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***Minnesota Council for Quality Stakeholder Update***  
***March 2006***  
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1. A Message from the President: Improving Value Creation Processes with SIPOC

We recently hosted our monthly "Performance Improvement Network" breakfast series and featured the topic of using Lean to improve non-manufacturing (office or service) processes. After the session, one of the attendees came up to me to ask a simple -- but important -- question related to process management. This individual, who happened to be from a non-profit organization (though I'm not sure it matters), did not fully grasp the concept of "SIPOC," a phrase used by our speaker. And in two unrelated conversations in the last week, the SIPOC concept came up again. So I thought perhaps there might be value in exploring the concept and its usefulness to organizations.

All organizations, regardless of mission and purpose, exist to create value for stakeholders. This value is created when organizations process inputs from suppliers into

outputs for customers (or stakeholders). Many (or most) organizations indeed focus on their core processes -- the steps needed to convert inputs into outputs. But many fail to understand how these processes fit into the larger context -- of the role of suppliers and customers on the overall value stream.

This is where “SIPOC” comes in. In the acronym, “S” stands for “supplier,” “I” stands for “input,” “P” stands for “process,” “O” stands for “output,” and “C” stands for “customer.” (Many organizations have reversed the acronym to “COPIS,” to put the emphasis on customer focus, but the original SIPOC was created to reflect the sequential flow of products, services, and programs to, through, and out of an organization.) The SIPOC model came from Deming’s work with manufacturers in the 50s, and it has three primary goals:

- to increase the organization’s focus on customers by concentrating the inputs and outputs of processes on customer needs.
- to encourage suppliers to provide high quality inputs so that waste is eliminated and products/services are of higher quality.
- to position the organization’s core processes as the vital link in the value chain between suppliers and customers, and to encourage continuous improvement of those processes.

There are potentially other ways to describe SIPOC, but the emphasis on customer focus, supplier quality, and continuous process improvement remain fundamental to the model.

Organizations don’t have to commit to Lean Management, Six Sigma, or other sophisticated process management techniques to improve their processes. Here’s how the simple concept of SIPOC can help your organization improve its core processes.

Consider the following approach:

- 1) First, identify your organization’s value creation processes -- those that produce benefit to your customers, stakeholders, or constituents and/or those that create value for your organization itself (for example, many organizations may consider their cash management and investment processes “value creating” even though they don’t produce a product, service, or program for customers/stakeholders). Value creation processes usually involve the majority of your employees and usually generate the products, services, outcomes, and programs that produce positive business results for your key stakeholders, including owners or funding sources. Unfortunately, this step is usually not as easy as it may seem, so spend some time as an organization deliberating which processes are value creating versus which provide support to your core operations (this dialogue certainly helps in identifying core competencies, upon which you can focus your energy and resources).
- 2) Next, determine the requirements for your value creation processes by incorporating input from customers, suppliers, partners, and collaborators, as appropriate. Here, I define “customers” broadly as any recipient of the output of a process. So they should include end-users, intermediate customers and clients

- (such as retailers, wholesalers, dealers, agents, distributors, and so forth), internal customers (the internal recipients of your process outputs), or other stakeholders that receive output of your process. Determining customer needs requires an organization to have systematic “listening posts” (surveys, sales information, complaints, etc.).
- 3) Next, design (or redesign) the process by identifying the steps and activities necessary to convert inputs into outputs given the customer requirements. Here, the organization should incorporate new technology, organizational knowledge, innovation, and the potential need for agility into process design. In addition, you should consider cycle time (the speed at which the process can convert inputs into outputs), productivity (the rate at which the process can convert inputs into outputs), cost (the investment required to convert inputs into outputs), and the effectiveness of the processes (considering things like accuracy, yield, conformance to customer specifications, etc.).
  - 4) Next (or in parallel with Step 3), identify key inputs -- the “triggers” that initiate the official start of the process -- as well as the suppliers of those inputs. For many organizations, supply chain management is a growing factor in achieving productivity and profitability. Indeed, suppliers are critical in providing high quality, cost-effective raw materials to the organization, and suppliers and partners are receiving increasing strategic attention as organizations reevaluate their core functions. In fact, many organizations have (or should have) an ongoing dialogue about their core competencies vis-à-vis their suppliers’ capabilities to determine which processes they retain and which they outsource to appropriate vendors. Supply chain management should involve supplier selection, but also supplier management (providing feedback to -- and working with -- suppliers to improve the quality of input into the organization’s core processes).
  - 5) Identify measures for monitoring process performance. These measures should have a mix of “in-process” measures (those leading or early indicators that demonstrate if a process is achieving its objectives) as well as “output” measures (those lagging indicators that show how a process performed post-hoc). The in-process measures are critical in guiding decision making -- in helping the organization’s leaders understand where corrective action is required to return the process to performing within desired targets.
  - 6) Finally, evaluate and improve the process continuously over time. Certainly, this requires using the measures identified in Step 5 above, but can also involve a variety of other process improvement approaches such as: using sophisticated process improvement approaches (such as Six Sigma to reduce process variation or Lean to reduce process waste); performing process analysis and research (process mapping, optimization experiments and simulations, error proofing); sharing successful strategies across the organization to drive learning and innovation; conducting technical and business research and development to identify new ways of producing outputs; benchmarking with best-in-industry or best-in-class performers; using alternative technology; and/or using information from customers of the process.

As an organization, understanding how your core processes fit into the overall context of your value stream is important. And a simple tool like SIPOC may help managers and staff better manage and improve core processes, in the context of suppliers and customers, to achieve organizational goals.

Yours in Improvement,

Brian S. Lassiter  
President, Minnesota Council for Quality  
[www.councilforquality.org](http://www.councilforquality.org)

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## 2. Minnesota Council for Quality Elects Kevin Bjork, Hutchinson Technology, to Board

The Minnesota Council for Quality, Minneapolis, recently announced the election of Kevin Bjork, Vice President of Quality at Hutchinson Technology, to its Board of Directors. In his current role at HTI, Mr. Bjork is responsible for developing the company's quality strategy, as well as monitoring and auditing the direction of all continuous improvement plans and activities. Mr. Bjork began his career at HTI in 1982. He was promoted as director of quality for the company's disk drive division in 1997, and then to director of corporate quality in 2002. In addition, he has held positions in quality management, quality engineering, product development, and manufacturing engineering management. Bjork holds a bachelor's degree in chemistry from St. John's University in Collegeville, Minnesota.

Bjork joins Bill Boyt (Cargill), Sarah Field (Rochester Area Math and Science Partnership), Gary Floss (Marvin Windows and Doors), Paul Grizzell (Studer Group), Brian Lassiter (Minnesota Council for Quality), Jeri Meola, Chair (Satisfaction Management Systems), Craig Robinson (Kopp Financial Advisors), Dave Trites (Noel-Levitz), and Lynn Willenbring (City of Minneapolis).

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## 3. Improvements Made to Consultant Referral Network

The Minnesota Council for Quality -- in cooperation with the Kansas Center for Performance Excellence, the Michigan Quality Council, the Ohio Partnership for Excellence, the Washington State Quality Award, and the Wisconsin Forward Award -- is pleased to announce significant refinements to their Consultant Referral Network©.

Located at [www.consultantreferralnetwork.org](http://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.

Refinements recently made to the tool now allow clients to also conduct directory searches. These searches will allow clients to see all consultants with a specific subject matter expertise, all consultants with particular sector experience, and all consultants domiciled in a specific state, for example. There is no charge for client searches.

"Use of the Consultant Referral Network continues to grow," says Brian Lassiter, president of the Minnesota Council for Quality. "With about 100 consultants listed in the service, the tool's value to clients continues to increase. And with the additional functionality of the tool, clients have the choice of how they search for consultants."

The Consultant Referral Network was officially launched March 1, 2005, by the state quality award programs in Minnesota, Michigan, Ohio, and Wisconsin. Since then, Kansas and Washington have joined in the partnership of programs offering the service. The Network now averages about 1200 independent visits a month and has about 20-30 client searches a month.

"Our goal is to increase the awareness and use of this tool," continues Lassiter. "These enhancements will make the tool more robust for clients who seek assistance in improving aspects of their organization. And as the number of clients using the tool increases, the tool becomes more valuable for consultants as a source of possible leads."

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4. 2005 Minnesota Quality Award Event May 9; Register Today!

The Minnesota Council for Quality is pleased to host our **15<sup>th</sup> annual** 2005 Minnesota Quality Award recognition event on Tuesday, May 9. The event will feature 10 organizations receiving the 2005 Award (actual Award levels will be announced soon):

- Allina Hospitals & Clinics (Minneapolis),
- Benedictine Health System (Duluth),
- Central Minnesota Jobs and Training Services (Monticello),
- Immanuel St. Joseph (Mankato),
- Kasson-Mantorville Schools (Kasson),
- Mate Precision Tooling (Anoka),
- Mayo Health System (Rochester),
- Rochester Catholic Schools (Rochester),
- Rochester Public Schools (Rochester), and
- Winona Health (Winona).

The event will also feature remarks by **Mr. Mike Luker, President of Sunny Fresh Foods** (Cargill). Sunny Fresh is a two-time Malcolm Baldrige National Quality Award recipient, and one of seven Minnesota organizations to have achieved this high level of performance excellence.

Finally, **Governor Tim Pawlenty** has been invited to present the Awards.

The 2.5 hour event (which includes heavy hors d'oeuvres and a cash bar) is intended to recognize these organizations' accomplishments, to thank our Board of Evaluators and other key volunteers, and to promote networking within our growing community. We expect at least 250 leaders and professionals to attend. The event is open to the public and is made possible by the generous contributions of our sponsors: **Cargill Business Excellence, DuFresne Manufacturing, Mortensen Construction, Northland Community and Technical College, and Sunny Fresh Foods.**

Date: Tuesday, May 9, 2006

Time: 5:00 PM to 7:30 PM

Location: TBD (south Metro)

Save the date and spread the word within your organization!

The Council is also seeking additional 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](mailto:brian.lassiter@councilforquality.org).

For more information on the event or the Minnesota Quality Award, visit our website at [www.councilforquality.org](http://www.councilforquality.org) or call the Council at 612-462-3577. To register, please email [brian.lassiter@councilforquality.org](mailto:brian.lassiter@councilforquality.org) with your name, organizational affiliation, and preferred method of payment.

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5. How to Create and Sustain Organizational Alignment to Improve Results: Mate Precision Tooling's Experience -- PIN Discussion 4/6

Organizations are typically sub-optimized: structural silos oftentimes work at odds with each other, projects and initiatives sometimes compete for resources, and workers – as well-intended as they are – are sometimes working in activities that are counter-productive to the organization's strategy and objectives. Aligning resources (people, processes, activities, equipment, etc.) is one the most challenging responsibilities of leaders. But without alignment, organizational performance is sub-optimized and waste is created. So how do leaders create and ensure alignment? How do they create a culture – and a supporting infrastructure – that harnesses the well-intended energy of an organization and helps it to move in a consistent, harmonized direction?

The Minnesota Council for Quality is pleased to welcome Mr. Kevin Nicholson, VP-Manufacturing for Mate Precision Tooling, a leading manufacturer of tooling for punch presses and a recipient of the Achievement Level in the 2005 Minnesota Quality Award.

Kevin will outline several key processes and mechanisms that improve alignment within his organization: communication processes, the robust leadership system, a planning process that links Balanced Scorecard measures with improvement initiatives. Kevin will also demonstrate how Mate uses a combination of Baldrige, Balanced Scorecard, Lean, and other frameworks and tools to create alignment and improve parts of its organizational system.

The discussion is from 8:00-9:00 a.m. on April 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 (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](mailto:brian.lassiter@councilforquality.org). For more information, visit [www.councilforquality.org/performance.cfm](http://www.councilforquality.org/performance.cfm).

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6. Your Quality Toolbox -- LaCrosse-Winona ASQ Section Spring Conference 3/30

The LaCrosse-Winona Section 1216 of the American Society for Quality (ASQ), a partner of the Council, is pleased to announce their spring conference “Your Quality Toolbox” on March 30. The conference will feature Jeff Israel as a keynote speaker. His talk is “Getting to Wow! Breaking Through in Service Delivery and Customer Satisfaction.” In addition to Jeff, the event will include Laurel Nelson-Rowe and “Supporting the Economic Case for Quality,” and Dave Prins “Lean Tools: The Boom Products Case Study.” The conference is co-sponsored by the Minnesota Council for Quality.

The event will be held at the Maxwell Leadership Center, Winona State University, Winona. Registration and lunch begin at 11:30AM. The program is from 12:00PM to 5:30 PM. Cost is \$40 for ASQ members or \$50 for non-members. For more information or to register, visit <http://www.asq1216.homestead.com/>.

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7. Implications of Information Technology in Healthcare -- MN Strategic Leadership Forum 3/29

The Minnesota Strategic Leadership Forum (MSLF), an alliance partner of the Minnesota Council for Quality, is pleased to announce their March 29 discussion “Implications of Information Technology in Healthcare.” The discussion will be facilitated by Gary Strong, EVP and COO at Fairview Health Services.

Prior to joining Fairview Health Services in March 1999, Mr. Strong held healthcare leadership roles in both New York and Kansas. He began his role at Fairview as Senior Vice President and CIO, and in May 2003 he was named as President of Fairview Southdale Hospital and Clinics. In June of 2005, he became the Chief

Operation Officer for the Fairview System, responsible for the operational performance of the 22,000-employee health system. He served on the board and subsequently chairman of the College of Healthcare Information Executives from 2001-2003. He currently serves on the Board of Directors of PreferredOne Administrative Services Company, Range Regional Health Services and Fairview Red Wing Health Services. Mr. Strong holds a bachelor's degree in business administration from Baker University in Kansas and an MBA in Finance from St. Bonaventure University in New York.

The discussion will be held Wednesday, March 29. 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>.

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8. Training and Development: Investing in Your Workplace -- RAQC 4/4

Please join the Rochester Area Quality Council (RAQC), a partner of the Minnesota Council for Quality, for their next monthly meeting on April 4. The topic "Training and Development: Investing in Your Workplace" will be facilitated by Lynda Lambert, Learning Leader and Manager for Systems and Technology with corporate IBM. "Training" Magazine recently recognized IBM as a leader in developing innovative programs that develop and stimulate their organization's human capital; IBM-Rochester was also named a 1990 recipient of the Malcolm Baldrige National Quality Award. Ms. Lambert will share how IBM identifies training needs, delivers education and training, reinforces the use of new knowledge and skills, and evaluates the effectiveness of their programs.

The meeting will be held at the University Center Rochester, Coffman Building, Room CF206-208 from 8:00 to 10:00 AM (networking and breakfast from 7:15-7:50). Cost will be \$20 for members and \$40 for non-members. For more information or to register, visit [www.raqc.com](http://www.raqc.com).

Also mark your calendars for RAQC's "Disney's Key to Excellence: Unleashing Creativity and Maximizing Team Performance" on Friday, May 5th from 7:30 a.m. to 4:30 p.m. at the Rochester International Event Center.

For more information or to register for either event, please visit [www.raqc.com](http://www.raqc.com).

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9. 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](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.

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10. 2006 Manufacturer of the Year Award -- Manufacturers' Alliance 4/13

Once a year, local manufacturers are brought together by the Manufacturers Alliance to celebrate the achievements of local manufacturers. It is because of their willingness to share their experiences - what has worked and what has not, that manufacturers continue to discover new ways to add value and become more productive.

The Manufacturers' Alliance, an alliance partner of the Minnesota Council for Quality, is pleased to announce their Monthly Educational Program -- the 2006 Manufacturer of the Year Award -- on April 13, from 7:00 - 10:00 AM at Wooddale Church in Eden Prairie. The discussion will feature Intek Plastics, Skyline Displays, and Navy Island Plywood. Dave St. Peter, President with the Minnesota Twins, will also offer remarks.

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](http://www.mfrall.com/free_pass.htm) to print a free pass. For more information or to register, visit [www.mfrall.com](http://www.mfrall.com).

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11. Listening to Improve Facilitation and Participation -- MN Facilitators Network 3/16

The Minnesota Facilitators Network (MFN), a partner of the Minnesota Council for Quality, is pleased to announce their March 16 session, "Listening to Improve Facilitation and Participation."

Increase your effectiveness, raise awareness and create some recommendations for listening. You will have the opportunity to be enriched, feel a deeper connection to colleagues and clients, experience the joy of listening and feel a renewed commitment to being a facilitator while continuing on the journey as an effective listener.

The session will be March 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). Presenter 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](mailto:paulaanderson5@msn.com).

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12. A Change Model for Healthcare Organizations -- MNODN 4/4

At the OD National Conference held in Minneapolis in November, a paper introducing an integrated model for designing and implementing large-scale change in healthcare received the award for "Best Student Paper." The MN OD Network, an alliance partner of the Council, will offer an April session that gives attendees an opportunity to understand the model, discuss this approach with the authors, and see how the model can be applied to non-healthcare organizations.

The work was developed and the paper written by Kristine Anderson, Tom Hanson, and Steve Gantner, all pursuing advanced degrees at the College of St. Catherine. The session and the paper describe an integrated change model, designed to enhance a healthcare organization's ability to implement large-scale change, and is a best example of advancing the field of OD by combining "front-line" change management experience with a conceptual perspective, producing a model that can be applied more generally. The authors will lead us through:

- \* Investigating the environmental conditions and cultural preferences within the healthcare industry.
  - \* Exploring the appetite for the sense-making of science and a need for order and predictability which were found to create tension around change in the system,
  - \* Identifying key success factors for organizational change,
  - \* Developing a methodology to more effectively engage the organization in change
- ..Exploring how the model is transferable to non-healthcare organizations

The discussion will be held April 4 from 3:30-5:30 (networking at 3:00) at the University of St. Thomas Minneapolis Campus, Terrence Murphy Hall Room 252. 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 Al VanArsdal at 952-210-7676 or [vanarscon@aol.com](mailto:vanarscon@aol.com).

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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:

3/16 Project Execution; \$375  
3/23 Business Math Essentials (Module I); \$345  
3/28 Fundraising for Small Organizations; \$85  
4/5 Six Sigma Champion Training; \$1795  
4/10 Decision Tools for Managers; \$345  
4/13 Supply Chain Quality Management Certificate Series; \$1550  
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  
4/6 Project Risk Management; \$375  
4/27 Maximizing Employee Performance; \$345  
5/3 Marketing for Non-Marketing Executives; \$2500  
5/3 Mini MBA® Program; \$1895  
5/5 Corporate Sponsorships for Nonprofits; \$85  
5/5 Negotiation Skills for Project Managers; \$375  
5/8 Business Math Essentials (Module II); \$695  
5/10 Project Initiation; \$375  
5/16 Winning Strategies for Growing Retail Sales; \$2500  
5/23 Business Grammar Update; \$295  
5/24 Project Requirements; \$375  
6/2 Grant Writing Essentials for Nonprofits; \$145  
6/5 Mini Master of Volunteer Management; \$650  
6/6 Clear Writing that Drives Successful Projects; \$345  
6/8 Project Decision Making and Prioritization; \$375

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

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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):

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](mailto:laura.hardy@southcentral.edu) or contact Brian Knutson at 507-332-5874 ([brian.knutson@southcentral.edu](mailto:brian.knutson@southcentral.edu)). You can also find more information on the Council's Clearinghouse at [www.councilforquality.org/improve\\_events.cfm](http://www.councilforquality.org/improve_events.cfm).

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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:

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

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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This newsletter is provided as a benefit to Council members, friends, and stakeholders. Feel free to forward it to your colleagues. If you wish to be removed from the distribution, please email us at [info@councilforquality.org](mailto:info@councilforquality.org).