



Baldrige Performance Excellence Program

To: Dr. Kamran M. Khozan

From: Robert Fangmeyer
Director, Baldrige Performance Excellence Program

Date: December 19, 2017

Re: Thank You from the Baldrige Performance Excellence Program

One of the strengths of the Baldrige Performance Excellence Program is its public-private partnership and the many volunteers who contribute to its success. One of my most pleasant opportunities each year is to recognize the contributions of our volunteers. You and your organization are to be commended for Michael Hargett's participation in the Board of Examiners for the Malcolm Baldrige National Quality Award. Without Michael's contributions and those of the other examiners, the Baldrige Award and the \$24 billion in economic benefit it has created, would not exist.

The award's voluntary system depends also on the support of visionary leaders like you, who encourage their employees to serve as Baldrige examiners. Thank you for your help and understanding. You and your associates should take pride in what we are accomplishing in elevating national competitiveness and performance excellence, improving the quality of life for hundreds of thousands of people impacted by the organizations involved in the award process.

This national effort continues to grow in importance as more attention to performance improvement, innovation, ethics and transparency, cybersecurity risk management, and organizational agility, is needed. The hard work and enthusiasm of people like Michael and the support of leaders like you have made the Baldrige Award unique in our national life.

Again, I offer you my thanks along with my best wishes for the success of your own performance improvement efforts.