



Connection

OUTREACH Engineering Management

May 2007 Issue 2

www.ise.ufl.edu/oemp



Editorial note: Last fall, as one of the final steps toward his full retirement, Jack Elzinga stepped down as director of the OEM Program. More than 10 years have passed since the first class was launched, and the program continues to prosper as a result of his leadership. He will be teaching in the program one last time in the fall of 2007. Please see the story on page 3 for more about his career and future plans. Joe Geunes, who is the Associate Chair of ISE and has taught in all but two years of the program, replaces him as OEM director, and reflects here on the program and the new role he has undertaken.

As I begin my appointment as director of the OEM Program, I am fortunate to inherit a thriving program with an outstanding record in graduate-level outreach education. With 287 alumni and 35 current students, the program continues to add to its growing network of master's educated graduates in the state of Florida and beyond. This would not exist without the foresight and vision Professor Jack Elzinga had in developing the program more than 10 years ago. The program staff, faculty, alumni and current students owe a debt of gratitude to him for the opportunities that have been created as a result of his initiative and hard work in developing a healthy and sustainable program. I am personally grateful for the privilege of directing the program, a job that is substantially easier than it was 10 years ago as a result of the foundation laid by Professor Elzinga.

I also wanted to note that Professor Don Hearn has retired from teaching in the program. All of the current alumni had Professor Hearn's class in Deterministic Methods in Operations Research, and while some enjoyed the course material more than others, students invariably appreciate the course's technical content and rigor. Professor Hearn has been an invaluable supporter of the program, providing important contributions to the program's development in his role as department chair, and serving as a model instructor who is well respected by students and faculty in the program. He is also stepping down as department chair, and will head the Optimization and Discrete Mathematics Program at the Air Force Office of Scientific Research.



Jack Elzinga
Former Director of the OEM Program



Don Hearn
Former Chair of ISE

Looking ahead, I believe that the resulting body of current and former students serves as the program's single most important asset in enhancing the program's reputation for providing a high-quality and accessible master's degree program for working professionals. Alumni and current students also form a vital component for ensuring the program's continued success. Those who have gone through the program are the perfect ambassadors for the program, and they continue to contribute by identifying highly qualified individuals whose career goals and needs are a good fit with the program. We recently initiated a series of alumni socials (in Tampa in February and Orlando in March), with a goal of maintaining our connection with alumni, and bringing together alumni from different graduating classes. We encourage alumni and current students to join us at these events in order to reconnect with us as well as with each other.

Joseph P. Geunes
Director of the OEM Program

What's Inside

Links to Campus	2
News from OEM	
Teaching Assistants	2
Today in OEM	2
OEM Class of 2005 mini-reunion	3
Jack Elzinga Retires	3
What are they reading?	4
OEM Alumni Notes and News	6
Alumni Spotlight:	
David Paolini	10
Student Spotlight:	
Heather Mann	11
Keep us up to date!	12

Alumni Social Events

This year we started hosting regional alumni social events. Don't miss the opportunity to come out and connect with fellow OEMers! The OEM program will provide hors d'oeuvres. We've had one event in Tampa and one in Orlando, with two others planned (details below). Invitations will follow, but save the dates now:

Tuesday, June 19, 2007

5:30 pm-7:30 pm
West Palm Beach

E.R. Bradleys
104 Clematis Street
West Palm Beach, FL 33401
561.833.3520

Saturday, August 18, 2007

5:30 pm-7:30 pm
Gainesville
Details will be posted on the Web site when finalized
www.ise.ufl.edu/oemp/alumevents.htm

OEM Calendar

June 19, 2007

Alumni Social
West Palm Beach

August 4, 2007

OEM 09 End-of-Semester Reception
Orlando

August 18, 2007

OEM 10 Orientation Reception & Alumni Social
Gainesville

December 8, 2007

OEM 08 End-of-Semester Reception
Orlando

April 19, 2008

OEM 08 End-of-Semester Reception
Orlando

Today in OEM

287 alumni

35 students enrolled

Next class begins August 2007 in Orlando

(to meet at Valencia Institute near the Florida Mall)

New Web Site

Check out our new Web site! We now have an alumni section.

www.ise.ufl.edu/oemp

The screenshot shows the website <http://www.ise.ufl.edu/oemp/>. The page features a navigation bar with tabs for 'For Prospective Students', 'For Current Students', 'For Alumni', 'For Employers', 'Search', and 'Home'. A sidebar on the left contains a menu with items like 'Overview', 'Prerequisites', 'Curriculum', 'Location', 'Faculty & Staff', 'Fees', 'Class Dates', 'Concurrent OEM/MBA', 'How to Apply', 'Info Sessions', 'What's New', 'Testimonials', and 'FAQ'. The main content area is titled 'The OEM Program' and includes a video player showing a man, a woman, and a watch. Below the video, there are bullet points: 'Get a master's degree without a career interruption', 'Balance work and family life with graduate school', and 'Acquire advanced engineering & management skills for your job'. A 'Why OEM?' section follows with two columns of text: 'Because you can do it. We make it convenient for you.' and 'Because of the skills you'll gain.'

Links to Campus:

UF Home Page – www.ufl.edu

College of Engineering – www.eng.ufl.edu

Career Resource Center – www.crc.ufl.edu

UF Alumni Association –
www.ufalumni.ufl.edu

Alumni Association Free E-Mail Forwarding Service –
www.ufalumni.ufl.edu/emailforwarding

Engineering Alumni –
www.eng.ufl.edu/alumni

Gatorzone – www.gatorzone.com

MBA Program – www.floridamba.ufl.edu

IPPD program – www.ippd.ufl.edu

UF EDGE – ufedge.eng.ufl.edu

News from OEM Teaching Assistants

Christine Jackson (former TA for Organizational Behavior) Christine is now an assistant professor of organizational behavior at Purdue and recently became a mother.

Vilmos Misangyi (former TA for Organizational Behavior) Vilmos is now an assistant professor of strategy at the University of Delaware.

Artyom Nahapetyan (former TA for DMOR) Artyom graduated in August 2006 with his Ph.D. and is spending this year as a visiting assistant professor in the department. He is teaching OR 1 and doing research in optimization with applications in transportation science, supply chains and biomedical engineering.

Seviye Yoruk (former TA for APME & SCM) Seviye lives near New York City.

Cindy Zapata-Phelan (former TA for Organizational Behavior) Cindy is in the process of completing her dissertation at UF.



Jack Elzinga Retires

By Christopher Traina

Rather than to reflect on a career that began at UF in 1979, Jack Elzinga planned another trip across the Atlantic Ocean — including his favorite destination, France.

He is leaving the Outreach Engineering Management Program to slip into retirement. He has a plan for his retirement: traveling.

He and Ginny, his wife of 25 years, regularly spend four months of the year living in southern France, his favorite place in Europe, he said. He already has plans to visit Slovenia and Croatia later this year.

While in France, Elzinga enjoys the music, food and playing tennis. He also attends local festivals in the small villages near where he rents a place on the Riviera.

Many who hear Elzinga speak highly of France ask about their hospitality to Americans, which Elzinga is quick to defend.

He recalled an expensive dinner event in France that he and his wife attended. At the table were four couples, all French, and none made introductions. None spoke, except to their partners.

The mayor of the town stopped by to speak to the table and addressed Elzinga and his wife in French.

The couple, who at the time had only a basic grasp of the language, did not understand. A man at the table explained to the mayor that the couple was English. After the mayor departed, Elzinga explained to the table that he was not English, but American.

“Everybody brightened up and said, ‘Oh, you’re Americans,’” he said. “And we had two hours of scintillating conversation.”

His love for travel began in the early 1960s when he received a telegram from the newly formed Peace Corps while working as a chemical engineer with Shell Development in California.

After Peace Corps training at Rutgers University, Elzinga was sent to Colombia from 1961 to 1963 to work on rural development. While there he learned to appreciate how a culture so different from his own, with its own language, can work just fine in its own setting, he said.

[continues on page 9](#)

Editorial note: In December, alumni from the OEM Class of 2005 gathered together for the first time since graduating in May 2005. We asked one of the organizers of the reunion, Victoria Delesie, a graduate of the class, to put together some thoughts to share with everyone who wasn’t able to attend. Victoria’s recap is included below, along with a picture from the evening.

OEM 2005 Reunion

By Victoria Delesie

On December 9, 2006, several of us from the Class of 2005 attended the OEM 2007 end-of-semester celebration, and then went to Kristen’s house afterwards for a mini reunion. We had a great turnout.

Everyone seems to be really happy. There have been numerous changes for everyone, including job changes, changes in companies, new significant others, and new babies. I guess it was catch up time, since there was no time during school.

The after party at Kristen’s was much tamer this time than it was a couple of years ago. We attempted to get some of the professors to join us, but had no luck. They were greatly missed. The food was delicious and the cocktails were fabulous. We got to see the launch of the shuttle from Kristen’s front yard and it was truly an amazing event. No one was there to wear the infamous “babe” jacket, and we didn’t get to play poker. However, we did play Trivial Pursuit Totally 80’s. We all thought we would be so good at this, but we were wrong! A big thanks goes out to Kristen for hosting the gang again.

It’s hard to believe we have been out of the program for a year and a half already. We enjoyed reminiscing about old times, including Sleeper Bingo, the end-of-program party, frisbee, football, and much more. The dynamics of the group were exactly the same as when we were students.



We missed those of you who were unable to make it, and want to thank the OEM Program for always inviting the alumni to OEM receptions. We’re hoping to have our next reunion at the August 18 new student orientation that will be held in Gainesville. Make sure you mark your calendars now, and I will keep you posted!

What are they reading?

Competing on Analytics

by Tom Davenport (Harvard Business Review, January 2006)

Reviewed by Jack Elzinga
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In this paper, Tom Davenport documents how industry leaders are moving beyond business intelligence approaches and embracing analytics. This is an important article for OEMers, as analytics incorporates many of the quantitative techniques in the OEM curriculum. Davenport describes how optimization, probability and statistics, and simulation are exploited to confront the sea of data that inundates businesses today. The purpose is to extract meaningful trends for enlightened, fact-based decision making.

He gives examples of the leaders in applying analytics across seven common business functions: supply chain, customer selection and service, pricing, HR, quality, financials and R&D. He distills three key attributes for successful competitors in analytics: widespread use of modeling and optimization, senior executive advocacy and cultural change. There's little surprise there for OEMers!

The list of companies leading the way for competing on analytics is varied and wide: Amazon, Harrah's, Marriott, New England Patriots, Honda, Verizon, Yahoo, to name a few.

The ideal CEO to exploit analytics as a critical success factor requires an appreciation and familiarity of the applications with enough background to probe the technical leaders of the field and to recognize the limitations of the methods.

What does it take to work in analytics? This from a typical job description:

Conceptual problem solving and quantitative aptitudes. Analytical quantitative education/work experience. Quick learner of software applications. Experience with Excel models. Graduate work preferred. Experience with project management, process improvement or statistics.

Could this be you?

Inspection and Replenishment Policies for Systems with Inventory Record Inaccuracy

by A. Gürhan Kök and Kevin Shang
(Forthcoming in Manufacturing & Service Operations Management)

Reviewed by Joe Geunes
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I recently purchased an item online and chose the option of in-store pickup for delivery. This option eliminated the shipping charge and allowed me to pick the item up within 24 hours. When I submitted my order, I was instructed to wait for two e-mail messages. The first message would confirm my order, and the second would tell me that the item was ready for pickup. In order for the second e-mail to be triggered, someone apparently had to verify that the item was in stock and reserve it for pick up. I wondered why the retailer's information systems could not simply look at the inventory record at the store and avoid this second step in the process. That is, couldn't the information system simply check the store's stock level and, if sufficient, send a message to the store to reserve one? As it turns out, however, even with all of today's available information technologies, inventory record inaccuracy continues to present problems to companies at all levels in the supply chain. Sources of this inaccuracy include shrinkage (spoilage and pilferage) as well as human error (incorrect scanning of items at the point of sale). In order to ensure acceptable customer service levels, the physical inventory still needs to be verified before informing customers that it is ready for pick up.

In a forthcoming article in Manufacturing & Service Operations Management, professors Gürhan Kök and Kevin Shang from Duke University apply operations research techniques to this problem context, and in the process, characterize the tradeoffs firms face with respect to inventory record accuracy. They cite an example at a publicly traded retailer where inventory records were inaccurate for 65 percent of the retailer's (SKU), with an average deviation of 35

percent from target stock levels. The costs of such deviations can be enormous: another example documents a 1.6 percent deviation in recorded inventory value from the actual value—a seemingly small deviation, until you consider the resulting \$10 million inventory write-off at a large distributor. One of the key insights generated by the paper is that inventory record inaccuracy creates an additional source of uncertainty (over and above the inherent demand uncertainty) that firms need to account for when setting safety stock levels and implementing inventory replenishment policies.

Inventory records can be reconciled by labor-intensive stock counts that align physical inventory with the information system record. However, replenishment and inspection policies need to account for the cost of inspection and the degree to which inspection reduces the costs associated with uncertainty. In their article, Kök and Shang provide a new inspection-adjusted base-stock replenishment policy that determines the optimal inspection frequency based on the tradeoff between inspection and uncertainty costs. This is the first paper, to my knowledge, that permits quantifying the potential benefits of radio frequency identification technology in inventory management. RFID technology has the potential to enable real-time reconciliation of inventory records with actual inventory levels without the need for labor-intensive inspections. Using the optimal inspection-adjusted stocking policy provided in the paper, one can compute the payback period for RFID implementation to help determine the return on investment of this new technology. Many organizations are currently struggling with the issue of quantifying the benefits of RFID, and this paper provides useful tools that can aid in this cause.

Network Science

by the Committee on Network Science for Future Army Applications (National Research Council of the National Academies Press, 2006)

Handbook of Learning and Approximate Dynamic Programming, edited by Si, Barto, et. al (Wiley-IEEE Press, August 2004)

Reviewed by Don Hearn
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I have recently read two things that may be of interest to OEM graduates. The first of these is Network Science¹, a report published by the National Research Council of the National Academies. It is from a committee funded by the US Army to identify and address issues regarding the growth of physical networks of all types — the Internet, power grids, social networks, etc., the expanding knowledge of biological networks, and the extent to which there is need to develop network science. The Army and other branches of the military are expecting significant impacts on the way military campaigns are carried out, including how the physical networks will be managed, defended and used in future conflicts.

To paraphrase from the preface, the committee found that i) networks lie at the core of the political, economic and social fabric of the 21st century, ii) knowledge about the structure, dynamics and behavior of networks is primitive, and iii) that the US is not on track to consolidate what is known about large, complex networks or to develop the necessary knowledge needed in futuristic military warfare concepts like network-centric operations. There is a chapter on creating value from network science and the report concludes with various funding recommendations for both theoretical studies and experimental testing. One caveat — a survey of researchers from 39 countries showed that nearly 25 percent doubt network science is an identifiable field of study.

On the more technical side, I have recently read several articles in the Handbook of Learning and Approximate Dynamic Programming². Dynamic programming is a widely used optimization technique for problems where the feasible region has

a state-stage structure and the optimal value function is computed recursively. As with the optimal value function in linear programming sensitivity analysis, each function evaluation requires the solution of an optimization problem. For this reason, and because the feasible region grows exponentially with the problem data, approximation techniques are being developed using curve fitting concepts from statistics. These advances may be of interest to those working in applications of control theory, or in artificial intelligence where reinforced learning is related to dynamic programming.

¹ www.nap.edu/catalog/11516.html

² www.wiley.com/WileyCDA/WileyTitle/productCd-047166054X.html

The ‘Traveling Salesman’ Goes Shopping: The Efficiency of Purchasing Patterns in the Grocery Store

by Fader, Bradlow and Hui (Wharton School, University of Pennsylvania, 2006)

Reviewed by Alan Sawyer
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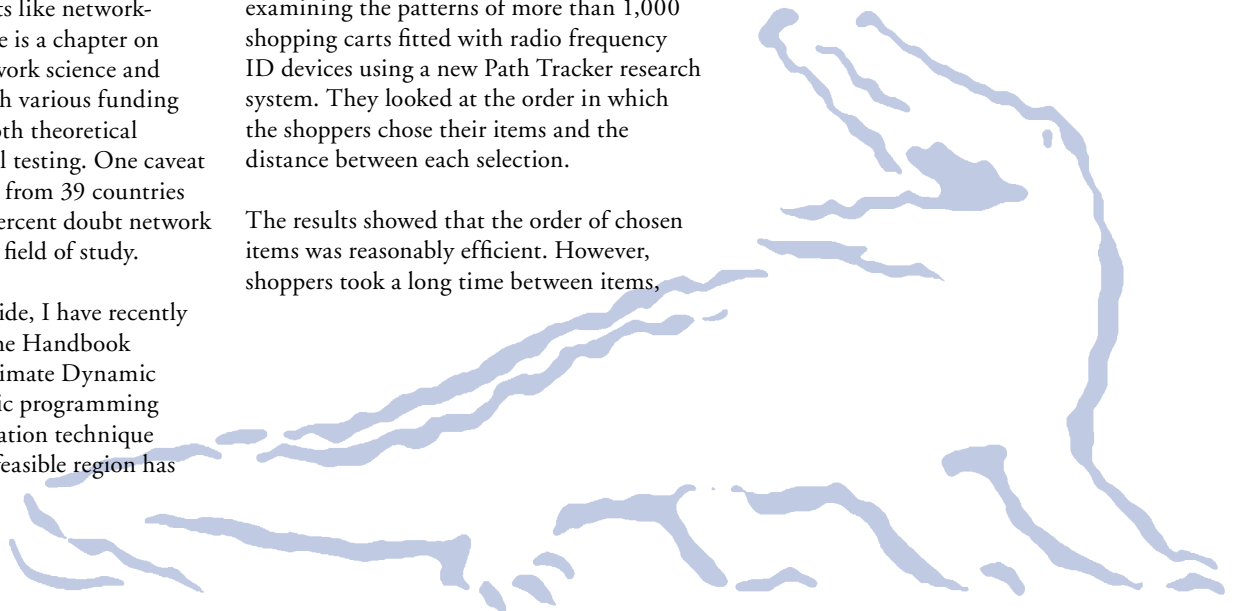
I just read an article abstracting research by Fader, Bradlow and Hui (all from Wharton) that I thought would be of interest to you OEMers. These researchers applied the popular “Traveling Salesman” optimization algorithms designed to optimize how a salesperson covers the assigned territories to a different problem. They analyzed the efficiency of supermarket shoppers by examining the patterns of more than 1,000 shopping carts fitted with radio frequency ID devices using a new Path Tracker research system. They looked at the order in which the shoppers chose their items and the distance between each selection.

The results showed that the order of chosen items was reasonably efficient. However, shoppers took a long time between items,

indicating a lot of wandering around. Most shoppers do not systematically go up and down aisles in order, contrary to what one might assume. Instead they make short treks to different aisles and then return to the perimeter of the store. More interesting perhaps was the finding that inefficient shoppers were more likely to buy more items from more product categories. Order inefficiency correlated more with customer behavior than travel distance inefficiency.

The authors speculated that the more efficient shoppers were more likely to shop with a list. Others may have been shopping in a more social way or in a “let’s see what there is here that is interesting or on sale” orientation. They had other ideas about how stores could get shoppers to be more efficient, although it is clear that the stores benefit from this inefficiency.

There are many examples of how quantitatively-oriented marketers study marketing and consumer behavior. I thought that this one was particularly interesting, not because of the application, but because it used a commonly studied OR technique in a new setting.



OEM Alumni Notes & News

OEM 98

Brian Anderson: Brian works for Lockheed Martin IS&GS now and is living in Pennsylvania. He has been working on the GPSIII Program Management Team since 2003. He and his wife, Chris, have a 1-year-old son.

Mark AuBuchon: Mark continues to work in Engineering at Pratt & Whitney and is living in Connecticut.

Brian Genter: Brian got married after graduating from OEM, and he and his wife, Kamila, now have a one-year-old son named Alexander. Brian ran two marathons in 2005, and two in 2006, and has recently begun racing bicycles. Brian has worked for Lockheed Martin for nearly seven years now, and lives in Atlanta. He has completed training to be a Lean/Six Sigma black belt, and is currently working on his certification.

John Russo: In June 2006, John left Pratt & Whitney to take a position as Surface Surface Systems Propulsion Engineering Manager for Honeywell Aerospace in Phoenix. In that capacity, he oversees product development, technical support, and implementation of new prognostics and health monitoring systems for all of Honeywell's land and sea-based propulsion systems, as well as those used for industrial (power generation) purposes. John says that his training in both the OEM program and the follow on MBA option have served him well in his new position. John and his wife, Lisa, have twin 5-year-olds (Alexandra & Matthew). The family is very happy with the move.

Andy Vodopija: Andy continues to work for Pratt & Whitney and is living in West Palm Beach. He is a Staff Engineer in Test Engineering and is currently working on a TF33 engine project, along with

an advanced program called NUCAS (Naval Unmanned Combat Air System). He is also a Commanding Officer in the United States Navy Reserves, with 23.5 years of total service so far. He is a Lieutenant in charge of a unit called OSU (Operation Support Unit), a group of approximately 35.

OEM 00

Nancy Jackson: After Motorola's PBC operations ended in 2004, Nancy began her own real estate company with a partner. She now has a successful property management firm specializing in residential homes owned by individual investors. She utilizes management skills acquired during OEM to oversee approximately 45 residences, and is enjoying the benefits of owning a small business.

David Jakad: David relocated to Connecticut with Pratt & Whitney for a couple years, and then completed a full-time MBA program at Babson College in Wellesley, Mass. He returned to the West Palm Beach area in order to be able to enjoy the climate, and for a short time had his own radio talk show on entrepreneurship. He now works for Belcan Corporation in Palm Beach Gardens, where he is a Project Manager overseeing approximately 20 engineers. Belcan offers a variety of engineering services, mainly in the aerospace industry, with Pratt & Whitney as its major customer with work on the Joint Strike Fighter program.

David Matheo: Recently moved to Libertyville, Ill., where he continues to work for Motorola.

OEM 01

David Paolini: David is featured in our Alumni Spotlight article on page 10. Please see that story for more information on David and his family.

James Pasch: Jim completed an MS degree in Mechanical Engineering at UF in 2005, and went on to obtain a Ph.D. in Nuclear Engineering Sciences, also at UF, in December 2006.

Carmen & Fernando Paz:

Carmen & Fernando continue to work for Motorola, and in January 2007 began a two-year assignment in Penang, Malaysia. Fernando is now the Director of SW Engineering for iDEN Mobile Devices Asia Operations, and Carmen is Senior Quality Manager, responsible for Organizational Efficiency. They would welcome the opportunity to connect with OEM 01 classmates who will be traveling in Asia (e-mail: carmen.paz@motorola.com & fernando.paz@motorola.com).

Brice Siemons: Shortly after graduating from OEM, Brice accepted a job near Indianapolis with Harman International, a global leader in audio and electronic products. He and his wife continue to live in Greenwood, Ind., with their 2-year-old twins and 7-year-old son.

Ed Valliere: Ed recently relocated to Waukesha, Wis., where he now works for GE Healthcare at the Corporate Headquarters for Diagnostic Imaging as a Supplier Quality Engineer for Computers and Displays.

OEM 02

Jennifer Barnard: Jennifer is still with the Air Force, and is currently serving as Commander of the 380th Expeditionary Maintenance Squadron in the United Arab Emirates. This is her fourth four-month deployment since 9/11, and she should be returning to West Texas in May for her second year in command of the 7th Maintenance Operations Squadron at Dyess Air Force Base.

Anshuman Ganguli: In October 2002, Osh got married in Calcutta, India, to Mimli. He passed the PE exam in 2005, and he is now a Professional Engineer. He is currently employed by King Engineering, where he was recently promoted to Project Manager. He is managing several roadway projects in the Tampa Bay area. He is thinking of pursuing an MBA in the next couple of years.

Jon Gottwald: Jon continues to work for George F. Young, Inc., but is now Engineering Department Manager in the growing St. Petersburg office, where he oversees 15 engineers and technicians. His firm has an ongoing need for Civil Engineers, with openings currently in St. Petersburg and Sarasota. In December 2005, Jon was also promoted to the firm's Board of Directors. His eighth-grade-son is a very talented drummer in his school's jazz band, and his daughter is following in his footsteps in that she is pursuing a Civil Engineering degree (currently a sophomore at Ole Miss).

David Jennings: David recently accepted a Design Manager position with the Gainesville office of CH2M HILL, where he will be leading and managing the design and development efforts on various water and wastewater projects for the public sector.

Bill McElroy: Bill is still with CH2M HILL in Gainesville with multiple corporate and client responsibilities. He's involved with the firm's global technology group serving as a senior technical consultant on some specific types of technology applications for remediating contaminated waste sites. He also has responsibilities for contracting/scope development and delivery of environmental engineering and science projects for a variety of federal and industrial client programs around Florida

OEM Alumni Notes & News

and the Southeast region. He's still working closely with the NASA Huntsville program and has recently been helping them with development and implementation of a risk management planning process where he's been actively using and applying principles from both the business process management and strategic management courses of the OEM program.

Tom Quinn: Tom is now again living in Florida after spending the last five years in several major cities throughout the country working on high rise elevators. He recently returned to Tampa to work on the proposed Trump Towers planned for the downtown area.

Alan Watt: Alan continues to work at Reynolds, Smith and Hills, but since returning from the war in January 2004 he established a business unit within his previous program focusing on marketing and delivering services to the DoD. He opened an office in San Antonio and hired a manager for the western region. Alan's family is well, and his older son was married in March.

Kathy Yaptengco Fernandez: Kathy got married in 2004, but, sadly, her husband, Alex, passed away in May 2006 after a year-long fight with Acute Lymphoblastic Leukemia. Kathy is a Senior Mechanical Design Engineer for DRS Tactical systems in Melbourne, Florida, where she designs rugged computers for use in U.S. Army humvees and tanks, as well as in the Australian and British military. In her spare time she enjoys travel, cruising and landscaping, and she is very devoted to her cats.

OEM 03

Elizabeth Bernabela: Elizabeth continues to teach First Grade in Ocala, which she thoroughly enjoys. She and her family are doing well.

Rob Kulik: Rob continues to work for GE Healthcare as a Lead System Designer of vital signs monitors. On March 22, 2007, Rob and his wife had a second son, Matthew, who is doing very well. Their firstborn son, Andrew, is now 3 years old. The parents are doing well too, albeit sleep-deprived.

John Mertens: John continues to work for Honeywell in Clearwater and was recently promoted from ASIC/FPGA Manager to the position of Technical Manager for Satellite Processing Systems within the Space Electronics Systems department. In this new role John manages lead systems engineers and technical directors assigned to various development programs in the Satellite Processing marketplace. John is also involved in new business pursuits and provides technical oversight on internal research and development projects and collaborative efforts with UF and other universities. Outside of work, the family continues to explore the country in their RV. John's oldest daughter, Maria, is graduating from UCF with a degree in English Literature. His oldest son, Andrew, is a freshman in the EE program at UCF. The younger siblings (Theresa and Christopher) are attending local schools (7th and 10th grades).

Tyson Naujock: Tyson is now a contractor with AT&T and is currently working at Lockheed Martin in Orlando on an assignment which is expected to continue through 2008.

Francisco Rodrigues: Francisco completed an MBA at UCF, where he is also currently pursuing a Ph.D. in IE. He continues to work at Citrosuco North America in Lake Wales, as the manager of Quality Management Systems for U.S. operations. Citrosuco is a major global player in processing and trading of orange juice in bulk.

Francisco and his family have resided in the U.S. for the last seven years, and he is proud to say that his wife, Carina, and children (Pedro, 12, and Ana Luiza, 9) speak English very fluently now.

Clay Thomas: Clay continues to live in Phoenix, but travels frequently, and occasionally spends time at his home in St. Petersburg. He is an independent supply chain consultant, and recently completed a project with Phelps Dodge to implement a tool to help overhaul their sales and operations planning processes. He is engaged to be married on June 1, 2007.

OEM 04

Karen Beauchamp: Karen is putting her Systems Engineering degree to good use in a new position as a Systems Engineer with United Space Alliance on Kennedy Space Center. She's working with the Solid Rocket Booster Element, where her responsibilities are currently split between supporting the existing Shuttle launches and booster refurbishment, and working on the development of the Shuttle replacement vehicle (Crew Launch Vehicle).

Berry Foster: Berry has received two promotions with Progress Energy since graduating from OEM. In May 2005, he assumed the role of Supervisor, Equipment Performance, and in October, 2006, he assumed the role of Superintendent of System Engineering at the Crystal River Nuclear Plant in Crystal River. He also acts as a Progress Energy University Ambassador, and as such, has been actively involved in recruiting and hiring engineers. His family is doing well: his daughter, Heather, still in high school, illustrated her first book; his son, Donovan, won first place in the Florida State Science & Engineering Fair. He says that his wife, Donna, is keeping everyone on

the straight and narrow, and is a key reason for everyone's success.

Matt Gorman: Matt is now a contractor with AT&T and is currently working at Lockheed Martin in Orlando on an assignment which is expected to continue through 2008.

Dick Guthrie: Dick continues to work for computer storage company Adaptec Inc., as Director of RAID Development. RAID (Redundant Array of Inexpensive Disks) is a family of algorithmic techniques to allow multiple hard disks to be used in such a way that one or more disks may fail without loss of data. Dick oversees a distributed team of more than 70 engineers in Milpitas CA, Orlando FL, Durham NC, Neckarsulm Germany, and Bangalore India. Dick utilizes skills he acquired during OEM to relate to other corporate groups, including Finance, Product Marketing, and the company's Executive Staff. Teresa and Dick are busy remodeling their home.

Craig McAlister: Craig has moved back to the Seattle area and is now working with Andrews Space on the Crew Launch Vehicle and Commercial Orbital Transportation Services (COTS) program. With further education in mind, his wife is working on her Doctorate at Seattle Pacific University. He sends his best wishes to the OEM family.

Chris McCurry: Last year Chris transferred from the Engineering Department at Raytheon to the Operations Department, where he began managing two production lines. Earlier this year, he took a position with SmartSAT, a company in Largo that specializes in satellite communications systems for

OEM Alumni Notes & News

both commercial and military applications. He and his wife enjoy kayaking in their spare time.

Joe Morici: Joe continues to work for Concurrent Technologies Corp., but in 2005, he received a promotion and now is the Manager of the Columbia, SC, office. He likes the job, and he and his family are enjoying the new area where they live.

Randy Mosher: In 2004, Randy was promoted to the position of Technical Program Manager on a large computer network security program at Lockheed Martin. He is currently working on a \$28 million program spanning three years, geared towards hardening the security posture of the Lockheed Martin Intranet.

Stephanie Stilson: Stephanie completed a six month rotational assignment at the Johnson Space Center in

Houston, Texas, where she was a Technical Assistant to the Space Shuttle Program Manager. Upon returning to Kennedy Space Center in May 2006, she was promoted to NASA Flow Director for Discovery.

OEM 05

Jeremy Barrows: Jeremy and Rae were married on April 14, 2007. Jeremy is still working for Northrop Grumman, but in 2006 he relocated to Southern California, where he is enjoying the weather and numerous outdoor recreational opportunities, including hiking, mountain biking, snow skiing and whitewater rafting.

Victoria Delesie: Victoria continues to work at Raytheon, but is now in the Engineering Leadership Development Program. Victoria is currently working on Raytheon's SAP implementation project

which has her traveling quite frequently. Victoria was a key organizer of the OEM 05 mini-reunion that was held in December 2006. For more about the mini-reunion, see page 3.

Ruben Flores: Ruben still lives in the Phoenix area, but recently changed jobs. He now works for Jigsaw Technologies as a Software Development Manager.

Brad Olson: Still working at Harris, but in 2006 was promoted to Senior Engineering Manager of the Airborne and Security Software department, where he oversees a department of more than 90 employees.

Sheri Sentelle: Sheri started working with Lockheed Martin last year, so she and Chris have relocated to Orlando, where they recently purchased a

house. They now have a son, Noah, who was born on June 20, 2006.

Aaron Staley: In April of 2006 Aaron Staley left Progress Energy to join Orlando Utilities Commission (OUC) as a Senior Transmission Planner Engineer. In September of 2006 he was promoted to Manager of Transmission Planning and Reliability.

John Tanis: In March 2007, John and his wife had a baby whom they named Reese. Reese and the rest of the family are doing well. John continues to work at Siemens Westinghouse Power Corp.

Dawn Thomas (previously "Dawn Martin"): Dawn got married in June 2006. She and her husband bought a sailboat, which they enjoy as often as possible. Dawn continues to

OEM Graduation Class 2006



work for Florida Power & Light, and was promoted to Crew Supervisor in 2005. She recently completed a “tour of duty” as the night shift Restoration Supervisor, but now once again works on the day shift, training and mentoring new supervisors as needed.

Steve Vance: Steve continues to work for Siemens Westinghouse Power Corp., but recently received an internal promotion to the position of Implementation Team Lead in the Gas Turbine Repair Engineering Group.

Roy White: Roy completed the concurrent program in 2006, graduating with both his OEM degree and an MBA. He continues to work at RAVE LLC, but was recently promoted to Director of Operations.

OEM 06

Shaun Butts: Shaun and his wife, Laura, have a son, Bennett Grayson Butts, born Memorial Day 2006.

Chris Clem: Chris received a promotion at General Dynamics as a result of completing his Master’s. He now holds the position of Project Lead Engineer. Soon after graduating, he got engaged to Erin, his girlfriend of three years, on a celebration cruise to Cozumel, Mexico, in May of 2006. Erin and Chris then had their wedding in Montego Bay, Jamaica, in November of 2006.

Chuck Cook: Chuck continues to work for Computer Sciences Raytheon and was recently promoted to a supervisory position. He now has the role of Supervisor of Control and Display Systems Analysis.

Anthony deShazor: Anthony continues to work at Pentaho Corporation. Shortly after graduating from OEM, he was promoted to Director of Product Development. Anthony reports that his master’s project on software project optimization has been very valuable in helping to make decisions concerning

the resourcing and scheduling of projects. He also says that the organizational behavior, statistics, quality, and strategic management courses have been beneficial to him with his new responsibilities and in implementing/creating engineering metrics to help drive performance and efficiency.

Rosa Gelpi: Not long after graduating, Rosa was promoted to Senior Supplier Quality Engineer. In 2006, Rosa and Gil relocated from Ocala to Orlando, where they both continue to work for Lockheed Martin.

John Jensen: Just after graduating, John was promoted to Program Manager in the Solid Rocket Booster Element at USA. In November 2006, John and his wife, Sara, relocated to Atlanta, Georgia, after John accepted a position as Program Manager with Vericor Power Systems. John and Sara had their first child, a daughter named Kaitlyn, on March 29, 2007.

Kristin Kelly: Kristin continues to work for NASA in Shuttle Safety, and she is living in Cape Canaveral, where she recently purchased a condo.

Gil Schroeder: Shortly before graduating from OEM, Gil took a new job as Senior Project Management & Planning Operations Representative. He now has the role of Project Lead (for all sites in the Northeast) for the Strategic Material Management Initiative. In this new supply chain management role, he relies on skills gained through the OEM program, since business process reengineering, change management, and ROIC are the emphasis. Gil and Rosa relocated to Orlando from Ocala in 2006.

PC Wang: PC left Eastman Kodak in Boston, MA, to work as Integrity Management Project Manager for BP Exploration Headquarters in Anchorage, Alaska. About 20 percent of all domestic oil is produced in Alaska, and BP manages about one half of the oil produced there.

continued from page 3 — Jack Elzinga Retires

Elzinga discovered his interest in engineering while in high school in Coupeville, Wash., he said. Inspired by his chemistry, physics and math teachers, he pursued a career in chemical engineering.

He almost considered farming, he said. He enjoyed the hands-on work experience on a farm while still in high school.

“You know, prepare the field, plant the seeds, watch them grow...” he said. “It was very satisfying.”

After his time in the Peace Corps, he finished his graduate degree and then worked for 12 years at Johns Hopkins University. He left to come to UF as chairman of the Department of Industrial & Systems Engineering, a position he held for 18 years.

While at UF in the late 1980s, IBM approached the industrial faculty to see if they were interested in a research program for engineering management. Although his work focused elsewhere at the time,

Elzinga welcomed the opportunity to, as he described it, “change colors.”

He helped establish an on-campus program in engineering management in the early 1990s, he said. It was an immediate success, attracting engineers from all disciplines. Soon Elzinga recognized a demand for a quality program for professional engineers to obtain the same training. In response to this demand, he developed the Outreach Engineering Management Program.

The nature of the program promoted camaraderie among instructors and students, he said. Years later, members of the first graduating class still contact him, and many students keep in touch with one another.

He hears stories of study-group members traveling to Cape Canaveral from as far as South Carolina for reunions, he said.

“It’s really neat to see them form what I think are going to be lifelong bonds,” he said.

Aside from traveling, he would like to study biology.

“I’m fascinated with DNA,” he said, “how something so simple as a series of amino acids can bring forth the vast forms of life. With my background in chemistry, I think I can learn about it.”

In all, he is very pleased by his career path, he said. The only thing he would consider changing is to have gotten into industrial engineering sooner.

“I’m blessed to have been able to come here, I think,” he said. “So no, I wouldn’t have done anything differently.”

Elzinga has two children, Erik and Bruce. Erik graduated from the mechanical engineering program at UF and now works as an engineering manager for Genie Industries in Redmond, Wash. Bruce graduated from Evergreen State College in Olympia, Wash., and owns his own home-painting and interior-design business in Seattle.

David Paolini OEM Class of 2001

David Paolini has done a lot in the six years following his graduation from the OEM program. He now has four young children and an MBA degree from UF, and has made a career change that has proven to be rewarding on several levels.

Paolini grew up in Plantation, Fla., just west of Fort Lauderdale. After high school, he obtained his bachelor's degree in electrical engineering at the nearby University of Miami. Today he still lives in South Florida, now in the Boca Raton area, where he and his family have thrived. David and his wife, Mia, had their first child, Nicholas, only a few months after David graduated from OEM. Their daughter Isabella, was born two years later. In September of 2005, the family grew again with the addition of twins, Sophia and Alexander.

Paolini took a year off from school after finishing OEM, and then enrolled in the University of Florida's weekend MBA program. In the fall of 2002, he began taking classes on campus one weekend per month, along with OEM classmates Les Guzman, Chris Perkins, and Ed Valliere. He completed his second master's degree in December of 2003. Paolini says, "I found the MBA program to be a great extension of the OEM degree. I highly recommend it for everyone who does the OEM program."

The OEM curriculum had an impact on Paolini right away. As early as the first semester, Paolini saw the relevance of the principles and techniques he was learning in the program. He says, "My favorite and most useful class was certainly DMOR. This class opened my eyes to an entire class of difficult problems and mathematic methods to solve them. It was the start of my master's project and led to my career in the software business." He quickly

recognized that Operations Research could be applied to a challenging problem facing most wireless carriers. During his final semester in OEM, he worked with his faculty mentor, Dr. Panos Pardalos, to develop this concept into his master's project entitled "A Stochastic Approach to the Frequency Assignment Problem." Just before graduating from the MBA program, Paolini began working for Optimi (www.optimi.com), a small software start-up company that was interested in commercially implementing his OEM master's project.

Optimi grew quickly, and provided Paolini with many opportunities to put his new business skills into practice. He gained experience in marketing, sales initiatives, and overall business strategy, including involvement in two mergers. He also traveled extensively, including frequent trips to Latin America, Europe, and to many U.S. cities as well. Paolini took a chance when he joined Optimi, but it turned out to be a good decision. After three years of intensive traveling and hard work with the company, Paolini was able to retire from Optimi last year.

Although Paolini no longer goes to the office every day, he remains open to new opportunities, and finds ways to stay busy. He is now able to enjoy more time with his family, and says he is still trying to get caught up on some long neglected projects. He recently agreed to join the Advisory Board for the UF ISE Department, and he occasionally volunteers for the Warrington College of Business at UF.



More about David...

Q: What's your favorite vacation spot?

A: I personally enjoy cruises, regardless of the destination. Through my recent work, I have seen most of Latin America and very much want to see more. I am particularly interested in seeing the great Mayan and Incan cities, especially Machu Picchu.

Q: Name something you learned from your OEM group members.

A: I learned as much from my OEM and MBA peers as I did from many of my favorite professors. Both programs attracted professionals with significant experience in their selected fields, and this greatly contributed to the overall experience.

Q: What kind of music do you like?

A: My favorite satellite radio station is Shuffle- an eclectic mix of music crossing all interests and ages. My CD collection is full of the unexpected- from piano sonatas and jazz to R&B, funk, and pop.

Q: Do you belong to any professional organizations?

A: I am a member of IEEE and INFORMS, primarily to receive published papers in areas of communications and optimization.

Student Spotlight

Heather Mann OEM Class of 2007

When Heather Mann was getting her bachelor's degree, she had no plans to enter the engineering field. Heather graduated from Valparaiso University with a degree in Philosophy, which she thought she would use for a career in law or teaching. But when she moved to Huntsville, Alabama, and took a job with an engineering firm, she found that it suited her well.

"When I quit work to start a family, I decided to go back to school to get that engineering degree so I would be prepared to continue in the career that I enjoyed when I was ready to go back to work. Seven years later my kids were both in school, I had an IE degree, and Boeing hired me to work on the Space Station program." she says

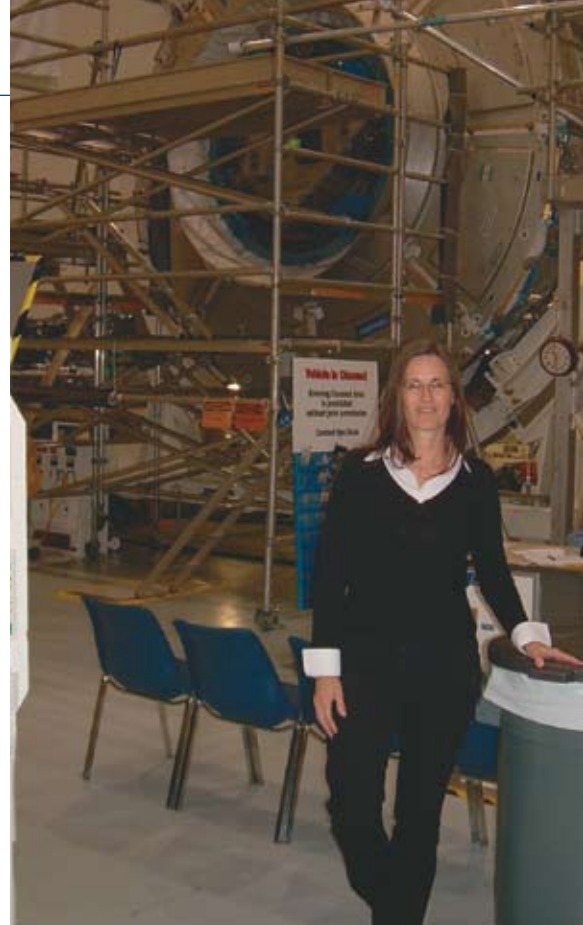
Heather now works for Boeing on the Checkout, Assembly, and Payload Processing Services contract where she is responsible for guiding engineering changes through the estimating process to a completed proposal. She is also the Flow Manager for the processing of the Node 3 element of the ISS at Kennedy Space Center, and is a certified Employee Involvement Facilitator working with EI groups to build team skills and complete process improvement projects.

Heather's pathway to engineering was indirect, and her journey to Florida took some detours as well. She was born in

Needles, Calif., moved around in the Midwest – Missouri, Kansas, Colorado, and finally graduated from high school in Nebraska. She attended college near Chicago, then moved to Alabama, and finally settled in Florida. She now lives in Orlando with her two children (Geoff, 16, and Emily, 14) and four cats (Oscar, 6, Angelina, 6, Henry, 5, and Maggie, 2).

As a single working mother in a master's program, Heather says she doesn't have a lot of time to indulge in hobbies. But she graduates from OEM soon, and is looking forward to the opportunity to then enjoy gardening, snow-skiing, hiking, reading (history, adventure, mysteries, and religion), baking, and home improvement projects. Even though she stays very busy now, she does budget some time in her current schedule for her musical interests. She plays the flute in her church orchestra and sings in various choirs, including a recent performance with the award-winning Brass Band of Central Florida.

Heather says she would like to pursue an MBA at some point in the future, but she plans to put that goal on hold for a couple of years so that she can spend more time with her two teenagers now. She would like to return to more classic IE type work, especially in the area of process improvement.



Heather Mann in front of Node 2, a connector hub for the International Space Station. Node 2 is scheduled to launch in August 2007 on STS-122, Mission 10A.

More about Heather...

Q: What's your favorite vacation spot?

A: Last Christmas, the kids and I went skiing with my brother and his kids at Ski Cooper, near Leadville, Colorado. I lived in Leadville as a kid, and the trip made me realize how much I miss the mountains.

Q: What kind of music do you like?

A: Today you'll find in my car: Gomez, Sister Hazel, Barenaked Ladies, Vivaldi, and Mozart. Unfortunately, I only get to listen to these favorites when the kids aren't in the car with their iPods!

Q: What has been your favorite OEM class?

A: Organizational Behavior was a favorite of mine. I found it so directly applicable to many

of the situations I find at work. I often wish the management at my company would take such a class to help them find more effective ways to manage people.

Q: Describe a memorable incident that happened during an OEM class.

A: In Organizational Behavior, there were occasionally pools regarding the frequency of Dr. Tosi's unique mannerisms in class. In one class, the pool was based on the number of times Dr. Tosi used a particular phrase in his lecture. One student, being only one use away from winning, asked a question designed to elicit a response that would include the phrase. Dr. Tosi did not disappoint her, and she won, causing quite a commotion in the back of the room!

Q: Name something you learned from your OEM group members.

A: I learned that DMOR is best done with friends! Among the members of a group, the right approach can be found when it seems all hope is lost.

Q: When you finish OEM, what do you expect to do with your extra time?

- A:**
- Take my ever-patient children on vacation!
 - Read a non-OEM book guilt-free.
 - Get a tan.
 - Lose the 15 lbs gained when I replaced physical activity with brain activity (i.e., replaced exercise with homework).
 - Bake cookies regularly.
 - Sleep 8 hours each and every night!

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News of interest after graduation from OEM (activities, awards, job changes, family changes, etc.):

Other Comments:



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