

Form **990**
Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public
Information about Form 990 and its instructions is at www.irs.gov/form990

OMB No 1545-0047
2017
Open to Public Inspection

A For the 2017 calendar year, or tax year beginning 10-01-2017, and ending 09-30-2018

- B** Check if applicable
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization
THE FOUNDATION FOR THE MALCOLM BALDRIGE NATIONAL QUALITY AWARD

Doing business as

Number and street (or P O box if mail is not delivered to street address) Room/suite
1717 PENNSYLVANIA AVENUE

City or town, state or province, country, and ZIP or foreign postal code
WASHINGTON, DC 20006

D Employer identification number
59-2891462

E Telephone number
(803) 782-2734

G Gross receipts \$ 1,172,522

F Name and address of principal officer
FRANK FUSCO
1717 PENNSYLVANIA AVENUE
WASHINGTON, DC 20006

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
If "No," attach a list (see instructions)
H(c) Group exemption number ▶

I Tax-exempt status 501(c)(3) 501(c) () ◀ (insert no) 4947(a)(1) or 527

J Website: ▶ WWW.BALDRIGEFUNDATION.ORG

K Form of organization Corporation Trust Association Other ▶

L Year of formation 1988

M State of legal domicile DE

Part I Summary

1 Briefly describe the organization's mission or most significant activities
TO ENSURE THE LONG-TERM FINANCIAL GROWTH AND VIABILITY OF THE BALDRIGE PERFORMANCE EXCELLENCE PROGRAM, AND TO SUPPORT ORGANIZATIONAL PERFORMANCE EXCELLENCE IN THE UNITED STATES AND THROUGHOUT THE WORLD

2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets

3 Number of voting members of the governing body (Part VI, line 1a)	3	13
4 Number of independent voting members of the governing body (Part VI, line 1b)	4	12
5 Total number of individuals employed in calendar year 2017 (Part V, line 2a)	5	5
6 Total number of volunteers (estimate if necessary)	6	
7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
7b Net unrelated business taxable income from Form 990-T, line 34	7b	

	Revenue	
	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)	1,263,748	277,785
9 Program service revenue (Part VIII, line 2g)		0
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	99,512	49,833
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	323,843	174,938
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,687,103	502,556
Expenses		
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	1,400,000	250,715
14 Benefits paid to or for members (Part IX, column (A), line 4)		0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	603,230	579,482
16a Professional fundraising fees (Part IX, column (A), line 11e)		0
b Total fundraising expenses (Part IX, column (D), line 25) ▶ 364,554		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	575,373	674,870
18 Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	2,578,603	1,505,067
19 Revenue less expenses Subtract line 18 from line 12	-891,500	-1,002,511
Net Assets or Fund Balances		
	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	3,964,792	2,936,589
21 Total liabilities (Part X, line 26)	1,013,006	1,007,614
22 Net assets or fund balances Subtract line 21 from line 20	2,951,786	1,928,975

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

Sign Here

Signature of officer
Date 2019-05-30

FRANK FUSCO TREASURER
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name ERIN ALDERSON EA	Preparer's signature ERIN ALDERSON EA	Date 2019-05-30	Check <input type="checkbox"/> if self-employed	PTIN P01231640
Firm's name ▶ WESTON & COMPANY CPAS LLC			Firm's EIN ▶ 27-3731447	
Firm's address ▶ 180-A COMMERCE PARK DR WESTERVILLE, OH 430826067			Phone no (614) 890-6620	

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission

TO ENSURE THE LONG-TERM FINANCIAL GROWTH AND VIABILITY OF THE BALDRIGE PERFORMANCE EXCELLENCE PROGRAM, AND TO SUPPORT ORGANIZATIONAL PERFORMANCE EXCELLENCE IN THE UNITED STATES AND THROUGHOUT THE WORLD

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No

If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No

If "Yes," describe these changes on Schedule O

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a (Code) (Expenses \$ 586,885 including grants of \$ 250,715) (Revenue \$)
See Additional Data

4b (Code) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe in Schedule O)
(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses ▶ 586,885

Part IV Checklist of Required Schedules

Table with 3 columns: Question number, Question text, Yes, No. Rows include questions 1 through 19 regarding organizational requirements, lobbying, political activities, and financial reporting.

Part IV Checklist of Required Schedules (continued)

	Yes	No
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	Yes	
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		No
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	Yes	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		No
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		No
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		No
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i>		No
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		No
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)		
a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		No
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		No
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>		No
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		No
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		No
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		No
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		No
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		No
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		No
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		No
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		No
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		No
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

Table with columns for question ID, question text, and Yes/No response boxes. Includes sections for backup withholding, employee reporting, foreign accounts, prohibited tax shelter transactions, deductible contributions, and 501(c)(7), (12), and (29) organizations.

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O See instructions

Check if Schedule O contains a response or note to any line in this Part VI [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year (13); 1b Enter the number of voting members included in line 1a, above, who are independent (12); 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? (No); 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? (No); 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? (No); 5 Did the organization become aware during the year of a significant diversion of the organization's assets? (No); 6 Did the organization have members or stockholders? (No); 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? (No); 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? (No); 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: 8a The governing body? (Yes); 8b Each committee with authority to act on behalf of the governing body? (Yes); 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O (No)

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? (No); 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? (No); 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? (Yes); 11b Describe in Schedule O the process, if any, used by the organization to review this Form 990; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 (Yes); 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? (Yes); 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done (Yes); 13 Did the organization have a written whistleblower policy? (Yes); 14 Did the organization have a written document retention and destruction policy? (Yes); 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? 15a The organization's CEO, Executive Director, or top management official (Yes); 15b Other officers or key employees of the organization (No); 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? (No); 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

Table with 3 columns: Question, Yes, No. Rows include: 17 List the States with which a copy of this Form 990 is required to be filed (AK, AL, AR, CA, CO, CT, DC, FL, GA, IL, KS, KY, MA, MD, ME, MI, MN, MS, NC, ND, NH, NJ, NM, NY, OH, OK, OR, PA, RI, SC, TN, UT, VA, WA, WI, WV); 18 Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply: [X] Own website, [X] Another's website, [X] Upon request, [] Other (explain in Schedule O); 19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year; 20 State the name, address, and telephone number of the person who possesses the organization's books and records (JERRY REES 1717 PENNSYLVANIA AVE NW STE 1025 WASHINGTON, DC 20006 (202) 559-9195)

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

● List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

● List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."

● List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.

● List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

● List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) AL FABER PRESIDENT &	40 00	X		X				259,375	0	0
(2) GEORGE BENSON CHAIRMAN	3 00	X		X				0	0	0
(3) KATHRYN EGGLESTON VICE CHAIRMA	3 00	X		X				0	0	0
(4) FRANK FUSCO TREASURER	3 00	X		X				0	0	0
(5) PAUL WORSTELL SECRETARY	3 00	X		X				0	0	0
(6) DAVID GIFFORD DIRECTOR	3 00	X						0	0	0
(7) DIANE BROCKMEIER DIRECTOR	3 00	X						0	0	0
(8) SUNIL SINHA DIRECTOR	3 00	X						0	0	0
(9) RULON STACEY DIRECTOR	3 00	X						0	0	0
(10) LOWELL KRUSE DIRECTOR	3 00	X						0	0	0
(11) DAVID SPONG DIRECTOR	3 00	X						0	0	0
(12) SCOTT MCINTYRE DIRECTOR	3 00	X						0	0	0
(13) TONY SCOTT DIRECTOR	3 00	X						0	0	0
(14) JERRY REES COO	40 00					X		130,387	0	0

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns . . .	1a					
	b Membership dues . . .	1b					
	c Fundraising events . . .	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e					
	f All other contributions, gifts, grants, and similar amounts not included above	1f	277,785				
	g Noncash contributions included in lines 1a-1f \$ _____						
	h Total. Add lines 1a-1f ▶		277,785				
Program Service Revenue	2a _____	Business Code					
	b _____						
	c _____						
	d _____						
	e _____						
	f All other program service revenue						
	g Total. Add lines 2a-2f ▶						
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts) ▶		49,799			49,799	
	4 Income from investment of tax-exempt bond proceeds ▶						
	5 Royalties ▶						
	6a Gross rents	(i) Real	(ii) Personal				
		b Less rental expenses					
		c Rental income or (loss)					
		d Net rental income or (loss) ▶					
	7a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
		b Less cost or other basis and sales expenses		670,000			
		c Gain or (loss)		669,966			
		d Net gain or (loss) ▶		34			34
	8a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 a						
	b Less direct expenses b						
	c Net income or (loss) from fundraising events ▶						
	9a Gross income from gaming activities See Part IV, line 19 a						
b Less direct expenses b							
c Net income or (loss) from gaming activities ▶							
10a Gross sales of inventory, less returns and allowances a							
b Less cost of goods sold b							
c Net income or (loss) from sales of inventory ▶							
Miscellaneous Revenue	Business Code						
11a QUEST SPONSORSHIP		168,604	168,604				
b OTHER INCOME		6,334	6,334				
c _____							
d All other revenue							
e Total. Add lines 11a-11d ▶		174,938					
12 Total revenue. See Instructions ▶		502,556	174,938		49,833		

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments See Part IV, line 21	250,715	250,715		
2 Grants and other assistance to domestic individuals See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, line 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	259,375	129,688	25,938	103,749
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	261,842	127,398	102,251	32,193
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)				
9 Other employee benefits	25,328	18,000	1,623	5,705
10 Payroll taxes	32,937	15,937	10,179	6,821
11 Fees for services (non-employees)				
a Management				
b Legal				
c Accounting	14,667		14,667	
d Lobbying	240,039		240,039	
e Professional fundraising services See Part IV, line 17				
f Investment management fees				
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	9,574		75	9,499
12 Advertising and promotion	130,389			130,389
13 Office expenses	99,540		71,241	28,299
14 Information technology				
15 Royalties				
16 Occupancy				
17 Travel	94,777		68,476	26,301
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	38,819	38,819		
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	1,046		1,046	
23 Insurance	1,674		1,674	
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a INFORMATION TECHNOLOGY	11,392		315	11,077
b BOARD MEMBER EXPENSE	10,557		10,557	
c REGISTRATION FEES	10,466			10,466
d MISCELLANEOUS	3,215	56	3,159	
e All other expenses	8,715	6,272	2,388	55
25 Total functional expenses. Add lines 1 through 24e	1,505,067	586,885	553,628	364,554
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part IX

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	259,138	1	140,181
	2 Savings and temporary cash investments	413,253	2	138,227
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net		4	
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	25,305	9	20,000
	10a Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	5,943		
	b Less accumulated depreciation	1,046	10c	4,897
	11 Investments—publicly traded securities	3,096,129	11	2,475,824
	12 Investments—other securities See Part IV, line 11		12	
	13 Investments—program-related See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets See Part IV, line 11	170,967	15	157,460
16 Total assets. Add lines 1 through 15 (must equal line 34)	3,964,792	16	2,936,589	
Liabilities	17 Accounts payable and accrued expenses	13,006	17	7,614
	18 Grants payable		18	
	19 Deferred revenue	1,000,000	19	1,000,000
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability Complete Part IV of Schedule D		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D		25		
26 Total liabilities. Add lines 17 through 25	1,013,006	26	1,007,614	
Net Assets or Fund Balances	27 Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34. Unrestricted net assets	2,283,406	27	1,521,697
	28 Temporarily restricted net assets	668,380	28	407,278
	29 Permanently restricted net assets		29	
	30 Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34. Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
	33 Total net assets or fund balances	2,951,786	33	1,928,975
	34 Total liabilities and net assets/fund balances	3,964,792	34	2,936,589

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	502,556
2	Total expenses (must equal Part IX, column (A), line 25)	2	1,505,067
3	Revenue less expenses Subtract line 2 from line 1	3	-1,002,511
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	2,951,786
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	-20,300
9	Other changes in net assets or fund balances (explain in Schedule O)	9	
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	1,928,975

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

		Yes	No
1 Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O			
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2a		No
b Were the organization's financial statements audited by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2b	Yes	
c If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	2c	Yes	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	3a		No
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits	3b		

Software ID:**Software Version:****EIN:** 59-2891462**Name:** THE FOUNDATION FOR THE MALCOLM
BALDRIGE NATIONAL QUALITY AWARD

Form 990 (2017)

Form 990, Part III, Line 4a:

THE RATIO OF THE PROGRAM'S BENEFITS FOR THE U S ECONOMY TO PROGRAM COSTS IS GREATER THAN 820 TO 1 DEMONSTRATED BENEFITS TO ORGANIZATIONS INCLUDE IMPROVED PRODUCTIVITY, PRODUCT QUALITY AND RELIABILITY, INCREASED REVENUES, JOB GROWTH, HIGHER RETURN ON INVESTMENT, CUSTOMER SATISFACTION, CUSTOMER LOYALTY, MARKET SHARE, AND ACCELERATED RATE OF INNOVATION THE BALDRIGE PROGRAM IS A WORLD LEADER IN ORGANIZATIONAL EXCELLENCE, WITH HUNDREDS OF PERFORMANCE EXCELLENCE PROGRAMS WORLDWIDE BASED ON THE BALDRIGE CRITERIA VALUE FOR SMALL BUSINESS ACCORDING TO ECONOMISTS, TO DEVELOP THEIR PERFORMANCE EXCELLENCE STRATEGIES, CEOS REPORT MORE BENEFITS IF THEY USED THE CRITERIA THAN IF THEY HAD USED THE BEST AVAILABLE ALTERNATIVES ORGANIZATIONS DEMONSTRATE GROWTH IN JOBS NEARLY 20 TIMES GREATER THAN MATCHED INDUSTRIES AND TIME PERIODS (63% VERSUS 3 2%, PER THE BUREAU OF ECONOMIC ANALYSIS AND LABOR STATISTICS) IN ADDITION, ORGANIZATIONS WHO USE THE BALDRIGE FRAMEWORK LONG-TERM HAVE SEEN A 92 6% INCREASE IN MEDIAN REVENUE GROWTH AND A 67% MEDIAN GROWTH IN INFRASTRUCTURE SUPPORTING INNER CITY AND COMMUNITY GROWTH THROUGH JOB CREATION VALUE FOR THE HEALTHCARE SECTOR ACCORDING TO A THOMSON REUTERS STUDY, HOSPITALS HAVE LOWER RATES OF MORTALITY AND COMPLICATIONS, HIGHER PROFIT MARGINS, AND HIGHER IMPROVEMENT LEVELS THAN PEERS IN THE 100 TOP HOSPITALS (TOP 3% NATIONWIDE) BALDRIGE HELPS IMPROVE HEALTHCARE QUALITY AND AFFORDABILITY THE PRESIDENT'S COUNCIL OF ADVISORS ON SCIENCE AND TECHNOLOGY RECOMMENDED THAT DOC AND HHS BUILD ON THE BALDRIGE AWARDS TO HELP IMPROVE COST AND QUALITY OF HEALTHCARE ACROSS THE US VALUE FOR PUBLIC EDUCATION SCHOOL DISTRICTS HAVE ACHIEVED ROLE-MODEL GRADUATION RATES 97 4% (PEWAUKEE SCHOOL DISTRICT, WISCONSIN), 93%-95% SUSTAINED OVER 3 YEARS (JENKS PUBLIC SCHOOLS, OKLAHOMA), THE HIGHEST RATE OF ANY LARGE U S SCHOOL DISTRICT OVER 2 YEARS (MONTGOMERY COUNTY PUBLIC SCHOOLS, MARYLAND), AND 7% AVERAGE ANNUAL IMPROVEMENT FOR 4 YEARS (IREDELL-STATESVILLE SCHOOLS, NORTH CAROLINA) BALDRIGE IMPROVES EFFICIENCY AND STUDENT PERFORMANCE DEMONSTRATED BENEFITS INCLUDE IMPROVED AP COURSE PARTICIPATION AND PERFORMANCE, STANDARDIZED TEST SCORES, GRADUATION RATES, AND COLLEGE ATTENDANCE RATES CONFERENCE AND INDIVIDUAL RECOGNITION THE FOUNDATION ALSO HOSTS 2 CONFERENCES EACH YEAR TO SHARE THE BEST PRACTICES OF THE HIGHEST PERFORMING ORGANIZATIONS WITH CONFEREES BEST PRACTICES ARE ALSO MADE AVAILABLE TO THE PUBLIC ON OUR WEBSITE AND THE BALDRIGE PROGRAMS WEBSITE THIS PUBLIC BENEFIT AND SHARING OF BEST PRACTICES IN HEALTHCARE, EDUCATION, AND BUSINESS HAS NO EQUAL IN THE NON- PROFIT SECTOR ADDITIONALLY, EACH YEAR THE FOUNDATION RECOGNIZES ONE OUTSTANDING LEADER FROM ACROSS THE NATION WHO HAS MADE AN IMPACT OF LEADING THEIR ORGANIZATION WITH BALDRIGE VALUES AND FOR PUBLIC GOOD ACHIEVEMENTS SPECIFIC TO 2017 2017 WAS A YEAR FILLED WITH ACHIEVEMENT, PROGRESS, AND PERFORMANCE EXCELLENCE EXAMINERS, JUDGES, AND VOLUNTEERS AT THE STATE AND NATIONAL LEVEL AND AROUND THE GLOBE HAVE CONTRIBUTED TO THE SUCCESS AND PROSPERITY OF THOUSANDS OF ORGANIZATIONS IN EVERY SECTOR OF THE ECONOMY THE ALLIANCE FOR PERFORMANCE EXCELLENCE CONTINUES TO INTRODUCE BALDRIGE TO HUNDREDS OF ORGANIZATIONS, WHILE THE BALDRIGE CONSULTANT COMMUNITY PASSIONATELY DEVELOPS AND GUIDES BALDRIGE ORGANIZATIONS AND SERVE AS CHAMPIONS AND AMBASSADORS THROUGHOUT THE NATION FOR OUR PROGRAM IN 2017, THE BALDRIGE FOUNDATION CONTINUED TO FUND THE BALDRIGE PERFORMANCE EXCELLENCE PROGRAM AT THE NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY (NIST) THE BALDRIGE PROGRAM'S MISSION IS PRECISELY ALIGNED WITH NIST AND THE DEPARTMENT OF COMMERCE THIS PUBLIC-PRIVATE PARTNERSHIP, WHICH IMPROVES THE PERFORMANCE AND COMPETITIVENESS OF U S ORGANIZATIONS, HAS AN ECONOMIC IMPACT OF MORE THAN ONE BILLION-DOLLARS ANNUALLY THE BALDRIGE PROGRAM HAD A VERY SUCCESSFUL YEAR IN 2017, EXECUTING THE AWARDS PROCESS AND DELIVERING EXCEPTIONAL TRAINING EXPERIENCES LIKE THE BALDRIGE EXECUTIVE FELLOWS PROGRAM AND EXAMINER TRAINING IN FY17, THE BALDRIGE EXECUTIVE FELLOWS PROGRAM AND SEVERAL OTHER TRAINING OFFERINGS WERE RANKED FIRST AND FOURTH, RESPECTIVELY, BY LEADERSHIP EXCELLENCE AND DEVELOPMENT AWARDS (LEAD) IN THEIR EDUCATION CATEGORIES FOR EMPHASIS ON HUMAN RESOURCES AND LEADERSHIP/ ORGANIZATIONAL DEVELOPMENT THE BALDRIGE PROGRAM IS THE ONLY STATE OR FEDERAL GOVERNMENT PROGRAM TO BE RECOGNIZED IN LEAD AWARD CATEGORIES THIS YEAR, MORE THAN TWENTY HIGH-PERFORMING ORGANIZATIONS MET THE REQUIREMENTS TO BE CONSIDERED FOR THE MALCOLM BALDRIGE NATIONAL QUALITY AWARD AFTER AN ARDUOUS AWARDS PROCESS, THIS YEAR'S NATIONAL ROLE-MODEL AWARD RECIPIENTS ARE BRISTOL TENNESSEE ESSENTIAL SERVICES, BRISTOL, TN, STELLAR SOLUTIONS, PALO ALTO, CA, ADVENTIST HEALTH CASTLE, KAILUA, HI, SOUTHCENTRAL FOUNDATION, ANCHORAGE, AK, CITY OF FORT COLLINS, FORT COLLINS, CO WE CONGRATULATE EACH OF THEM FOR THEIR STELLAR, ROLE-MODEL PERFORMANCE AND COMMITMENT THEY HAVE ACHIEVED THE PINNACLE OF ORGANIZATIONAL PERFORMANCE EXCELLENCE AND WILL BE RECOGNIZED WITH THE MALCOLM BALDRIGE NATIONAL QUALITY THE YEAR IN REVIEW BY AL FABER PRESIDENT AND CEO, BALDRIGE FOUNDATION THROUGHOUT THE FEDERAL GOVERNMENT AND WITH MEMBERS OF CONGRESS, WE ARE BUILDING STRATEGIC PARTNERSHIPS WHERE NONE HAD PREVIOUSLY EXISTED TO EXPAND SUPPORT FOR THE BALDRIGE PERFORMANCE EXCELLENCE PROGRAM " 2017 BALDRIGE FOUNDATION JOURNAL OF PERFORMANCE EXCELLENCE AWARD, THE ONLY AWARD FOR QUALITY PRESENTED ON BEHALF OF THE PRESIDENT OF THE UNITED STATES OF AMERICA AND WHICH CARRIES THE PRESIDENTIAL SEAL ADVOCACY WITH THE NEW ADMINISTRATION THERE IS ENORMOUS POTENTIAL FOR SUPPORT AND GROWTH THE PRESIDENT HAS FOCUSED ON TRANSFORMING GOVERNMENT AND GROWING THE ECONOMY, AND THE FOUNDATION HAS BEEN WORKING TIRELESSLY WITH ALL FEDERAL AGENCIES AND CONGRESS TO SHOW WHERE BALDRIGE CAN HELP SECRETARY OF COMMERCE WILBUR ROSS PRESIDED OVER HIS FIRST BALDRIGE AWARD CEREMONY IN APRIL 2017, AND IN HIS REMARKS, HE RECOGNIZED THE 1 BILLION CONTRIBUTION BALDRIGE MAKES TO THE AMERICAN ECONOMY ANNUALLY PRIOR TO HIS REMARKS, HE CONGRATULATED EACH TEAM OF AWARD RECIPIENTS WHILE TAKING OFFICIAL PHOTOGRAPHS, AND TALKED ABOUT HIS ENTHUSIASM FOR THE BALDRIGE PROGRAM, AND WHAT IT REPRESENTS IN SEPTEMBER, I ATTENDED THE CONFIRMATION HEARING OF THE NEW UNDER SECRETARY OF COMMERCE AND NIST DIRECTOR, DR WALTER COPAN I WAS PROUD TO HAVE THE OPPORTUNITY TO SHOW OUR SUPPORT FOR HIM DURING THIS PROCESS ONCE HE WAS CONFIRMED, I INVITED DR COPAN TO ATTEND THE NEXT FOUNDATION BOARD MEETING IN NOVEMBER AND HE GRACIOUSLY ACCEPTED ALL OF OUR BOARD MEMBERS WERE THRILLED TO INTRODUCE THEMSELVES AND SHARE THEIR INSIGHTS AND EXPERIENCE WITH THE NEW DIRECTOR EQUALLY EXCITED, DR COPAN EXPRESSED HIS ADMIRATION FOR THE FOUNDATION'S MISSION AND SUPPORT OF THE BALDRIGE PROGRAM HE RE- AFFIRMED HIS COMMITMENT TO PERFORMANCE EXCELLENCE AND VOWED HIS PERSONAL SUPPORT AS AN AMBASSADOR FOR BALDRIGE AND THE FOUNDATION WE HAVE A TRUE LEADER AND CHAMPION IN DR COPAN AND LOOK FORWARD TO WORKING WITH HIM TO RESTORE THE FEDERAL GOVERNMENT'S SUPPORT FOR THE BALDRIGE PROGRAM WE HAVE ALSO HAD THE PRIVILEGE OF WORKING WITH MEMBERS OF THE HOUSE AND SENATE COMMERCE, JUSTICE, SCIENCE AND RELATED AGENCIES (CJS) SUBCOMMITTEES TO RESTORE FEDERAL FUNDING FOR THE BALDRIGE PROGRAM MANY IN BOTH CHAMBERS, AND ON BOTH SIDES OF THE AISLE, HAVE SHOWN THEIR WILLINGNESS TO HELP IN PARTICULAR, WE MUST THANK SENATORS RICHARD SHELBY OF ALABAMA AND JEANNE SHAHEEN OF NEW HAMPSHIRE FOR THEIR SUPPORT IN THE SENATE TOGETHER, THEY CRAFTED A SENATE SECRETARY OF COMMERCE WILBUR ROSS TAKES THE PODIUM AT THE 29TH ANNUAL MALCOLM BALDRIGE NATIONAL QUALITY AWARDS PRESENTATION CEREMONY, APRIL 2, 2017 CONFIRMATION HEARING FOR DR WALTER COPAN THE FOUNDATION HAS WORKED WITH MANY OTHER MEMBERS OF CONGRESS, INCLUDING SENATOR SHELLEY MOORE CAPITO OF WEST VIRGINIA SENATOR CAPITO IS THE FIRST MEMBER OF CONGRESS TO ATTEND A NATIONAL AWARDS CEREMONY IN RECENT MEMORY, SUPPORTING CHARLESTON AREA MEDICAL CENTER FROM WEST VIRGINIA CONGRESSMAN SAM GRAVES FROM MISSOURI WORKED WITH US AND SUBMITTED CONVINCING WRITTEN TESTIMONY TO THE HOUSE CJS SUBCOMMITTEE IN SUPPORT OF BALDRIGE AND THE POSITIVE IMPACT IT HAS MADE IN HIS DISTRICT IN ADDITION TO THE NEW ADMINISTRATION AND CONGRESS, THE FOUNDATION HAS REACHED OUT AND MET WITH THE SECRETARIES OF FEDERAL AGENCIES TO GAIN SUPPORT FOR BALDRIGE AND TO PARTNER WITH THEM TO MAKE BALDRIGE RESOURCES AVAILABLE WITHIN THEIR OWN DEPARTMENTS AND TO THOSE WHOM THEY SERVE THROUGHOUT THE NATION WE RECENTLY MET WITH CABINET LEADERS AND THEIR STAFFS, INCLUDING DR BEN CARSON AT HOUSING AND URBAN DEVELOPMENT (HUD), DR DAVID SHULKIN, VETERANS ADMINISTRATION, ELAINE CHAO, TRANSPORTATION, SONNY PURDUE, USDA, LINDA MCMAHON, SMALL BUSINESS ADMINISTRATION, BETSY DEVOS, DEPARTMENT OF EDUCATION, AND MANY OTHERS THROUGHOUT THE FEDERAL GOVERNMENT AND WITH MEMBERS OF CONGRESS, WE ARE BUILDING STRATEGIC PARTNERSHIPS WHERE NONE HAD PREVIO

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.

▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

2017

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
THE FOUNDATION FOR THE MALCOLM
BALDRIGE NATIONAL QUALITY AWARD

Employer identification number

59-2891462

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ))
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II)
- 8 A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)
- 9 An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture See instructions Enter the name, city, and state of the college or university _____
- 10 An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2)**. (Complete Part III)
- 11 An organization organized and operated exclusively to test for public safety See **section 509(a)(4)**.
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s) **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions) **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions) **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization
 - f Enter the number of supported organizations _____
 - g Provide the following information about the supported organization(s)

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv), 170(b)(1)(A)(vi), and 170(b)(1)(A)(ix)

(Complete only if you checked the box on line 5, 7, 8, or 9 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

	Calendar year (or fiscal year beginning in) ▶	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1	Gifts, grants, contributions, and membership fees received (Do not include any "unusual grant.")	516,091	130,770	233,678	1,263,748	277,785	2,422,072
2	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3	The value of services or facilities furnished by a governmental unit to the organization without charge						
4	Total. Add lines 1 through 3	516,091	130,770	233,678	1,263,748	277,785	2,422,072
5	The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6	Public support. Subtract line 5 from line 4						2,422,072

Section B. Total Support

	Calendar year (or fiscal year beginning in) ▶	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
7	Amounts from line 4	516,091	130,770	233,678	1,263,748	277,785	2,422,072
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	236,103	327,206	240,686	74,599	49,799	928,393
9	Net income from unrelated business activities, whether or not the business is regularly carried on	4,270					4,270
10	Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	1,026,816	132,839	512,680	323,843	174,938	2,171,116
11	Total support. Add lines 7 through 10						5,525,851
12	Gross receipts from related activities, etc. (see instructions)					12	174,938

13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

14	Public support percentage for 2017 (line 6, column (f) divided by line 11, column (f))	14	43.830 %
15	Public support percentage for 2016 Schedule A, Part II, line 14	15	32.200 %

16a 33 1/3% support test—2017. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

b 33 1/3% support test—2016. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

17a 10%-facts-and-circumstances test—2017. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization

b 10%-facts-and-circumstances test—2016. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization

18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►		(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1	Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2	Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3	Gross receipts from activities that are not an unrelated trade or business under section 513						
4	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5	The value of services or facilities furnished by a governmental unit to the organization without charge						
6	Total. Add lines 1 through 5						
7a	Amounts included on lines 1, 2, and 3 received from disqualified persons						
b	Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c	Add lines 7a and 7b						
8	Public support. (Subtract line 7c from line 6)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►		(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
9	Amounts from line 6						
10a	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b	Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c	Add lines 10a and 10b						
11	Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12	Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13	Total support. (Add lines 9, 10c, 11, and 12.)						

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ►

Section C. Computation of Public Support Percentage

15	Public support percentage for 2017 (line 8, column (f) divided by line 13, column (f))	15	
16	Public support percentage from 2016 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17	Investment income percentage for 2017 (line 10c, column (f) divided by line 13, column (f))	17	
18	Investment income percentage from 2016 Schedule A, Part III, line 17	18	

19a 33 1/3% support tests—2017. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ►

b 33 1/3% support tests—2016. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ►

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ►

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

		Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.		
	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).		
	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.		
	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.		
	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.		
	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below.		
	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.		
	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.		
	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document).		
	5a		
b	Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
	5b		
c	Substitutions only. Was the substitution the result of an event beyond the organization's control?		
	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI .		
	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI .		
	9a		
b	Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI .		
	9b		
c	Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI .		
	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer line 10b below.		
	10a		
b	Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)		
	10b		

Part IV Supporting Organizations (continued)

		Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
b	A family member of a person described in (a) above?		
c	A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI</i>		

Section B. Type I Supporting Organizations

		Yes	No
1	Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.</i>		

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization (s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3	By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

Section E. Type III Functionally-Integrated Supporting Organizations

1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions)		
a	<input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c	<input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2	Activities Test Answer (a) and (b) below.		
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>	Yes	No
b	Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
3	Parent of Supported Organizations Answer (a) and (b) below.		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i>		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6 and 7 from line 4)	8	
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year)	1	
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI)		
2	Acquisition indebtedness applicable to non-exempt use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions)	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	
Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI) See instructions	
7 Total annual distributions. Add lines 1 through 6	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions	
9 Distributable amount for 2017 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2017	(iii) Distributable Amount for 2017
1 Distributable amount for 2017 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2017 (reasonable cause required-- explain in Part VI) See instructions			
3 Excess distributions carryover, if any, to 2017			
a			
b From 2013.			
c From 2014.			
d From 2015.			
e From 2016.			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2017 distributable amount			
i Carryover from 2012 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2017 from Section D, line 7			
\$			
a Applied to underdistributions of prior years			
b Applied to 2017 distributable amount			
c Remainder Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2017, if any Subtract lines 3g and 4a from line 2 If the amount is greater than zero, explain in Part VI See instructions			
6 Remaining underdistributions for 2017 Subtract lines 3h and 4b from line 1 If the amount is greater than zero, explain in Part VI See instructions			
7 Excess distributions carryover to 2018. Add lines 3j and 4c			
8 Breakdown of line 7			
a Excess from 2013.			
b Excess from 2014.			
c Excess from 2015.			
d Excess from 2016.			
e Excess from 2017.			

Part VI Supplemental Information. Provide the explanations required by Part II, line 10, Part II, line 17a or 17b, Part III, line 12, Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c, Part IV, Section B, lines 1 and 2, Part IV, Section C, line 1, Part IV, Section D, lines 2 and 3, Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b, Part V, line 1, Part V, Section B, line 1e, Part V Section D, lines 5, 6, and 8, and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions)

Facts And Circumstances Test

990 Schedule A, Supplemental Information

Return Reference	Explanation
PART II, LINE 10	AWARD FEES, QUEST, REGIONAL CONF 2,171,116

SCHEDULE C
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities
For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶ **Complete if the organization is described below.** ▶ **Attach to Form 990 or Form 990-EZ.**
▶ **Information about Schedule C (Form 990 or 990-EZ) and its instructions is at**
www.irs.gov/form990.

OMB No 1545-0047

2017

Open to Public Inspection

If the organization answered "Yes" on Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

If the organization answered "Yes" on Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

If the organization answered "Yes" on Form 990, Part IV, Line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of the organization THE FOUNDATION FOR THE MALCOLM BALDRIGE NATIONAL QUALITY AWARD	Employer identification number 59-2891462
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Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV (see instructions for definition of "political campaign activities")
- 2 Political campaign activity expenditures (see instructions) ▶ \$ _____
- 3 Volunteer hours for political campaign activities (see instructions) _____

Part I-B Complete if the organization is exempt under section 501(c)(3).

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$ _____
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$ _____
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? Yes No
- 4a Was a correction made? Yes No
- b If "Yes," describe in Part IV

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$ _____
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ \$ _____
- 3 Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b ▶ \$ _____
- 4 Did the filing organization file **Form 1120-POL** for this year? Yes No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-
1				
2				
3				
4				
5				
6				

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

A Check if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures)

B Check if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
1a	Total lobbying expenditures to influence public opinion (grass roots lobbying)														
b	Total lobbying expenditures to influence a legislative body (direct lobbying)	240,039													
c	Total lobbying expenditures (add lines 1a and 1b)	240,039													
d	Other exempt purpose expenditures	1,265,028													
e	Total exempt purpose expenditures (add lines 1c and 1d)	1,505,067													
f	Lobbying nontaxable amount Enter the amount from the following table in both columns	225,253													
<table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">If the amount on line 1e, column (a) or (b) is:</th> <th style="width: 50%;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000														
g	Grassroots nontaxable amount (enter 25% of line 1f)	56,313													
h	Subtract line 1g from line 1a If zero or less, enter -0-														
i	Subtract line 1f from line 1c If zero or less, enter -0-	14,786													
j	If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No													

4-Year Averaging Period Under section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) Total
2a Lobbying nontaxable amount		362,033	278,930	225,253	866,216
b Lobbying ceiling amount (150% of line 2a, column(e))					1,299,324
c Total lobbying expenditures		130,000	192,592	240,039	562,631
d Grassroots nontaxable amount		90,508	69,733	56,313	216,554
e Grassroots ceiling amount (150% of line 2d, column (e))					324,831
f Grassroots lobbying expenditures					

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity

	(a)		(b)
	Yes	No	Amount
1 During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of			
a Volunteers?			
b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c Media advertisements?			
d Mailings to members, legislators, or the public?			
e Publications, or published or broadcast statements?			
f Grants to other organizations for lobbying purposes?			
g Direct contact with legislators, their staffs, government officials, or a legislative body?			
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i Other activities?			
j Total Add lines 1c through 1i			
2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b If "Yes," enter the amount of any tax incurred under section 4912			
c If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

	Yes	No
1 Were substantially all (90% or more) dues received nondeductible by members?	1	
2 Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
3 Did the organization agree to carry over lobbying and political expenditures from the prior year?	3	

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

1 Dues, assessments and similar amounts from members	1	
2 Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a Current year	2a	
b Carryover from last year	2b	
c Total	2c	
3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4 If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5 Taxable amount of lobbying and political expenditures (see instructions)	5	

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, Part II-A (affiliated group list), Part II-A, lines 1 and 2 (see instructions), and Part II-B, line 1 Also, complete this part for any additional information

Return Reference	Explanation
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TY 2017 Averaging Attachment

Name: THE FOUNDATION FOR THE MALCOLM
BALDRIGE NATIONAL QUALITY AWARD

EIN: 59-2891462

Explanation: THE CEO FILED ELECTION 501(H) USING FORM 5768 BEGINNING
WITH TAX YEAR 9.30.16.

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements
► Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.
Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047
2017
Open to Public Inspection

Name of the organization
THE FOUNDATION FOR THE MALCOLM BALDRIGE NATIONAL QUALITY AWARD

Employer identification number
59-2891462

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.
Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply)

Preservation of land for public use (e.g., recreation or education) Preservation of an historically important land area

Protection of natural habitat Preservation of a certified historic structure

Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year	
a Total number of conservation easements	2a	
b Total acreage restricted by conservation easements	2b	
c Number of conservation easements on a certified historic structure included in (a)	2c	
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ► _____

4 Number of states where property subject to conservation easement is located ► _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? Yes No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ► _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ► \$ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? Yes No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenue included on Form 990, Part VIII, line 1 ► \$ _____

(ii) Assets included in Form 990, Part X ► \$ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a Revenue included on Form 990, Part VIII, line 1 ► \$ _____

b Assets included in Form 990, Part X ► \$ _____

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

- 3** Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)
- a** Public exhibition
 - b** Scholarly research
 - c** Preservation for future generations
 - d** Loan or exchange programs
 - e** Other
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII
- 5** During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b** If "Yes," explain the arrangement in Part XIII and complete the following table
- | | Amount |
|---|--------|
| 1c Beginning balance | |
| 1d Additions during the year | |
| 1e Distributions during the year | |
| 1f Ending balance | |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b** If "Yes," explain the arrangement in Part XIII Check here if the explanation has been provided in Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	1,304,652	1,240,807	1,116,732	1,100,117	1,085,681
b Contributions					
c Net investment earnings, gains, and losses	32,115	63,845	124,074	16,616	14,436
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance	1,336,767	1,304,652	1,240,807	1,116,732	1,100,117

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as
- a** Board designated or quasi-endowment ▶
 - b** Permanent endowment ▶
 - c** Temporarily restricted endowment ▶ 100 000 %
- The percentages on lines 2a, 2b, and 2c should equal 100%
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by
- | | Yes | No |
|--|---------------|----|
| (i) unrelated organizations | 3a(i) | No |
| (ii) related organizations | 3a(ii) | No |
| b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |
- 4** Describe in Part XIII the intended uses of the organization's endowment funds

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment		5,943	1,046	4,897
e Other				
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c))				4,897

Part VII Investments—Other Securities. Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other _____		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col (B) line 12)		

Part VIII Investments—Program Related. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col (B) line 13)		

Part IX Other Assets. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d See Form 990, Part X, line 15

(a) Description	(b) Book value
(1) CONTRIBUTIONS RECEIVABLE	154,873
(2) SECURITY DEPOSIT	2,587
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col (B) line 15)	157,460

Part X Other Liabilities. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col (B) line 25)	

2. Liability for uncertain tax positions In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740) Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1	502,556
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12			
a	Net unrealized gains (losses) on investments	2a		
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	502,556
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII)	4b		
c	Add lines 4a and 4b		4c	
5	Total revenue Add lines 3 and 4c . (This must equal Form 990, Part I, line 12)		5	502,556

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1	1,505,067
2	Amounts included on line 1 but not on Form 990, Part IX, line 25			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	1,505,067
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII)	4b		
c	Add lines 4a and 4b		4c	
5	Total expenses Add lines 3 and 4c . (This must equal Form 990, Part I, line 18)		5	1,505,067

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b Also complete this part to provide any additional information

Return Reference	Explanation
See Additional Data Table	

Part XIII Supplemental Information *(continued)*

Return Reference	Explanation

Additional Data

Software ID:

Software Version:

EIN: 59-2891462

Name: THE FOUNDATION FOR THE MALCOLM
BALDRIGE NATIONAL QUALITY AWARD

Supplemental Information

Return Reference	Explanation
SCHEDULE D, PAGE 3, PART X	<p>THE FOUNDATION IS EXEMPT FROM FEDERAL INCOME TAX UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE. THEREFORE, THERE IS NO PROVISION FOR INCOME TAXES ON THE FINANCIAL STATEMENTS. THE FOUNDATION HAS ALSO BEEN CLASSIFIED AS AN ENTITY THAT IS NOT A PRIVATE FOUNDATION WITHIN THE MEANING OF SECTION 509(A) AND QUALIFIES FOR DEDUCTIBLE CONTRIBUTIONS AS PROVIDED IN SECTION 170(B)(1)(A)(VI). THE FOUNDATION FOLLOWS FASB ASC 740-10, ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES, WHICH PROVIDES GUIDANCE ON ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES RECOGNIZED IN THE FOUNDATION'S FINANCIAL STATEMENTS. THE GUIDANCE PRESCRIBES A RECOGNITION THRESHOLD AND MEASUREMENT ATTRIBUTE FOR FINANCIAL STATEMENT RECOGNITION AND MEASUREMENT OF A TAX POSITION TAKEN OR EXPECTED TO BE TAKEN IN A TAX RETURN, AND ALSO PROVIDES GUIDANCE ON DE-RECOGNITION, CLASSIFICATION, INTEREST AND PENALTIES, ACCOUNTING IN INTERIM PERIODS, DISCLOSURE AND TRANSITION. AS OF SEPTEMBER 30, 2018, THE FOUNDATION HAD NO UNCERTAIN TAX POSITIONS THAT REQUIRED EITHER RECOGNITION OR DISCLOSURE IN THE FOUNDATION'S FINANCIAL STATEMENTS. GENERALLY, THE TAX YEARS BEFORE 2015 ARE NO LONGER SUBJECT TO EXAMINATION BY FEDERAL OR STATE AUTHORITIES. IN FEBRUARY 2019, THE FOUNDATION'S 2015 FEDERAL FORM 990 WAS SELECTED BY THE IRS FOR EXAMINATION. BASED ON THE INITIAL RESULTS OF THE INVESTIGATION, MANAGEMENT DOES NOT BELIEVE THIS INSPECTION WILL RESULT IN ANY FINDINGS OR HAVE A SIGNIFICANT IMPACT ON THE FOUNDATION'S AUDIT.</p>

Schedule I (Form 990)

Grants and Other Assistance to Organizations, Governments and Individuals in the United States

OMB No 1545-0047

2017

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Complete if the organization answered "Yes," on Form 990, Part IV, line 21 or 22. Attach to Form 990.

Information about Schedule I (Form 990) and its instructions is at www.irs.gov/form990.

Name of the organization THE FOUNDATION FOR THE MALCOLM BALDRIGE NATIONAL QUALITY AWARD

Employer identification number 59-2891462

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance...
2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000 Part II can be duplicated if additional space is needed

Table with 8 columns: (a) Name and address of organization or government, (b) EIN, (c) IRC section (if applicable), (d) Amount of cash grant, (e) Amount of non-cash assistance, (f) Method of valuation, (g) Description of noncash assistance, (h) Purpose of grant or assistance. Row 1: BALDRIGE PERFORMANCE EXCELLENCE PRO, EIN 53-0205706, GOV, 250,715.

- 2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table.
3 Enter total number of other organizations listed in the line 1 table.

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22

Part III can be duplicated if additional space is needed

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					

Part IV Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

Return Reference

Explanation

Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 23.**
▶ **Attach to Form 990.**

▶ **Information about Schedule J (Form 990) and its instructions is at www.irs.gov/form990.**

OMB No 1545-0047

2017

Open to Public Inspection

Name of the organization
THE FOUNDATION FOR THE MALCOLM
BALDRIGE NATIONAL QUALITY AWARD

Employer identification number
59-2891462

Part I Questions Regarding Compensation

		Yes	No		
<p>1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <input type="checkbox"/> First-class or charter travel <input type="checkbox"/> Travel for companions <input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Discretionary spending account </td> <td style="width: 50%; vertical-align: top;"> <input type="checkbox"/> Housing allowance or residence for personal use <input type="checkbox"/> Payments for business use of personal residence <input type="checkbox"/> Health or social club dues or initiation fees <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) </td> </tr> </table>	<input type="checkbox"/> First-class or charter travel <input type="checkbox"/> Travel for companions <input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Discretionary spending account	<input type="checkbox"/> Housing allowance or residence for personal use <input type="checkbox"/> Payments for business use of personal residence <input type="checkbox"/> Health or social club dues or initiation fees <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)			
<input type="checkbox"/> First-class or charter travel <input type="checkbox"/> Travel for companions <input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Discretionary spending account	<input type="checkbox"/> Housing allowance or residence for personal use <input type="checkbox"/> Payments for business use of personal residence <input type="checkbox"/> Health or social club dues or initiation fees <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)				
<p>b If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain</p>	1b				
<p>2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?</p>	2				
<p>3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <input checked="" type="checkbox"/> Compensation committee <input type="checkbox"/> Independent compensation consultant <input checked="" type="checkbox"/> Form 990 of other organizations </td> <td style="width: 50%; vertical-align: top;"> <input checked="" type="checkbox"/> Written employment contract <input type="checkbox"/> Compensation survey or study <input checked="" type="checkbox"/> Approval by the board or compensation committee </td> </tr> </table>	<input checked="" type="checkbox"/> Compensation committee <input type="checkbox"/> Independent compensation consultant <input checked="" type="checkbox"/> Form 990 of other organizations	<input checked="" type="checkbox"/> Written employment contract <input type="checkbox"/> Compensation survey or study <input checked="" type="checkbox"/> Approval by the board or compensation committee			
<input checked="" type="checkbox"/> Compensation committee <input type="checkbox"/> Independent compensation consultant <input checked="" type="checkbox"/> Form 990 of other organizations	<input checked="" type="checkbox"/> Written employment contract <input type="checkbox"/> Compensation survey or study <input checked="" type="checkbox"/> Approval by the board or compensation committee				
<p>4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:</p> <p>a Receive a severance payment or change-of-control payment?</p> <p>b Participate in, or receive payment from, a supplemental nonqualified retirement plan?</p> <p>c Participate in, or receive payment from, an equity-based compensation arrangement?</p> <p>If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.</p>	4a		No		
	4b		No		
	4c		No		
<p>Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.</p> <p>5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:</p> <p>a The organization?</p> <p>b Any related organization?</p> <p>If "Yes," on line 5a or 5b, describe in Part III.</p>	5a		No		
	5b		No		
<p>6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:</p> <p>a The organization?</p> <p>b Any related organization?</p> <p>If "Yes," on line 6a or 6b, describe in Part III.</p>	6a		No		
	6b		No		
<p>7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III.</p>	7		No		
<p>8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.</p>	8		No		
<p>9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?</p>	9				

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference	Explanation
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SCHEDULE O
(Form 990 or 990-EZ)

Supplemental Information to Form 990 or 990-EZ

OMB No 1545-0047

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

2017

Open to Public Inspection

Department of the Treasury

Internal Revenue Service

Name of the organization
THE FOUNDATION FOR THE MALCOLM
BALDRIGE NATIONAL QUALITY AWARD

Employer identification number

59-2891462

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990	<p>PART IX, LINE 1A & 24A - THE EXISTING NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY (NIST), BALDRIGE PERFORMANCE EXCELLENCE PROGRAM, IS AUTHORIZED IN P L 100-107, AS A PUBLIC-PRIVATE PARTNERSHIP THAT HAS BEEN EVALUATING ORGANIZATIONAL PERFORMANCE, IDENTIFYING ROLE MODEL ORGANIZATIONS, AND SHARING THEIR BEST PRACTICES FOR OVER 30 YEARS, RESULTING IN DRAMATIC IMPROVEMENTS IN ORGANIAZATIONAL PERFORMANCE OUTCOMES, AND SUSTAINABILITY AS WELL AS OVER 25 BILLION IN ECONOMIC BENEFIT TO THE NATION THE BALDRIGE PERFORMANCE EXCELLENCE PROGRAM DEVELOPS AND PROVIDES THE WORLD-RENOWNED BALDRIGE EXCELLENCE FRAMEWORK - A MANAGEMENT, BEST PRACTICES, ASSESSMENT, STANDARDS, AND LEADERSHIP FRAMEWORK THAT IS GLOBALLY RECOGNIZED AND USED BY SMALL BUSINESSES, INDUSTRY, AND GOVERNMENTAL ORGANIZATIONS ACROSS ALL BUSINESS AND ORGANIZATIONAL SECTORS INCLUDING HEALTHCARE AND EDUCATION THE BALDRIGE FOUNDATION AND PROGRAM ALSO SERVE AS THE FOUNDATION FOR MORE THAN 30 STATE-BASED BALDRIGE PROGRAMS COVERING ALL 50 STATES AND TERRITORIES, AS WELL AS THE NEW COMMUNITY OF EXCELLENCE 2026 INITIATIVE WHICH USES THE BALDRIGE FRAMEWORK TO STRENGTHEN COMMUNITIES BY BRINGING TOGETHER LEADERS AND ORGANIZATIONS FROM ALL SECTORS TO WORK TOGETHER AND FIND INNOVATIVE AND CREATIVE SOLUTIONS TO THE CHALLENGES THEY FACE NIST HAS MEASURED THE BALDRIGE RETURN ON INVESTMENT AT GREATER THAN 820 TO 1 FOR THE US GOVERNMENT THE MONEY GIFTED TO THE FEDERAL GOVERNMENT UNDER THIS ACT PAYS FOR THE 16 FEDERAL EMPLOYEES IN THE BALDRIGE PROGRAM, THEIR ORGANIZATIONS AND FOR CONFERENCES TO SHARE BEST PRACTICES ACROSS THE UNITED STATES THE GIFT ALSO SUPPORTS ALL STATE BALDRIGE PROGRAMS WHICH FEED INTO THE NATIONAL PROGRAM</p>

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4A	<p>GROWTH IN JOBS NEARLY 20 TIMES GREATER THAN MATCHED INDUSTRIES AND TIME PERIODS (63% VERSUS 3.2%, PER THE BUREAU OF ECONOMIC ANALYSIS AND LABOR STATISTICS) IN ADDITION, ORGANIZATIONS WHO USE THE BALDRIGE FRAMEWORK LONG-TERM HAVE SEEN A 92.6% INCREASE IN MEDIAN REVENUE GROWTH AND A 67% MEDIAN GROWTH IN INFRASTRUCTURE SUPPORTING INNER CITY AND COMMUNITY GROWTH THROUGH JOB CREATION VALUE FOR THE HEALTHCARE SECTOR ACCORDING TO A THOMSON REUTERS STUDY, HOSPITALS HAVE LOWER RATES OF MORTALITY AND COMPLICATIONS, HIGHER PROFIT MARGINS, AND HIGHER IMPROVEMENT LEVELS THAN PEERS IN THE 100 TOP HOSPITALS (TOP 3% NATIONWIDE) BALDRIGE HELPS IMPROVE HEALTHCARE QUALITY AND AFFORDABILITY THE PRESIDENT'S COUNCIL OF ADVISORS ON SCIENCE AND TECHNOLOGY RECOMMENDED THAT DOC AND HHS BUILD ON THE BALDRIGE AWARDS TO HELP IMPROVE COST AND QUALITY OF HEALTHCARE ACROSS THE US VALUE FOR PUBLIC EDUCATION SCHOOL DISTRICTS HAVE ACHIEVED ROLE-MODEL GRADUATION RATES 97.4% (PEWAUKEE SCHOOL DISTRICT, WISCONSIN), 93%-95% SUSTAINED OVER 3 YEARS (JENKS PUBLIC SCHOOLS, OKLAHOMA), THE HIGHEST RATE OF ANY LARGE US SCHOOL DISTRICT OVER 2 YEARS (MONTGOMERY COUNTY PUBLIC SCHOOLS, MARYLAND), AND 7% AVERAGE ANNUAL IMPROVEMENT FOR 4 YEARS (IREDELL-STATESVILLE SCHOOLS, NORTH CAROLINA) BALDRIGE IMPROVES EFFICIENCY AND STUDENT PERFORMANCE DEMONSTRATED BENEFITS INCLUDE IMPROVED AP COURSE PARTICIPATION AND PERFORMANCE, STANDARDIZED TEST SCORES, GRADUATION RATES, AND COLLEGE ATTENDANCE RATES CONFERENCE AND INDIVIDUAL RECOGNITION THE FOUNDATION ALSO HOSTS 2 CONFERENCES EACH YEAR TO SHARE THE BEST PRACTICES OF THE HIGHEST PERFORMING ORGANIZATIONS WITH CONFEREES BEST PRACTICES ARE ALSO MADE AVAILABLE TO THE PUBLIC ON OUR WEBSITE AND THE BALDRIGE PROGRAMS WEBSITE THIS PUBLIC BENEFIT AND SHARING OF BEST PRACTICES IN HEALTHCARE, EDUCATION, AND BUSINESS HAS NO EQUAL IN THE NON-PROFIT SECTOR ADDITIONALLY, EACH YEAR THE FOUNDATION RECOGNIZES ONE OUTSTANDING LEADER FROM ACROSS THE NATION WHO HAS MADE AN IMPACT OF LEADING THEIR ORGANIZATION WITH BALDRIGE VALUES AND FOR PUBLIC GOOD ACHIEVEMENTS SPECIFIC TO 2017 2017 WAS A YEAR FILLED WITH ACHIEVEMENT, PROGRESS, AND PERFORMANCE EXCELLENCE EXAMINERS, JUDGES, AND VOLUNTEERS AT THE STATE AND NATIONAL LEVEL AND AROUND THE GLOBE HAVE CONTRIBUTED TO THE SUCCESS AND PROSPERITY OF THOUSANDS OF ORGANIZATIONS IN EVERY SECTOR OF THE ECONOMY THE ALLIANCE FOR PERFORMANCE EXCELLENCE CONTINUES TO INTRODUCE BALDRIGE TO HUNDREDS OF ORGANIZATIONS, WHILE THE BALDRIGE CONSULTANT COMMUNITY PASSIONATELY DEVELOPS AND GUIDES BALDRIGE ORGANIZATIONS AND SERVE AS CHAMPIONS AND AMBASSADORS THROUGHOUT THE NATION FOR OUR PROGRAM IN 2017, THE BALDRIGE FOUNDATION CONTINUED TO FUND THE BALDRIGE PERFORMANCE EXCELLENCE PROGRAM AT THE NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY (NIST) THE BALDRIGE PROGRAM'S MISSION IS PRECISELY ALIGNED WITH NIST AND THE DEPARTMENT OF COMMERCE THIS PUBLIC-PRIVATE PARTNERSHIP, WHICH IMPROVES THE PERFORMANCE AND COMPETITIVENESS OF US ORG</p>

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4A	<p>ANIZATIONS, HAS AN ECONOMIC IMPACT OF MORE THAN ONE BILLION-DOLLARS ANNUALLY THE BALDRIGE PROGRAM HAD A VERY SUCCESSFUL YEAR IN 2017, EXECUTING THE AWARDS PROCESS AND DELIVERING E XCEPTIONAL TRAINING EXPERIENCES LIKE THE BALDRIGE EXECUTIVE FELLOWS PROGRAM AND EXAMINER T RAINING IN FY17, THE BALDRIGE EXECUTIVE FELLOWS PROGRAM AND SEVERAL OTHER TRAINING OFFERINGS WERE RANKED FIRST AND FOURTH, RESPECTIVELY, BY LEADERSHIP EXCELLENCE AND DEVELOPMENT AWARDS (LEAD) IN THEIR EDUCATION CATEGORIES FOR EMPHASIS ON HUMAN RESOURCES AND LEADERSHIP/ ORGANIZATIONAL DEVELOPMENT THE BALDRIGE PROGRAM IS THE ONLY STATE OR FEDERAL GOVERNMENT PROGRAM TO BE RECOGNIZED IN LEAD AWARD CATEGORIES THIS YEAR, MORE THAN TWENTY HIGH-PERFORMING ORGANIZATIONS MET THE REQUIREMENTS TO BE CONSIDERED FOR THE MALCOLM BALDRIGE NATIONAL QUALITY AWARD AFTER AN ARDUOUS AWARDS PROCESS, THIS YEAR'S NATIONAL ROLE-MODEL AWARD RECIPIENTS ARE BRISTOL TENNESSEE ESSENTIAL SERVICES, BRISTOL, TN, STELLAR SOLUTIONS, PALO ALTO, CA, ADVENTIST HEALTH CASTLE, KAILUA, HI, SOUTHCENTRAL FOUNDATION, ANCHORAGE, AK, CITY OF FORT COLLINS, FORT COLLINS, CO WE CONGRATULATE EACH OF THEM FOR THEIR STELLAR, ROLE-MODEL PERFORMANCE AND COMMITMENT THEY HAVE ACHIEVED THE PINNACLE OF ORGANIZATIONAL PERFORMANCE EXCELLENCE AND WILL BE RECOGNIZED WITH THE MALCOLM BALDRIGE NATIONAL QUALITY THE YEAR IN REVIEW BY AL FABER PRESIDENT AND CEO, BALDRIGE FOUNDATION THROUGHOUT THE FEDERAL GOVERNMENT AND WITH MEMBERS OF CONGRESS, WE ARE BUILDING STRATEGIC PARTNERSHIPS WHERE NONE HAD PREVIOUSLY EXISTED TO EXPAND SUPPORT FOR THE BALDRIGE PERFORMANCE EXCELLENCE PROGRAM " 2017 BALDRIGE FOUNDATION JOURNAL OF PERFORMANCE EXCELLENCE AWARD, THE ONLY AWARD FOR QUALITY PRESENTED ON BEHALF OF THE PRESIDENT OF THE UNITED STATES OF AMERICA AND WHICH CARRIES THE PRESIDENTIAL SEAL ADVOCACY WITH THE NEW ADMINISTRATION THERE IS ENORMOUS POTENTIAL FOR SUPPORT AND GROWTH THE FOUNDATION HAS FOCUSED ON TRANSFORMING GOVERNMENT AND GROWING THE ECONOMY, AND THE FOUNDATION HAS BEEN WORKING TIRELESSLY WITH ALL FEDERAL AGENCIES AND CONGRESS TO SHOW WHERE BALDRIGE CAN HELP SECRETARY OF COMMERCE WILBUR ROSS PRESIDED OVER HIS FIRST BALDRIGE AWARD CEREMONY IN APRIL 2017, AND IN HIS REMARKS, HE RECOGNIZED THE 1 BILLION CONTRIBUTION BALDRIGE MAKES TO THE AMERICAN ECONOMY ANNUALLY PRIOR TO HIS REMARKS, HE CONGRATULATED EACH TEAM OF AWARD RECIPIENTS WHILE TAKING OFFICIAL PHOTOGRAPHS, AND TALKED ABOUT HIS ENTHUSIASM FOR THE BALDRIGE PROGRAM, AND WHAT IT REPRESENTS IN SEPTEMBER, I ATTENDED THE CONFIRMATION HEARING OF THE NEW UNDER SECRETARY OF COMMERCE AND NIST DIRECTOR, DR WALTER COPAN I WAS PROUD TO HAVE THE OPPORTUNITY TO SHOW OUR SUPPORT FOR HIM DURING THIS PROCESS ONCE HE WAS CONFIRMED, I INVITED DR COPAN TO ATTEND THE NEXT FOUNDATION BOARD MEETING IN NOVEMBER AND HE GRACIOUSLY ACCEPTED ALL OF OUR BOARD MEMBERS WERE THRILLED TO INTRODUCE THEMSELVES AND SHARE THEIR INSIGHTS AND EXPERIENCE WITH THE NEW DIRECTOR EQUALLY EXCITED, DR COPAN EXPRESSED HIS</p>

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4A	<p>S ADMIRATION FOR THE FOUNDATION'S MISSION AND SUPPORT OF THE BALDRIGE PROGRAM HE RE- AFFI RMED HIS COMMITMENT TO PERFORMANCE EXCELLENCE AND VOWED HIS PERSONAL SUPPORT AS AN AMBASSA DOR FOR BALDRIGE AND THE FOUNDATION WE HAVE A TRUE LEADER AND CHAMPION IN DR COPAN AND L OOK FORWARD TO WORKING WITH HIM TO RESTORE THE FEDERAL GOVERNMENT'S SUPPORT FOR THE BALDRIGE PROGRAM WE HAVE ALSO HAD THE PRIVILEGE OF WORKING WITH MEMBERS OF THE HOUSE AND SENATE COMMERCE, JUSTICE, SCIENCE AND RELATED AGENCIES (CJS) SUBCOMMITTEES TO RESTORE FEDERAL FU NDI NG FOR THE BALDRIGE PROGRAM MANY IN BOTH CHAMBERS, AND ON BOTH SIDES OF THE AISLE, HAV E SHOWN THEIR WILLINGNESS TO HELP IN PARTICULAR, WE MUST THANK SENATORS RICHARD SHELBY OF ALABAMA AND JEANNE SHAHEEN OF NEW HAMPSHIRE FOR THEIR SUPPORT IN THE SENATE TOGETHER, TH EY CRAFTED A SENATE SECRETARY OF COMMERCE WILBUR ROSS TAKES THE PODIUM AT THE 29TH ANNUAL MALCOLM BALDRIGE NATIONAL QUALITY AWARDS PRESENTATION CEREMONY, APRIL 2, 2017 CONFIRMATIO N HEARING FOR DR WALTER COPAN THE FOUNDATION HAS WORKED WITH MANY OTHER MEMBERS OF CONGR ESS, INCLUDING SENATOR SHELLEY MOORE CAPITO OF WEST VIRGINIA SENATOR CAPITO IS THE FIRST MEMBER OF CONGRESS TO ATTEND A NATIONAL AWARDS CEREMONY IN RECENT MEMORY, SUPPORTING CHARL ESTON AREA MEDICAL CENTER FROM WEST VIRGINIA CONGRESSMAN SAM GRAVES FROM MISSOURI WORKED WITH US AND SUBMITTED CONVINCING WRITTEN TESTIMONY TO THE HOUSE CJS SUBCOMMITTEE IN SUPPOR T OF BALDRIGE AND THE POSITIVE IMPACT IT HAS MADE IN HIS DISTRICT IN ADDITION TO THE NEW ADMINISTRATION AND CONGRESS, THE FOUNDATION HAS REACHED OUT AND MET WITH THE SECRETARIES O F FEDERAL AGENCIES TO GAIN SUPPORT FOR BALDRIGE AND TO PARTNER WITH THEM TO MAKE BALDRIGE RESOURCES AVAILABLE WITHIN THEIR OWN DEPARTMENTS AND TO THOSE WHOM THEY SERVE THROUGHOUT T HE NATION WE RECENTLY MET WITH CABINET LEADERS AND THEIR STAFFS, INCLUDING DR BEN CARSON AT HOUSING AND URBAN DEVELOPMENT (HUD), DR DAVID SHULKIN, VETERANS ADMINISTRATION, ELAIN E CHAO, TRANSPORTATION, SONNY PURDUE, USDA, LINDA MCMAHON, SMALL BUSINESS ADMINISTRATION, BETSY DEVOS, DEPARTMENT OF EDUCATION, AND MANY OTHERS THROUGHOUT THE FEDERAL GOVERNMENT A ND WITH MEMBERS OF CONGRESS, WE ARE BUILDING STRATEGIC PARTNERSHIPS WHERE NONE HAD PREVIOU SLY EXISTED TO EXPAND SUPPORT FOR THE BALDRIGE PERFORMANCE EXCELLENCE PROGRAM AS AN EXAMP LE, I RECENTLY HAD THE OPPORTUNITY TO SIT ON A PANEL AT USDA TO OFFER ADVICE TO THEIR SENI OR LEADERSHIP ON THE IMPORTANT ROLE THE COMMUNITY OF EXCELLENCE 2026 FRAMEWORK CAN PLAY IN DEVELOPING STRATEGIES TO REVITALIZE RURAL COMMUNITIES AND REGIONS OUR EFFORT MAY EVENTUA LLY LEAD TO A GRANT FROM USDA FOR SEVERAL COE2026 PILOT REGIONS FUNDRAISING DURING 2017, THE BALDRIGE FOUNDATION CONTINUED ITS TRANSFORMATION INTO A MORE SUCCESSFUL AND SUSTAINAB L E FUNDRAISING ORGANIZATION AND ADVOCATE FOR THE BALDRIGE PROGRAM FOR THE FIRST TIME IN IT S HISTORY, THE FOUNDATION ACHIEVED PLATINUM STATUS IN GUIDESTAR, THE WORLD'S LARGEST SOURC E OF INFORMATION ON NONPROFIT</p>

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 11B	THE AUDIT COMMITTEE REVIEWS THE FORM 990 PRIOR TO SUBMITTAL THE AUDIT COMMITTEE THEN PRESENTS THEIR QUESTIONS TO THE BOARD OF DIRECTORS

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 12C	GOVERNANCE COMMITTEE MONITORS THE BOARD OF DIRECTOR'S ACTIVITIES ON A REGULAR BASIS

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 15A	COMPENSATION FOR THE TOP OFFICIAL (CEO) WAS DETERMINED BY THE GOVERNANCE COMMITTEE THROUGH DETAILED ANALYSIS OF SIMILAR NON-PROFIT ORGANIZATIONS IN THE SAME MARKET AREA. COMPENSATION IS FAR BELOW MARKET/CANDIDATE EXPERIENCE LEVELS. THE GOVERNANCE COMMITTEE EVALUATES CEO PERFORMANCE QUARTERLY AS PART OF REGULARLY SCHEDULED BOARD MEETINGS AND ALSO PERFORMS AN ANNUAL EVALUATION TO REVIEW PERFORMANCE AND TO EVALUATE COMPENSATION WITHOUT THE CEO BEING PRESENT. ALL NON-PROFIT BOARD BEST PRACTICES ARE FOLLOWED IN SETTING, REVIEWING, EVALUATING AND APPLYING COMPENSATION. THE FULL BOARD THEN APPROVES THE COMPENSATION PACKAGE FOR THE FOLLOWING YEAR.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 17	MARYLAND, MAINE, MICHIGAN, MINNESOTA, MISSISSIPPI, NORTH CAROLINA, NORTH DAKOTA, NEW HAMPSHIRE, NEW JERSEY, NEW MEXICO, NEW YORK, OHIO, OKLAHOMA, OREGON, PENNSYLVANIA, RHODE ISLAND, SOUTH CAROLINA, TENNESSEE, UTAH, VIRGINIA, WASHINGTON, WISCONSIN, WEST VIRGINIA

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 19	GOVERNING DOCUMENTS ARE AVAILABLE TO THE PUBLIC ON THE FOUNDATION'S WEBSITE AND UPON REQUEST