



## Performance Excellence Program (PEP) Category 1 - Leadership

Leadership in the Baldrige Performance Excellence Program (PEP) is about how senior leaders' personal actions guide and sustain the organization. It is also about the organization's governance system and how the organization fulfills its legal, ethical, and societal responsibilities, and how it supports its key communities.

*Items in BLUE are current areas of focus in the department*

### Overarching Areas of Focus:

- How do senior leaders lead?
- How do senior leaders communicate and lead organizational performance?
- How are senior leaders accountable for budgets, actions, and succession plans?
- How do leaders support key communities and be responsible for actions that affect society?

### Senior Leadership

- How do senior leaders' personal actions guide and sustain the organization?
- How do leaders create an environment for student and customer engagement?
- How do leaders assure innovation and high performance in processes and with staff?
- How do leaders communication with staff and key customers?
- How do leaders set the organization's vision and values?
- How do leaders deploy the vision and values to the workforce, suppliers, customers, and stakeholders?
- How do leaders' actions reflect a commitment to those values?
- How do leaders' action demonstrate their commitment to legal and ethical behavior?
- How do leaders create a sustainable organization? For example, how do they create an environment for the achievement of its mission and improvement of organizational performance?
- How do leaders foster consistency and customer engagement?
- How do leaders create an environment for innovation, intelligent risk taking, and agility?
- How do leaders achieve strategic objectives?
- How do leaders participate in succession planning and the development of future organizational leaders?

### Communication and Organizational Performance

- How do leaders communication with and engage the workforce and customers?
- How do leaders encourage frank, two-way communication?
- How do leaders communicate key decisions?
- How do leaders take an active role in motivating the workforce, including participation in reward and recognition programs, to reinforce high performance and a focus on customers and student learning?
- How do leaders focus on action that will achieve the organization's objectives, improve its performance, enable innovation and intelligent risk taking, and attain its vision?
- How do leaders identify needed actions?
- How do leaders set expectations for organizational performance?
- How do leaders include a focus on creating and balancing value for students, customers, and stakeholders?



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### Governance and Leadership System

- How do leaders review and achieve the following aspects of its governance system?
  - Accountability for management's actions
  - Fiscal accountability
  - Succession planning
  - Protection of customer's interests
  - Independence and effectiveness of internal and external audits
- How are leaders evaluated?
- How do leaders develop and improve their effectiveness of leadership skills?

### Legal and Ethical Behavior

- What are the organization's compliance processes, measures, and goals for meeting and surpassing regulatory, legal, and accreditation requirements?
- What are the key processes, measures and goals for addressing risks associated with the educational programs, services, and operations?
- How do leaders promote and ensure ethical behavior in all interactions?
- What are your key processes and measures or indicators for enabling and monitoring ethical behavior in your governance structure?
- How do leaders ensure ethical behavior throughout the organization and in interactions with the workforce, students, customers, suppliers, and stakeholders?

### Societal Responsibilities and Support of Key Communities

- How do leaders consider societal well-being and benefit as part of the organization's strategy and daily operations?
- How do you contribute to the well-being of the environmental, social, and economic systems?
- How do you actively support and strengthen key communities?