

# 2024-2025

# CALIFORNIA COUNCIL FOR EXCELLENCE FELLOWS PROGRAM



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PROGRAM ADMINISTERED BY

**CALIFORNIA**  
COUNCIL FOR EXCELLENCE

Program adapted with permission from the Baldrige Performance Excellence Program

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# A LITTLE BIT ABOUT CALIFORNIA COUNCIL FOR EXCELLENCE



California Council for Excellence (CCE) is a non-profit organization dedicated to the pursuit of performance excellence within all of California's industries. CCE was founded in 1992 as an emulation of the national Baldrige Performance Excellence Program and is the official Baldrige-based program in California. CCE administers the California Awards for Performance Excellence (CAPE) program, which honors manufacturing companies, service companies, educational institutions, government agencies, healthcare, non-profit and military organizations. The CAPE Program offers four levels of Baldrige-based assessments for organizations at any stage of their performance excellence journey.

**Mission:** To inspire and enable California organizations to achieve world-class results based on the framework of the Baldrige Performance Excellence Program.

**Vision:** To be California's partner of choice in leading organizations to world-class performance excellence.

**Values:** Integrity; Customers; Members; Volunteers; Sponsors; Personal and Organizational Learning

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# FELLOWS PROGRAM DESCRIPTION

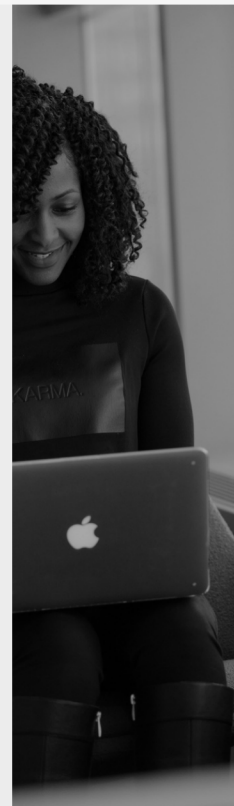
The California Council for Excellence (CCE) is pleased to announce the continuation of the CCE Fellows Program, a leadership development opportunity for rising leaders. The CCE Fellows Program is designed specifically for individuals who aspire to become senior leaders in their next role and would benefit from a deep dive into leadership practices that have proven successful in integrating Baldrige and improving results in their respective organizations.

The California Awards for Performance Excellence (CAPE) program, administered by CCE, is a national role model for state Baldrige programs as measured by the tremendous success of CAPE Eureka Gold Level Award recipients being named Malcolm Baldrige National Quality Award (MBNQA) recipients. Based on the last ten years of fact-based data, CAPE Eureka Gold Level Award recipients are likely to achieve a “win” at the national level. As many of you know, this is a rare occurrence and this data validates the CAPE program’s ability to prepare organizations to successfully compete for the MBNQA. This success uniquely positions CCE to offer the Fellows Program. We are thrilled to offer future leaders the CCE Fellows Program so that their leadership journey may benefit from this unique opportunity for collaboration with and gleaning knowledge from some of the best leaders not only in our nation but across the world.

Learn more about the program at: <https://www.calexcellence.org/fellowsprogram>.

## PROGRAM BENEFITS

- In-depth learning from world-class organizations and their senior executives
- A peer network of fellow executives to tap into now and in the future
- Best practices and solutions to drive improvement in your organization’s results
- A capstone project to address a unique strategic challenge or opportunity facing your organization
- A deeper understanding of strategy; sustainability; integration of processes, plans, resources, and goals; and measuring the right things



**Acknowledgement:** The California Council for Excellence Fellows Program and content is based on the successful Baldrige Executive Fellows Program. People interested in learning about that program should refer to <https://www.nist.gov/baldrige/products-services/baldrige-executive-fellows-program>.

# PROGRAM COMPONENTS

## **Interaction with Successful Senior Executives**

Fellows meet with visionary leaders who have achieved exceptional business results. Small-group workshops with senior executives from California-based Baldrige Award recipient organizations allow Fellows to learn how the senior executives have led their organizations effectively. In addition, the CCE Conference and virtual sessions provide formal and informal opportunities to network with senior executives from a variety of successful organizations.

## **Workshops with Role-Model Organizations**

Two of the five workshops take place on-site at California-based Baldrige Award recipient organizations, focusing on different components of a successful management system. At each workshop, Fellows learn how senior leaders have set a vision for and achieved success across their organizations, see the impact of a systems perspective on organizational success, and tour the organizations' facilities. A key component of the workshops is the opportunity to raise and discuss questions and issues with senior leaders and with other Fellows in a small group.

## **Individualized Learning Objectives and Plan**

In collaboration with CCE Mentors, each Fellow develops a set of individualized learning objectives and a plan for achieving them based on the Fellow's own needs and the needs of the sponsoring organization. The capstone project reflects this individualized learning and development. Personalized feedback and guidance are provided throughout the year-long fellowship.

## **Personalized Capstone Project**

Each Fellow develops a capstone project addressing a strategic issue or need that is significant to the sponsoring organization. The project integrates and applies learning from the program sessions, other members of the Fellows cohort, and award recipient senior executives. Each Fellow will present information on progress at each session (beginning in June) and provide a presentation on the results of their capstone project at the final session.

## **Orientation to the Baldrige Excellence Framework, Criteria Concepts, and Core Values and Attributes**

Fellows participate in an orientation to the Baldrige Excellence Framework, and at each subsequent session, there is a focus on specific Criteria categories. In addition, focused discussions on core values and attributes are tailored to the needs of senior executives and specifically to the cohort. From senior executives of role-model organizations, Fellows learn how executives have applied the framework and concepts to improve their own leadership effectiveness and their organizations' business results. The focus is on concepts of strategic significance.

## **Celebrating Excellence and Baldrige Regional Conferences**

Fellows have the opportunity to participate in the Celebrating Excellence Conference. At the conference, Fellows will meet senior executives from award recipient organizations and learn how their senior leaders apply Baldrige principles to achieve excellence. Fellows also have the opportunity to attend Baldrige-based national, state, and regional conferences held at locations across the United States.

## **Peer Learning**

Fellows have multiple opportunities to build a network of relationships with other executives in their cohort for mutual learning and support. Fellows participate as a group in five face-to-face workshops focusing on key areas of success for senior executives. In addition, Fellows exchange ideas and opinions as they wish through both synchronous and asynchronous discussions.

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# CAPSTONE PROJECT

**PLEASE DOWNLOAD THE CCE FELLOWS PROGRAM INFORMATION PACKET FOR A FULL DESCRIPTION OF THE CAPSTONE PROJECT.**

## **Purpose**

The capstone leadership project is intended to support you in driving a strategic results improvement with significant, systemic impact in your organization. You will accomplish this by integrating Baldrige concepts and the best practices of California-based Baldrige Award recipients that you learned throughout your experience in the CCE Fellows Program.

## **Description**

In collaboration with your sponsor, you will identify and define a problem or issue, develop an approach that taps the learning and leadership skills you gain from the CCE Fellows Program, and produce actionable results. The mentors and a CCE facilitator will serve as advisers during the project.

You will design your capstone project to fit your interests and leadership focus along with your organization's distinctive needs. Most likely, your project will require substantial personal effort and incorporate the work of others under your direction. The project, or a well-defined portion of it, must be achievable within the time frame of the CCE Fellows Program. You will

- identify a problem or issue
- define clear goals and specific objectives
- develop a detailed proposal with a timeline for completion
- conduct primary and secondary research, as needed
- perform quantitative and/or qualitative analyses
- develop and test solutions
- formulate options and recommendations
- produce a written product for your organization
- deliver a 20–25 minute presentation at the final CCE Fellows Program session that can be written with a focus on your intended audience (e.g., board of directors, employees)
- deliver a more-detailed presentation within your organization, as appropriate



# PROGRAM STAFF, MENTORS & DEVELOPMENT TEAM



DEVELOPMENT TEAM  
**SHARLET BRIGGS**  
HEALTHCARE EXECUTIVE



DEVELOPMENT TEAM  
**LINDSEY CUNNINGHAM**  
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PROGRAM FACILITATOR &  
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PROGRAM MENTOR  
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**KELLY MAY-VOLLMAR**  
DESERT SANDS UNIFIED  
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PROGRAM MENTOR &  
DEVELOPMENT TEAM  
**BETSY PIMENTEL**  
STELLAR SOLUTIONS



DEVELOPMENT TEAM  
**CAREY RICCITELLI**  
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DEVELOPMENT TEAM  
**DENISE SHIELDS**  
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DEVELOPMENT TEAM  
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BOEING AEROSPACE  
SUPPORT, RET.



PROGRAM MENTOR  
**ROGER TRIPLETT**  
EATON CORPORATION, RET.

We would also like to acknowledge Harry Hertz and Dawn Bailey from the Baldrige Performance Excellence Program for assisting the CCE Fellows Program Development Team.

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# PROGRAM TUITION

Tuition for the year-long leadership development program is **\$12,500\***

- Six Leadership Sessions
- Five Follow-Up Conference Calls
- Ongoing Calls with Mentors
- Capstone Project Support
- Graduation and Capstone Project Presentation
- Network of Fellows

\*Discounted tuition is available for government/education employees. Please contact CCE at [hello@calexcellence.org](mailto:hello@calexcellence.org) for additional information.

## HOW TO APPLY

**Prepare the following items for the application:**

- A cover letter that includes your reason(s) for applying to the Fellows Program
- Your resume
- An organizational chart that includes names and titles showing your position within the organization
- A recommendation letter from your highest-ranking official showing the organization's support of your participation in the program
- A list of key competitors (in order that we may avoid creating a cohort that would be unable to share effectively due to competitive situations)

**Complete and submit one PDF document with the materials above to [hello@calexcellence.org](mailto:hello@calexcellence.org).**

## SELECTION PROCESS

- Selection decisions will be based on (1) no direct competitors with participating award recipients or other Fellows.
- An invoice for tuition payment will be sent with the selection notification and is **REQUIRED** to be paid **30 days** after receipt..
- Program contingent on a minimum of **five** cohort participants.

# 2024-2025 COHORT SCHEDULE

Activity	Date/Time	Content
<b>Conference</b> In-Person Long Beach, CA	<b>Tuesday, April 30, 2024</b> 12:00-8:30 pm  <b>Wednesday, May 1, 2024</b> 8:00-3:30pm	<b>Celebrating Excellence Conference</b> <ul style="list-style-type: none"><li>• Meet with 2023-2024 Cohort</li><li>• Board of Directors Dinner</li><li>• Keynote Speakers</li><li>• 2023-2024 Cohort Capstone Presentations</li></ul>
<b>Session 1</b> Virtual	<b>Wednesday, June 26, 2024</b> 8:00am-12:00pm	<b>Program Kickoff:</b> <ul style="list-style-type: none"><li>• Sharing of Expectations</li><li>• Baldrige Excellence Framework</li><li>• Reflections on Leadership</li></ul>
<b>Session 2</b> In-Person Location TBD	<b>TBD, July 2024</b> 8:00am-5:00pm	<b>Site Visit with Leaders at CAPE/Baldrige Recipient</b>
<b>Zoom Call</b>	<b>Wednesday, August 28, 2024</b> 8:00am-9:00am	<b>Session Follow-Up and Discussion</b>
<b>Capstone Proposal</b>	<b>Wednesday, August 30, 2024</b> Submit by 5:00pm PST	<b>Submit Capstone Project Proposal</b>
<b>Session 3</b> In-Person Location TBD	<b>TBD, September 2024</b> 8:00am-5:00pm	<b>Site Visit with Leaders at local CAPE/Baldrige Recipient</b>
<b>Zoom Call</b>	<b>Wednesday, October 16, 2024</b> 8:00-9:00am	<b>Session Follow-Up and Discussion</b>
<b>Session 4</b> In-Person Location TBD	<b>TBD, November 2024</b> 8:00am-5:00pm	<b>Site Visit with Leaders at local CAPE/Baldrige Recipient</b>
<b>Zoom Call</b>	<b>Wednesday, December 11, 2024</b> 8:00-9:00am	<b>Session Follow-Up and Discussion</b>



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# 2024-2025 COHORT SCHEDULE

Activity	Date/Time	Content
Capstone Project	January 2025	Ongoing Capstone Project Work
<b>Session 5</b> In-Person TBD	<b>TBD, February 2025</b> 8:00am-5:00pm	<b>Site Visit with Leaders at local CAPE/Baldrige Recipient</b>
<b>Zoom Call</b>	<b>Wednesday, March 12, 2025</b> 8:00-9:00am	<b>Session Follow-Up and Discussion</b>
Capstone Project	April 2025	Completion of Capstone Project
<b>Session 6</b> In-Person Location TBD	<b>May 2025</b>	<b>Final Session:</b> <ul style="list-style-type: none"><li>• Capstone Presentation</li><li>• Conference</li><li>• Graduation</li></ul>

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