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***Minnesota Council for Quality Stakeholder Update***  
***June 2006***  
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1. A Message from the President: Built to Last: Sustaining Excellence

Many organizations gain, but then lose, their quality advantage. They have good (to great) results for awhile, but then somehow lose their way, suffering deterioration in market share, loss of employee morale, and ultimately a decline in performance results and overall value. But other organizations have found a way to sustain their performance over the long-term (decades, if not centuries): they have achieved a more permanent quality advantage. But how?

I was privileged to attend a Summit this week hosted by the Joseph M. Juran Center at the University of Minnesota's Carlson School of Business. This biennial event offers a unique forum for leaders, practitioners, and academicians to come together to discuss critical issues facing businesses and our society such that practical learning can take place, knowledge can be shared, and academic research can be shaped. This week's Summit featured leaders from some of today's most respected businesses, providing "case studies" in achieving and sustaining organizational excellence:

\* Wayne Fortune, CEO of Hutchinson Technology, shared how his organization has created a Competitive Excellence Committee of the Board of Directors to keep his organization's governance focused on the most critical drivers of their success.

\* Dave Larson, EVP of Cargill, shared the five factors that have allowed Cargill to triple earnings in the last six years: aspirational vision, an aligned brand, behavior-driven results, highly engaged employees, and meritocracy (a system in which the talented employees advance).

\* Kathy Morinello, CEO of GE Commercial Finance Fleet Services, shared GE's customer focus knowledge model that involves unique listening and learning methods (such as their Net Promoter Score system and their Customer Advisory Council).

\* Don McCabe, VP at Corning, shared how Corning -- traditionally considered an innovative company -- seemed to have major downturns in its history. Using the Six Sigma method of DMAIC, they studied the root causes of their booms-and-busts, and created a renewal that they hope will sustain high performance going forward.

\* Rey More, SVP and Chief Quality Officer at Motorola, shared how Motorola's comprehensive performance management system preserves quality and innovative success by developing leaders and holding them accountable for quality.

\* Dave Wickersham, COO at Seagate Technology, shared how Seagate uses cascading measures in a scorecard methodology to align goals throughout the organization, from the individual contributor to the senior executives and Board.

The Summit also featured several discussions on leadership within organizations: the role of leaders in achieving and sustaining excellence, how to build and groom leaders, education's role in creating quality leaders, and other related topics.

Some of these best practices will certainly find their way into future Council newsletter articles. But perhaps the most interesting part of the two-day event was an exploration of the companies profiled in Jim Collins and Jerry Porras' 1994 book "Built to Last." Certainly many of you have read "Good to Great," the seminal work of Jim Collins published in 2002. But that book, though published eight years later, really should be considered the prequel to "Built to Last." While "Good to Great" focuses on how companies improve their systems to achieve higher levels of performance, "Built to Last" attempts to answer the question I posed in the opening paragraph: how do organizations sustain their excellence?

Jerry Porras shared at The Summit a primer on "Built to Last." In their six year study, Collins and Porras studied 18 organizations considered "visionary" (those that focused on building excellence systemically within their organizations) and 18 comparison companies that were largely founded and/or led by what they labeled as "charismatic leaders." They studied organizational performance since inception forward (the average

age of companies in the study was 100 years), and their findings were at the time counter-intuitive yet provocative:

\* Leaders in visionary companies were “clock builders” (they built systems, culture, infrastructure, and future leaders to sustain the organization), whereas leaders in comparison companies were “time tellers” (these organizations were largely based on the charisma and technical expertise of their founders or CEOs).

\* Visionary companies had two key characteristics: they maintained a core ideology that was historical and fixed, but yet a passion for change. The core ideology in visionary companies included a strong sense of purpose (the reason a company exists...think of Disney and its focus on “making people happy”) as well as a very small number of deeply rooted, fundamental core values. To balance core ideology, however, these companies had an obsession for change -- a desire to improve, innovate, and transform all parts of the business, except of course, the core ideology. Visionary companies had a way of balancing the inherent tension between core ideology and passion for change, but comparison companies had a propensity for changing purpose and values when leadership changed.

\* Similarly, visionary companies had built processes and/or mechanisms to preserve the core ideology and to stimulate change. Porras reminded us that three common approaches to preserving the core in visionary companies include: 1) creating an ideology that goes beyond just maximizing profit, 2) establishing a cult-like culture (so that counter-culture employees were quickly expelled), and 3) focusing on home-grown management (which helps to preserve organizational values). Porras suggested that there were also three ways that companies stimulated change: 1) create “Big Hairy Audacious Goals” (BHAGs) to stretch the organization, 2) try a lot of stuff and keep what works (encourage risk-taking, failure, and innovation), and 3) continue to improve (good enough never is).

The Summit then featured a extraordinary panel discussion of executives from several of the 18 visionary companies, including George Buckley, CEO of 3M; Anne Stevens, COO of Ford; Don Peterson, retired Chairman & CEO of Ford; John Pepper, retired Chairman & CEO of Procter and Gamble; Pam Page, VP of Quality for Procter & Gamble; John Stumpf, COO of Wells Fargo; Rey More, SVP and Chief Quality Office of Motorola; and Terry Allen, Director of Quality for Boeing.

The research that formed the basis for the “Built to Last” book was completed in 1990. And every single leader admitted that his or her company at some point “lost its way” in using the principles of “Built to Last” over the last 16 years. Ford commented that it strayed from its strong succession planning process, leaving them at risk of not building great future leaders. Ford also admitted now understanding what they call the “law of unintended consequences,” where a well-intended decision may have negative side-effects in an organization. P&G, one of the world’s best consumer products companies, admitted to having lost its way in customer focus. They lost sight of what was truly important to the customer and in setting stretch goals that related to customer needs rather

than internal directives. 3M admitted that their Six Sigma effort -- while helpful in focusing on productivity, cost, and waste -- made them a bit rigid and caused them to stray from their core competency of innovation and creativity. Motorola shared that their biggest enemy might have been momentum: because they had decades of success in their markets, they got somewhat arrogant and complacent. As a result, they strayed from their core ideology of innovation, allowing competitors like Nokia to take market share.

Each of the organizations gave remarkable testimonials that illustrated how they had originally achieved excellence but then somehow drifted from their core ideologies and/or their passion for change. I think the lesson is instructive: not all visionary companies are perfect (in fact, perhaps none of them are) -- they do falter along the way. But what may indeed set these companies apart from the “average” company is they have the ability to self-correct -- to realize that they are wandering from their strengths and to return to that which drives value and excellence in their organization.

Anne Stevens, the COO of The Americas for Ford, may have captured it best: “[You] have to be a reflective learner to be a transformational leader.” She went on to say, supported by the other leaders on the panel, that visionary leaders welcome debate, are open to risk-taking and failure, and build a culture of curiosity that encourages learning and innovation. I would take that one step further: like visionary leaders, visionary organizations also must have that appetite for learning. They must have the mechanisms (measures, data, feedback loops, etc.) to understand what is and is not working so that adjustments (in reaction to environmental changes) and corrections (to get back to core ideologies) can occur.

It’s not that organizations need to be perfect to be excellent. They just need to be committed to a core ideology, passionately embrace change and innovation, and have the mechanisms to learn, adapt, and correct as needed.

Yours in Improvement,

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

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2. Consultant Referral Network Reaches 100 Consultants, Nearly 300 Searches, 6 Relationships

The Minnesota Council for Quality is pleased to announce that more than 100 consultants are now listed in the Consultant Referral Network©. In addition, in the last two weeks, two consultant/client engagements have been finalized: one matching a Minnesota-based consultant to a manufacturer in Madison, WI, and one matching a Michigan-based consultant to a health care provider in Flint, MI. A total of 294 searches have been conducted since March 1, 2005, producing six consulting engagements.

Says Susan Hyde, director of Organization Development with HealthPlus in Michigan: “[The Consultant Referral Network] was a very useful tool in identifying the best fit for our organization's needs.”

Located at [www.consultantreferralnetwork.org](http://www.consultantreferralnetwork.org), the Consultant Referral Network is a dynamic, web-enabled search tool that connects improvement experts to the organizations which seek them. This service allows organizations 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 organization can also weight the relative importance of each variable, and the tool will then identify up to five consultants or firms that best match the client’s needs. There is no charge for organizations to use the tool to find improvement experts.

Refinements recently made to the tool now allow clients to also conduct directory searches. For example, these searches allow clients to see all consultants with a specific subject matter expertise (such as Six Sigma, leadership, or strategic planning), all consultants with particular sector/industry experience, or all consultants located in a specific state.

“Use of the Consultant Referral Network continues to grow,” says Brian Lassiter, president of the Minnesota Council for Quality. “With over 100 consultants listed in the service, the tool has good breath and depth of improvement experts, making it more valuable for organizations seeking assistance in improving their business. And with the additional functionality of the tool, clients now have the choice of how they search for consultants.”

The Consultant Referral Network was officially launched March 1, 2005, and is managed by a consortium of state quality award programs in Kansas, Michigan, Minnesota, Ohio, Washington, and Wisconsin. Per month, the Network now averages over 11,000 hits, nearly 1500 independent visits, and about 25 client searches.

“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.”

For more information on the tool, visit [www.consultantreferralnetwork.org](http://www.consultantreferralnetwork.org).

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3. Join the 2006 Board of Evaluators; Fall Training Dates Set

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. There are many benefits to becoming an Evaluator, such as:

- \* strengthening your ability to understand what factors drive organizational results,
- \* networking with peers across the state,
- \* forming deep relationships with professionals and leaders interested in organizational improvement,
- \* reviewing performance of organizations throughout the state (and possibly identifying best practices for your organization), and
- \* developing other professional skills such as analysis, consensus- and team-building, interpersonal, written communication, interviewing, and systems thinking.

Many Evaluators consider the experience to be among the most valuable of their careers. Furthermore, Evaluators can earn post-graduate credit for participating in training. For interested Evaluators, the University of Wisconsin-Stout will offer three (3) hours of credit in partnership with the Minnesota Council for Quality.

If you are interested in joining the 2006 Board of Evaluators, the fall training session will be October 3-5 (in Roseville). In addition to the full three-day training session, new Evaluators are also required to attend a one-day orientation (three dates in September will be announced shortly).

Applications for new Evaluators are due 9/1. Applications for returning Evaluators (which only require updates from your most recent application) are due 9/22.

We hope that you would consider (re)joining the Board of Evaluators and/or encourage others to do so. For more information or for an application, please visit [www.councilforquality.org/assess.cfm](http://www.councilforquality.org/assess.cfm), email us at [kathryn.mackin@councilforquality.org](mailto:kathryn.mackin@councilforquality.org), or call 612-462-3577.

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4. No PIN Meeting in July; Next Meeting 8/3

Due to the holiday, there is no Performance Improvement Network (PIN) meeting in July. Mark your calendars for our August 3 discussion; more information will be announced next month.

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5. Continue Getting this Newsletter: Make Sure We Have your Email!

If you find value in receiving this monthly newsletter, then we would like to keep you on the list! But we know that people occasionally change jobs, move, or just change their email address. So please let us know any time that your email will change, and we'll make sure that you continue to receive our newsletters. (You can also download back issues of the newsletter at [http://www.councilforquality.org/about\\_newsletter.cfm](http://www.councilforquality.org/about_newsletter.cfm).)

We would also like to inform our stakeholders of the growing concern we have with Spam filters. We all get junk email, and we all appreciate spam blockers that reduce the number of unnecessary emails we do get. But as a non-profit corporation that helps organizations, individuals, and communities improve their performance, the Council's mission is to get information to our constituents. Unfortunately, many spam filters are no longer letting legitimate emails get through to all of our stakeholders.

Therefore, we would appreciate your asking your IT department (or ISP) to add the Council to their "white list" (or "safe list"). This will ensure that our emails continue to arrive in a timely fashion.

We promise to keep emails to a minimum, focusing only on information important to organizational improvement and performance excellence. And we appreciate your willingness to keep our (hopefully valuable) information flowing.

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6. International Association of Facilitators Conference -- MN Facilitators Network 7/20

The Minnesota Facilitators Network (MFN), a partner of the Minnesota Council for Quality, is pleased to announce their July 20 session. This month's meeting will feature a mini report-out of the International Association of Facilitators Conference. Judy Sharken-Simon and Kathy McGrane (and others from Minnesota who attended the IAF Conference in Baltimore) will present in a Mini Session style what they learned from attending conference sessions. Attendees will have an opportunity to get a taste of some topics presented to the international group of facilitators who gathered to learn new skills, tools, and strategies.

You will have an opportunity to do this through hands-on activities, practice, and feedback. MFN's plan is for you to: leverage and build on existing skills; avoid and solve problems; expand abilities; and/or improve communications, teamwork, participation, and build capacity to manage daily pressures. Come spend the evening ready to participate and take away something you may apply to your facilitation skills, tools, and strategies.

The session will be July 20 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 [toddjanderson@hotmail.com](mailto:toddjanderson@hotmail.com).

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#### 7. MNISPI's Annual Celebration Set -- MNISPI 6/20

The Minnesota Chapter of the International Society of Performance Improvement (MNISPI), an alliance partner of the Minnesota Council for Quality, is pleased to announce its annual celebration Tuesday, June 20. Come celebrate the last 18 months with MNISPI!

MNISPI-sponsored appetizers and networking activity begins at 6PM. Dinner (prices range from \$12-30; meal/drinks on own) is at 6:30, and the program (which includes awards and welcoming new Board members) is from 7:15-8:00. The event is at Axel's Bonfire: 850 Grand Avenue in St. Paul.

The May 20 workshop offers a blended approach, consisting of a self-study assignment, a half-day workshop, and a post-session follow-up. The half-day workshop is scheduled for Saturday morning, May 20, at Open Book near 35W on Washington Avenue in Minneapolis and will feature a full breakfast and one hour of networking. It will be facilitated by Jeanne L. Anderson, CPT and professor at St. Cloud University, and Tim Gustafson, CPT and performance improvement consultant.

For more information, visit <http://www.mnispi.org/>.

There are no meetings July and August. Regular MNISPI Chapter meetings resume in September.

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#### 8. Baldrige Recipient Jenks Public Schools Visits Minnesota -- RAQC 8/25

The Rochester Area Quality Council (RAQC), in cooperation with the Rochester Area Math and Science Partnership (RAMSP), are pleased to host Jenks Public School (JPS) District, 2005 Baldrige National Quality Award recipient in education, on Friday, August 25 from 7:15 AM to 11:00AM. The session will be in Rochester.

In an interactive session, leaders from Jenks will share some of their best practices for achieving extraordinary levels of student achievement, as well as some of their strategies for improving financial/budgetary performance, operational performance, and faculty/staff-related performance. More information on Jenks can be found at [http://www.nist.gov/public\\_affairs/baldrige\\_2005/jenks.htm](http://www.nist.gov/public_affairs/baldrige_2005/jenks.htm).

This session will have a focus on achieving excellence in K-12 education, but the best practices translate to other sectors and industries!

Save the date, as more information will be forthcoming!

RAQC will not hold a July program meeting.

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9. Lessons Learned in China -- Manufacturers' Alliance 7/13

Should we encourage or fear sky-rocketing growth in China? China is a mixture of opportunities and threats for manufacturers in the United States. We know their labor and materials are cheaper than ours. And China is absorbing the world's raw materials and petroleum, pushing up our costs. We know their engineering infrastructure is mushrooming. The growth of their economy is creating demand for our products as well. What do we do now; how do we adapt?

The Manufacturers' Alliance, an alliance partner of the Minnesota Council for Quality, is pleased to announce their Monthly Educational Program on July 13, from 7:30 - 9:30 AM at Dunwoody College in Minneapolis.

Presenters are from Precision, Inc. and Wilson Tool International; the moderator is Wehzhao (Connie) Wang, president US-China Business Connections.

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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10. ASTD Regional Conference -- Save the Date & Call for Sponsors/Exhibitors

ASTD-Twin Cities Chapter, a partner of the Council, is proud to announce its Regional Conference: "Designing the Future: Business Savvy, Influence and Skills for the Learning & Performance Professional." The conference will be held Thursday, November 16, 2006 (pre-conference November 15), at the RiverCentre in St. Paul, Minnesota. The conference and expo will be marketed to over 700 ASTD-TCC members, as well as more than 1500 members of other ASTD chapters in the region and local professional organizations for the learning and performance industry.

Please visit [www.astd-tcc.org](http://www.astd-tcc.org) to download the Exhibitor Prospectus and learn about sponsorship opportunities. Don't miss this opportunity to reach over 2,000 learning and performance professionals! Please forward this information to companies that would benefit from participating in the conference.

The American Society for Training and Development (ASTD) represents approximately 70,000 training and development professionals in more than 100 countries. Of ASTD's more than 150 local chapters worldwide, ASTD-Twin Cities Chapter (ASTD-TCC) is one of the top ten with more than 700 members. Members specialize in areas including instructional design, group facilitation, training delivery, organizational development,

performance improvement, career development, sales and marketing, computer-based training and total quality management.

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11. University of Minnesota College of Continuing Education Announces Summer Courses

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

- 6/20 Performance Management Process; \$395
- 6/20-21 Strategic Planning, Innovation, and Implementation; \$750
- 6/21 Unemployment Insurance and Workers' Compensation; \$395
- 6/22 Verbal and Nonverbal Communication Skills; \$395
- 7/11 Relationship Selling; \$395
- 7/11-12 Project Management: Project Planning and Leading; \$750
- 7/12 Building Winning Work Relationships; \$395
- 7/13 Problem Solving and Decision Making; \$395
- 7/19 Successfully Dealing with Conflict at Work; \$395
- 7/25-27 Principles of Supervision; \$995
- 7/27 Data Driven Decision Making; \$395
- 8/1 Personal Influence and Leadership: Making a Difference; \$395
- 8/3 The HR Audit; \$395
- 8/8-9 Advanced Supervision; \$750
- 8/10 Using the Balanced Scorecard to Improve Organizational Performance; \$395
- 8/15 Negotiating for Agreement; \$395
- 8/16 Succession Planning; \$395
- 8/17 Principles of Employee Compensation; \$395
- 8/22 Recruiting Strategies; \$395

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

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12. University of St. Thomas Announces Summer Courses; Announces New Systems Engineering Program

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

- 6/19 Mini Master of Marketing Management; \$1795
- 6/27 Writing for Results; \$345

6/29 Project Management Problem Solving; \$375  
7/11 Optimizing Your Project Team; \$395  
7/19 Project Execution; \$395  
7/24 Mini MBA® in Health Care Management; \$1795  
7/27 Systems Thinking for Project Managers; \$325

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.

In addition, UST's School of Engineering is accepting applications from prospective students for a new master of science degree program in systems engineering. The program, which begins next fall, was developed in consultation with representatives of area businesses and industries. It is designed for engineers and related technical professionals. Systems engineers design, develop and implement complex technological systems that serve the public in many areas, such as communication, medical technology, medicine, commerce, government, the military, transportation, manufacturing and entertainment. The new program will emphasize lifelong learning, ethical decision making, sensitivity to cultural needs and the inclusion of people from underrepresented groups in systems design and development.

Admission criteria include a bachelor's degree in engineering, computer science, physics, chemistry, biological science, mathematics or statistics and three years of relevant work experience. The School of Engineering also offers master's degree programs in technology management, manufacturing systems engineering, and manufacturing systems; professional development opportunities and certificate programs.

For further information about the new master of science in systems engineering and other St. Thomas graduate programs in engineering and technology management, call (651) 962-5750, or visit the school's Web site for more information:  
<http://www.stthomas.edu/technology>.

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

South Central College, Faribault and Mankato campuses, in cooperation with Ridgewater College-Hutchinson, is pleased to announce their fall quality and performance improvement curriculum. Council members are entitled to a 10% discount.

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

9/11-10/16 Certified Quality Technician (CQT) Review; \$300  
9/11-10/9 Certified Mechanical Inspector (CMI) Review; \$250  
9/19-10/17 Certified Manager of Quality/Organizational Excellence Review; \$450  
9/25 Applying SPC & Statistical Tools; \$235  
9/26 Technical Writing for the Quality Professional; \$125

10/11 Project Management; \$235  
10/12 Microsoft Project 2003; \$235  
10/16 Electrostatic Discharge Basics; \$235  
10/24 Supplier Quality Management & Improvement; \$235  
10/30-11/27 Certified Quality Improvement Associate (CQIA) Review; \$250  
11/1-11/29 Certified Quality Auditor (CQA) Review; \$250  
11/8 Understanding & Implementing ISO 9001:2000; \$235  
11/9 Internal Auditor Skills; \$235  
11/14 Food Safety Management Systems ISO22000; \$235  
11/15 Planning & Conducting Food Safety Audits; \$235  
11/30 Problem Solving Tools & Methods; \$235  
12/12 AIAG FMEA & Control Plans; \$235

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

10/10 Problem Solving Tools & Methods; \$235  
10/17 AIAG FMEA & Control Plans; \$235  
12/5 Project Management; \$235  
12/6 Microsoft Project 2003; \$235  
12/19 Supplier Quality Management & Improvement; \$235

The following courses will be held at the Hutchinson campus of Ridgewater College (prices before member discount):

9/27 Understanding & Implementing ISO 9001:2000; \$235  
9/28 Internal Auditor Skills; \$235  
10/17 Calibration Processes; \$125  
10/17 Calibration of Dimensional Gages; \$125  
10/18 Gage Repair; \$235  
11/13 Electrostatic Discharge Basics \$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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