
Minnesota Council for Quality Stakeholder Update
September 2005

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1. A Message from the President: Keys to Organizational Sustainability

About a year ago I was having a discussion with a CEO of a fairly large Minnesota manufacturer. This organization has been remarkably successful in a highly competitive industry. They have survived difficult market cycles, increasing competition from overseas companies, and pricing pressures from US manufacturers who have chosen to outsource for cheaper labor. So I expected to hear about how their business was pulling out of the most recent market cycle. Instead, he chose to talk about his long-range vision for the company. Long range...like 100 years.

He said something like: "I frequently think about how to make this company sustainable -- not for three or five or even 10 years, but for 100 years. I think about what I can do, as CEO, to ensure that this company survives, so that my grandchildren's grandchildren can witness our success. I want this company to make a difference over time. I want to build a model...an infrastructure...so that the company survives -- and indeed thrives -- well after I'm gone and through various changes in environment, people, and circumstances."

Now, that's what I call a vision! What struck me about this discussion was not only the remarkable vision and enlightened leadership of this CEO, but also about just how challenging it is to sustain an organization.

We have recently emerged from a tough economy, and many companies have gone bankrupt, vanished, or merged with stronger companies. So I did a little research to try to quantify just how challenging it is to sustain an organization over the very long haul...

Consider this. Of the 500 largest US companies in 1955 (published in the first "Fortune 500" by Fortune Magazine), only 71 have remained on the 2005 list. That means that 85% of the largest US companies in 1955 no longer deserve that distinction -- they are either out of business, swallowed by other companies, or exist but have not maintained a pace of growth to be among the 500 largest. The data are even more pronounced when you look at the largest 100 companies (as researched by Dr. Michael Beer, management professor emeritus at Harvard). Of the original Fortune 100 companies, 61 were gone by 1987. Of those 39 that remained, only 18

stayed in the top 100 by 2003, and their stock return was 20% less than the overall market. Getting on the Fortune 100 (or 500) is hard, but staying on the list is an exceptional feat.

So if you weren't already convinced of how difficult organizational sustainability is, perhaps you are now. The Malcolm Baldrige National Quality Award program recognized the importance of sustainability to an organizations' ability to reach and maintain excellence. In fact, the 2005 "Criteria for Performance Excellence" contain several new requirements that focus on organizational sustainability.

The Baldrige Criteria define sustainability as the "...organization's ability to address current business needs and to have the agility and strategic management to prepare successfully for your future business and market environment. Both external and internal factors need to be considered. The specific combination of factors might include industry-wide and organization-specific components. In addition to responding to changes in the business and market environment, sustainability also has a component related to preparedness for real-time or short-term emergencies." (visit http://www.baldrige.org/Business_Criteria.htm to obtain a copy of the Criteria for Performance Excellence).

Largely, I submit, sustainability is the responsibility of the organization's senior leaders, which is why I guess our CEO friend was grappling with the challenge. But how do senior leaders deal with this somewhat nebulous issue? How does an organization build processes and systems to ensure its sustainability? There's obviously no black and white answer, but I'll offer some thoughts and tips:

- * Plan for the future. Leaders cannot effectively guide and lead the organization by focusing on the past. So build a systematic planning process that enables the organization to: understand its current and emerging environment (both internal and external), respond to competitive challenges and changes in the marketplace, capitalize on your organizational strengths, focus on improving your organizational weaknesses and vulnerabilities, and mitigate your organizational risks. A planning process should be systematic, should use data (from a variety of sources) to set objectives, should drive budgets and action plans, and should be carefully executed, monitored, and adjusted.

- * Use data to make decisions. This probably goes without saying, but to avoid poor management decisions, use data not intuition. Measures should be used throughout the organization to manage the overall organization's performance as well as the day-to-day operations. Measures should be selected in the context of the organization's strategy and challenges, should be accessible to anyone who needs them, and should be used to improve processes, products/services, and individual's performance.

- * Build your leadership bench strength. Strong leadership is the biggest driver of organizational success and sustainability. So improving (and retaining) the leaders you have today -- as well as grooming the leaders you will have tomorrow -- are key to organizational survival. Therefore, focus on leadership development (through training, coaching, mentoring, etc.), build a systematic succession planning process, and develop a solid career progression process. Growing your leaders of tomorrow is particularly important as our Baby Boomers begin to retire in a few years.

- * Prepare for emergencies. We have seen a few examples recently of how disasters can damage organizations. We recall the financial services company that lost every employee in the 9/11 World Trade Center attack; we also know that the airline industry and several other companies have struggled as a direct result of this terrible event. Unfortunately today we are witnessing similar devastation, as organizations shrink or disappear as a result of Hurricane Katrina. Emergencies and disasters come in many forms: fire, flood, hurricane, tornado, earthquake, terrorism, or even wide-spread technology/equipment failure. And they can impact all aspects of your organization -- causing loss of human resources, equipment,

facilities, information, inventory, and so forth. So, to sustain, it is important to build and test disaster recovery/business continuity plans for any number of emergencies facing your organization. If you are forced to react to these emergencies, you may be faced with devastating consequences that threaten your organization's very existence.

* Build a sustainable environment. This is a tougher one to get your arms around, but leaders should build an environment and culture that focuses on organization improvement, that rewards accomplishment of strategic objectives, that encourages innovation, and that supports organizational agility and rapid response. An environment like this is typically created by modifying reward structures and culture; therefore, leaders should align performance management systems (reward, recognition, compensation, career progression/promotion) on those things that will promote success today and in the future. An environment like this also demands continuous improvement throughout the organization. Building evaluation and refinement cycles into all strategic processes will better ensure that they reflect current or emerging business needs and that they will support strategic challenges and goals. There is no better way to ensure sustainability than to create what some call a "learning organization" -- one that systematically keeps its processes fresh, current, and responsive to its current and future environment.

If you are interested in learning more about organizational sustainability, I'd invite you to attend next month's Performance Improvement Network meeting (see Article 4). Or consider attending the Baldrige Regional Conference (there are only a few seats available; see Article 2) to learn how 10 organizations have reached and sustained organizational excellence.

Yours in Improvement,

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

2. Baldrige Regional Conference Nearly Sold Out -- 9/28

Only a few seats remain for the 2005 Baldrige Regional Conference this September 28! The conference, hosted by the Minnesota Council for Quality in partnership with the Baldrige National Quality Program and the Kansas Award for Excellence, will offer a day of dynamic learning and networking with the 2004 Malcolm Baldrige National Quality Award recipients as well as Award recipients from prior years.

"The 11 organizations visiting Minnesota for this conference represent a collection of world class organizations from nearly all sectors," says Brian Lassiter, president of the Council. "This is a tremendous opportunity to learn from the best in business -- both manufacturing and service -- as well as health care and education."

Leaders from the following organizations will participate in the conference:

- * Robert Wood Johnson University Hospital Hamilton; health care; 2004 Baldrige recipient
- * The Bama Companies; manufacturing; 2004 Baldrige recipient
- * Kenneth W. Monfort College of Business; education; 2004 Baldrige recipient
- * Caterpillar Financial Services Corporation; service; 2003 Baldrige recipient
- * Community Consolidated School District 15 (Palatine, IL); education; 2003 Baldrige recipient

- * St. Luke's Hospital of Kansas City; health care; 2003 Baldrige recipient
- * SSM Health Care (St. Louis); health care; 2002 Baldrige recipient
- * University of Wisconsin-Stout; education; 2001 Baldrige recipient
- * Pearl River School District (New York); education; 2001 Baldrige recipient
- * Sunny Fresh Foods (Cargill); manufacturing; 1999 Baldrige recipient
- * 3M Dental; manufacturing; 1997 Baldrige recipient

Spend a day learning about these role model organizations' best practices and performance strategies in all seven Baldrige Criteria Categories:

- * leadership
- * strategic planning
- * customer/market/student/stakeholder/patient focus
- * measurement, analysis, and knowledge management
- * human resource/faculty/staff focus
- * process management
- * results.

The conference is an excellent way to network with and learn from Award recipients. You will undoubtedly discover valuable tips for applying Baldrige as well as hear other ways to improve your performance and strengthen your results.

Registration is \$495; a \$50 discount is available for faculty or groups of five or more registering at the same time. A pre-conference workshop for Baldrige Beginners is planned for the afternoon of 9/27; registration is \$100 for those attending the conference (\$150 for those who are not).

Both events are at the Sheraton-Bloomington (formerly the Radisson South, Hwy 100 and 494). For more information, visit http://www.baldrige.nist.gov/2005_Regionals/Regionals.htm or call 301-975-2036 (email ngp@nist.gov).

To register, visit <http://maccinc.com/brc2005/>, call MACC at 215-822-6319, or visit http://www.baldrige.nist.gov/2005_Regionals/Regionals.htm and fax the registration form to 215-822-3332.

A limited number of seats remain. Register today!

3. Looking for a Consultant? Try the New Consultant Referral Network at No Charge

Looking for a Six Sigma consultant? An ISO auditor? A leadership coach, a diversity trainer, or a strategic planning expert?

Sometimes locating an organizational improvement expert is difficult. There are many out there, but unless you already know who they are -- or you get lucky through word of mouth -- it is oftentimes challenging to find them.

The Minnesota Council for Quality -- in cooperation with the Michigan Quality Council, the Ohio Partnership for Excellence, and the Wisconsin Forward Award -- is pleased to announce the launch of the Consultant Referral Network(c). 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.

What makes this service unique? Two things. First, it focuses on organizational improvement. There are other tools that help you locate doctors, dentists, and plumbers. But there are very few resources available to locate organizational improvement consultants. Second, the tool allows the hiring organization (the "client") to search for vendors based on their specific needs. So rather than sorting through dozens or hundreds of possible consultants on a particular subject matter expertise, this tool will allow you to narrow your search for the consultants that meet your specific requirements – requirements such as sector/industry expertise, location, size, and years of experience.

The process is simple. If you are a client, it takes you about 5 minutes to conduct a search (if you are a consultant, it takes you about 15 minutes to register and select your listing fee option). To learn more about the service or to use the tool, visit www.consultantreferralnetwork.org.

4. Leadership, Succession Planning, Innovation, and Organizational Sustainability -- PIN Discussion 10/6

A great business strategy is just the beginning. Are the leaders in your organization fully prepared to take you there?

Too often a company's upcoming leaders and the organizational culture are not sufficiently aligned with the vision. The Minnesota Council for Quality is pleased to welcome Mr. Bill McCarthy, Senior Vice President of LeaderSource, to the October 6 Performance Improvement Network (PIN) discussion. Bill will share some of the approaches being taken by client companies in the areas of leadership development, succession planning, and innovation, to ensure their growth and success is sustainable.

The discussion is from 8:00-9:00 a.m. on October 6 (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. Admission 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.

5. 8 Dimensions of Excellence & 12 Voices of the Customer -- Two Workshops 11/9-11/10

The Minnesota Council for Quality is pleased to announce two thought-provoking, content-rich, and interactive workshops on November 9 and 10. Both workshops are presented by Robin Lawton, best-selling author and internationally-known consultant to world-class leaders in both industry and government. Rob is an engaging, top-rated speaker you won't want to miss, and we have arranged these workshops at special discount for you.

The first session, "8 Dimensions of Excellence: Aligning Strategy and Measures with Customer Priorities," will be held November 9 from 1:00-5:30pm. Participants will receive an autographed copy of Mr. Lawton's best-selling book. This half-day course will enlighten, inspire, and enable you to achieve improvement you never thought possible.

Learn how to drive change from outcomes and customers inward (rather than from process outward). You will see how to apply a powerful but elegantly simple framework and process that consistently produces high results in even the most challenging environments. You will see why two organizations won their state quality awards as a direct result of applying these principles and tools. You can reasonably expect results of at least 5-to-1 returns on investment (ROI) from strategic initiatives and key projects using these methods.

Early bird (before 10/21/05) registration for this session is \$170 (\$125 for members); standard registration is \$195 (\$150 for members). Teams of three or more registering before 10/21/05 are \$145 each (or \$95 for members).

The second session, "The 12 Voices of the Customer," will be held November 10 from 8:30am-5:00pm. This humorous, high-content workshop interactively shows you how to uncover what customers care most about. Customers often don't tell you their highest priorities, yet they'll hold you accountable for knowing and satisfying them. This session builds mind-readers. It will significantly enhance your Six Sigma initiative, satisfaction surveys, innovation, and other efforts to enhance business growth and competitive position.

This workshop will address our fatal assumptions about 1) how to unambiguously identify and segment customers into their three key roles, 2) what questions to ask, 3) how to prioritize their answers, and 4) how to translate squishy perceptions into objective product design criteria.

Early bird (before 10/21/05) registration for this session is \$350 (\$250 for members); standard registration is \$395 (\$295 for members). Teams of three or more registering before 10/21/05 are \$295 each (or \$195 for members).

The location for both events has not yet been set, but will be in the Twin Cities Metro.

These sessions are intended for executives, managers, change agents, Six Sigma practitioners, and project teams. You will gain fresh insights on how to uncover and satisfy customer priorities, from both a strategic and operations perspective.

Register BY OCTOBER 21 for the early bird discount by calling 800-729-1468. For detailed course descriptions and registration information, please go to each course listing shown at <http://www.imtc3.com/events/UpcomingEvents.cfm>.

6. QBQ! The Question Behind the Question -- RAQC Session 10/4

The Rochester Area Quality Council (RAQC), a partner of the Minnesota Council for Quality, will host a special program October 4, when they welcome John Miller, author of the best-selling "QBQ! The Question Behind the Question" book. His message of personal accountability is right for your organization and people. Drive your organization's 'bottom line' through inspirational personal accountability; John has a captivating and humorous speaking style that is "fast, frank and fun!"

Cost prior to September 27th is \$69 for members and \$79 for non-members; after September 27th member cost is \$79 and non-member \$89; this cost includes the book. The program will be held at the Kahler Grand, Heritage Hall from 7:30 to 10:30 a.m. To register, send an email to kay.wiegert@roch.edu or by phone to 507-285-7560. For more information,

At the October 4 program, RAQC will also present the Karl Shurson Quality Award. The award is named in honor of Karl Shurson who was a key executive at Pemstar, Inc. He was also among the important contributors to IBM's Malcolm Baldrige Quality Award in 1990. He was passionate about quality, customer satisfaction and education. Applications are available at www.raqc.com. Please send nominations for organizations and/or individuals to Connie Kurth, 1148 23rd Avenue

SW, Rochester, MN by Tuesday, September 27, 2005. Nominations should be typewritten and not exceed three pages. Electronic submissions can be forwarded to ragc@att.net.

7. Social Artist as World Server -- MN Facilitators Network 9/23-9/25

The Minnesota Facilitators Network (MFN), a partner of the Minnesota Council for Quality, is pleased to announce their September 23-25 session, "Social Artist as World Server," facilitated by Jean Houston, PhD. This will be an exhilarating and inspiring journey through psychology, leadership, education, religion, archeology, contemporary physics, and theater. Jean is a consultant to governmental agencies and companies in over 40 countries. Author of 17 books, she is co-director of the Foundation for Mind Research. A scholar and researcher of human capacities and cross-cultural education, Jean is a favorite as a speaker and for her highly engaging, multi-dimensional learning experiences.

The Friday 9/23 workshop, "Leadership as Social Artistry," is \$295 (lunch included). The weekend workshop (9/24-9/25), "The Path of the World Server," is \$385 and includes breakfast and lunch both days. Council members are entitled to a \$50 discount.

For more information or to register, visit <http://www.mnfacilitators.org/>. To register, call Linda Alton 612-281-6556 or icamn@mninter.net.

8. Creating Powerful Customer Connections -- MN Strategic Leadership Forum 9/27

The Minnesota Strategic Leadership Forum (MSLF), a partner of the Minnesota Council for Quality, is pleased to announce their September 27 discussion "Creating Powerful Customer Connections." The discussion will be facilitated by Barry Judge, SVP-Consumer and Brand Marketing, Best Buy.

In the highly competitive consumer retail space, forward-thinking marketing strategy helps keep retailers such as Minnesota-based Best Buy at the top of its industry. Barry will share how he and his team guide the company's brand strategy, drive the development of new marketing capabilities, empower marketing innovation and create a culture that enables this work, as the company puts the customer at the center of its business model.

Barry Judge helps Best Buy better understand and meet the needs of its customers. As Best Buy's senior vice president, consumer and brand marketing, Judge guides the brand strategy for North America's No. 1 specialty retailer of consumer electronics, home-office products, entertainment software, major appliances and related services. He drives the development of new marketing capabilities and empowers marketing innovation as the company transforms to put the customer at the center of its business model.

The discussion will be held Tuesday, September 27. 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. 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>.

9. 52nd Annual Minnesota Quality Conference -- ASQ 10/10-10/11

The 52nd Annual Minnesota Quality Conference, hosted by the Minnesota Section of the American Society for Quality (ASQ, a partner of the Council), provides educational opportunities

for the professional development of its participants. The Conference seeks to advance the use of quality principles, concepts, and technologies for every industry.

The goal of the conference is to provide education on current quality topics and fields of interest and to help quality professionals be informed and implement quality practices throughout their organizations.

This year's Minnesota Quality Conference will be held at the Minneapolis Airport Marriott. One and two hour educational seminars are being offered on Monday October 10, 2005, and full day workshops are offered on Tuesday October 11, 2005.

The keynote address is "Making Six Sigma Useful," delivered by Roderick A. Munro, Ph.D. He will be followed by speakers in five useful tracks: audits, six sigma, leadership, quality tools, and reliability.

The one day conference is \$250 for members of ASQ or the Council (\$300 for the public); fees for the main conference plus the day of workshops is \$450 or \$525, respectively.

For more information or to register, visit <http://www.mnasq.org/2005-conf-home.shtml>.

10. 2005 Annual Conference -- OD Network 11/13-11/15

Please make plans now to join the OD Network for their annual conference this November 13-15 at the Minneapolis Hilton and Towers. This is the first time the event will be held in the Twin Cities and is hosted by the Minnesota OD Network, a partner of the Council.

"So, what's in it for ME?" you ask?

This year's conference is centered around the four mission-critical areas of focus that reflect what OD and HR professionals told the OD Network you need to know to maximize your personal and organizational success: Systems Thinking, Strategic Thinking, Bottom-Line OD, and Leadership.

The program is specifically designed to meet your professional development needs and help you address your on-the-job and in-the-trenches challenges - while providing an environment for connection among peers who share similar challenges, values and fresh ideas.

And, in order to help you better define and communicate the value of OD within your own organization, you'll get an inside look at how successful OD initiatives made the grade and won praise from senior leadership teams at major organizations, including: American Express, Banco Popular, Boeing, Children's Hospital, Goldman, Sachs & Co., H.B. Fuller, Honeywell, Lockheed Martin, Novartis, Pfizer, and others.

Plus, you'll hear riveting speakers -- who represent the founders of OD, as well as the next generation of leadership -- and enjoy scores of skill-building, relevant workshops and core sessions that offer you answers that you can implement as soon as you return to work.

The conference is \$995 for members of MNODN (\$1195 for non-members) or \$795 before 8/22 (\$995). There are senior and student rates available.

For more information or to register, visit <http://www.odnetwork.org/conf2005/index.php>.

11. South Central Technical College Announces Fall Courses; Council Members Get 10% Discount

South Central Technical College, Faribault and Mankato campuses, is pleased to announce their fall 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):

Setting Up An Internal Training Website, 9/13-9/15/05, 8a-12p, \$295
Introduction to Quality, 9/28-9/29/05, 8a-4:30p, \$370
Technical Writing for the Quality Professional, 10/11/05, 9a-12p, \$65
Process Control, 10/25/05, 8a-12p, \$95
Understanding & Implementing ISO 9001:2000, 11/2/05, 8a-4:30p, \$235
Internal Auditor Skills, 11/3/05, 8a-4:30p, \$235
Introduction to Six Sigma , 11/8/05, 8a-4:30p, \$255
Six Sigma Tools & Analysis Using Microsoft Excel, 12/8-12/9/05, 8a-4:30p, \$390
Project Management , 12/13/05, 8a-4:30p, \$235
Microsoft Project 2003, 12/14/05, 8a-4:30p, \$235

The following Certification Review courses will also held in Faribault (prices before member discount):

Certified Quality Technician (CQT) Review - **ITV**, 9/12-10/17/05, 6-9 p, \$300
Certified Mechanical Inspector (CMI) Review - **ITV**, 9/12-10/10/05, 6-9 p, \$250
Certified HACCP Auditor (CHA) Review, 9/28-10/19/05, 5:30-8:30p, \$200
Certified Calibration Tech (CCT) Review - **ITV**, 10/24-11/21/05, 6-9 p, \$250
Cert Quality Improvement Assoc (CQIA) Review, 10/25-11/22/05, 6-9 p, \$250

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

Lean Thinking, 10/5/05, 8a-4:30p, \$235
Problem Solving Tools & Methods, 11/08/05, 8a-4:30p, \$235
ISO, Continual Improvement & Management Responsibilities, 11/22/05, 8a-12p, \$95
Understanding & Implementing ISO 9001:2000, 11/30/05, 8a-4:30p, \$235
Internal Auditor Skills, 12/01/05, 8a-4:30p, \$235
Project Management, 12/6/05, 8a-4:30p, \$235
Microsoft Project 2003, 12/7/05, 8a-4:30p, \$235

The following Certification Review courses will also held in Mankato (prices before member discount):

Certified Quality Technician (CQT) Review - **ITV**, 9/12-10/17/05, 6-9 p, \$300
Certified Mechanical Inspector (CMI) Review - **ITV**, 9/12-10/10/05, 6-9 p, \$250
Certified Calibration Tech (CCT) Review - **ITV**, 10/24-11/21/05, 6-9 p, \$250

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.

12. University of St. Thomas Announces Fall Courses

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

8/24-2/19 Executive Leadership Program

http://www.stthomas.edu/cob/execprofdev/4d/sem_desc_results.asp?profctr=depd&id=10-1001004

8/25-26 Finance & Accounting for Nonfinancial Managers

http://www.stthomas.edu/cob/execprofdev/4d/sem_desc_results.asp?profctr=depd&id=11-3014012

8/26-12/10 (five two-day sessions) Strategies for Organizational Growth

http://www.stthomas.edu/cob/execprofdev/4d/sem_desc_results.asp?profctr=depd&id=10-3085006

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. Century College Announces Fall Courses; Council Members Get Discount

Century College, White Bear Lake, offers a comprehensive program of Quality training, certificate and certification courses to meet the needs of business and industry. Courses may be customized and delivered to your organization at your worksite. Century College is pleased to announce the following fall quality courses:

Certified Quality Improvement Associate (CQIA); Quality 101: ASQ Foundations in Quality; Tuesdays, October 4-25 from 6-9PM. Cost is \$575 (\$525 for Council members).

ASQ Certified Quality Auditor (CQA); Mondays, September 26 through November 21 from 6-9PM. Cost is \$795 (\$745 for Council members).

ASQ Certified Quality Engineer Program (CQE); Wednesdays, August 31 through November 16 from 6-9PM. Cost is \$875 (\$825 for Council members).

ASQ Certified Quality Manager; 35 hour course, fall dates TBD (visit www.century.edu/cect and click on the Quality link for more information). Cost is \$795 (\$745 for Council members).

ASQ Certified Quality Manager Test Prep Refresher; October 8 from 9:00am-3:30pm; \$165 (\$138 for Council members).

ISO 9001:2000 Internal Quality Auditor; September 20-21 from 8:30am-4:00pm; \$595 (\$545 for Council members).

Six Sigma Executive Overview; November 9 from 9:00am-12:00pm; \$119 (\$69 for Council members)

To register, contact Century College at 651-779-3341. For more information, contact Lorrie MacGillivray at 651-747-4048 or l.macgillivray@century.edu or visit www.century.edu/cect.

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