

Building a *workforce* to support

emerging industries.

Possis employees (left to right): Diane Jensen, Amanda Wong, John Riles, Mike Bonnette, Faith Salchert and Nicole Vertalino.

POSSIS

Bringing Medical Possibilities to Life

Location: Minneapolis, Minnesota
Industry: Medical device manufacturer
Employees: 220
Annual revenue: \$42.5 million

“Technology does not stand still. It continues to advance and, to be competitive, you must embrace new technologies and methods and train your people in how to apply them. There is help available and the Minnesota State Colleges and Universities System is a great resource for Minnesota businesses.”

Robert Dutcher

Chairman, President and Chief Executive Officer, Possis, Inc.

The Challenge

Possis needed access to employees who have both technology development skills as well as the medical or clinical background necessary to succeed in the medical device manufacturing industry.

The Solution

Anoka-Ramsey Community College developed training programs to support rapid product development and new or improved manufacturing capabilities. Emphasis on improving decision making and planning processes and streamlining

information management has helped Possis increase employee involvement and improve the overall technical capabilities of its staff. The college also developed three new biomedical technology programs in response to needs identified by Possis and other biomedical companies in the region.

The Results

- 80 to 90 percent of company employees trained
- Positive impact on the bottom line, including improved efficiency, reduced costs and improved gross margins
- Ongoing source of trained employees

Possis is actively engaged in advancing state-of-the-art treatment of coronary heart disease in the competitive medical device field. With Possis and numerous other medical technology companies located here, Minnesota holds a leading position as a center for medical technology development.

A continuing challenge for Possis is a lack of trained and educated employees. Robert Dutcher, Possis chairman, president and chief executive officer, believes Minnesota must “home grow” the capacity to provide the state with skilled employees.

With encouragement and assistance from Possis and other growing biotechnology firms in the Twin Cities, Anoka-Ramsey Community College developed three academic programs in biomedical technology now offered to the community. With 116 students currently enrolled, the programs are creating a pool of talent and skill for biomedical employers.

“Not only does the training we develop with the college help us,” Dutcher said, “the clinical programs created as an outgrowth of our partnership with the college provide an ongoing source of trained employees for other medical technology companies in Minnesota.”



Aligning training *growth objectives.*



Location: Based in St. Paul, Minnesota, with plants in five other Minnesota cities
Industry: 3M is a global, diversified technology company with leading market positions in health care, safety, electronics, telecommunications, industrial, consumer and office and other markets.
Employees: 69,000
Annual revenue: \$16.3 billion

“Working with the college has really become part of our business strategy.”

Linda Isaacson

Organizational Effectiveness Manager for 3M's Abrasive Manufacturing Organization

The Challenge

To stay competitive in the many and changing markets it serves, 3M needs to provide a broad range of training for diverse employee groups.

The Solution

3M taps the training expertise of five colleges within the Minnesota State Colleges and Universities System to deliver an array of unique training. The system's colleges provide customized training to approximately 2,000 of 3M's Minnesota employees annually in areas ranging from manufacturing productivity to communications to emergency responsiveness.

The Results

- New leadership created from within 3M
- Increased team effectiveness
- Improved safety
- Heightened sense of accountability and responsibility at all levels

The Training Programs

- Alexandria Technical College is engaged in an eight-year training relationship with 3M's Abrasive Manufacturing Organization to provide organizational effectiveness training, including team and leadership development, change management, E-productivity, quality initiatives and project management for approximately 1,600 employees. The college co-developed a certification program designed to meet 3M organization needs.
- Hennepin Technical College delivers a range of customized environmental, health and safety and OSHA compliance training to approximately 1,500 employees annually.
- Inver Hills Community College provides extensive training in computer network security, wireless networking and telecommunications to administrators at the company's world headquarters and is developing a Web-based chemistry course for research and development employees.
- Century College recently trained more than 250 employees in various areas including professional communication, certified quality engineering and CPR.
- Normandale Community College recently trained a group of manufacturing engineers on the application of statistical concepts for design of products (Design for Six Sigma).

The training provided to 3M by five colleges within the Minnesota State Colleges and Universities System is as diverse as the many markets the company serves, providing the company with the flexibility it needs to stay competitive.

For example, 3M's Abrasive Manufacturing Organization is involved in an eight-year program with Alexandria Technical College that has resulted in a high degree of trust between the two organizations. The college and the company have entered into a confidentiality agreement that allows 3M to share sensitive strategic planning and business initiative information with the college to collaboratively develop and implement organizational effectiveness training.

Alexandria Technical College is considered an extension of 3M's Abrasive Manufacturing Organization, according to Linda Isaacson, organizational effectiveness manager.

“As we look ahead at training needs required to help us meet our growth objectives, it is very effective to be able to work with an organization that knows our business and embraces our vision,” Isaacson said. “With assistance from Alexandria Technical College, we are creating and implementing training curricula that precisely address our needs.”

with



3M employees (left to right): Marge Swanson, Duane Erlandson and LaRae Worth at the company's Alexandria plant.

Building new *leadership*



Organization: The Minnesota Society of Certified Public Accountants, a member-driven organization serving certified public accountants in public accounting and industry.

Membership: 9,600

“Metropolitan State was very impassioned about the content of the program and eager to customize it to enhance the learning process. We sensed a real dedication to making the program address the special needs of CPAs.”

Betsy Adrian

President, Minnesota Society of CPAs

The Challenge

Based on new research identifying the capabilities required of CPAs in the 21st century, the Minnesota Society of Certified Public Accountants sought to offer a master's degree in business administration to its members that would be customized to build on their strengths and meet their needs. The organization set out to find a college or university partner.

The Solution

Metropolitan State University was selected through a competitive process and, together, the university and the Society created an M.B.A. for CPAs, based upon guidance from CPAs in the field. The program is offered to CPA society members and is designed to arm them with the tools, abilities and skills needed to advance in their careers. The weekend program builds on the strong financial skills of CPAs and enhances their capabilities in other areas of business, including strategic planning, marketing and sales, technology and human resources.

The curriculum is taught by practicing professionals who have an understanding of what is required of CPAs in real-life work situations. Classes are constantly evaluated and updated, and they emphasize helping students learn to communicate effectively and appropriately; demonstrate skilled critical thinking; pursue, find and use information to solve problems and make decisions; and use technology effectively. Employers and graduates alike find the program quickly enhances the CPAs' contributions to their companies' implementation of strategic business objectives.

Kristi Bizer, vice president of ITS Business Services at Allianz Life Insurance Company of North America, noted that her accounting manager, who is currently enrolled in the program, has gained valuable experience from the program.

The Results

Sixty-three professionals have graduated from the M.B.A. for CPAs program since its inception in the fall of 1999. Feedback on the program has been uniformly positive. The one-of-a-kind program is exclusively for Minnesota CPAs and offers these distinctions:

- Focuses on the competencies crucial to the success of the CPA
- Limited class sizes with a cohort of other CPAs foster a collaborative learning experience
- Graduates receive their M.B.A. in just 21 months
- Graduates also earn Continuing Professional Education credits
- Because students must have passed the Uniform Accountancy Exam, the GMAT exam requirement is waived

“The program addressed some of the very things we are implementing here at Allianz,” she said. “The classes have given her both theoretical methodology and practical models for implementation.”

Students in the program have praise for its impact on their careers.

“My long-term goal was to have access to more professional opportunities and to get into higher-level management, but I found I was immediately able to apply what I was learning,” said Greg Krizan, director of finance for U.S. Filter Recovery Services. “The M.B.A. program has allowed me to take a broader, more strategic perspective and look beyond just the financial aspects.”

A weekend class in the Metropolitan State University and Minnesota Society for CPA's M.B.A. for CPAs program.

capabilities.



Responding workforce needs.



Location: Minneapolis, Minnesota
Industry: The largest not-for-profit hospital in the Twin Cities area
Number of employees: 5,200
Annual operating revenue: \$510 million

“The college’s responsiveness and ability to adjust curricula to meet the needs of the local employee population and our changing employment needs have helped make this project an effective partnership.”

Denny Denarvaez
President, Abbott Northwestern Hospital

The Challenge

Abbott Northwestern Hospital urgently needed a means to support training and education to help alleviate its severe shortage of health care workers. Minnesota’s health care worker shortage mirrors a national labor gap that is predicted to worsen as the Baby Boom population ages and more workers retire, making local training solutions preferable over efforts to recruit from other states and countries.

The Solution

Minneapolis Community and Technical College teamed up with three area hospitals to train current and potential hospital employees. Training is offered at an equipped facility adjacent to Abbott Northwestern Hospital in South Minneapolis, accessible to local residents and current employees who wish to move up the occupational ladder.

A critical need to fill health care job vacancies and a desire to expand opportunities in an urban neighborhood led Minneapolis Community and Technical College to work with three hospitals to create a health care training center. Eligible graduates are guaranteed employment at one of the three participating hospitals, Abbott Northwestern Hospital, Minneapolis Children’s Hospital and Hennepin County Medical Center.

“We chose to work with Minneapolis Community and Technical College because we knew the college’s curriculum would help us fill job vacancies in a tight labor market and because of their close connection to this community and its local residents,” said Eric Eoloff, director of public affairs

The Results

- 715 students have enrolled in training since August 2000
- 50 to 70 percent of students are from the immediate South Minneapolis area
- 78 percent of graduates from the targeted recruitment population are successfully placed in health care positions
- Vacancies in critical health care positions at participating hospitals have been reduced
- Abbott Northwestern’s local base of employees has grown significantly
- Local employees contribute to the economic development of the neighborhood

and facility planning for Abbott Northwestern Hospital. “The college’s leadership and staff do effective outreach in the community, and their commitment to work with us to meet our recruitment goals has been unwavering.”

The college offers training to prepare students to become nursing assistants, phlebotomists, insurance coders, medical transcriptionists, surgery and radiology technicians, and clerical support assistants. Additional courses including prerequisites to the college’s nursing program and English-as-a-Second Language classes also are offered.

“We couldn’t have done this without the support of the Minneapolis Community and Technical College,” said Denny DeNarvaez, president of Abbott Northwestern Hospital.

to critical

Abbott Northwestern Hospital employees (left to right): Sonam Damdul, Jesse Mahoney, Zinash Mekete and Deysi Morales. Each completed the nursing assistant program offered by Minneapolis Community and Technical College in collaboration with three area hospitals.



Minnesota State Colleges and Universities offer employee training in a broad range of areas designed to meet common business challenges. For some needs, a standard training package works best. To meet other needs, however, our colleges and universities will customize or create new training tailored to your workforce, your timeline, your industry or your business plan. Following are examples of training currently provided to employers.

Aptitude and skill assessment	Internet Web design
Aviation	Intercultural communications
Building trades	ISO certification
Business ethics	Leadership
Environmental safety compliance	Health care certification
Computer applications	Manufacturing technology
Computer networking	Occupational English
Computer programming	Quality assessment and management
Customer service	Supervisory skills
E-commerce	Telecommunications
Fire/Emergency Response	

Some of the clients who have worked with Minnesota State Colleges and Universities:

Abbott Northwestern Hospital	Gold n Plump Poultry	St. Mary's Regional Hospital
AC Delco	HealthPartners	The Schwan Food Company
ADC Telecommunications, Inc.	Honeywell	Seagate Technology
Alcoa	Hormel Foods Corporation	Solvay Pharmaceuticals, Inc.
Archer Daniels Midland	IBM	Target Corporation
Arctic Cat Inc.	Keane	Tastefully Simple
AT&T Broadband and Comcast	Land O' Lakes, Inc.	Taylor Corporation
Brown Printing Company	Lund Boat Company	The Toro Company
Blandin Paper Company	Marvin Windows and Doors	TURCK, Inc.
Centerpoint Energy Minnegasco	3M	Unity Hospital
Children's Hospitals and Clinics	Mayo Clinic	United Parcel Service of America, Inc.
ConAgra Foods, Inc.	Medtronic, Inc.	Viracon
Chippewa Valley Ethanol Company	Mercy Hospital	Wells Fargo
Data Sciences International	Northwest Airlines, Inc.	Winona National Bank
Digi-Key	Ocheda Dairy	Worthington Regional Hospital
Donaldson Company	PEMSTAR, Inc.	Xcel Energy
Fairview Hospitals	Polaris Industries, Inc.	
Fastenal Company	Possis, Inc.	
Global Electric	Potlatch Corporation	
	Red Wing Shoe Company	
	Rural Cellular Corporation	
	St. Cloud Hospital	

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