



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

DEC 14 2007

MEMORANDUM FOR SECRETARY OF THE ARMY

SUBJECT: 2007 Baldrige National Quality Award

I am proud to offer my congratulations to the U.S. Army Armament Research, Development and Engineering Center (ARDEC) as the 2007 recipient of the Malcolm Baldrige National Quality Award in the nonprofit category.

In receiving this award, the organization has joined an elite class of high-performing organizations that build quality, strong customer focus, and continual improvement into their everyday routine. Their application of quality management principles has improved their internal processes and, as a result, the readiness of our entire Department.

Please extend my praise and appreciation to all the men and women of the ARDEC for their dedication to organizational excellence and their contribution to the critical missions of the Department of Defense.

A handwritten signature in cursive script, which appears to read "Robert M. Gates", is located in the lower right quadrant of the page.

