



Management Insight

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Greetings from the Chair,

We strive to improve the Management Division offerings to our members , you, with programming additions that include “real-life” industry related topics with entrepreneurship, leadership and small business development topics by strengthening inter-division collaborations to improve our offerings and value to all AIChE members. We are pursuing more collaborations and involvement with local sections and have added a *AIChE Management Division Local Section Supportive Manager Award (p. 10)*. We have supported the growth of stronger career development sessions in collaboration with young professionals such as “Now you have your PhD” session which brought in an exceptional attendance. This year we continue to work with the young professionals in starting educational programs intended to introduce individuals at all levels to business administration and management concepts starting with the “*MBA in a Day*” being rolled out at the upcoming Annual AIChE Conference in Pittsburgh, 2012 (see p. 2-4 for speaker and topic details). Upcoming in Spring we are working with other divisions as a co-sponsor to roll out a session on *Professional Licensure (PE for Chemical Engineers)* issues.

The “MBA in a Day” is a full day of sessions to provide an introduction or overview of topics that are considered critical for a person’s success in the business world covering finance, accounting, marketing, entrepreneurship, corporate strategy, and economics found in all MBA curriculum today. It may also help a person decide whether enrolling in an MBA program is right for them as earning an MBA is very expensive and requires one to commit to two to three years more on education. We look forward to your attending or recommending to someone you know may be considering an MBA program to these sessions. We also anticipate developing this program further and welcome your feedback be it positive or improvement suggestions.

In the coming year, we seek to leverage our momentum and take it to the next level! In addition to the biannual Newsletter and division collaboration with young professionals and other divisions, we are excited to usher in new programs and strategies to advance your professional careers in and insight of management and business through: (a) website content (b) considering CEP columns, (c) new e-classes and (d) new webinars.

In order to continue to improve and expand the Divisions offerings to you, **we encourage and challenge you to send us your** ideas, session, e-class, and webinar topics and participate more actively by volunteering some of your time.

Editor:

Dr. Diana Matonis
dmatonis@flucomp.com

Yours Truly,
Diana Matonis, PhD, MBA
Chair, 2012-2013

AICHE®

Management Insight

Meet the Speakers in “MBA in a Day”

1. “Introduction to the MBA” – Ashlie Prioleau is pursuing a Master’s degree in Higher Education Management at the University of Pittsburgh. She advises students with technical backgrounds on how to apply for a Master’s in Business Administration and/or Computational Finance.
2. “Leadership, People Management, and Organizations” - Dr. Syamal K. Poddar has worked in both technical and business roles in industry and academia in a career spanning over thirty five years. He offers courses on Leadership and Project Management and providing consulting services in Business Development.
3. “Accounting, Finance and Statistics”, I & II (2 Sessions) - Dr. Makarand (Raj) Joshi is a Lean Six Sigma Lead for Global Science, Technology, and Commercialization organization at Merck & Co. in New Jersey. He has extensive experience in R&D and Manufacture of Pharmaceuticals and Medical Devices and has led entire gamut of activities from Concept Identification through Product Development to Launch and Supply.
4. “Marketing” & “Entrepreneurship and Innovation” (2 Sessions)-
Philip G. Boyer, M.B.A. - Director of Eng. Entrepreneurship Minor at Pennsylvania State University. He was a marketing product brands manager with the Hershey Company and has been involved with several start-up companies. Additionally, he has successfully built and sold an upscale golf course.
Robert Beaury (Bob) is currently an instructor of at Penn State University. Bob served as the CEO of Broadband Networks, Inc. (BNI) and grew BNI to be one of the leading suppliers of distance learning networks. His expertise includes building start-up companies and the practical implementation of innovation and product development techniques .
5. “Strategy and Economics” - Dr. Diana Matonis has more than 20 years of experience supporting the Energy Industry from DOE National Labs through private industry. She founded and owns a consultancy adding business development, opportunity and technology assessment, development and commercial deployment, asset due diligence, operations strategy to the original primary focus of engineering specific software application development.
6. “Operations, Supply Chain, and Risk Management” - Dr. Deborah L. Grubbe, PE, CEng. is owner of Operations and Safety Solutions, LLC. a consultancy that specializes in operations and safety troubleshooting and support Deborah is the former Vice President of Group Safety for BP and a 27 year career at DuPont. Deborah received an Honorary PhD in Engineering from Purdue University in 2010.

AIChE Annual Meeting Management Division Sessions

Monday, October 29, 2012

Management Division and the Young Professional committee Presents

8:15 - 11:35 am (#5) MBA in a Day Morning Session Rm 302

8:15 – 8:45 (5a) Introduction to the MBA

8:45 – 9:25 (5b) Entrepreneurship and Innovation

9:25 – 10:05 (5c) Accounting, Finance, and Statistics I

10:05 – 11:00 (5d) Marketing

Lunch Break

12:30 - 3:35 pm (#95) MBA in a Day Afternoon Session Rm. 302

12:30 – 1:00 (95a) Accounting, Finance, and Statistics II

1 :00 – 1:40 (95d) Leadership, People Management, and Organizations

1:40 – 2:20 (95c) Operations, Supply Chain, and Risk Management

2:20 –3:00 (95b) Strategy and Economics

12:30 – 3:00 pm (#77) Climate Change and Sustainable Development Legal Update Rm 330

12:30 – 1:20 (77a) Environmental & Carbon Reporting & Disclosure: Not Business As Usual

1 :20 – 2:10 (77b) Epa's Clean Air Act Authority to Regulate Greenhouse Gases

2:10 – 2:35 (77c) Synthesis of CaO-Scaffold Adsorbent with Superior Stability for High-Temperature CO₂ Capture

2:35 –3:00 (77d) In-Situ Synthesis of Useful Polyamines for CO₂ Capture From Piperazine and MEA Derivative

3:15 – 5:45 pm (#171) So You Got Your PhD, Now What? Rm. 302

AIChE Annual Meeting Management Division Sessions Cont'd

Management Division Board Meeting

Tuesday, October 30, 2012, 11:00 am to 12:30 pm

Check for exact location at the conference site

Tuesday, October 30, 2012

12:30 – 3:00 pm (#282) Innovation From Beginning to End Rm. 331

3:15 – 5:45 pm (#333) Cultivating a Productive Workplace Rm. Somerset East (Westin)

3:15 – 4:30 (333a) Leveraging Multiple Generations In the Workplace

4:30 – 5:45 (333b) How to Hire Right Every Time

3:15 – 4:00 pm (#374) Project Management: What's New? What Works? Rm. 310

3:15 – 3:40 (374a) Managing Project Quality

3:40 – 4:00 (374b) Successful Project Essentials

7:00 – 9:00 pm Division All Members Dinner

Management & Environmental Divisions' and ChemE & the Law Dinner

The Carlton Restaurant

500 Grant Street

Pittsburgh, PA 15219

412.391.4152

Price: \$55 · Pay while registering online or at AIChE Registration Area onsite.

All Members are welcome to join us for a great evening of food and networking

Wednesday, October 31, 2012

3:15 – 4:30 pm (#543) Current Law and Policy Driving Chemical Engineering Research Rm. 409

3:15 – 3:40 (543a) Technology Forcing with Clean Air Act Best Available Control Technology

3:40 – 4:05 (543b) Avoiding Backdoor Licensing and Other Tech Agreement Mistakes

4:05 – 4:30 (543c) Quantifying the Microeconomic Impacts of State-Level Incentive Programs On
Biorefineries

Call for Papers & Volunteers Needed as Session Chairs and Vice-Chairs 2013 AIChE Spring Meeting San Antonio, Tx

Session: So You Want to Be an Entrepreneur?

Today's economic ambiguity with high unemployment, lay-offs, and mergers and acquisitions, one career alternative to consider is starting your own business. A panel of distinguished speakers will address the characteristics of an entrepreneur, the pros and cons of running your own business.

Session: Guiding Organizational Change

Organizational change involves a complex interplay of individual interpersonal and system factors. This session looks at the significant implementation challenges of guiding this change.

Session: How to Think Innovatively and Generate New Ideas

This session explores how to think innovatively rather than explore how organizations innovate to create growth opportunities.

Session: Measuring and Communicating Sustainability

This session looks at the economic and environmental trade-offs requiring strategic decision-making from spurring innovative product development to promoting credible marketing claims.

Session: Effective Communication-Driven Leadership Skills

This session covers what business leaders face in today's ever-changing technical marketplace and how to establish a sustainable and successful business through effective marketing and communications.

Please Contact Any Division Officers or Directors Listed at the end of Newsletter for more Information!



MUSINGS ON MANAGEMENT by Frank van Lier

As recipient of the 2011 Management Division Award, Frank emphasizes how it is all about the people: hiring, retaining, motivating, getting results.

What gets my blood moving and keeps me energized is the awesome feeling when you see a team of folks **accomplish more and create better solutions** than any one individual. When the whole really is greater than the sum of the parts, no matter how brilliant each is individually. I try to focus on **Engaging & Inspiring** those individuals & teams. Now that's what I look for and forward to in teams and groups I work with. Most people, at least the ones you truly want to retain, like to know they are involved in key activities for the organization.

Sounds great – right? Now how do we do this? First & foremost you need to

Show an interest in each individual

What are they interested in?

What do they enjoy doing?

What are they good at?

Find the intersection of their interests and business needs

This generally also leads to some good ideas for employee development and to learn and do what will advance their career

How do I try to do this?

I like periodic 1:1 discussions scheduled every 2-4 weeks. The employee drives the discussion and I encourage them to come prepared with a 1 page agenda.

Fast, frequent feedback is key. Ask each how their presentation went, what they might improve, etc.

Engage in genuine performance reviews – have them tell you what they are proud of, provide real guidance on career goals, work to match their aspirations to the organizations goals and objectives.

Always encourage individuals to maintain a record of their accomplishments.

This is hardest when you have an individual who is not performing up to your expectations.

Set expectations.

Make them realize what needs to be done to reach the next level

Focus on issues not individuals

So it all comes down to **communication**....

Share the big picture

Help people understand how they and the work they do fit in to the big picture

Stephen Covey in his book Seven Habits of Highly Effective People said “Seek first to understand then to be understood”. So listen. Ask clarifying questions! If you don't listen you may solve the wrong problem. The side benefit may include the individual resolving their own problems as questions are asked.

Certainly it's not that simple as business realities tend to interfere with nirvana. We're all expected to **Get the Results (in our business the underlying assumption is you do so safely)**. Reality is there is never enough money, never enough time, and never enough people to do everything we want.

So what can we do in practice?

Musings on Management by Frank van Lier Continued from p. 5

Prioritize

“Focus & Finish” – you can’t do everything at once. Pick a few and get them done.

Get rid of low value work

Recognize and accept the 80% or “good enough” solution. You need enough information to avoid a really bad solution but may not be able to afford the time for the perfect solution. Keep in mind that failure to decide is a decision in itself.

Fast, cheap and easy – which one of those can bend?

Where you work there are lot of talented folks that can help (ask for it, build the relationships)

Management’s role quite often involves

- Understanding the work

- Focusing the work

- Driving for a decision

Communication

Ability to abstract – the boss seldom wants to hear the math but wants to know the conclusion and understand/trust how it was derived. Three years of work into three bullets- Do it convincingly
E-mail is not a communication tool – difficult to pick up conversational nuances and hold a discussion (documentation maybe – nothing like a good set of notes to remind a forgetful guy the conclusions of that team meeting last week/last month/last year).

Meetings should have agendas and notes.

People

Every time I sit and talk with senior management they want to hear

- Strategically what am I trying to accomplish ?

- How am I supporting the organization’s goals?

And

- What about the people on my team

 - Who is a likely successor or next team lead?

 - What about this individual in that or the other role?

 - What am I going to do to handle impending retirements...

Ties right back to the beginning – know your people

Engage & Inspire them

So....take aways

- Strong work ethic

- Positive attitude

- Engage & Inspire those that work for you

- Focus & Finish

 - Get the key deliverables done

 - Simplify and summarize

- Communicate

 - Have a plan and be able to spin it for any level in the organization – from 2 minutes to 2 hours from a single page

- Sense of urgency

AICHE Sponsored 2012 Women in Science and Engineering Interns' Executive Summaries

Each year, outstanding engineering students are selected to spend nine weeks in a special summer program to work with and learn how government officials make decisions on complex technological issues and how engineers can contribute to legislative and regulatory policy decisions. **The WISE program is ranked as one of the best internship opportunities in the U.S. by the Princeton Review.**

Two executive summaries written by the interns are published in our Newsletter to present their wonderful work to us and inform you of this opportunity offered through WISE.

Precision Agricultural Technologies: Improved Nitrogen Efficiency and Atmospheric Pollution

By Caitlin Andersen, The University of Iowa

Atmospheric releases of nitrogen in the form of nitrous oxide (N₂O) are beginning to cause environmental concern as an influx of nitrogen can be harmful to ecosystems by causing acidification and eutrophication. Global climate change is also caused, in part, by a disruption in the Earth's natural nitrogen cycle and recent research indicates that agriculture is the largest contributor of these nitrogen compounds through animal feed lots and fertilized crop fields.

However, farmers and agronomists present the argument that in order to sustain and increase current yields and maintain competitive market shares, nitrogen applications must continue and even increase in certain locations. Interventions to increase nitrogen efficiency, specifically in corn production, should occur at the farm level through a combination of improved technologies and promulgation of local policies to promote implementation.

Precision agriculture technologies such as grid soil sampling in combination with nitrous oxide models such as DAYCENT should be expanded by increasing expanding grant programs such as the Environmental Quality Improvement Program. Using these grant programs and technologies can help growers reduce their nutrient inputs while still producing high quality yields. Furthermore, a shift in the market paradigm from bushel-based purchasing to one based on value-added crops or the level of valuable nutrients therein should be implemented in order to promote the balancing of nutrient inputs on a farm-level and to create a system centered on producing nutrient-rich crops at high yields.

URL for the complete paper:

http://www.wise-intern.org/journal/2012/documents/Andersen_Final_0730_000.pdf

URL for the presentation:

<http://www.wise-intern.org/journal/2012/documents/AndersenPrecisionAgricultureTechnologiesPP.pdf>

AICHe Sponsored 2012 Women in Science and Engineering Interns' Executive Summaries Continued from p. 7

Improving US Medical Device Regulatory Pathways: Regulatory and Legislative Policy Levers

By Xiaochen (Denise) Liu, University of Toledo

The regulatory process plays an essential role in determining the state of the medical device industry. In the U.S., the regulation of medical devices is carried out by the Center for Devices and Radiological Health (CDRH) of the Food and Drug Administration (FDA). The industry has complained that the review process has been unsatisfactory, which led to the initiation of the user fee program in 2002. The user fees added to the available budget for device reviews beyond the amount appropriated by Congress. Unfortunately, data has shown that the review process did not improve in transparency, predictability, or efficiency; but it actually became slower with a lower success rate.

Due to the increasingly tight regulatory pathways and policy changes, the industry is faced with pressure from all sides. The extensive review times and expensive costs resulted in less funding in high risk devices and early stage research and development (R&D), which significantly affect the innovation pace of the industry. The consumer groups and third party payers are using comparative effectiveness research (CER) to determine the reimbursement for new devices entering the market. Physicians are the traditional sources for identifying clinical needs but they are deterred from collaborating with the industry due to the public's increased sensitivity to potential conflicts of interest of their doctors. The consequences of the regulatory process and policy changes have driven many companies to launch their products overseas. On the other hand, consumer groups and third party payers have complained that the fast track 510(k) clearance process does not provide sufficient data to prove the safety and efficacy of the devices.

The FDA has agreed to implement numerous changes to the current process, such as, the Standard Operating Procedures (SOP), the Mandatory Reviewer Certification Program, the Experiential Learning Program, the CDRH Leadership Enhancement and Development Program (LEAD), and the Innovation Pathway 2.0. Although all these changes are great for the industry, there are a few areas that also need to be addressed. The FDA needs to reevaluate direct devices, which are devices based on recalled predicates, eliminate split multiples for implantable devices, establish a new class of devices (Class IIb) for moderate risk devices, setup a national registry for implants in each of the 16 specialties, and have physicians from each field review the performance of the newly cleared/approved devices annually.

URL for the complete paper:

<http://www.wise-intern.org/journal/2012/documents/DeniseWISEPaperPublished.pdf>

URL for the presentation:

<http://www.wise-intern.org/journal/2012/documents/DeniseLiuWISEPresentationFinal.pdf>

Volunteers Needed!!

Do you have a particularly clear, clever, or useful concept, insight or topic in management, entrepreneurship, or technical business? If so, would you share with others at a Conference, webinar, e-class or 500-800 word article for our Newsletter?

I think you'll agree that bringing in more and new folks to serve our division brings a wonderful infusion of energy and new perspectives to its governance. Volunteering provides opportunities for networking and support as well as shaping the programs to what you see is beneficial to all of our membership.

Division Officers, Committee Members Volunteers (Positions are typically for only a year);

- ◆ Vice-Chair— Learn about the division to be able to transition to the Chair Position the following year. Must be able to make the conferences.
- ◆ Conference Session Programming Assistance — Assist in organizing the Sessions offered by our division at the AIChE Spring and Annual Conferences.
- ◆ Secretary
- ◆ Newsletter Editor
- ◆ Newsletter Short Articles Contributions
- ◆ Webinars, E-Class, and Session Presenters and Instructors

New! AIChE Management Division Local Section Supportive Manager Award

John Forgac, Previous Chair, is Spearheading this Award

What is the Award? The award, sponsored by the Management Division, is intended to [recognize organization's managers who provide noteworthy and exemplary support for AIChE Local Section activities](#). The recipient will receive a recognition certificate and a Letter of Acknowledgement from the Management Division, which will publicize and celebrate the recipient's contribution within the resources of AIChE unless the recipient prefers otherwise.

Who is eligible? Any organizational manager or leader who provides significant support to AIChE Local Section activities in any way. Examples of significant support are: Encouraging and enabling members of his or her organization to participate in Local Section activities, facilitating attendance, participation, or involvement on a regular basis, and providing significant or regular financial support to the Local Section.

Nominations are made how? The nomination form is found on the Management Division website. The completed form should be sent to the person indicated on the website.

How is the recipient selected? The Management Division decides the Award. However, the Local Section's nomination is strongly taken into account. The aim is to make the nomination process as easy as possible with minimum debate.

How often is it given? The award can be given to the same person once per calendar year per Local Section. There is no limit on the number of candidates who can be nominated, but it is expected that the number would be in line with the number of events that the Local Section conducts annually. The Management Division will try to respond to the nomination within 6 weeks from the date it is received so that it can be presented within the Local Section's same program year as the nomination.

Please Contact Any Division Officers or Director Listed at the end of Newsletter for more Information!

Management Division Leadership (2012)

Officers

Chair	Diana Matonis Flucomp Enterprises	dmatonis@flucomp.com +1 (708) 645-6855
Vice Chair	Jerry O'Brien Process Data Control Corporation	jerry@pdccorp.com +1 (817) 459-4488 ext 205
Secretary	Touraj Manifar Nesher Pharmaceutical	tmanifar@gmail.com +1 (905) 625-0697
Treasurer	William S. Welker Nestlé USA	bill.welker@us.nestle.com +1 (818) 551-3544
Past Chair (2011)	John Forgac BP	john.forgac@bp.com +1 (630) 420-4960

Directors

2010 - 2012	Jeff Lindsay Asia Pulp and Paper	jeff_lindsay@app.com.cn
2010 - 2012	Robert A. Madayag III Troutman Sanders LLP	Robert.Madayag@troutmansanders.com +1 (404) 885-3238
2011 - 2013	Richard D. Siegel R&B Consulting Services	richarddsi@aol.com +1 (781) 935-7555
2011 - 2013	Frank van Lier Lubrizol Corporation	Frank.vanLier@lubrizol.com +1 (832) 260-7800
2012 - 2014	Eldon R. Larsen Marshall University	Larsene@marshall.edu +1 (304) 746-2047
2012 - 2014	Charles Roe Algisys, Inc.	croe12@aol.com +1 (440) 684-0980

Please visit our websites below for more information, membership renewals and current offerings.

AICHe Management Division website, <http://www.aiche.org/community/divisions-forums/management>

Our Maintained Management Division Website, <http://management.aiche.org>