Created by Congress in 1987, the Baldrige Program helps organizations improve and succeed in the global marketplace. It is the only public-private partnership and Presidential award program dedicated to improving U.S. organizations. In collaboration with the Baldrige community, the Baldrige Program offers a systems approach to organizational excellence, award-winning leadership development, self-assessment tools, organizational assessments by trained experts, workshops on how to improve, and events that showcase best management practices.

**Baldrige in Minnesota**

- 25 Minnesota applicants for the Baldrige Award (2005–2019)
- 2 Minnesota award applicants in 2018–2019 represent 1,690 jobs, 66 work locations, about $268 million in revenues/budgets, and about 289,000 customers served.
- 8 Baldrige examiners from Minnesota volunteered about $180,000 in services in 2019.

**Minnesota National Role Models**

<table>
<thead>
<tr>
<th>Company</th>
<th>Type</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>3M Dental Products Division</td>
<td>manufacturing</td>
<td>1997</td>
</tr>
<tr>
<td>BI, service</td>
<td></td>
<td>1999</td>
</tr>
<tr>
<td>Cargill Corn Milling North America</td>
<td>manufacturing</td>
<td>2008</td>
</tr>
<tr>
<td>Custom Research Inc.</td>
<td>small business</td>
<td>1996</td>
</tr>
<tr>
<td>IBM Rochester</td>
<td>manufacturing</td>
<td>1990</td>
</tr>
<tr>
<td>Sunny Fresh Foods, Inc. (now Cargill Kitchen Solutions)</td>
<td>small business</td>
<td>1999; manufacturing, 2005</td>
</tr>
<tr>
<td>Zytec Corporation (now part of Artesyn Technologies)</td>
<td>manufacturing</td>
<td>1991</td>
</tr>
</tbody>
</table>

**Success Story**

Cargill Corn Milling North America (CCM), a business unit within Cargill Inc., manufactures corn- and sugar-based food, including whole-grain corn meal and corn oil; animal feed; and fermentation products, including ethanol, dextrose, and acidulants. More than 2,300 employees work across CCM’s headquarters in Wayzata, 9 manufacturing facilities, and 11 distribution terminals located throughout the U.S. Over four decades, CCM grew from processing 10,000 bushels of corn each day to processing more than 1 million bushels of corn each day.

**Highlights**

- 99% or higher error-free delivery rate over 3 years
- 95% operational reliability effectiveness rate (a ratio of actual production and commercial demand) 3 points shy of the Society of Maintenance and Reliability Professionals world-class benchmark
- Steady per-bushel costs over 3 years even as energy costs increased 50–80%, chemical costs rose 30%, and maintenance costs increased 10%

**Performance Excellence Network**

The Alliance for Performance Excellence (www.BaldrigeAlliance.org) is a nonprofit national network of Baldrige-based organizations with a mission to grow performance excellence in support of a thriving Baldrige community. Alliance members include Baldrige-based programs that use the Baldrige Excellence Framework to serve organizations from all sectors in their region, state, or a specific industry. These programs annually evaluate and recognize over 1,000 organizations and serve as the feeder system for the national Baldrige Award.

Founded in 1987, the Performance Excellence Network (www.performanceexcellencenetwork.org) is a nonprofit that advances improvement and performance excellence in Minnesota, South Dakota, and North Dakota. We identify strengths and improvement opportunities and build networks that bring information, resources, knowledge, and best practices to organizations, individuals, and communities desiring to improve. We serve more than 250 organizations in the Upper Midwest.
2013–2018 Minnesota Performance Excellence Award Recipients

Excellence
Benedictine Health System
Cardinal of Minnesota
LifeSource
Winona Health

Achievement
Rochester Community & Technical College

Advancement
Du Fresne Manufacturing Company
The Goodman Group
Johnson Memorial Health Services

Marshall Public Schools
Mayo Clinic Health System, SE Region
Minnesota Pollution Control Agency
Olmsted Medical Center
River’s Edge Hospital
Seagate Technology

Commitment
Austin Public Schools
Episcopal Homes of Minnesota
Hennepin Technical College
Southeast Service Cooperative

2013–2018 AHCA/NCAL National Quality Award Recipients in Minnesota

The AHCA/NCAL National Quality Award Program provides a pathway toward performance excellence for providers of long-term and postacute care services. The program is based on the core values and criteria of the Baldrige Performance Excellence Program.

All Saints Senior Living (Silver, 2019)
Arbor Gardens of Eyota (Bronze, 2019)
Arbor Oaks Senior Living (Silver, 2019)
Benedictine Living Community of St. Peter (Bronze, 2018)
Birchwood Senior Living (Bronze, 2018; Silver, 2019)
Country View Senior Living Community (Silver, 2017)
Edgebrook Care Center (Bronze, 2019)
Foley Nursing Center (Bronze, 2018)
Fond Du Lac Assisted Living (Bronze, 2018)
Good Samaritan Society—Ambassador (Silver, 2018)
Good Samaritan Society—Brandt Ridge (Bronze, 2019)
Good Samaritan Society—Heritage Place (Silver, 2018)
Good Samaritan Society—Inver Grove Heights (Bronze, 2018)
Good Samaritan Society—Pipestone (Bronze, 2018)
Good Samaritan Society—Specialty Care (Silver, 2017)
Good Samaritan Society—St. James (Bronze, 2019)
Good Samaritan Society—Stillwater (Bronze, 2018)
Good Samaritan Society—Waconia (Silver, 2019)
Good Samaritan Society—Westbrook (Bronze, 2018)
Good Samaritan Society—Windom (Bronze, 2018)
Good Samaritan Society—Woodland (Bronze, 2018)
Highland Senior Living Community (Silver, 2019)
Janesville Nursing Home (Bronze, 2019)
Karlstad Senior Living & Meadows (Bronze, 2019)
Lakewood Health System Care Center (Silver, 2019)
The Landmark of Fridley (Silver, 2019)
The Legacy of St. Michael (Bronze, 2019)
Meadow Lane Rehab. & Healthcare Ctr. (Bronze, 2019)
Meadow Ponds Assisted Living (Silver, 2019)
Minnehaha Senior Living (Silver, 2019)
Minnesota Masonic Home Care Center (Silver, 2017)
Oak Terrace Assisted Living of North Mankato (Bronze, 2018)
Oak Terrace Senior Housing of Jordan (Bronze, 2018)
Oak Terrace Senior Housing of LeSueur (Bronze, 2018)
Oakland Park Communities (Bronze, 2019)
Prairie Rose Assisted Living (Bronze, 2019)
Prairie View Senior Living (Bronze, 2019)
Providence Place (Bronze, 2018)
The Residence at North Ridge (Silver, 2018)
Ridge View Estates (Bronze, 2018)
Riverside Assisted Living of Pillager (Bronze, 2018)
Rochester West Health Services (Bronze, 2019)
SilverCreek on Main (Bronze, 2018)
St. Anthony Health Center (Bronze, 2018)
St. Crispin Living Community: Care Center (Silver, 2017)
St. Otto’s Care Center (Silver, 2018)
Sterling Park Commons (Bronze, 2019)
Stoney River Assisted Living (Bronze, 2019)
Temperance Lake Ridge Senior Living (Bronze, 2019)
The Villa at Osseo (Silver, 2017)
Wabasso Rehab. & Healthcare Center (Bronze, 2019)
Woodbury Senior Living (Bronze, 2019)
Woodlyn Heights Senior Living (Bronze, 2019)
23 Bronze winners, 2016
21 Bronze winners, 2017