



Performance Excellence Program (PEP) Category 7 – Results

Results in the Baldrige Performance Excellence Program (PEP) is about our performance and improvement in all key areas: student learning and process results; customer-focused results; workforce-focused results; leadership and governance results; and budgetary, financial, and market results. It is also focused on performance levels related to those of competitors and other organizations with similar education program and service offerings.

Items in BLUE are current areas of focus in the department

Overarching Areas of Focus:

- What are your student learning and process effectiveness results?
- What are your customer-focused performance results?
- What are your workforce-focused performance results?
- What are your leadership and governance results?
- What are your budgetary, financial, and market performance results?

Student Learning

- What are your current levels and trends in key measures or indicators of student learning outcomes and the performance of processes that are important to and directly serve your students and other customers?
- How do these results compare with the performance of your competitors and other organizations with similar offerings?
- What are your current levels and trends in key measures or indicators of the operational performance of your key work and support processes, including productivity, cycle time, and other appropriate measures of process effectiveness, efficiency, and innovation?
- What are your current levels and trends in key measures or indicators of the effectiveness of your organization's preparedness for disasters or emergencies?
- What are your results for key measures or indicators of the performance of your supply chain, including its contribution to enhancing your performance?

Customer-Focused Results

- What are your current levels and trends in key measures or indicators of student and other customer satisfaction and dissatisfaction?
- How do these results compare with those of your competitors and other organizations providing similar educational programs and services?
- What are your current levels and trends in key measures or indicators of student and other customer engagement, including those for building relationships with students and other customers?
- How do these results compare over the course of your students' and other customers' relationships with you, as appropriate?



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Workforce-Focused Results

- What are current levels and trends in key measures of work-force capability and capacity, including appropriate skills and staffing levels?
- What are your current levels and trends in key measures or indicators of your work-force climate, including those for workforce health, safety, and security and workforce services and benefits, as appropriate?
- What are your current levels and trends in key measures or indicators of work-force engagement and workforce satisfaction?
- What are your current levels and trends in key measures or indicators of work-force and leader development?

Leadership and Governance Results

- What are your results for key measures or indicators of senior leaders' communication and engagement with the workforce, students, and other customers to deploy your vision and values, encourage two-way communication, and create a focus on action?
- What are your key current findings and trends in key measures or indicators of governance and internal and external fiscal accountability, as appropriate?
- What are your results for key measures or indicators of meeting and surpassing regulatory, legal, and accreditation requirements?
- What are your results for key measures or indicators of ethical behavior and of stakeholder trust in your senior leaders and governance?
- What are your results for key measures or indicators of breaches of ethical behavior?
- What are your results for key measures or indicators of your fulfillment of your societal responsibilities and support of your key communities?
- What are your results for key measures or indicators of the achievement of your organizational strategy and action plans, including taking intelligent risks and building and strengthening core competencies?

Budgetary, Financial, and Market Results

- What are your current levels and trends in key measures or indicators of budgetary and financial performance, including aggregate measures of cost containment, financial viability, and budgetary performance, as appropriate?
- What are your current levels and trends in key measures or indicators of market performance, including market share or position, market and market share growth, and new markets entered, as appropriate?