ X 9 ¾	\$550
<input type="checkbox"/> Half Page Horizontal	(color)	7 ½ X 4 ¾	\$300
<input type="checkbox"/> Quarter Page	(color)	3 ¼ X 4 ¾	\$150
<input type="checkbox"/> Business Card	(color)	3 ½ X 2	\$75

Method of Payment: Check—Please **make payable to “SWAE”** and **send with this form to:**
Southwest Alliance for Excellence, 4025 E. Chandler Blvd, #70-F10, Phoenix, AZ 85048

Credit Card (A 3% service fee will be charged for credit cards)

Credit Card Type: Visa Master Card Amex (A 3% service fee will be charged for credit cards)

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For Payment by Credit Card: You can **email this form to** kshepard@arizona-excellence.com, **fax it to** (602) 343-8330, or **call** (480) 874-5815 to pay over the phone.

For more information, visit www.arizona-excellence.com or call 480-874-5815.

FALL ISSUE RESERVATION DEADLINE: September 19, 2013

2013 Southwest Alliance for Excellence Calendar

Date	Who	Where	Task/Item
July 10 & 16	All Examiners, Mentors & Judges	Univ. of Phoenix, Phoenix, AZ	2-3 hours – In-person Software Training for Stage 2
July 12	Applicants	SWAE Office	Completed Awards Applications due
July 16	Lead Examiners		Lead Examiner Training—Site Visit responsibilities and initial applicant contact.
Aug 6	Applicants	Sonora Quest Laboratories	Workshop – “How to Prepare for a Site Visit” (1:00-3:30pm)
Aug 13-15 7:30 AM – 5 PM	Examiners / Mentors	Univ. of Phoenix, Phoenix, AZ	Examiner Stage 2 & 3 Training Session – 3 days / all days mandatory (Mentors half day in PM each day)
Sep 23 - 27 Sept 30 - Oct 4	Examiners/ Mentors & Applicants		Stage 3 - Site Visits completed (Site Visit time based on applicant type)
Oct 17	Judges	Univ. of Phoenix, Phoenix, AZ	Panel of Judges Training
Oct 31	SWAE	Scottsdale Healthcare, Scottsdale, AZ	Benchmarking Tour
Nov 6	Judges	Univ. of Phoenix, Phoenix, AZ	Stage 4 - Panel of Judges Meeting
Nov 25 - 29	SWAE		Applicants notification of selection/non-selection
Mid Dec	SWAE		Feedback Reports provided to all applicants
Feb. 4, 2014	SWAE	Scottsdale, AZ	Recognition Banquet for Recipients and Volunteers

Thank You to Our Sponsors

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.

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