Measurement, Analysis, and Knowledge Management in the Baldrige Performance Excellence Program (PEP) is about how we organize, select, gather, analyze, manage and improve data, information, and knowledge assets. It is about how we learn with a focus on reviewing findings related to improving performance.

Overarching Areas of Focus:

- Measurement, Analysis, and Improvement of Organizational Performance – how do we measure, analyze, and then improve organizational performance?
  - How do we measure, analyze, review, and improve organizational performance by using data and information at all levels and in all parts of our organization?
  - How do we use comparative and customer data to support decision making?
- Knowledge Management, Information, and Information Technology – how do you manage your organizational knowledge assets, information, and information technology?
  - How do we management and grow our knowledge assets and learn as an organization?
  - How do we ensure that quality and availability of the data, information, software, and hardware needed by our workforce, customers, and students?

Performance Management

- How do you select, collect, align, and integrate data and information to use in tracking daily operations and overall organizational performance, including progress on achieving strategic objectives and action plans?
- What are your key organizational performance measures, including key short-term and longer-term budgetary and financial measures?
- How frequently do you track these measures?
- How do you use these data and information to support organizational decision making, continuous improvement, and innovation?
- How do you select and ensure the effective use of key comparative data and information to support operational and strategic decision making and innovation?
- How do you select and ensure the effective use of voice-of-the-customer and market data and information (including aggregated data on complaints) to build a more student-focused culture and to support operational and strategic decision making and innovation?
- How do you use data and information gathered through social media, as appropriate?
- How do you ensure that your performance measurement system can respond to rapid or unexpected organizational or external changes?
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Performance Analysis and Review

- How do you review organizational performance and capabilities?
- How do you use your key organizational performance measures in these reviews?
- What analyses do you perform to support these reviews and ensure that conclusions are valid?
- How do your organization and its senior leaders use these reviews to assess organizational success, competitive performance, financial health, and progress on achieving your strategic objectives and action plans?

- How do your organization and its senior leaders use these reviews to assess your ability to respond rapidly to changing organizational needs and challenges in your operating environment? How does your governance board review the organization's performance and its progress on strategic objectives and action plans, if appropriate?

Performance Improvement

- How do you identify organizational units or operations that are high performing?
- How do you identify their best practices for sharing?
- How do you use performance review findings and key comparative and competitive data in projecting future performance?
- How do you reconcile any differences between these projections of future performance and performance projections developed for your key action plans
- How do you use performance review findings to develop priorities for continuous improvement and opportunities for innovation?
- How do you deploy these priorities and opportunities to faculty, staff, other work group, and functional-level operations throughout your organization?
- How do you deploy the priorities and opportunities to your feeder or receiving schools, suppliers, partners, and collaborators to ensure organizational alignment?

Organizational Performance

- How do we inform our stakeholders about our organizational performance
- Are our measures guided by the strategic objectives and action plans?
- How do we conduct performance analysis including examining performance trends; organizational, education sector, and technology projections; and comparisons, cause-effect relationships, and correlations.
- How do we conduct performance reviews?
- How do we determine root causes, and help set priorities for resource use?
- Does our analysis draws on all types of data: student learning, student- and other customer-related; budgetary, financial, and market; operational; and competitive/comparative?