
Minnesota Council for Quality Stakeholder Update
January 2006

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1. A Message from the President: The Business Case for Ethics

Is "moral capitalism" possible? Is there a solid business case for ethical behavior in business?
Can virtue and self-interest in business ever coincide?

The Caux Round Table (CRT), a St. Paul-based 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.

Earlier this month, the Minnesota Council for Quality invited Steve Young, Global Executive Director of the Caux Roundtable, to our Performance Improvement Network (PIN) discussion. Steve mentioned that moral capitalism has been studied on a macroeconomic level for centuries. In fact, in his famous book "The Wealth of Nations," Adam Smith claimed that nations could create wealth and improve their standards of living if they elevated common interest over individual interests.

Young makes a similar argument in his 2003 book, "Moral Capitalism: Reconciling Private Interest with the Public Good." He claims that, over time, markets promote trust: they drive out those who deceive and who are unreliable. Two classic recent examples of this are Enron and Worldcom -- two companies that literally went out of business because the market no longer would support their unethical business practices.

Steve also claims that markets enhance conditions of mutuality. In Young's words: "The never-ending process of division of labor, giving rise to new specializations, makes us more and more dependent on each other for our food, our clothes, our computers and our cell phones. By becoming more and more dependent, we grow in relations of mutual need. Game theory provides mathematical demonstrations of how individuals making choices from the rationality of self-interest come to states of equilibria where the interests of many are concurrently served."

So in a sense, moral capitalism arises from this mutual dependency in markets: for capitalism to indeed flourish, dependency must be encouraged. And therefore, a moral sense is required in those who make business decisions. Individuals must act socially responsibly: the impact of their self-interest must be considered upon the whole, especially over the long-term.

So how does moral capitalism translate to organizations? Young argued that organizations can flourish by practicing “principled capitalism” -- by applying fundamental ethical norms to business decision-making and balancing social responsibility with self-interest.

This argument should sound familiar. Many of you probably read the insightful Jim Collins book “From Good to Great.” In it, Collins argues that certain approaches to business lead to greater sustained success than others. Specifically, he suggests that using a “both/and” mentality rather than an “either/or” mindset maximizes results and capitalized value of the company. Therefore, it makes sense that this “both/and” mentality means that businesses can achieve greater returns by doing the right thing ethically and morally. I guess it’s the ultimate win-win: behaving ethically and morally not only benefits the greater good, but it also will lead to increased longer term value for the corporation.

There are many studies that demonstrate the link between business results and ethical behavior. Though a little dated, probably the most comprehensive research was conducted by Harvard’s Kotter and Heskett (“Corporate Culture and Performance,” 1992). This study shows that “ethical” corporations had increased revenues nearly 700% over 11 years (versus 166% for corporations that did not demonstrate ethical cultural traits), expanded their workforces nearly 300% (versus 36%), grew their stock prices 900% (versus 74%), and increased their net incomes 750% (versus 1%).

There are quite a few other studies that report similar results (like the 2003 study in the UK that demonstrated strong links between financial results -- such as ROCE, profit, EVA, and turnover -- and the presence of a ethics policy within corporations for more on this study, visit http://ecampus.bentley.edu/dept/cbe/research/surveys_32.html). Yes, there is a business case for ethics and moral capitalism.

So how does a company build a culture that ensures ethical behavior? “Ethical behavior,” as defined by the Baldrige Criteria, refers to how an organization ensures that all its decisions, actions and stakeholder interactions conform to the organization’s moral and professional principles. These principles should certainly support all applicable laws and regulations, but Baldrige takes it a step further in saying that these principles should be the foundation for the organization’s culture and values. Indeed, they define “right” from “wrong” in an organizational context. While some organizations may view their ethical principles as boundary conditions restricting behavior, well-designed and clearly articulated ethical principles should empower people to make effective decisions with great confidence.

Here are five ways that any organization can better promote ethical behavior in all of its transactions:

- * Articulate your organization’s values and ethical principles. Integrate these principles into your organization’s mission, vision, and value statements. Communicate them frequently.
- * Live the values. Senior leaders should act as role models for these principles of behavior. The principles apply to all individuals involved in the organization -- from employees to board members, and possibly even to customers and partners -- and need to be communicated and reinforced on a regular basis.
- * Identify measures that help leaders monitor ethical behavior. Some of these measures may be reactive in nature (like the number of ethical breaches, for example), but try also to find proactive indicators. Consider these: hours of ethics training for all employees, employee satisfaction and

turnover especially at the executive levels (potentially indicating dissatisfaction and conflict), results of ethical situation simulations and ethical audits, number of calls to the company ethics hotline, nepotism rates, level of community support (volunteerism and contributions), and so forth.

* Include ethics in your organization's performance management systems: reward employees for ethical behavior, train employees on what constitutes ethical behavior, solicit input on ethics in your employee satisfaction instruments.

* Include ethical principles in transactions and contracts with external stakeholders. For example, include ethics in supplier, partner, and customer contracts. In other words, strive only to conduct business with ethical external stakeholders.

One final note. The Caux Roundtable has developed a survey instrument to help leaders monitor their organization's ethical behavior: the Self-Assessment and Improvement Process, or SAIP. The SAIP equips senior leaders, boards of directors, and business owners to address the growing expectation of responsible business conduct through a confidential, systematic self-appraisal. The SAIP results help managers identify current and emerging issues and launch targeted improvement initiatives. This tool is modeled after the Baldrige framework.

The Council, in cooperation with CRT, would like to find a couple of organizations to pilot the tool in Minnesota. There is a modest fee to offset the costs of administration. If your organization would be interested in testing the tool, please contact me directly at brian.lassiter@councilforquality.org.

Yours in Improvement,

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

2. Become a 2006 Minnesota Quality Award Evaluator: Spring Training Approaching

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).

There are many benefits to becoming an Evaluator, including:

- strengthening your understanding of what drives organizational excellence (the Baldrige Criteria for Performance Excellence represent a **validated** set of best practices for organizational excellence, and can be useful for improving any organization's performance),
- networking with influential leaders and professionals from the state (last year's Board of Evaluators consisted of about 120 leaders from around the state -- executives, middle

- managers, surgeons and physicians, superintendents and school teachers, non-profit and public sector leaders, quality professionals, and consultants),
- seeing “best practices” deployed within another organization – knowledge that you could use back at your organization and/or in your career,
 - helping organizations throughout the state – many of them schools, health care providers, non-profits, public sector agencies, and certainly businesses – improve their performance...simply get better at what they do, and
 - developing a set of other professional skills that may help you advance your career – skills such as consensus- and team-building, written communication, verbal communication and interpersonal skills, interviewing, analysis, and systems thinking.

For more information or for an Evaluator application, visit our website at www.councilforquality.org/assess.cfm (returning Evaluators only need to submit changes since their last evaluation).

3. Save the Date: 2005 Minnesota Quality Award Recognition Event May 9

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 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.

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. 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. Attendees will gain an understanding of the theories of productivity and quality management, a collection of ideas to improve their organization, a set new beliefs, and enthusiasm for better ways to act.

It will be presented at a location in the 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 brian.lassiter@councilforquality.org.

5. Think on Your Feet -- PIN Discussion 2/2

Ever wondered if you can be trained to be more persuasive? Would you like to learn how to deliver information in a more concise and memorable way? Are you interested in increasing your personal effectiveness level when presenting information? If you said "YES" to any of these questions, then "Think on Your Feet" is for you!

The Minnesota Council for Quality is pleased to welcome Mr. Merrill Ronning, President of Ronning Leadership Seminars, to the February 2 Performance Improvement Network (PIN) discussion. Merrill will share his "Think on Your Feet®" communication system, which consists of a unique blend of mass media tools along with subliminal and natural aspects of everyday communication. You'll learn how to package information through organization of thought before verbalizing it.

The discussion is from 8:00-9:00 a.m. on February 2 (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 (\$5). Space is limited so register today by emailing brian.lassiter@councilforquality.org. For more information, visit www.councilforquality.org/performance.cfm.

6. Council Membership Approaches 250: Recognizing Fourth Quarter Members

The Council would like to recognize 48 organizations and individuals who joined or renewed their membership in the third quarter. Special recognition goes to Allina Hospitals & Clinics and the Mayo Clinic-Rochester for renewing as Sponsoring Members. Their contributions help support more affordable memberships for individuals and smaller organizations.

"Allina and Mayo are two organizations dedicated to high quality clinical and patient care," says Brian Lassiter, president of the Council. "Both organizations are also firmly committed to organizational performance excellence. We thank them for their continued support."

In addition to Allina and Mayo, these individuals and organizations became members last quarter (asterisks indicate renewal members):

Anagram International, Eden Prairie, MN*
Tim Andrews, Apple Valley, MN*
Bartels Management Consulting, St. Paul, MN*
Benedictine Health System, Cambridge, MN*
Carstens Consulting Corporation, Spring Lake Park, MN*
Century College Customized Training, White Bear Lake, MN*
Collaboract Consulting, Minneapolis, MN
Karen Copp, River Falls, WI*
Ecolab Fueling the Future Lean Sigma Initiative, St. Paul, MN
Emerald Quality Services, Minneapolis, MN*
Employee Communications, Apple Valley, MN*
Endurant Business Solutions, Eden Prairie, MN*
Steve George, St. Louis Park, MN*
Hazelden Foundation, Center City, MN*
Hillswick Group, LTD, Brooklyn Park, MN*
Ikonics Corporation, Duluth, MN
In*sight Solutions Group, Inc., St. Paul, MN*
Indian Health Board of Minneapolis, Minneapolis, MN*
insightformation, Inc., Golden Valley, MN*
James Haedtke, Burnsville, MN*
Johnson Consulting Group, Minneapolis, MN*
LJ Menke Consulting, Shoreview, MN*
Lynn & Associates, Shorewood, MN*
Lois Mackin, Plymouth, MN*
McNeil & Associates, Eden Prairie, MN
MedSpeed, Elmhurst, IL
Steven Nelson, Brooklyn Park, MN
North Memorial Quality Services Department, Robbinsdale, MN*
Northstar Quality, Inc., Kilkenny, MN*
Opportunity Partners, Minnetonka, MN
Opportunity Services, Inc., Red Wing, MN*
Ronning Leadership Seminars, Eden Prairie, MN
SayYess!, St. Louis Park, MN
Spirit Grove Art & Photography, Roseville, MN
St. Jude Medical, AV and CD Divisions, Minnetonka, MN
Jim Stahley, Burnsville, MN*
Stat-Ease, Inc., Minneapolis, MN*
Sunny Fresh Foods, Monticello, MN*
Synergy Resource Group, Inc., Plymouth, MN*
Virchow, Krause and Company, Bloomington, MN*

We thank all members for their support. As of December 31, the Council represents a growing community of nearly 250 members representing nearly 160,000 employees. A complete list of members is available at <http://www.councilforquality.org/member.cfm>.

Why should you or your organization consider membership? There are many reasons. Your or your organization receives:

- **Recognition:** members are listed in our newsletter, on our website, and in a press release; members receive a letter/certificate showing their support of our mission.
- **Access to our services:** members have access to the member section of our on-line "improvement Clearinghouse"; members can conduct searches at no charge on our

Consultant Referral Network (www.consultantreferralnetwork.org); members receive our monthly electronic newsletter at no charge, which offers announcements, tips on organizational improvement, and other useful information.

- **Discounts to our services:** members can attend PIN meetings at no charge; members receive discounts to Evaluator training, organizational assessments, workshops and seminars; members can attend our annual MN Quality Award event at a discount)
- **Discounts to our partner services:** members receive discounts ranging from \$10 off breakfasts to \$200+ off courses at the U of M, St. Thomas, and other partners.

Individual memberships are \$100 and organization memberships begin at \$250. For more information on the benefits of becoming a member, please visit www.councilforquality.org/member.cfm or email the Council at info@councilforquality.org.

7. Council Seeking Volunteers for 11 Teams

The Minnesota Council for Quality is seeking volunteers for 11 key teams in early 2006. "The Council relies on volunteers to execute its mission of helping organizations, individuals, and communities improve," says Brian Lassiter, president of the Council. "In 2005, we had nearly 150 volunteers give approximately 10,000 hours of service. We are grateful for their contributions, and we are seeking to expand the roles available to volunteers. We believe that volunteers not only help the Council effectively execute our mission, but should also provide a meaningful experience for the volunteer."

In 2005, the Council will design and deploy a systematic volunteer resource management process. Simultaneous to that effort, we are seeking individuals to participate on existing and new teams that manage, refine, and improve several key services and programs.

The Council is looking for volunteers for the following five teams that focus on our Baldrige-based organizational assessment programs:

- 1) Assessment Team, which provides strategic oversight to the Baldrige-based assessment processes, related training, and MN Quality Award; this team also coordinates five sub-teams
- 2) New Evaluator Orientation Sub-Team, which provides oversight of our new Evaluator orientation; also conducts training
- 3) Evaluator Training Sub-Team, which provides oversight to our Evaluator training
- 4) Site Visit Training Sub-Team, which provides oversight to our site visit training module; also conducts training
- 5) Team Leader/Judge Training Sub-Team, which provides oversight to our Team Leader/Judge training; also conducts training

The Council is looking for volunteers for the following six teams that focus on our other member services:

- 6) Member Services Team, which provides strategic oversight to the Council's member services, including managing current member services as well as identifying emerging member benefits; this team also coordinates five sub-teams
- 7) Performance Improvement Network (PIN) Sub-Team, which provides oversight to our monthly "PIN" breakfast meetings and other educational programs

8) Improvement Clearinghouse Sub-Team, which will provide oversight to our on-line improvement Clearinghouse

9) Consultant Referral Network Sub-Team, which will provide oversight to our on-line Consultant Referral Network

10) Alliances Sub-Team, which will provide oversight to our alliances and strategic partnerships

11) Benchmarking Sub-Team, which will provide oversight to our new benchmarking services.

Do you:

- Have an interest in volunteering?
- Have a passion for performance improvement?
- Have expertise in some of those areas listed above?
- Have time to commit to volunteer activities?

Though each team has slightly different focuses and requirements, in general each team seeks 5-15 hours of time per year. If you are interested in participating on any of the team(s), please email brian.lassiter@councilforquality.org and indicate your interest(s) and what you could bring to those teams.

8. The St. Louis Park Project: Appreciative Inquiry and Community Visioning -- MNODN 2/7

An exciting and ground-breaking Appreciative Inquiry process has been underway in the community of St. Louis Park for the past nine months, and the MN OD Network, an alliance partner of the MN Council for Quality, is pleased to announce that their February program gives members an opportunity to engage with consultants and leaders who are in the midst of guiding the project.

The City is expanding its 10 year-old community vision by engaging hundreds of community residents and workers in an inquiry that will lead to a renewed vision to guide the city's future. This new, interdisciplinary approach to community visioning will be a process that other communities can replicate. Human systems grow toward what they ask questions about. Appreciative Inquiry is a process that brings into view the factors that give life to a living system and articulates the possibilities that will lead to the development of the future all participants envision.

The project team (Marjorie Herdes, Will Stockton, external development consultants, Bridget Gothberg, internal OD consultant, Martha McDonell, coordinator for community coordinator connections and Jan Loftus, vision assistant) as well as many of the seventeen active organization development volunteers will report on the process, what they have learned so far and be happy to answer your questions. Participants can expect to: get an overview of the project history to date; understand how AI philosophy, principles and methodologies are being applied in the project and integrated with the Mobius Model; hear about the outcomes and process of the first community-wide dialogue (to be held February 2); and hear how those outcomes will shape an even larger dialogue on February 12.

Come and learn about this community wide Appreciative Inquiry process, and consider attending the community-wide dialogue Feb. 12.

The discussion will be held February 7 from 3:30-5:30 (networking at 3:00) at the University of St. Thomas Minneapolis Campus, Opus Hall Room 201. Cost is \$10 for members of MNODN or the Council and \$20 for non-members. For more information, visit <http://www.mnodn.org> or contact AI VanArsdal (vanarscon@aol.com, 952 210-7676).

9. 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>.

10. Capturing the Voice of the Customer -- Manufacturers' Alliance 2/9

How do you get and translate all the wants and needs of your customers into new products? You need to uncover and balance your multiple customer needs and perceptions, and translate them into products that result in profits. Come learn more about three manufacturers' effective tools and practices -- what has worked, what has not, and why.

The Manufacturers' Alliance, an alliance partner of the Minnesota Council for Quality, is pleased to announce their February Monthly Educational Program on February 9, from 7:30 - 9:30 am at Hennepin Technical College in Brooklyn Park. The discussion will lead by Eaton Corporation, Donaldson Company, and Trane Global Control Systems.

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.

11. RAQC 2/7

There will be no Rochester Area Quality Council (RAQC) meeting in January, but mark your calendars for RAQC's February 7 meeting. Details will be announced soon at <http://www.raqc.com/programs.asp>.

RAQC is also pleased to announce a special event on May 5: "Disney's Keys to Excellence: Unleashing Creativity and Maximizing Team Performance." For more information, visit www.raqc.com.

12. Facilitator Know Thyself -- MN Facilitators Network 1/19

The Minnesota Facilitators Network (MFN), a partner of the Minnesota Council for Quality, is pleased to announce their January 19 session, "Facilitator Know Thyself: Establishing Safe Environments for Participation."

The session will be January 19 from 5:30-8:30 PM (program from 6-8PM). A light dinner will be served. The location is Salem Lutheran Church: 610 W 28th Street (corner of 28th and Lyndale Ave S. in Minneapolis). Cost is \$15 for members and \$20 for non-members.

For more information or to register, visit <http://www.mnfacilitators.org/> or contact Kim Johnson at kimregleight@earthlink.net.

13. 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:

1/16-1/20 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.

14. 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.

15. 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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