Power was coming from the new autonomous operating style, which acknowledged Dana peopl as the experts at what they did. Desire was being built through schemes like the Stock Purchas Plan and the Scanlon Plan, which encouraged Dana people to own a piece of their rock. Tools were being provided through investment in new products, plant and equipment. Opportunity wa being created through a commitment to promote from within.

One element was still required -- the training and education that would give Dana people the ski to maximize their contribution to their company.

Education was nothing new at Dana. In the 1920s, Charles Dana introduced management seminars, and many of the resources of the Foundation he founded were dedicated to educatio In 1948, Dana training programs were organized, and an Industrial Supervision Institute was established with the University of Toledo to educate Dana people for prospective supervisory positions.

But Dana's education program was transformed in 1966, when Dana worked closely with faculty members at the Harvard Graduate School, Hillsdale College and Earlham College. Together the established a range of programs specifically designed to help Dana people achieve their corporate goals.

In 1969, Dana University was founded, offering courses in management, sales, cost control and other subjects. Taught by both professional educators and qualified Dana people, courses often ran 12 to 14 hours a day for a week. "Dana U" met with great success. Programs were expande and curriculums were adapted according to demand. Like all Dana operations, Dana U was self financing. Tuition and travel costs were paid for by the divisions for which the students worked, and students were expected to return from their courses with skills that would improve their wor

In 1978, the Dana U Technical School facility was completed at Ottawa Lake, Michigan. Design to increase Dana people's understanding of and control over the physical processes of manufacturing, the Technical Center included a 1.75-mile, three-lane test track and 3.5 miles of off-highway surface.

The Dana Foundation

Charles Dana was a substantial benefactor of education as early as 1950, when he established 1950 the Dana Foundation to help those "who accept and discharge responsibility for a better future." Concentrating on education, health, welfare and religion, the Dana Foundation philosop was to provide substantial funds for organizations with plans for growth. The Dana Foundation contributions would then act as a stimulus to challenge other donors. Early gifts helped build a Law Library at Stetson University, accommodations at Berry College and a science building at Indiana Technical College. In 1957, the Dana Foundation presented a gift to the Engineering Science Development Fund at the University of Toledo.

Later, Dana Corporation established its own foundation. Using a matching gift program, the Dar Corporation Foundation continued Dana's tradition of supporting education. The program was designed "to encourage individual financial support of educational institutions," by matching any donations made by Dana people.

Hillsdale College

Hillsdale College, Michigan, was an ideal partner in developing Dana's management skills. Conveniently located in the heart of motor country, Hillsdale made it a policy never to accept government subsidies, and to finance itself entirely from private funds. As a consequence of this Hillsdale people understood the pressures and dynamics of business, and recognized that any education programs would have to provide Dana people with a tangible benefit.

Called the Dana-Hillsdale Management development Program, each course was open to 16 or Dana people. In place of lectures, everyone engaged in managed discussions. Leadership skills were learned by participation and practice, not by discourse. Communication, perception,