
Minnesota Council for Quality Stakeholder Update
February 2006

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1. A Message from the President: Planning for the Worst: The Importance of Business Continuity

In the last few years, there have been quite a few examples of why business continuity plans are important. Remember the anxiety about Y2K and its possible impact on our information systems? Most organizations scrambled to create at least basic recovery plans in the event that critical data vanished at midnight January 1. Then came the horrific events of September 11, when literally in a blink of an eye, many organizations (and, of course, many families) suffered a disastrous peril. One mid-sized financial services firm (I can't remember the name) was literally eliminated when its entire employee base fell victim in Tower I. And just last fall, Hurricane Katrina hit the gulf region -- a terrible natural disaster that destroyed homes, businesses, and critical infrastructure in a large area of Alabama and Louisiana. Needless to say, scores of organizations (and families) have not yet recovered. Many, unfortunately, never will.

Most of my monthly messages are about achieving organizational excellence -- about improving various parts of your organizational system so that performance results improve. However, this month, I'd like to focus on a far more ominous (but equally important) topic: the importance of having business continuity plans. After all, a key part of organizational excellence -- and indeed, organizational sustainability -- is having the ability to continue operations during catastrophic events.

Disasters can happen at any time, with or without warning. Consider the major snow storm that hit the northeast just last weekend, dumping more than two feet of snow in several major cities. This calamity ranks far lower in impact than Katrina or 9/11, but for some organizations that rely heavily on transportation (such as health care, utilities, and public or private transportation companies), operations were significantly impacted. Or consider the potential socio-economic impact of avian flu if and when it migrates to North America (and if and when it mutates to infect humans). This disaster could create a major workforce shortage with very little notice: I would guess that the first headline announcing a flu outbreak might cause some to avoid public places,

particularly in the areas of the outbreak. And if your line of business happens to be food-related...well, I don't need to expound upon the potential financial impact for those industries.

So how should organizations think about disaster recovery and business continuity? Here are some ideas:

* First, identify the risks facing your organization. Disasters come in many forms, so inventorying potential risks is as much art as science. Some disasters affect physical assets (like buildings, equipment, and inventory); some disasters impact information (systems failures, viruses, power failure); some impact people (such as widespread illness). Disasters can either be man-made (created by fire, accident, or terrorist, for example), or can be natural (created by flood, tornado, hurricane, wind). To identify potential risks, ask critical questions such as: how will we survive as an organization if we lose power for two weeks? How will we survive if 50% of our workforce cannot report to work due to a community disaster or a widespread medical event? How will we survive if 50% of our shop floor is destroyed or 50% of our inventory is ruined? How will we survive if our information systems go down for several days or longer?

* For each potential risk, generate possible solutions or (re)actions to mitigate the threat. (Here, the use of quality tools, such as the fishbone diagram, may come in handy.) These action plans should address all important assets of your organization, including your human resources (staffing levels, training/retraining needs, morale and burnout, delayed stress/trauma, counseling and support, pay and benefits continuity); your data and information (mission critical applications, site stability, back-up site stability, information security, communication infrastructure); your relationships (customer stability, supplier/vendor reliability, other stakeholder stability); and your physical assets (inventory stability, building/plant, equipment, technology). Plans should be designed with flexibility in mind: you simply cannot anticipate every contingency, so agility and rapid response should be embedded in your plans. Plans should also include measures and indicators, which will help leaders monitor recovery efforts.

* Develop a communication plan(s). Communication may be as important as the recovery efforts themselves. Senior leaders should remain visible to employees (and other stakeholders), should personally direct and monitor the recovery, and should carefully communicate to all stakeholders -- employees, customers, partners, media, analysts, insurers, regulators, the community, and so forth. The chain of command and communication plan should be clear BEFORE the disaster occurs, so that communication can start immediately. (Much of the criticism of the response to Katrina was poor communication across agencies, so an individual organization's communication strategy should also consider coordination with other organizations/entities, as appropriate.)

* Test the plans, in a controlled or real environment. Conduct mock disaster drills; measure the impact and identify gaps in your plans; and adjust plans as needed. Finally, keep the plans current. Environments and circumstances are ever-changing. Disaster recovery and business continuity plans should be evaluated, refined, and improved continuously -- perhaps in the context of your strategic planning process.

Certainly, this is not an exhaustive list of considerations for business continuity, but rather a set of ideas to get your organization started. There are many resources available on the Council's improvement "Clearinghouse" (<http://www.councilforquality.org/improve.cfm>) and many expert resources in our Consultant Referral Network (www.consultantreferralnetwork.org).

"Quality" is defined in many ways, but certainly a major component is in proactively anticipating and addressing organizational threats. Identifying and planning for potential disasters facing your business is a critical activity to ensure business continuity organizational sustainability.

Yours in Improvement,

Brian S. Lassiter

2. Minnesota Council for Quality Announces State Farm K-12 Grant

The Minnesota Council for Quality, in cooperation with the Rochester Area Math and Science Partnership, is pleased to announce that it recently received a grant from State Farm Insurance to support its work with K-12 school districts in Southeast Minnesota.

The grant supports a rigorous assessment of approximately one-third of the 12 districts each year, the output of which will help education leaders identify improvement opportunities upon which to focus resources and energy. The grant also assists with training on Baldrige for education leaders, as well as provides funds for districts to implement improvement initiatives in their schools.

“When educational organizations assess their performance against the Baldrige Criteria, school leaders not only gain a better understanding of their strengths and opportunities, but also can make systemic and focused improvements that build organizational capacity, improve efficiency and effectiveness, and -- most importantly -- improve student learning and other organizational outcomes,” says Brian Lassiter, president of the Minnesota Council for Quality.

The overall goal of the program is to improve student learning and organizational performance of the 12 districts in Southeast Minnesota. To accomplish the goal, this program has three distinct objectives:

- To increase knowledge of the Baldrige framework with educators and administrators in the 12 districts in Southeast Minnesota,
- To facilitate Baldrige-based organizational assessments within the 12 districts in Southeast Minnesota, and
- To support the implementation of specific improvement initiatives within these 12 districts as well as create processes to share best practices across these 12 districts.

In addition, the program has two additional objectives:

- To involve State Farm employees as much as possible to increase State Farm’s community outreach and to strengthen ties between State Farm and the community we are improving, and
- To refine and improve – and eventually replicate – this program to other parts of Minnesota (and possibly across other states).

This program is a joint effort between the Minnesota Council for Quality and the Rochester Area Math Science Partnership (RAMSP). The RAMSP has focused on educational improvement in Southeast Minnesota since 1991; the Council has been focused on organizational improvement since 1987. Beginning in 2003, the Council and RAMSP agreed to more systematically collaborate to improve the performance of Partnership school districts.

“This program expands on what the Partnership and the Council have accomplished to date and will rapidly accelerate the pace of improvement within the 12 school districts in Southeast Minnesota,” says Sarah Field, executive director of the Rochester Area Math and Science Partnership and Board member of the Council. “Our mission is to enhance student achievement and facilitate continuous improvement in our member districts. With State Farm’s assistance, we will be able to accelerate our work.”

These are tough times for Minnesota schools,” continues Lassiter. “The need to improve organizational performance within school districts has perhaps never been greater: the importance of student learning is at an all-time high in our society, but budgets have never been tighter. And NCLB has created additional challenges for some districts. The Baldrige framework

provides a proven way to optimize educational assets, improve organizational performance, and enhance student learning. We are grateful that State Farm sees the value in our program and that they support efforts to improve the quality of education in Minnesota and the US.”

For more information on RAMSP, visit www.ramsp.org. And plan to attend the Minnesota Quality Award event May 9 (see Article 3) to hear how three of the 12 districts are improving their performance: Rochester Public Schools, Kasson-Mantorville Schools, and Rochester Catholic Schools.

3. Seeking Sponsors for the 2005 Minnesota Quality Award Recognition Event -- 5/9

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.

The Council is also seeking sponsors for the event to help offset expenses. Sponsors will be recognized in all marketing and during the event itself. If your organization is interested in learning more about sponsorship opportunities, please email brian.lassiter@councilforquality.org.

4. 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.

5. Implementing Non-Manufacturing Lean: One Company's Experience -- PIN Discussion 3/2

Lean is one of the most established methods used today to reduce organizational waste and improve efficiency. First popularized in manufacturing, Lean is now being used in a growing number of offices, health care organizations, service companies, non-profits, public sector agencies, and even schools. But -- beyond the tools and techniques -- how does an organization effectively change its culture using Lean? And how does it make a transformation to Lean sustainable over time?

The Minnesota Council for Quality is pleased to welcome Mr. Tim Bloudek, Quality Manager for Braas Company, a 40-year-old distributor of industrial automation products and services. Tim will describe Braas's journey with Lean: how and why they selected Lean, what they have done to implement the framework, and where they see their improvement efforts going. As an employee-owned service company, Tim will also share some of their successes and challenges of their Lean transformation. He will also share what the transformation has done for their company: how it has reshaped leadership, culture, and performance.

The discussion is from 8:00-9:00 a.m. on March 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 (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.

6. Leadership = Change -- MN Strategic Leadership Forum 2/28

The Minnesota Strategic Leadership Forum (MSLF), an alliance partner of the Minnesota Council for Quality, is pleased to announce their February 28 discussion "Leadership = Change." The discussion will be facilitated by Paul Batz, Managing Partner with MDA Leadership (also a member of the Council).

In his first book, *Inspire, Persuade, and Lead*, Paul Batz introduced us to the Ten Commandments of Leadership Communication. "Leadership is a journey that starts when you muster up the courage to be honest with yourself." When you learn how to be honest with yourself, you will be on the path of understanding how to motivate change and sell ideas, deliver powerful presentations, build consensus, and work better with teams. The best leaders are the best communicators for a very simple reason -- their messages are understood. In the next few weeks, Paul's second book, *Leadership Matters* will be published. In this session, Paul will introduce us to his ideas including:

- Why leadership matters to your organization's success;
- The "13 leadership roles" including change leader and strategist;
- How senior management can identify and use the various leadership roles to involve leaders in transforming the organization.

Paul is a leadership and business development expert. Paul joined MDA in 2001, and in 2004 became an owner of the firm. Prior to joining MDA, he was an executive and partner with the national public relations firm Padilla Speer Beardsley (PSB). At PSB, Paul counseled clients on strategies for business development, positioning, strategic marketing and leadership communication. His work has won awards in both the advertising and public relations industries. Prior to PSB, Paul ran the creative services division of Primarius Ltd. Promotion, a specialty publishing and event promotion firm in Minneapolis. Paul is a graduate of Gustavus Adolphus College. He is the father of three, an avid golfer and Elton John aficionado.

The discussion will be held Tuesday, February 28. 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>.

7. Learn from the Best: "Quest for Excellence" XVIII Conference -- 4/23-4/26

Do you want to improve your organization's performance results, increase organizational innovation to gain and sustain competitive advantages, create an environment that fosters social responsibility and ethical behavior, and increase organizational sustainability? Learn about the tool used by business, education and health care leaders to evaluate and focus their efforts on performance results, leadership effectiveness, customer and employee satisfaction, and process management. Meet the 2005 Baldrige Award recipients at The Quest for Excellence XVIII Conference April 23-26 at the Hilton in Washington DC., where they will share their exceptional

performance practices, their journey to performance excellence, and their lessons learned. This conference is designed to maximize learning and networking opportunities.

The 2005 Award recipients of the Malcolm Baldrige National Quality Award are: Sunny Fresh Foods (Cargill), DynMcDermott Petroleum Operations, Park Place Lexus, Jenks Public Schools, Richland College, and Bronson Methodist Hospital. These winning organizations demonstrate role model excellence in several key areas, including leadership, strategic planning, and performance results. Meet the 2005 recipients of the Malcolm Baldrige National Quality Award to learn about their best practices and how they achieve exceptional performance results; also, hear from other recent Award recipients.

Early bird registration (until April 3) is \$1100; regular registration is \$1250. Other discounts are available. Visit http://www.baldrige.org/Quest_for_Excellence.htm for complete information on QE and online registration, or call ExpoExchange at 866-229-2386 to register by phone. Early registration discounts available until April 3, 2006. Hotel accommodations should be made directly with the Hilton.

8. Real Numbers from Lean Accounting -- Manufacturers' Alliance 3/9

Does your accounting function support or hinder your progress toward Lean improvements? Lean accounting can provide real numbers, save cash and improve financial understanding. Likewise, Lean principles can improve accounting's own operations by emphasizing speed, less waste and relevant metrics. This provides better managerial accounting for decision-makers without disrupting the financial accounting for tax reporting. We need the input and support of financial people to join our teams, uncover waste, justify investments and give us real and timely numbers. Learn from our presenters -- and bust your financial paradigms!

The Manufacturers' Alliance, an alliance partner of the Minnesota Council for Quality, is pleased to announce their Monthly Educational Program on March 9, from 7:30 - 9:30 am at Boston Scientific in Maple Grove. The discussion will lead by Parker Hannifin Corporation, Landscape Structures Inc., and Intek Plastics.

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.

9. Dot Dot! Who's There? Dot! Dot Who? Do Dots, Do Dots -- MN Facilitators Network 2/16

The Minnesota Facilitators Network (MFN), a partner of the Minnesota Council for Quality, is pleased to announce their February 16 session, "Dot Dot! Who's There? Dot! Dot Who? Do Dots, Do Dots."

The session will be February 16 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). Presenters include Judy Sharken Simon, Ross Hammond, and Kathy McGrane. Cost is \$15 for members and \$20 for non-members.

For more information or to register, visit <http://www.mnfacilitators.org/> or contact Paula at paulaanderson5@msn.com.

10. Exploring the Convergence of HRD, HRM, and OD -- MNODN 3/7

Today's requirement to contribute strategically to organizations demands that HRM, HRD, and OD coordinate, partner, and think innovatively about how they relate and how what they do impacts people in organizations. There has been considerable discussion about where the field of OD is headed and whether a "new" OD is emerging. This session will extend this discussion by tracing the evolutions interrelated yet, in many ways, distinctive fields -- HRM, HRD, and OD -- to help explain why the distinctions between the three areas continue to blur. Major themes that indicate a convergence of these fields will be presented and areas of divergence explored. Potential implications of these findings for the fields, organizations, and individual practitioners will be proposed.

The session will be led by Sharon K. Gibson, an assistant professor of organization learning and development at the University of St. Thomas.

The discussion will be held March 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 Charlie Bisanz at cfbisanz@visi.com.

11. RAQC 3/7

The next Rochester Area Quality Council (RAQC) meeting is March 7. 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. 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:

- 2/16 Human Resources Basics; \$345
- 2/16 FastTrack New Venture; \$450
- 2/23 Finance and Accounting for Nonfinancial Managers; \$655
- 2/23 Employment Law; \$345
- 2/24 Three Success Factors to Achieve Business Nirvana; \$45
- 2/24 Grant Writing Essentials; \$145
- 2/27 FastTrac Growth Venture; \$695
- 3/2 Building a Foundation of Management Skills; \$375
- 3/2 Doing Business in China; \$595
- 3/3 Strategies for Organizational Growth; \$3495
- 3/6 Mini Master of Financial Management; \$1695
- 3/8 Mini Master of Project Management; \$1795
- 3/9 Business Initiative Motivation; \$345
- 3/9 Mini MBA® Program; \$1895
- 3/9 Creating Inside/Outside Alliances in Nonprofits; \$85
- 3/9 Mini MBA® for Technical Professionals; \$1695
- 3/9 Writing for Results; \$345
- 3/10 Optimizing Your Project Team; \$375
- 3/10 Capital, Endowment, and Special Purpose Campaigns; \$145

3/10 Preparing to Lead; \$2995
3/14 Using Data for Effective Decision Making; \$1295
3/15 Successful Product and Service Launching; \$345
3/15 Life Leadership Circles for Women Managers; \$1195
3/16 Project Execution; \$375
3/23 Business Math Essentials (Module I); \$345
4/5 Six Sigma Champion Training; \$1795
4/10 Decision Tools for Managers; \$345
4/18 Lean Office; \$995
4/20 Six Sigma Green Belt Certificate; \$3995
4/25 Conflict Resolution Skills; \$345
4/26 Leading from the Middle; \$3500
4/26 Efficient Time Management; \$345
4/26 Handling Difficult People; \$345
5/10 Project Initiation; \$375
5/16 Winning Strategies for Growing Retail Sales; \$2500

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):

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 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:

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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