

INSIDE ISM-PITTSBURGH

Institute for Supply Management—Pittsburgh

October 2009

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Giant Eagle to Host Annual ISM-Pittsburgh Plant Tour

ISM-Pittsburgh will hold its annual Plant Tour on Tuesday, October 20, 2009 at one of two Pittsburgh area Giant Eagle warehouse facilities.

Tour attendees will have the opportunity to tour one of Pennsylvania's major grocers' warehouse operations. A brief presentation with an opportunity for questions and answers will also occur.

Members may register for the Plant Tour using the Reservation Form included on Page 26 of *Inside ISM-Pittsburgh*.

Additional details will be sent regarding directions and parking accommodations. The Tour will begin at 4:30 p.m. and the evening will conclude at 7:30 p.m.

Questions regarding this month's tour may be directed to Ms. Paula Massey at paulamis@comcast.net

October 20 2009 ISM-Pittsburgh Plant Tour

Tour Date:	October 20, 2009
Location:	Giant Eagle Warehouse Pittsburgh, PA
Plant Tour Time:	4:30 p.m.—7:30 p.m.
ISM Member Cost:	Free
Non Member Cost:	\$25.00
Student Cost:	Free

Reservations can be made by using the reservation fax form located within Inside ISM Pittsburgh, or via our web site at: www.ism-pittsburgh.org or e-mail: paulamis@comcast.net

Additional details regarding directions and parking for this month's ISM-Pittsburgh Plant Tour will follow.

[ISM-Pittsburgh](#) [October 2009 Slate of Events](#)

**October 20, 2009
Giant Eagle Warehouse
Plant Tour**

**October 22, 2009
Navigating the Numbers
Satellite Seminar**

ISM-Pittsburgh & You ~ A Championship Team

The Board of Directors is pleased to announce the program theme for the 2009-2010 program year. We couldn't think of a better theme than one which builds upon the success of our City of Champions!

We are fortunate to have not one, but two championship teams which call Pittsburgh home. So, throughout the program year, you will see our professional offerings emphasizing the value of winning teams and successful relationships.

Our goal remains to bring you the best professional development opportunities available to supply management professionals. And, we will partner with the best available practitioners to bring you a winning professional development program year.

Join us this year as we celebrate professional achievement and the critical role relationships play in that success.

ISM-Pittsburgh & You ~ A Championship Team

Join ISM-Pittsburgh's Mentoring Program ~ Participation is Easy and Flexible

ISM-Pittsburgh launched a Mentoring Program for supply management professionals last fall. If you are interested in participating in the program as either a mentor or a mentee, please contact Dr. Shoheila Lunney or Ms. Ruth Siegel; ISM-Pittsburgh Directors who collaborated to launch the Mentoring Program.

Dr. Shoheila Lunney; President of Lunney Advisory Group has over 20 years of supply management and business experience involving both domestic and international activities. She previously worked at Bayer Corporation and EDMC and currently serves on the Board of Directors of ISM-Pittsburgh. She may be contacted at soheilalunney@comcast.net

Ms. Ruth Siegel is a Consultant on the Spend Management Services Team at Ariba. Ruth has spent the last five years as a Sourcing Specialist. She has broad experience in sourcing commodities. Ruth received her Bachelor's Degree in Professional Studies and a Masters Degree in Leadership from Duquesne University. She currently serves on the Board of Directors of ISM-Pittsburgh. Ruth may be contacted at rsiegel@ariba.com

Mission Statement

To serve the education, certification, communication and networking needs of supply management professionals in the Greater Pittsburgh area. We will do this to enhance the supply management profession, its image and ethical standards to maximize membership value.

Inside ISM-Pittsburgh

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Find us on the web at:

<http://www.ism-pittsburgh.org/newsletter.htm>

Inside ISM-Pittsburgh is the official publication of ISM-Pittsburgh and is published monthly.

If you wish to submit an article for publication, you may do so by contacting the editor. We reserve the right to edit and publish articles at our discretion.

The deadline to submit articles for the next edition is the 28th day of the month.

ISM-Pittsburgh Launches Re-Designed Website

ISM-Pittsburgh continues to increase the value of its membership by striving to deliver the highest quality products and events. Our latest initiative involves the re-design and re-launch of ISM-Pittsburgh's website. An effort to improve the functionality and appearance of our website began in mid 2009 with a goal of introducing the first phase of improvements in September 2009.

The launch of a newly designed website occurred in September 2009 with a new appearance, which better reflects the progression of our affiliate and the direction in which we are moving. Most importantly, the foundation of our website was re-established so that we are better positioned to offer webinars, streaming video and increased functional capabilities.

As our first phase is launched, we encourage you to provide us your feedback and suggestions. Our goal remains to offer the highest quality services and products and to ensure members' professional needs are met. You will see updates continuing throughout the year and our focus is to provide website availability with minimal downtime. In addition, *Inside ISM-Pittsburgh* will also be re-designed to provide the most relevant information to our members in the most concise format.

Thank you for your patience and for your comments.

REMINDER ~ ISM-Pittsburgh Membership Options

In this challenging economy, ISM-Pittsburgh would like to take a moment and review with our members, the options for membership renewal. Your membership is valued by the leadership of the affiliate and your professional development membership is more important today than ever before. If you have any questions on the options below, please contact Lisa Romango.

Regular Membership – includes membership with, and benefits from, both ISM and ISM-Pittsburgh. This category of membership is by far the most popular option, comprising 85% of ISM's total membership. Annual Rate: (\$210.00 + \$45.00 (one-time administrative fees). Administrative fees are not applicable to renewing members.

Associate Membership – includes membership with and benefits from the ISM-Pittsburgh affiliate, only. Annual rate: (\$100.00 + \$25.00 (one-time administrative fees). Administrative fees are not applicable to renewing members.

Direct Membership – includes membership with and benefits from ISM only. **No affiliate membership is included.** This category of membership is generally preferable for those that do not have a geographic affiliate nearby or a non-geographic affiliate within their industry or area of interest. Automatic membership renewal available. Annual Rate: (\$190.00 + \$20.00 (one time administrative fees). Administrative fees are not applicable to renewing members.

International Membership – essentially Regular Membership for those living/working outside the United States. This category of membership includes membership with, and benefits from, both ISM and your choice of one of a growing number of international affiliates including Canada, China, France, Mexico, South East Asia and more. Varies by country.

Certification News Forwarded from ISM

ISM introduces CPSM Exam and Bridge Exam Review courses that are designed to help supply management professionals prepare for their CPSM qualification. Course content covers a majority of topics within the CPSM; however, they are not all-inclusive. They are considered to be a supplement to a candidate's on-the-job and individual learning.



The CPSM Exam Review is designed as a review to help prepare supply professionals for taking the CPSM exams. Participants will gain an understanding of the CPSM program and of the breadth of content covered in each of the three CPSM exams:

Exam 1: Foundation of Supply Management
Exam 2: Effective Supply Management Performance
Exam 3: Leadership in Supply Management

The CPSM Bridge Exam Review is designed as a review for current C.P.M. holders as part of their preparation for taking the CPSM Bridge Exam. It is intended to enable candidates to assess the knowledge they have acquired through education and experience against the content areas covered by the CPSM Bridge Exam. It is not intended for those planning to take the full CPSM Exam.

Register at www.ism.ws, then Seminars or call 800/888-6276 or +1 480/752-6276, extension 401.

Institute for Supply Management, 2055 E. Centennial Circle, Tempe, AZ 85284

.More Certification News from ISM

ISM continues to receive requests from individuals for additional time to complete the C.P.M. examination process. Due to the continued interest, ISM has extended the C.P.M. exam registration deadline.

C.P.M. exam registrations will be accepted through September 30, 2009. For those registering to take a specific C.P.M. exam for the first time, there are no exceptions to this deadline.

The only exception to the September 30, 2009 C.P.M. exam registration deadline: If an exam candidate fails a C.P.M. exam in 2009, he/she will be allowed to register to RETAKE THE EXAM MODULE FAILED.

All C.P.M. examinations must be completed by December 31, 2009. No exceptions.

There are no refunds for C.P.M. exam registrations made in 2009.

ISM strongly recommends candidates **schedule exam dates as soon as possible to avoid scheduling conflicts** at the testing centers, and to allow time to retake an exam module they failed if needed. **ISM cannot guarantee a space at testing centers.**

If you have any further questions regarding the C.P.M. program, please contact Kara in ISM Customer Service at 800/888-6276, extension 3072, or kbuckley@ism.ws.

Certification Corner authored by Dr. Michael McGinnis; CPSM, C.P.M., Associate Professor The Pennsylvania State University

CERTIFICATION CORNER FOR OCTOBER 2009

This month's topic is "USING THE *CPMS DIAGNOSTIC KIT* AS A TOOL FOR STUDYING FOR THE CPSM BRIDGE EXAMINATION"

OVERVIEW

In previous columns I have discussed how to maximize the *CPSM Diagnostic Kit's* role in helping you study for the Certified Professional in Supply Management (CPSM) examinations. For those who have the C.P.M. Credential the *CPSM Diagnostic Kit* can be an aid to your preparation for the CPSM Bridge Examination.

The focus of this column is to identify those CPSM tasks that are included in the CPSM Bridge Examination, and how to use the *CPSM Diagnostic Kit* as part of your CPSM Bridge Examination study program.

CPSM EXAMINATION TASKS THAT ARE RELEVANT TO THE CPSM BRIDGE EXAMINATION

About ¾ (61 of 81) of the CPSM tasks have at least some material in the CPSM Bridge Examination. This varies from the complete task to a small portion of the task. The *CPSM Study Guide* indicates the amount of CPSM Bridge Examination coverage of each task. I have listed the tasks for each examination. Those tasks that have at least some material in the CPSM Bridge examination are show as **bold and underlined**. It is important that you have solid knowledge of all tasks with any content in the CPSM Bridge Examination.

CPSM EXAMINATION 1: Twenty of twenty-five tasks have at least some content included in the CPSM Bridge Examination. **NOTE: THEY ARE BOLD AND UNDERLINED.** **1-A-1, 1-A-2, 1-A-3, 1-A-4, 1-A-5, 1-B-1, 1-B-2, 1-B-3, 1-B-4, 1-B-5, 1-C-1, 1-C-2, 1-C-3, 1-D-1, 1-D-2, 1-D-3, 1-E-1, 1-E-2, 1-E-3, 1-F-1, 1-F-2, 1-F-3, 1-F-4, 1-F-5, 1-F-6**

CPSM EXAMINATION 2: Nineteen of twenty-four tasks have at least some content included in the CPSM Bridge Examination. **NOTE: THEY ARE BOLD AND UNDERLINED.** **2-A-1, 2-A-2, 2-A-3, 2-B-1, 2-B-2, 2-B-3, 2-B-4, 2-C-1, 2-C-2, 2-C-3, 2-C-4, 2-D-1, 2-D-2, 2-D-3, 2-D-4, 2-E-1, 2-E-2, 2-F-1, 2-F-2 2-G-1, 2-G-2, 2-H-1, 2-H-2, 2-H-3**

CPSM EXAMINATION 3: Twenty-two of thirty-two tasks have at least some content included in the CPSM Bridge Examination. **NOTE: THEY ARE BOLD AND UNDERLINED.** **3-A-1, 3-A-2, 3-A-3, 3-A-4, 3-A-5, 3-A-6, 3-A-7, 3-A-8, 3-A-9, 3-A-10, 3-A-11, 3-A-12, 3-A-13, 3-A-14, 3-A-15, 3-A-16, 3-A-17, 3-A-18, 3-B-1, 3-B-2, 3-B-3, 3-B-4, 3-B-5, 3-B-6, 3-B-7, 3-B-8, 3-C-1, 3-C-2, 3-C-3, 3-C-4, 3-C-5, 3-C-6**

USING THE *CPSM DIAGNOSTIC KIT* AS AN AID IN PREPARING FOR THE CPSM BRIDGE EXAMINATION

The *CPSM Diagnostic Kit* is organized into three practice examinations. Each of these practice examinations includes multiple-choice questions, an answer key with a scoring table, and justification of answers with bibliographic references. The following steps provide a guide for critiquing your preparation for the CPSM Bridge Examination.

Take Examination 1 and score your performance on the twenty tasks that have at least some content that is included in the CPSM Bridge Examination. If your score exceeds 70% correct overall you probably have an adequate knowledge base for those tasks. However, spend additional study time on tasks that have scores below 70%.

Take Examination 2 and score your performance on the nineteen tasks that have at least some content that is included in the CPSM Bridge Examination. If your score exceeds 70% correct overall you probably have an adequate knowledge base for those tasks. However, spend additional study time on tasks that have scores below 70%.

Take Examination 3 and score your performance on the twenty-two tasks that have at least some content that is included in the CPSM Bridge Examination. If your score exceeds 70% correct overall you probably have an adequate knowledge base for those tasks. However, spend additional study time on tasks that have scores below 70%.

While the specific questions asked on the CPSM Bridge Examination are not available, the above three steps provide one way of focusing your study strategy on material that is likely to be tested.

(Continued on Page 6)

**.Certification Corner authored by Dr. Michael McGinnis; CPSM, C.P.M., Associate Professor
The Pennsylvania State University**

(Continued from Page 5)

Until ISM introduces a CPSM diagnostic kit the above three steps can help you identify your strengths and weakness among the sixty-one tasks that have content in the CPSM Bridge Examination.

For further information on using the *CPSM Diagnostic Kit* please send me an email at mam47@psu.edu and include in the subject "CPSM study materials".

QUESTIONS ON CERTIFICATION? CHECK THE INSTITUTE FOR SUPPLY MANAGEMENT WEBSITE AT www.ism.ws THEN CLICK ON "PROFESSIONAL CREDENTIALS."

STILL HAVE QUESTIONS? CONTACT ME AT mam47@psu.edu OR SEE ME AT ANY MONTHLY MEETING.

GOT IDEAS FOR FUTURE ISSUES OF "CERTIFICATION CORNER?" E-MAIL ME AT mam47@psu.edu OR SEE ME AT ANY MONTHLY MEETING.

Dr. Michael (Mike) A. McGinnis, C.P.M., CPSM
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Penn State New Kensington
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September 2009 ISM Report on Business~ Manufacturing Excerpt**September 2009 Manufacturing ISM Report On Business®**

PMI at 52.6 %

DO NOT CONFUSE THIS NATIONAL REPORT with the various regional purchasing reports released across the country. The national report's information reflects the entire United States, while the regional reports contain primarily regional data from their local vicinities. Also, the information in the regional reports is not used in calculating the results of the national report. The information compiled in this report is for the month of September, 2009.

New Orders and Production Growing
Employment and Inventories Contracting
Supplier Deliveries Slower

(Tempe, Arizona) — Economic activity in the **manufacturing sector** expanded in September, following 18 consecutive months of contraction, and the **overall economy** grew for the fourth consecutive month, say the nation's supply executives in the latest **Manufacturing ISM Report On Business®**.

The report was issued today by Norbert J. Ore, CPSM, C.P.M., chair of the Institute for Supply Management™ Manufacturing Business Survey Committee. "The year-and-a-half decline in manufacturing output has come to an end, as 11 of 18 manufacturing industries are reporting growth when comparing August to July. While this is certainly a positive occurrence, we have to keep in mind that it is the beginning of a new cycle and that all industries are not yet participating in the growth. The August index of 52.9 percent is the highest since June 2007. The 4 percentage point increase was driven by significant strength in the New Orders Index, which is up 9.6 points to 64.9 percent, the highest since December 2004. The growth appears sustainable in the short term, as inventories have been reduced for 40 consecutive months and supply chains will have to re-stock to meet this new demand."

Eleven of the 18 manufacturing industries reported growth in August. These industries — listed in order — are: Textile Mills; Apparel, Leather & Allied Products; Paper Products; Miscellaneous Manufacturing; Printing & Related Support Activities; Computer & Electronic Products; Transportation Equipment; Nonmetallic Mineral Products; Electrical Equipment, Appliances & Components; Fabricated Metal Products; and Chemical Products. The six industries reporting contraction in August — listed in order — are: Primary Metals; Plastics & Rubber Products; Furniture & Related Products; Wood Products; Food, Beverage & Tobacco Products; and Machinery.

- "Production is picking up as demand [for] orders is being accelerated." (Nonmetallic Mineral Products)
- "Demand from automotive manufacturers increasing thanks to 'Cash for Clunkers.'" (Fabricated Metal Products)
- "In addition to improved business come the complications of a supply chain drained of inventory." (Paper Products)
- "The sudden increase in customer demand, plus the low inventories held at services centers, is causing a shortage in the supply of raw steel." (Transportation Equipment)

ISM-Pittsburgh is Now "Linkedin"

ISM-Pittsburgh is pleased to announce that we are now "Linkedin".

We have established a group on LinkedIn, so all members are encouraged to sign onto LinkedIn (www.linkedin.com) and click on Groups. LinkedIn is an excellent way to network with supply management colleagues and establish an ever expanding professional network.

Savings Estimates: Your Reputation at Risk by Mr. Charles Dominick; SPSM

Can Bad Savings Estimates Hurt Your Career?

Whether setting goals for a year or getting management sign-off on a new contract, you can expect to regularly be asked for cost savings estimates that reflect your procurement work. While you may be inclined to give aggressive savings estimates to look good, if those estimates fail to match the actual savings at the end of the year or contract, your reputation will be damaged.

As you would with any risk, you need a plan to manage this risk. Risk planning means identifying all risks that may hamper your ability to succeed; determining the probability of occurrence for each risk; and developing a plan to avoid, mitigate, transfer, or accept each risk.

I'll give you a few examples of common risks to savings estimates when switching to a new supplier. But it is up to you to figure out the probability of each risk and how you will plan for them in your own situations.

Risk #1: The New Supplier Won't Perform As Expected. When replacing a supplier who has performed well for years, stakeholders won't be very patient if the new supplier can't match the incumbent's performance right away. In such case, you'll be pressured to revert to the higher-priced incumbent.

Risk #2: The New Supplier Will Raise Its Price After Securing Your Business. Savings estimates are usually based on the new supplier's proposed pricing. Yes, you can execute a contract to legally obligate the supplier to honor that pricing. But what if the supplier refuses to?

Risk #3: Your Organization Will Buy A Smaller Quantity Than Expected. Savings is often calculated by multiplying the year-over-year price difference by the quantity to be purchased. So, if the quantity is less than expected, your savings will be too. How confident are you that you know the demand drivers and that the quantity bought won't be notably lower than estimated?

Risk #4: Members Of Your Organization Will Buy From Non-Contracted Sources. Most savings estimates assume 100% compliance from their organization's end users or decentralized buyers. But maverick buying can occur. How will you ensure that no one in your organization rejects the new supplier?

This article reprinted from the October 5, 2009 issue of PurchTips
Authored by Mr. Charles Dominick; SPSM, President Next Level Purchasing
PO Box 1360
Moon Township, PA 15108

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ISM-Pittsburgh Welcomes Our Newest Members

Regular Membership

Gary Campbell	Manager, Procurement Operation Services, Bayer Business & Technology Services
Jeff Hildebrand	Buyer, HJ Heinz
Obinna Ohaegbu	Operations Director, Weskton Limited

Academic Membership

Inna Nirenburg	Duquesne University
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ISM New Member Orientation

New Member Orientation

This is a great opportunity for new members to participate in ISM's Web seminar, "What's In It for Me?" a member orientation program, scheduled for October 15, 2009, 1 p.m. EDT (10 a.m. PDT.). This one-hour program introduces new and current members to the basics of ISM including free online resources and professional development opportunities.

If you have specific questions you'd like us to address, please send your questions to askism@ism.ws and we will include your suggestions in the presentation (as time allows.)

Non members who are interested in joining ISM are also invited to acquaint themselves with our member benefits. Register now on the ISM Web site at www.ism.ws.



2009-2010 ISM-Pittsburgh Slate of Events

Dinner Meetings: Third Tuesday of Each Month (September – May)

Plant Tour: October 20, 2009

Supply Management Month: March 16, 2010

Golf Classic: June 21, 2010

Dinner Meeting Location: Sheraton Station Square, Pittsburgh, PA

September 15, 2009

Forum Program: Mentoring to the Supply Management Professional

Forum Speaker: Dr. Soheila Lunney; President Lunney Advisory Group and Ms. Ruth Seigel; Commodity Specialist, Ariba, Inc.

Dinner Meeting Program: Optimizing Supply Management in Challenging Times

Dinner Speaker: Mr. Ernest Gabbard; Director Strategic Sourcing, Allegheny Technologies, Inc.

September 18, 2009

One Day Seminar

Advanced Negotiation Techniques and Contract Management

Instructor: Dr. Soheila Lunney; President, Lunney Advisory Group

October 9, 2009

One Day Seminar

Advanced Market Analysis

Instructor: Mr. David Hargraves; C.P.M., Director Strategic Sourcing, UPMC

October 20, 2009

Plant Tour: Giant Eagle Warehouse Facility

October 22, 2009

Satellite Seminar

Navigating the Numbers: A Supply Managers' Guide to Defining & Applying Economic & Financial Concepts

November 13, 2009

One Day Seminar

Supply Management Best Practices Generating Value and Revenue

Instructor: Dr. Soheila Lunney; President Lunney Advisory Group

November 17, 2009

Forum Program 1: Advanced Excel Applications

Forum Speaker: Mr. Tom Arborgast; Commodity Manager, Ariba, Inc.

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Forum Program 2: CPSM Exam Review

Forum Speaker: Dr. Michael McGinnis; Associate Professor, The Pennsylvania State University– New Kensington

Dinner Meeting Program: Introduction to ISM-Pittsburgh's New Website & Leveraging the Web ~ Advanced Search Techniques for Supply Market Analysis ~ Finding the Best Information FAST!

Dinner Speaker: Mr. Keith Giuliani; President Savvior Technology Solutions with Ms. Erin Getty; Savvior Technology Solutions & Mr. David Hargraves; Director Strategic Sourcing, UPMC

December 15, 2009

Forum Program: Business Class: Etiquette Essentials for Success at Work

Forum Speaker: Karyn Litzinger ; President Litzinger Career Consulting

Dinner Meeting Program: The Secrets of Great Leadership

Dinner Speaker: Ms. Kathi Jobkar; C.P.M., Manager Strategic Sourcing, Allegheny Technologies, Inc.

January 19, 2010

Forum Program: SmartReader Strategies ~ Teaching Professionals How to Get What They Need from The Business Times

Forum Speaker: Mr. Timothy Sullivan; The Pittsburgh Business Times

Dinner Meeting Program: Advanced Negotiations for the Supply Management Professional

Dinner Speaker: Mr. Robi Bendorf; President, Bendorf & Associates

February 5, 2010

One Day Seminar

Certified Professional in Supply Management Examination Review Course

Instructor: Dr. Michael McGinnis; Associate Professor, The Penn State University–New Kensington

February 11, 2010

Satellite Seminar

Topic TBD

February 16, 2010

Forum Program: Negotiating Without Bloodshed"

Forum Speaker: To Be Determined

Dinner Meeting Program: Ethical Leadership

Dinner Speaker: Mr. Bruce Bickel; Senior Vice President & Managing Director Private Foundation Management Services, PNC

March 16, 2010

Supply Management Month

All-Day Seminar

April 8, 2010

Half Day Seminar

Preventing & Negotiating After Back Door Selling

Instructor: Dr. Soheila Lunney; President, Lunney Advisory Group

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April 20, 2010

Forum Program 1: How to Build a Corporate Sustainability Program and Gain Employee Buy-In

Forum Speaker: Mr. Jerry Swart; Managing Director Environment; FedEx Ground

Forum Program 2: CPSM Exam Review

Forum Speaker: Dr. Michael McGinnis; Associate Professor, The Pennsylvania State University– New Kensington

Dinner Meeting Program: Supply Management's Role in Sustainability

Dinner Speaker: Ms. Diane Ramos; Adjunct Professor & Assistant Director, MBA-Sustainability Program & Dr. Robert Sroufe; Industrial Ecologist, John F. Donahue Graduate School of Business

April 22, 2010

Satellite Seminar

Topic TBD

April 25 – 28, 2010

ISM International Conference

San Diego, CA

May 13, 2010

One Day Seminar

Procurement & Contract Writing for the Supply Management Professional

Instructor: Mr. Ernest Gabbard; JD, C.P.M. , Director Strategic Sourcing, Allegheny Technologies, Inc.

May 18, 2010

Forum Program: Supplier Health and Risk Analysis

Forum Speaker: Mr. Ron Summerhill; CPSM, Manager Latrobe Specialty Steel

Dinner Meeting Program: Developing Competencies and Managing Your Workforce in Difficult Economic Times

Dinner Speaker: Ms. Lois Bradley; CEO & President, The Bradley Partnerships, Inc.

June 21, 2010

Golf Classic

Four-Day Attitude Diet by Dr. Allan Zimmerman

Things continue to be tough in almost every sector of the economy, and almost all of the news seems to be filled with bad things happening around the world. To help you from getting stuck in all this negativity, try my "4-day mental positive attitude diet."

4-DAY ATTITUDE DIET

By: Dr. Alan Zimmerman

Hold up your thumb and forefinger about 2-1/2 inches apart. It takes about 1/100th of a second for Olympians to run that distance in the 100-meter race. But that's the 'difference between winning and losing.

In the women's 100-meter dash at the 1992 Barcelona Olympic Games, for example, the gold medal was won by an American who crossed the line only 2-1/2 inches in front of her closest opponent. The fifth place went to a Jamaican who finished a mere 6/100th of a second behind her. And yet that little bit of difference made all the difference in the world.

The same goes for attitude. When you compare age, gender, upbringing, education, IQ, and just about any other factor you can think of, research says that attitude is the little bit of difference that makes all the difference in success. In fact, the research makes it clear that attitude is more important than any other element when it comes to ensuring success.

So how do you build a positive attitude that ensures your success? Just follow this "4-Day Attitude Diet," focusing on a different skill each day. And repeat the cycle until you've built an invincible attitude. It works!

Day 1: Fill your mind with positives.

Instead of living your life on autopilot, letting any and all thoughts come into your mind, consciously feed your mind positive input. Do this on the first day of every week, and do it throughout the day. Read inspirational books; listen to uplifting music, or call an upbeat person. And by all means, avoid the cynics and gripers.

Keep a journal and write down 50 wonderful things that happen to you on Day 1. Include even small things - like finding a quarter on the sidewalk - or a stranger greeting you with a cheerful "good morning." After awhile, you will realize that most of the things that happen in your life are positive.

Day 2: Affirm yourself.

Remind yourself of past victories. Congratulate yourself on the good you have done and will do. And refuse to let any self-doubt enter your mind. Just tell yourself over and over, "I am filled with confidence, and I am competent."

And when you make a mistake, learn the lesson in that mistake and laugh at yourself. In fact people who can't laugh at themselves are not only more negative, they're more susceptible to cancer, stroke, and heart disease. So laugh ... and affirm the fact you're learning and growing.

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Four Day Attitude Diet by Dr. Alan Zimmerman

(Continued from Page 14)

Of course you may have some doubts about yourself. But on day 2, literally, consciously affirm yourself. As boxing champ Sugar Ray Robinson said, "To be a champ, you have to believe in yourself when nobody else will." And Dolly Parton added, "I'm not offended by all the dumb blonde jokes because I know that I'm not dumb ... and I also know that I'm not blonde."

Day 3: Think only good things about people.

Don't allow ill thoughts to enter your mind. Look for something you like in everyone you meet. One person might have a great smile, and another one might be extremely dedicated to his work. You can always find something you like.

Of course, you may think this a rather Pollyannaish activity ... especially if you're working with some very difficult people. No problem. Simply see these people as giving you an opportunity to learn patience and practice assertiveness. That's something you can like.

Day 4: Speak only positive words.

Speak hopefully about everything -- your job, your customers, your manager, your children, your health, and your future. Go out of your way to talk optimistically about everything.

You may have to talk yourself out of uttering negative words. If, for instance, the man at the front of the company cafeteria line seems to be holding up everyone else, you'll be tempted to make a snide remark to the person next to you. Don't do it. Instead, say, "It's kind of nice not to rush every single minute of the day."

Refuse to use a loser's language. If you talk like a loser, you'll end up losing. As George Schultz, the former U.S. Secretary of State said, "The minute you start talking about what you're going to do if you lose, you have lost."

THE CHALLENGE

Nothing...absolutely nothing...contributes more to your success than your attitude. The good news is you can have a powerful, positive attitude...if you get on the 4-Day Attitude Diet. I've seen it work for thousands. Now it's your turn.

This article reprinted from:

Dr. Alan R. Zimmerman

Zimmerman Communi-Care Network, Inc.
Web site: www.DrZimmerman.com
Telephone: 952-492-3888

Teaching people how to be Peak Performers ... because Tough Times don't last
... Tough People do!

For a FREE subscription to Dr. Zimmerman's "Tuesday Tip" go to:
<http://srv.ezinedirector.net/?n=3234877&s=30119039>

ISM-PITTSBURGH OFFERS NEW PROFESSIONAL DEVELOPMENT AWARD

In these difficult economic times, individuals may be challenged to devote their own personal financial resources to efforts to become certified. As a professional development organization whose mission is education focused, the board of directors of ISM-Pittsburgh is pleased to offer a new professional development award to ISM-Pittsburgh members in good standing.

The award will be given for the achievement of a C.P.M. or CPSM certification. A maximum of five awards will be available in 2009 and granted on a first come basis. A copy of the specific criteria for the award is available upon request by contacting Ms. Paula Massey at paulamis@comcast.net. In addition, specific award questions may be directed to Mr. George Bissett; ISM-Pittsburgh First Vice President at georgebissett@consolenergy.com

A completed application, original receipts and a copy of proof of certification may be mailed to Ms. Paula Massey, 208 Woodview Drive, Beaver, PA 15009 or faxed to 724-508-0218.

Why wait to become certified? Do it Now! The Certification Cost Reimbursement Form is included on Page 20 of this month's newsletter. So, begin now to pursue your dream of becoming a certified supply management professional.

This program is in addition to the ISM-Pittsburgh Scholarship Campaign, which will again award scholarships to the most highly deserving candidates.

Welcome to Our Newest Platinum Sponsor

The Xerox logo is displayed in a large, bold, red, sans-serif font, centered within a white rectangular box.

Application for Certification Cost Reimbursement

Institute For Supply Management - Pittsburgh

Request for Certification Cost Reimbursement

Name _____ Member number _____

Do you have a company sponsored educational reimbursement plan? _____

If so, what percent of your educational costs are eligible for reimbursement? _____

years membership _____ # meetings attended in last 12 months _____

Employer _____ Supervisor _____

Employer address _____

Certification Achieved: _____ Date: _____

Expenses

Date	To Whom	Description	Amount
Total amount re- quested			

(Maximum awarded will be amount requested or \$750.00 whichever is less)

Number of awards is limited to 5 for 2009 and will be available on a first come basis

I certify that the information provided above is accurate to the best of my knowledge

Signature: _____

Date: _____

Please attach original receipts and copy of proof of certification to this form

Renegotiating with Integrity by Mr. Marc Freeman

Renegotiating With Integrity

September/October 2009, *eSide Supply Management* Vol. 2, No. 5

How to Harness the Power of Active Listening, Being Nice and Taking Control in a Struggling Economy

Times are tough. We're experiencing a worldwide economic downturn, and everyone is feeling it in one form or another. Focusing on what you can't control — in this case, the economy — is futile. Instead, we must figure out a way to work around this downturn, which is where renegotiation comes into play.

Right now, many of us have contracts and relationships in place that aren't working. We need to figure out how to get them back on track. But, if you're going to renegotiate, it's imperative that you maintain your integrity and good reputation in the process.

Renegotiation isn't personal; it's business. Even so, when you tell a supplier you can no longer fulfill your obligation, it will have personal and professional effects. How you treat the supplier in that moment is critical. The best approach is to always behave as if the issue is personal, but react as if it's business.

Renegotiating is the art of revising, altering or changing a previously negotiated contract or relationship. The concept of win-win does not apply here. You can't expect to tell the other party that it won't be getting what it expected and expect to turn it into a win-win outcome.

Instead, your focus should be on creating a scenario in which both parties are satisfied enough to move on. What really matters is avoiding getting stuck in contracts and relationships that are costing your company money, time and resources.

Renegotiating a lease. In this scenario, your approach to dealing with landlords is critical. Most leases are written to their benefit, so there's hardly ever incentive for landlords to settle for less than what they're entitled to. However, if they're approached with an air of respect (and without an attitude of entitlement), most landlords are willing to work with tenants when times are tough. This still isn't a win-win proposition, however. The landlord won't be happy to accept less money for the space. Even so, this might be acceptable if it means keeping a tenant. Then, once a new agreement is reached, both tenant and landlord can move on to focus on more profitable activities.

Renegotiating with suppliers. As supply management professionals, the pressure is on us to constantly do better, with new features, and better prices and terms. We are constantly looking for ways to change current contracts and relationships. As such, our approach to renegotiation is critical. Because we have a history with these companies, as well as those representing them, we understand who we're working with and what to expect.

When approaching a supplier with an eye toward renegotiation, preparation is critical. Understand your company's needs, and anticipate the supplier's needs in advance. Be aware of the history between your company and the supplier. If you go into the renegotiation feeling entitled or aiming to find fault with the supplier, you will no doubt encounter resistance. Even if a supplier hasn't performed to your company's standards, don't go in with all guns blazing. Instead, open up the discussion by politely explaining your company's situation and the reasons why you've been asked to make a change. Ask for the supplier's help in resolving your problem.

A few components are critical to a successful renegotiation.

(Continued on Page 19)

Renegotiating with Integrity by Mr. Marc Freeman

(Continued from Page 18)

Once you have presented your case and asked for the supplier's help, sit back and listen carefully. Remember that listening is a verb, not a noun. It's a learned skill which doesn't necessarily come naturally. It means remaining silent while someone else is speaking. It means not thinking about how you'll respond while someone else is talking. In that silence, you'll get all the answers you need. Proper listening gives you the skills to ask the right questions. A great question is worth 1,000 answers. The key is to find out what the supplier *needs*, not what it wants.

Supply management professionals who listen best will always get the best deals. Not only will they build better relationships with current suppliers, they'll be first to buy the newest technologies to get ahead of their competitors and move their strategies to new industries before others.

Case in point: Several years ago, I was called to renegotiate a product for a store with which I'd done business for many years. I was competing against several other suppliers. The buyer told me that the other companies came in with a less expensive price, but everyone liked our product's design and quality best. Most of the decision-makers were more interested in quality and design, but the main decision-maker was primarily concerned with price.

Realistically, I couldn't come down far enough in price to match the other offers and still deliver the level of quality our company provided. But, what I heard the buyer saying was that I didn't really have to meet the prices of the other company; I just needed to get closer. This is what the buyer needed. This was expressed so subtly that I had to read between the lines.

In the end, I came down on price by 8 percent and secured the order. This is an important lesson, because the people with whom you're dealing can't always be explicit about what will secure the contract.

Being "nice" doesn't mean insipid or insincere; actually, it means the opposite — being genuine and respectful.

For example, I was recently stuck at La Guardia Airport in New York. Every flight home was cancelled due to weather. As I stood in line to work out my next steps with a ticket agent, I noticed how frustrated everyone in line appeared. This, in turn, caused the agents to grow increasingly short with the waylaid travelers. In fact, the man in front of me was so rude that the agent told him she couldn't help him at all. He was instructed to go back through security to the ticket counter.

By the time it was my turn, I could tell the agent was prepared for yet another fight. I stepped up to the counter and smiled. I told her I wasn't in a rush. I explained that I knew she was doing her best and that the current problem wasn't her fault. Immediately, she relaxed and took a completely differently tone with me than she had with the gentleman in front of me. She not only rerouted me quickly, but upgraded my seat to first class.

Practicing active listening and being nice will give you control of the process, which is vital to effective renegotiation. To be successful, you must understand one major principle of renegotiation: the secret of the orange ball. The orange ball represents who's in control. If the renegotiation isn't moving in a direction that you want or need it to, you must determine who has the orange ball and how to get it back.

Whether we like it or not, someone has to be in control for any change or renegotiation to move forward. Otherwise, it can be very difficult to see whose goals are being achieved.

More than anything else, people want — and need — to be treated with respect. It seems simple, but it can be very difficult at times. Even if a supplier or business associate has treated you badly, responding with respect will, more often than not, result in a deal or conclusion that's better for you and your company.

(Continued on Page 20)

Renegotiating with Integrity by Mr. Marc Freeman

(Continued from Page 19)

I'm not suggesting that you "roll over." I am, however, suggesting that you can stay strong and stand your ground while also approaching the other party with respect and dignity.

Remember: Your reputation will stay with you no matter where you go or who you work for. Being nice and respectful, and controlling the orange ball, will lay the groundwork for a new contract, relationship or transaction that's better and more profitable for you and your company.

Marc Freeman is the author of the upcoming book, Renegotiating With Integrity: It's Not Business, It's Personal. He has worked with companies all over the world to renegotiate hundreds of millions of dollars in contracts using a unique, practical approach based on respect, honesty, creativity and clear communications. To contact this author, please send an e-mail to

author@ism.ws.

For more articles and resources on negotiation, visit the ISM [articles database](#).

Reprinted from the September/October 2009 Issue of eSide Supply Management Vol. 2, No. 5

**~SEMINAR & WORKSHOP
OFFERINGS FOR
PROCUREMENT PROFESSIONALS~**

ISM-Pittsburgh Sponsored All -Day Seminars

Date: September 18, 2009
Seminar: Negotiation Techniques & Contract Management

Instructed by: Dr. Soheila Lunney
Location: Ariba Headquarters
ISM Member Cost: \$450
Non Member Cost: \$550

Date: October 9, 2009
Seminar: Advanced Competitive Market Analysis
Instructed by: Mr. David Hargraves
Location: Ariba Headquarters
ISM Member Cost: TBD
Non Member Cost: TBD

Date: November 13, 2009
Seminar: Supply Management Best Practices Generating Value and Revenue
Instructed by: Dr. Soheila Lunney
Location: Ariba Headquarters
ISM Member Cost: \$450
Non Member Cost: \$550

Date: February 5, 2010
Seminar: Certified Professional in Supply Management Examination Review Course
Instructed by: Dr. Michael McGinnis
Location: Ariba Headquarters
ISM Member Cost: \$325
Non Member Cost: \$375

Date: March 16, 2010
Supply Management Month
Seminar: TBD
Instructed by:
Location: Sheraton Station Square

ISM Member Cost: No Cost
Non Member Cost: \$280 (includes free 14 month membership in ISM-Pittsburgh)

Date: April 8, 2010
Seminar: Preventing & Negotiating After Back Door Selling

Time: 8:00 a.m.—12:00 p.m.
Instructed by: Dr. Soheila Lunney
Location: Ariba Headquarters
ISM Member Cost:
Non Member Cost:

Date: May 13, 2010
Seminar: Contract Law & Contract Writing for the Supply Management Professional
Instructed by: Mr. Ernest Gabbard
Location: Ariba Headquarters
ISM Member Cost: \$450
Non Member Cost: \$550

ISM-Pittsburgh Satellite Seminars:

Date: October 22, 2009

Topic: Navigating the Numbers: A Supply Managers' Guide to Defining & Applying Economic & Financial Concepts

- Satellite Seminars will be held at Allegheny Energy's Offices located at 800 Cabin Hill Drive in Greensburg, PA.
- To register for each ISM-Pittsburgh Sponsored Seminar, contact Paula Massey; ISM-Pittsburgh at 724-508-0200 or fax registration to 724-508-0218. Non members may attend at a cost of \$25.00.

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ISM-Pittsburgh Resume Distribution Service

In support of our mission, ISM-Pittsburgh offers resume distribution services to its members in good standing. If you are currently unemployed, underemployed or just seeking a change in employment, contact Ms. Paula Massey; ISM-Pittsburgh Secretary & Treasurer at paulamis@comcast.net.

ISM-Pittsburgh will place your personnel summary and resume information on file. When potential employers or recruiters contact the affiliate regarding open positions, your information will be shared with them.

Contact Paula today for additional details on this member benefit.

Special Offer for Pittsburgh ISM Members

Speaking with One Voice Program

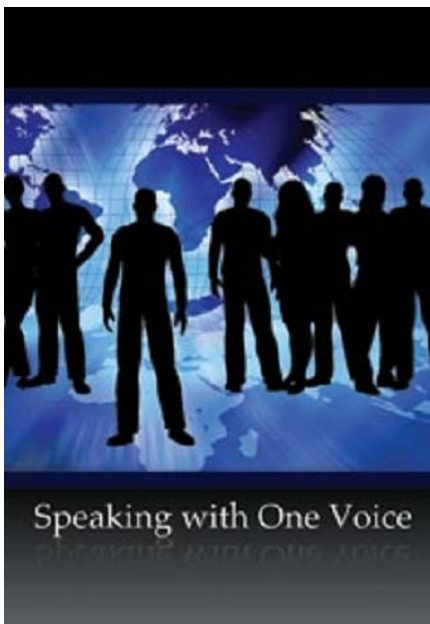
Are you frustrated with suppliers who do “end runs” around your sourcing teams?

Do you wish senior management would stop talking with suppliers, or at least ask you for input on what to say?

Does your supplier always seem to know more about what is happening at your company than you do?

Speaking with One Voice is a key success factor in strategic sourcing. Use Greybeard Advisors’ *Speaking with One Voice* program to create the necessary internal awareness and discipline throughout your company.

Greybeard Advisors LLC originally created this proprietary program for its training and consulting clients. Featuring narrated vignettes, the program has proved to be very effective in creating the necessary internal awareness and buy-in. The program is now available on DVD for corporate licensing to qualified end users.



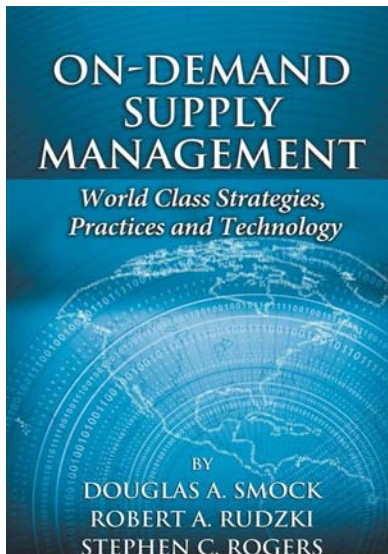
To learn more or to order:

Go to the Greybeard Advisors website, and click on the Resources navigation bar.

Or use this direct URL:

<http://www.greybeardadvisors.com/resources.htm>

To qualify for the ISM – Pittsburgh pricing (\$ 1,200 for a perpetual corporate license), use this PROMOTION CODE: **PittsISM2007**



ISM-Pittsburgh Book Review

Understanding the Enabling Role of Technology

Thought Leadership and Best Practices in Procurement and Supply Chain Management...

"Finally... a great book on how to successfully implement today's leading-edge procurement technology. *On-Demand Supply Management* is full of rich information and fresh new industry examples. It's a powerful guide that all procurement, IT and finance professionals will want to read."

– R. Gregg Brandyberry, VP Procurement, Global Systems and Operations, GlaxoSmith-Kline

"If you are a CPO, CFO or CIO, *On-Demand Supply Management* is a must read. It presents technology... that will separate the best from everyone else."

- Brad Holcomb, SVP and Chief Procurement Officer, Dairy Group, Dean Foods Company

"*On-Demand Supply Management* nicely combines purchasing best practices with new technology solutions... a great resource for purchasing professionals."

– Roberto Magana, Manager, Global Business Services Purchases, Procter and Gamble

The book's lead author is Bob Rudzki, President of Greybeard Advisors LLC (an ISM-Pittsburgh Gold Sponsor), and former SVP and CPO of Bayer Corp.

Order Straight to the Bottom Line® through the ISM Pittsburgh website (www.ism-pittsburgh.org), and we earn a commission!

October 20, 2009
ISM-Pittsburgh Plant Tour
FAX Reservation Form

REMINDER

Credit Cards Will No Longer Be Accepted At The Door

Please fax your completed reservation form to ISM-Pittsburgh at (724) 508-0218, or go to <http://www.ism-pittsburgh.org> for on-line reservations. **You may pay your dinner reservation in advance by including credit card information and faxing the reservation form to the secure fax number listed below.** Please register early. Dinner count is confirmed on the Thursday prior to the meeting.

Amount due:

Student: Free

Member with Advance Reservation: Free

Non-Member Reservation: \$25.00

Please remember if you make a reservation and do not cancel, ISM-Pittsburgh is charged for the price of the dinner. **Therefore, effective September, 2004, if you make a reservation and do not attend the dinner meeting you will be billed for the price of the dinner.** To cancel dinner reservations, you must call (724) 508-0200 no later than noon on the Monday prior to the Tuesday dinner.

*Advance Reservations must be received prior to 12:00 p.m. on the Thursday prior to the event.

Date of Dinner: _____

Name: _____

(As you wish it to appear on name badge)

Company: _____

Phone Number _____

Fax Number: _____

E-Mail: _____

Guest(s): _____

Credit Card Info: _____

Expiration Date: _____

I Will Attend:

Plant Tour _____

Are you attending your first ISM-Pittsburgh Dinner Meeting? Yes _____ No _____

PLEASE FAX REGISTRATION TO : (724) 508-0218

**ISM-Pittsburgh Sponsored
Satellite Seminar**

***Navigating the Numbers: A Supply Managers' Guide to Defining & Applying
Economic & Financial Concepts***

Name: _____

Title: _____

Company: _____

Street Address: _____

City/State/Zip Code: _____

Bus. Phone #: _____ Bus. Fax #: _____

Email: _____

Credit Card Information: _____

TOPIC: Negotiating the Numbers: A Supply Managers' Guide to Defining & Applying Economic & Financial Concepts

DATE: October 22, 2009

LOCATION: Allegheny Energy's Offices ~ 800 Cabin Hill Drive ~ Greensburg, PA

SEMINAR: 10:00 a.m. to 2:00 p.m.

LENGTH : Four hours

ISM MEMBER SEMINAR COST: FREE

NON MEMBER SEMINAR COST: \$25.00

FAX RESERVATION TO: PAULA MASSEY - 724-508-0218

Continuing Education Hours will be Awarded

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