
Minnesota Council for Quality Stakeholder Update
December 2005

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1. A Message from the President: The Council is Practicing What It Preaches

I remember a story my dad told me when I was probably about 8 years old. I was learning to clip my own fingernails (I'll spare you the details), and, being right-handed, I was struggling greatly in using my left hand to clip my right hand. My dad told me the following parable:

There once was a small town that had two barbers. One barber was well-groomed and had a sharp haircut; the other was usually dirty, poorly groomed, and had a terrible haircut. But 90% of men in town preferred to go to the second barber rather than the first. Why?

Of course, this confused me as an eight year old. Why would I choose a barber with filthy hands and a terrible appearance and trust him with my grooming needs?! Well, the answer to the riddle is that the clean barber did the dirty barber's hair, and the dirty did the clean barber's hair.

I suppose the moral my father was trying to teach me was that things don't always appear as they seem (or maybe it was "don't judge a book by its cover" or some other message). But here's the point I'd like to make in this month's column: sometimes organizations need to "take their own medicine." The Minnesota Council for Quality is doing so.

As most of you know, the Council's sole purpose is to help organizations around the state improve their performance -- to get better at what they do. However, we sometimes are guilty of not systematically improving our own performance. Oh sure, we have surveys that help us understand member, customer, and volunteer satisfaction levels. And we have key indicators that the Board and staff review to gauge performance and make improvements. But those evaluation cycles are mainly at a tactical process level. Until this year we did not have a strategic planning process. Yes, that's right: we did not have a systematic planning process for the first 17 years of our existence. Furthermore, we did not have a clearly articulated mission. Yes, we had one on our website and in our marketing materials, but it really was one person's view of our purpose and not the collective view of our stakeholders (and certainly not the endorsed view of our Board of Directors).

So I am pleased to announce that the Council's Board has spent most of 2005 (re)crafting a Purpose, Mission, and Vision. To do so, we gathered input from dozens of our key members, volunteers, customers, and other stakeholders. We debated the essence of our existence, and we explored the Council's true strengths, limitations, and boundaries. After much discussion and contemplation, I am proud to announce our new strategic guideposts.

Who We Are: Our Purpose

The Minnesota Council for Quality is a non-profit corporation that advances improvement and performance excellence within organizations, individuals, and communities.

Essentially, the foundation of our purpose did not change: we are still in business to help organizations improve and reach higher levels of excellence. This is because one of the Council's central beliefs has remained constant: we believe that Minnesota's socio-economic future depends largely on the effective management of organizations throughout the state. Therefore, our goal is to help organizations of all sizes, in all sectors, and in all communities throughout Minnesota improve their operations and their performance.

However, we have expanded our thinking as an organization: we also believe that communities within the state will be stronger if leaders work together to solve social and economic challenges that cross organizational boundaries. Therefore, in the future, we will also focus on providing leaders the network and means to improve the communities in which they live and work.

What We Do: Our Mission

The Council helps leaders identify strengths and improvement opportunities and builds networks that bring information, resources, knowledge, and best practices to organizations desiring to improve.

We do this by offering services such as our Baldrige-based organizational assessments (and Minnesota Quality Award), the Performance Improvement Network, the Consultant Referral Network, and the improvement Clearinghouse, and by collaborating with other non-profits that focus on improvement.

Our charge is to help leaders identify improvement opportunities so that they can focus and optimize their resources (with services such as our Baldrige-based assessment process), and then bring these leaders resources to help them take improvement action (with services such as our Clearinghouse, Consultant Referral Network, benchmarking, and Performance Improvement Network).

One of the symbols that best represents our mission is the "infinity diagram," which implies that improvement is a continuous journey (if you haven't visited our website at www.councilforquality.org, the symbol is subtly plastered all over). The left side of the diagram represents assessment, discovery, learning, and prioritization; the right side represents resources that can assist in executing improvement -- either after an assessment or completely independent of one (approximately 90% of our organizational members use tools and frameworks other than Baldrige). Though the programs and services that fit within either side may evolve over time, the ultimate goal remains constant.

Where We Are Going: Our Vision

The Council will be the innovative national leader in facilitating performance excellence.

This vision implies a subtle shift in how we provide value to our members and stakeholders. While the Baldrige framework is one of the most robust and effective management/improvement

frameworks available and our Minnesota Quality Award assessment process remains our core service, we recognize that it is not the only effective improvement method available. Today, organizations are successfully using Six Sigma, ISO, Balanced Scorecard, Lean, and a variety of other techniques to improve and manage their organizations. Therefore, we continue to be committed to helping organizations identify current and emerging methods that are most appropriate for their organization's needs, culture, and circumstances. It may be Baldrige, but it may be any number of other frameworks -- or some combination.

To execute the vision, we have a parallel strategy going forward. First, we will strive to build membership "clusters" throughout Minnesota, with each cluster having access to our programs and services, with leaders within each cluster networking and working together to solve community issues, and with clusters connecting to each other to advance economic development, job creation, and social improvements across the state. Secondly, we are committed to collaborating with other organizations that focus on improvement and performance excellence within and beyond Minnesota. In doing so, we will strive to continue to discover the most innovative, valuable services and techniques for our members.

I guess in a way, the Council is spinning in its own infinity diagram. We have made tremendous strides the last few years -- thanks mainly to dedicated volunteers, support from our members and contributors, and an inherent passion for improvement as a community. But we have a long way to go to drive true value for our members and stakeholders and to have a meaningful and sustainable impact on organizational and community excellence. I thank you all for your support of our purpose and mission, and I look forward to working with many of you in striving for our vision. Together, we can facilitate excellence in Minnesota and beyond.

Yours in Improvement,

Brian S. Lassiter
President, Minnesota Council for Quality
www.councilforquality.org

2. Council Welcomes Washington State Quality Award as Consultant Referral Network© Partner

The Minnesota Council for Quality -- in cooperation with the Kansas Center for Performance Excellence, the Michigan Quality Council, the Ohio Partnership for Excellence, and the Wisconsin Forward Award -- is pleased to announce that the Washington State Quality Award has agreed to offer the Consultant Referral Network© in the state of Washington.

Located at www.consultantreferralnetwork.org, the Consultant Referral Network is a dynamic, web-enabled search tool that connects organizational improvement experts to client organizations seeking them. This service allows clients to outline their needs in terms of subject matter expertise sought, type of assistance desired (consulting, training, coaching, speaking, or facilitating), sector/industry expertise required, size of consulting firm desired, desired location of consulting firm, and years of experience preferred. The client can also weight the relative importance of each variable. The tool will then identify up to five consultants or firms that best match the client's needs.

"We are extremely pleased to add Washington to this growing partnership," says Brian Lassiter, president of the Minnesota Council for Quality. "The Consultant Referral Network is a unique tool that benefits consultants and the clients who seek them."

Jennifer Sprecher, Executive Director of Washington State Quality Award adds: "This Network adds a valuable service to WSQA's portfolio of products. Today, there is no systematic way for organizations in Washington to find improvement consultants. This service will help them

efficiently and effectively find resources to help them reach higher levels of excellence. It will also be of benefit to the consultants in our state who are always looking for organizations who seek their expertise. We are delighted to join the other five states in bringing this valuable tool to stakeholders in Washington.”

There are three benefits of this service to organizations. First, the tool can accelerate an organization’s search for improvement resources because it is quicker and more efficient than “word of mouth” and traditional searches. Second, it is neutral, independent, and unbiased. Third, there is currently no charge for organizations to use this tool to search for consultants, making it easy and cost-effective to use.

The service also offers three distinct benefits to consultants. First, it provides a potential channel of leads and a legitimate mechanism to create market awareness for the consultant’s services and capabilities. Second, it is independent and unbiased, making it credible and fair. And third, it is reasonably priced for consultants to get listed.

“This service provides valuable for all stakeholders,” says Lassiter. “The organizations win because they can more efficiently locate organizational improvement resources to help them advance improvement efforts in their operations. The consultants win because they may now get connected with organizations interested in their services. And the state quality programs win because we are offering a valuable service to stakeholders in our states.”

Since its official launch in March, nearly 100 consultants have registered in the Network, more than 10,000 independent users have visited the Network, clients have conducted nearly 200 searches, and four consulting engagements have results from referrals.

3. Council Announces Date for 2005 Minnesota Quality Award Recognition Event

The Minnesota Council for Quality is pleased to announce the date of the 2005 Minnesota Quality Award event: Tuesday evening, May 9, 2006. The event will be held at a Metro-area location to be determined. Save the date!

The annual Minnesota Quality Award event will feature the 2005 Minnesota Quality Award recipients. We expect nine or 10 recipients, representing all sectors: manufacturing, service, non-profit, health care, and education. The evening will also feature a keynote address by Mike Luker, president of Sunny Fresh Foods, a 1999 and 2005 Malcolm Baldrige National Quality Award recipient (see Article #5).

Not only will the evening offer learning and celebration, but it is an excellent opportunity to recognize these organizations’ accomplishments, to thank our Board of Evaluators and other key volunteers, and to network within our growing community. The event location and other details will be announced soon.

4. 2006 Minnesota Quality Award Evaluator Training Dates

Are you interested in learning more about what makes organizations successful? Are you interested in helping other organizations -- such as schools, hospitals, non-profits, and businesses -- around the state improve their performance? Would you be interested in networking, learning, and sharing with others who feel the same way?

The Minnesota Council for Quality is seeking candidates for the 2006 Minnesota Quality Award Board of Evaluators. If you are interested (re)joining the 2006 Board, please save the following training dates: the spring session will be February 28-March 2 (in the Metro); the summer session

will be June 27-29 (in Rochester); and the fall session will be October 3-5 (in the Metro). You may select the session that best meets your needs.

In addition to the full three-day training session, new Evaluators are also required to attend a one-day orientation (dates for the spring session are: February 1, 2, or 7). Evaluator applications are available at www.councilforquality.org/assess.cfm (returning Evaluators only need to submit changes since their last evaluation).

5. 2005 Malcolm Baldrige National Quality Award Recipients Announced; Minnesota's Sunny Fresh Foods Among Recipients

President George W. Bush and Commerce Secretary Carlos Gutierrez recently announced six organizations as recipients of the 2005 Malcolm Baldrige National Quality Award, the nation's highest Presidential honor for quality and organizational performance excellence.

The 2005 Baldrige Award recipients are:

- Sunny Fresh Foods, Inc., Monticello, Minn. (manufacturing);
- DynMcDermott Petroleum Operations, New Orleans, La. (service);
- Park Place Lexus, Plano, Texas (small business);
- Richland College, Dallas, Texas (education);
- Jenks Public Schools, Jenks, Okla. (education); and
- Bronson Methodist Hospital, Kalamazoo, Mich. (health care).

A unit of Cargill and based in Monticello, Minnesota, Sunny Fresh Foods is a two-time Baldrige Award recipient; it received the award in the small business category in 1999. Baldrige Award recipients can reapply after five years. In addition, this is the first time that a community college, an automotive dealership, and an oil industry business have been named as Baldrige Award recipients.

"President Bush and I proudly announce these organizations as recipients of the prestigious Malcolm Baldrige National Quality Award," said Commerce Secretary Carlos Gutierrez. "By pursuing excellence in every aspect of their operations, the men and women of these innovative, high-performing organizations have proven ready to meet the competitive challenges of the future. The recipients of the Baldrige Award provide inspiration for all U.S. organizations in their quest for excellence," he said.

The 2005 Baldrige Award recipients were selected from among 64 applicants. All six recipients were evaluated rigorously by an independent board of examiners in seven areas: leadership; strategic planning; customer and market focus; measurement, analysis and knowledge management; human resource focus; process management; and results. The evaluation process included about 1,000 hours of review and an on-site visit by teams of examiners to clarify questions and verify information in the applications.

"This recognition is significant to the award recipients because they understand the rigor and objectivity of the Baldrige Award evaluation. Each step of the award process is structured to continually refine the board of examiners' depth of knowledge and understanding of the applicants' performance excellence system, ensuring that only the most outstanding applicants are recognized, and that all applicants receive objective feedback for improvement," said Roy Bauer, chair of the Baldrige Award panel of judges and president and chief operating officer, Pemstar Inc. in Rochester, Minnesota.

The 2005 Baldrige Award recipients are expected to be presented with the Baldrige Award in a ceremony in Washington, D.C., early next year.

Named after the 26th Secretary of Commerce, the Malcolm Baldrige National Quality Award was established by Congress in 1987 to enhance the competitiveness and performance of U.S. businesses and expanded in 1998 to include education and health care. The award promotes excellence in organizational performance, recognizes the quality and performance achievements of U.S. organizations, and publicizes successful performance strategies. The award may be presented to five types of organizations: manufacturers, service companies, small businesses, education organizations and health care organizations. The award is not given for specific products or services. Since 1988, 68 Baldrige Awards have been presented to 64 organizations.

The Minnesota Quality Award, a product of the Minnesota Council for Quality, is the state's version of Baldrige. For more information on the Minnesota Quality Award, please visit www.councilforquality.org; for more information on the 2005 Baldrige recipients or the Malcolm Baldrige National Quality Award, please visit www.baldrige.org.

6. 2006 Baldrige Criteria Released

The Criteria for Performance Excellence of the Malcolm Baldrige National Quality Award are a set of requirements for achieving organizational performance excellence. Now entering its 19th year, the Criteria continue to evolve: they change every other year to reflect the dynamic challenges facing businesses and the changing requirements for business success. Changes in the Criteria are not theoretical or hypothetical. Rather, the Criteria change as a result of studying organizations which have demonstrated strong performance results and identifying what elements of their management system have made them successful. In this way, the Criteria represent what has been called "the leading edge of validated management principles." In essence, the Criteria are a set of proven best practices that can be used by any organization to gauge their performance versus role model organizations, identify their key improvement opportunities, and monitor their progress over time.

The 2006 Business Criteria for Performance Excellence were recently released by the Baldrige National Quality Program (Education and Health Care Criteria will be released soon). The Criteria did not change significantly from 2005 to allow organizations a year to continue to absorb requirements that drive excellence. However, the language throughout the Criteria have been adjusted to better address nonprofit organizations as well as for-profit organizations (not-for-profits will be eligible for the national award in 2007, with a pilot program for select not-for-profits occurring in 2006; not-for-profits are already eligible for the Minnesota Quality Award). In addition, Notes have been added to all Criteria Items that translate the requirements into appropriate nonprofit language. And each Baldrige Item now has a question that supplements the title and encompasses the central concept of the Item.

For a PDF copy of the Criteria, please visit the Baldrige website at www.baldrige.org. Hardcopy booklets will be available in January and can be obtained from the Baldrige website or by sending an email to the Council at info@councilforquality.org.

If you are interested in using the Criteria to assess your organization's performance and to identify and prioritize improvement opportunities, please visit the Council's website (www.councilforquality.org) and click on the "Organizational Assessment" link.

7. The Business Case for Ethics & Social Responsibility -- PIN Discussion 1/5

Is "moral capitalism" possible? Can virtue and self-interest in business ever coincide? The Caux Round Table (CRT), a non-profit international network of principled business leaders working to promote a moral capitalism, believes it has to. In fact, the CRT believes that a sustainable business out of necessity must blend self-interest with a common interest, finding a point of equilibrium between self-interest and virtue.

The Minnesota Council for Quality is pleased to welcome Mr. Stephen Young, Global Executive Director of the Caux Roundtable, to the January 5 Performance Improvement Network (PIN) discussion. Steve will share his insights on how organizations can flourish by practicing “principled capitalism” -- by applying fundamental ethical norms to business decision-making and balancing social responsibility with self-interest. He will also share an outline of an organizational self-assessment (that is based on the Baldrige framework) that helps corporations identify gaps in their ethical and moral fabric. Finally, Steve will share how socially responsible prosperity can become the foundation for a fair, free and transparent global society.

The discussion is from 8:00-9:00 a.m. on January 5 (networking and continental breakfast begin at 7:30 a.m.) at the Minneapolis Community and Technical College (MCTC), 1501 Hennepin (15th and Hennepin), downtown Minneapolis, Room L3000 (Wheelock-Whitney Library). Parking is available at their ramp across Hennepin (for \$5). Admission to PIN is FREE for Council members; \$10 for partner organizations; \$20 for the public. Space is limited so register today by emailing brian.lassiter@councilforquality.org. For more information, visit www.councilforquality.org/performance.cfm.

8. An Introduction to Quality: Learning from the Masters -- Seminar 2/15-2/17

“Those who know what, and those who know how, work for those who know why.”

Zig Ziglar

Good organizations today have specialists in Six Sigma, Lean, Baldrige, Reengineering, Plan-Do-Check-Act (PDCA or PDSA), and other techniques working to improve the performance of their enterprise. They are excellent at knowing what to do and how to go about it, but they may not have a good appreciation for the system of quality, the theory behind their activities, and the rationale for why particular concepts, theories, and methods work. In short, they don't fully appreciate the “why” of quality and improvement. In addition, they may not have the tools to effectively integrate process improvement frameworks with the strategy and culture of the organization.

The Minnesota Council for Quality, in cooperation with Process Management LLC, is pleased to offer a 2.5 day seminar on the history of quality and the theories of the American and Japanese masters of quality -- Shewhart, Deming, Ishikawa, Taguchi, Tribus, Sarasohm, Feigenbaum, Mogensen, Mizuno, Juran, Akao, Kano, and Crosby.

This seminar will also focus on how improvement professionals can integrate their process improvement work in the context of their organization's strategy and culture. The seminar is a mixture of lecture, exercises, and demonstrations.

The seminar will be presented by Lou Schultz, a uniquely qualified expert who has enjoyed meeting all but two of the quality masters. Mr. Schultz, author of *Profiles in Quality, Learning from the Masters*, worked 25 years in industry before becoming a quality consultant for the last 21 years. He worked closely with Dr. Deming for 13 of those years.

This seminar is a must for executives or quality professionals who are now leading (or aspire to lead) performance improvement activities for their organizations. Whether your organization embraces Six Sigma, Lean, Baldrige, ISO, Scorecard, another framework, or any combination of frameworks, this seminar will provide the context of quality -- the “why” quality is important.

Attendees will receive a textbook and a course manual which contain items such as a copy of Shewhart's original control chart from 1924, and a copy of a Stanford University poster advertising the short course in quality for the United States organizations gearing up to produce war goods during World War II. Attendees will gain an understanding of the theories of

productivity and quality management, a collection of ideas to improve their organization, a set of new beliefs, and enthusiasm for better ways to act.

It will be presented at a location in the central Twin Cities Metro on February 15 starting at 8:30 am (registration at 8:00) and concluding at 12:00 noon on February 17. The fee for the seminar is \$750 per attendee; \$600 for Minnesota Council for Quality members.

To register or request additional information, contact Brian Lassiter of the Minnesota Council for Quality at 612-868-3519, brian.lassiter@councilforquality.org or Lou Schultz at Process Management LLC at 612-805-5990 or lou@processmanagement.com.

9. Office Value Stream Mapping -- Manufacturers' Alliance 1/12

Value Stream Mapping is one of the most important tools for the Lean Enterprise. It lays out a visual picture of the current process steps and its streamlined future state. Along the way it identifies individual areas where waste can be removed to achieve more productivity.

The Manufacturers' Alliance, an alliance partner of the Minnesota Council for Quality, is pleased to announce their January Monthly Educational Program on January 12, from 7:30 - 9:30 am at Hennepin Technical College in Brooklyn Park. The discussion will be led by Skyline Displays, Toro, and Nor-Lake, and will highlight what has worked, what hasn't worked, and why.

Come learn from the Alliance's experienced practitioners as to what has worked well and what has not worked for them. Cost is \$30 for non-members of Manufacturers Alliance. Council members (from manufacturing companies) are entitled to one free pass per monthly educational program; visit www.mfrall.com/free_pass.htm to print a free pass. For more information or to register, visit www.mfrall.com.

10. The Power of Search Engine Marketing -- MN Strategic Leadership Forum 1/24

The Minnesota Strategic Leadership Forum (MSLF), an alliance partner of the Minnesota Council for Quality, is pleased to announce their January 24 discussion "The Power of Search Engine Marketing." The discussion will be facilitated by Kathleen Stockham, Marketing Director of Bestbuy.com.

The power of search engine marketing lies in the fact that by using search engine marketing techniques marketers can catch, influence and steer potential customers while they are researching a product or service or about to make a purchase. What is the best way for marketers to harness the power of search engines? This session will focus on:

- Making sure that your paid search program and organic search objectives work together
- Optimize your organic search and correcting problems with your website that undermine high rankings
- The importance of relevancy – landing page relevancy and matching copy with the search engine
- Web analytics tools to measure customer acquisition costs and revenue generated from search marketing efforts

Kathleen is the Marketing Director for Best Buy.com, overseeing the entire online direct response operations and outbound programs for one of retail's largest and most powerful brands. Kathleen was also previously Vice President of Marketing for American City Business Journals, the largest publisher of Business Journals available in 41 major cities. Prior to that, Kathleen was the Director of Advertising for Office Depot.com for several years overseeing the brand management, contractual relations, cross-channel implementation and advertising carriage.

The discussion will be held Tuesday, January 24. Registration, networking, and breakfast is at 7:00 AM; the program is from 7:45-9:00 AM. The meeting location is the University of St. Thomas, 1000 LaSalle Ave in Minneapolis, Opus Hall 202. Cost is \$35 to the public or \$25 for members of Council (free for MSLF Premium members). For more information or to register, visit <http://www.slf-minnesota.org/calendar.htm>.

11. No RAQC Session in January

There will be no Rochester Area Quality Council (RAQC) meeting in January. Mark your calendars for RAQC's February 7 meeting and their May 5 special event: "Disney's Keys to Excellence: Unleashing Creativity and Maximizing Team Performance." For more information, visit www.raqc.com.

12. University of St. Thomas Announces Winter Courses

The Center for Business Excellence at the University of St. Thomas Minneapolis Campus, an alliance partner of the Council, is pleased to announce their winter improvement curriculum. Council members are entitled to a 15% discount for the following courses:

1/13 Negotiation Skills for Project Managers; \$375
1/13 Silent Auctions; \$85
1/16-1/20 Mini MBA® Program; \$1,895
1/18 Project Initiation; \$375
1/16-4/19 Mini MBA® Program; \$1,895
1/19-1/20 Effective Product Management and Marketing; \$595
1/19-4/6 Mini MBA® in Health Care Management; \$1795
1/23-1/27 Mini Master of Project Management; \$1795
1/25 Evaluating The Executive Director; \$25
1/25 Interpersonal Communications at Work; \$345
1/26-4/6 Mini Master of Medical Technology Management; \$1995
1/30-5/1 Mini Master of Marketing Management; \$1795
1/31 Mini MBA® in Family Enterprise; \$1895

For more information on any of these courses or to register, visit the Center for Business Excellence's website at www.stthomas.edu/cbe or call 651-962-4600.

13. South Central College Announces Spring Courses; Council Members Get 10% Discount

South Central College, Faribault and Mankato campuses, is pleased to announce their spring quality and performance improvement curriculum. Council members are entitled to a 10% discount.

The following courses will be held at the Faribault campus (prices before member discount):

Applying SPC & Statistical Tools, 2/6-2/8/06, \$235
Problem Solving Tools & Methods, 2/15/06, \$235
Quality Principles, Methods & Applications, 3/7-3/8/06, \$370
Supplier Quality Management & Improvement, 3/9/06, \$235
Calibration Processes, 3/14/06, \$125
Calibration of Dimensional Gages, 3/14/06, \$125
Gage Repair, 3/15/06, \$235

Technical Writing for the Quality Professional, 3/28/06, \$125
Process Control, 4/5/06, \$125
Project Management , 4/18/06, \$235
Microsoft Project 2003, 4/19/06, \$235
Understanding & Implementing ISO 9001:2000, 5/3/06, \$235
Internal Auditor Skills, 5/4/06, \$235

The following Certification Review courses also will be held at the Faribault campus (prices before member discount):

Certified Quality Technician (CQT) Review, 1/23-2/27/06, \$300
Certified Manager of Quality/Organizational Excellence (CMQOE) Review, 1/23-2/22/06, \$450
Certified Quality Engineer (CQE) Review, 3/27-5/22/06, \$450
Certified Quality Auditor (CQA) Review, 5/4-6/1/06, \$250

The following courses will be held at the Mankato campus (prices before member discount):

Failure Modes & Effects Analysis (FMEA), 3/16/06, \$235
Supplier Quality Management & Improvement, 3/23/06, \$235
Project Management , 4/25/06, \$235
Microsoft Project 2003, 4/26/06, \$235
Problem Solving Tools & Methods, 5/16/06, \$235

For more information, please contact Laura Hardy at 507-332-5802 or at laura.hardy@southcentral.edu or contact Brian Knutson at 507-332-5874 (brian.knutson@southcentral.edu). You can also find more information on the Council's Clearinghouse at www.councilforquality.org/improve_events.cfm.

14. University of Minnesota College of Continuing Education Announces Winter Courses

The College of Continuing Education (CCE) at the University of Minnesota, Twin Cities, is pleased to announce their winter improvement and business certificates and courses. Council members receive a 10% discount on all CCE courses.

Certificates:

Project Management Certificate – For more information on our Project Management Certificate and to register for courses, please visit <http://www.cce.umn.edu/certificateprograms/pmt/>

NEW! Diversity in the Workplace Certificate - For more information on our Diversity in the Workplace Certificate and to register for courses, please visit <http://www.cce.umn.edu/certificateprograms/div/>

Information Technology Infrastructure Library (ITIL) Certificates – For more information on our ITIL Foundation, Practitioner and Service Manager Certificates and to register for courses, please visit <http://www.cce.umn.edu/professionalcertification/itil/>

Individual Courses:

Problem Solving and Decision Making, 2/8, 9AM-4PM., Event ID 178372

Succession Planning, 2/14, 9AM-4PM, Event ID 178376

Advanced Project Management: Risk Management, 2/16, 9AM-4PM, Event ID 178378

Personal Influence and Leadership: Making a Difference, 3/22, 9AM-4PM, Event ID 178394

Free! Successful Manager's Leadership Program, Learn more about this program and how you can develop leadership excellence. 2/21, 8:30AM-9:30AM, Event ID 178397

For more information on any of these courses or to register, visit CCE's Continuing Professional Development website at <http://www.cce.umn.edu/professionaleducation/> or call 612-624-4000.

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