



ISM Materials Management News

April 2007, VOL. 3, ISSUE NO 2

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Purchasing “Certified Professional in Supply Management (CPSM) Update”

Dr. Michael A. McGinnis, C.P.M. mam47@psu.edu

“Certified Professional in Supply Management (CPSM) Examination Specifications”

Dr. Michael A. McGinnis, C.P.M. mam47@psu.edu

Materials Management “Are We Losing our Grip?”

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Manufacturing “Increasing Supplier Performance”

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Other Article of Interest “How to Ask for a Raise and Get It”

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ISM CONFERENCE

MMG LEADERSHIP

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About ISM

Founded in 1915, the Institute for Supply Management™ (ISM) is the largest supply management association in the world as well as one of the most respected. ISM's mission is to lead the supply management profession through its standards of excellence, research, promotional activities, and education. ISM's membership base includes more than 45,000 supply management professionals with a network of domestic and international affiliated associations. ISM is a not-for-profit association that provides opportunities for the promotion of the profession and the expansion of professional skills and knowledge.

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Conference Event Schedule

C.P.M. Exam Modules

Good News for C.P.M.s!

The Certified Professional in Supply Management (CPSM) qualification debuts in 2008 as the top professional designation within the profession. It recognizes the expanded education, skills and experience required to be successful as a supply manager.

This is good news for C.P.M.s. If you hold a current C.P.M., a bachelor's degree from an accredited university and have five years or more of professional supply management experience, you can take the CPSM Bridge Exam and apply for the CPSM qualification. The Bridge Exam streamlines the new credentialing process, positioning C.P.M.s on the fast track toward achieving their career goals.

Get your career in focus. Prepare now for your CPSM Qualification!

Last day to apply for the A.P.P. Designation	Last day to register for the C.P.M. Exam	Last day to take the C.P.M. Exam	Last day C.P.M.s may take Modules 3-4 to Re-certify	Last day to apply for the C.P.M. Designation	Last day to register for the C.P.M./CPSM Bridge Exam	Last day to take the C.P.M./CPSM Bridge Exam
February 28, 2007	December 31, 2008	December 31, 2009	December 31, 2009	December 31, 2013	December 31, 2013	December 31, 2014

For more information, go to www.ism.ws, or contact ISM Certification at 800/888-6276 or 480/752-6276, extension 3074.

Special Offer!

Take the C.P.M. Exam at Half-Price

Register for the complete Conference or a 2- or 3-day pre-Conference seminar and take one, two or up to three certification exam modules for half-price*. Modules are offered on Wednesday, May 9, 2007. Register early: **Seating is limited.**

You are responsible for verifying times. Please do not overlap in your scheduling of exams. Your session is determined by the module number and the session letter (e.g., Module 1 at 11:30 am – 1:15 pm is 1B). You are not guaranteed a seat until you receive your confirmation notice. Exams are at Bally's Las Vegas.

Don't miss this opportunity to save. For additional information, call ISM Customer Service at 800/888-6276 or 480/752-6276, extension 401.

*This offer pertains only to the written exam presented on May 9, 2007 in Las Vegas during ISM's 92nd Annual International Supply Management Conference and Educational Exhibit. Space is limited.

[Be sure to see page 15 for the 2007 ISM Conference Presenters sponsored by MMG](#)

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PURCHASING

“CERTIFIED PROFESSIONAL IN SUPPLY MANAGEMENT (CPSM) UPDATE”

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Dr. Michael A. McGinnis C.P.M.

At this time the planning for the CPSM has not been finalized. However, I have had several individuals at the ISM-Pittsburgh ask me about the C.P.M. phase-out and the CPSM program. The following are my thoughts as of March 1st. Subsequent updates from ISM will provide additional information.

PHASE-OUT OF THE C.P.M. PROGRAM

The C.P.M. program will be phased out beginning in 2008. Specific dates are:

- Last date to schedule for C.P.M. examinations: December 31, 2008.
- Last date to take C.P.M. examinations: December 31, 2009
- Last date to apply for C.P.M. certification: December 31, 2013

What this means is that if you are serious about earning your C.P.M. give serious thought to completing all four examinations by December 2008. If you have not completed all examinations by then you will not be able to schedule additional examinations.

The C.P.M. is an excellent certification, especially if you have not earned a college degree. The new certification – Certified Professional in Supply Management (CPSM) requires a bachelor degree in addition to its other requirements.

Those holding a C.P.M. and a bachelor degree will be able to earn the CPSM by taking one “bridge examination.”

THE CPSM PROGRAM

The CPSM will require (a) a bachelor degree, (b) a minimum of five years of professional supply management experience, and (c) passing the three CPSM examinations. Those holding the C.P.M. and (a) bachelor degree, and (b) have a minimum of five years of professional supply management experience will be able to earn the CPSM by taking one “bridge” examination. CPSMs will recertify every three years with 60 Continuing Education Hours (CEHs). There will be no Lifetime CPSM.

The three CPSM examinations will be:

- A. Foundation of Supply Management. This examination will cover 25 tasks, will have 165 questions, and will be 2:45 hours/minutes in length.
- B. Effective Supply Management Performance. This examination will cover 24 tasks, will have 165 questions, and will be 2:45 hours/minutes in length.
- C. Leadership in Supply Management. This examination will cover 32 tasks, have 180 questions and will be 3 hours in length.

These three examinations are new and should not be considered as “equivalent” to any of the four C.P.M. examinations.

The bridge examination (for C.P.M.s who have a bachelor degree and five years of professional supply management experience) will be

- 180 questions and 3 hours in length.

TIMING OF THE CPSM PROGRAM ROLLOUT

This part of the column is speculation on my part. I am aware that ISM is working on the examinations, the study guide, the diagnostic kit, and a three-book series. My understanding is that these materials will become available in 2008. As far as I can tell there has been no announcement of a launch date.

TRAINING PROGRAMS FOR THE CPSM

I do not anticipate that there will be any training programs before 2008. My estimate is that the study guide, the diagnostic kit, and perhaps some other materials will be available early in 2008. Please remember this is my guess and is not based on any inside information. As more information becomes available I will share it in this column.

For more information on this topic visit ISM’s Website at www.ism.ws, click on “Professional Credentials,” and visit the various links.

CERTIFIED PROFESSIONAL IN SUPPLY MANAGEMENT (CPSM) EXAMINATION SPECIFICATIONS

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This article summarizes each of the three CPSM examinations. Detailed specifications can be found on the ISM Website. The CPSM will be organized into three examinations. They are summarized as follows.

EXAMINATION ONE: FOUNDATION OF SUPPLY MANAGEMENT

165 questions (150 of which are scored). 2 hours and 45 minutes. The un-scored questions are evaluated for use in future examinations.

Section Names	#of Tasks
• Cost & Finance	5
• Contracting and Negotiation	5
• International	3
• Social Responsibility	3
• Sourcing	3
• Supplier Relationship Management	6
TOTAL	25

EXAMINATION TWO: EFFECTIVE SUPPLY MANAGEMENT PERFORMANCE

165 questions (150 of which are scored). 2 hours and 45 minutes. The un-scored questions are evaluated for use in future examinations.

Section Names	#of Tasks
• Forecasting	3
• Logistics	4
• Materials and Inventory Management	4
• Organization/Department Assessment	4
• Planning	2
• Project Management	2
• Product Development	2
• Quality	3
TOTAL	24

EXAMINATION THREE: LEADERSHIP IN SUPPLY MANAGEMENT

180 questions (165 of which are scored). 3 hours. The un-scored questions are evaluated for use in future examinations.

Section Names	#of Tasks
• Leadership	18
• Risk and Compliance	8
• Strategic Sourcing	6
TOTAL	32

In addition, there will be a single 3-hour “bridge examination” for C.P.M.s seeking the CPSM. This examination will be available to C.P.Ms who have a bachelor degree and at least five years of professional supply management experience

COMMENTS AND INSIGHTS

It appears that the general approach to designing the study guide and diagnostic kit will be similar to the successful approach that was used for study aid materials in the last two revisions of the C.P.M. program. If that is the case then organization will be examination, sections within each examination, and tasks within each section. My review of the CPSM specifications suggests that their content is significantly different from the content of the C.P.M. program. This means that the CPSM bridge examination for C.P.M.s will include a lot of new material.

Un-scored questions are used to establish their validity for use in future examinations. While they are not used to determine whether you received a passing score, test-taker responses to these questions help the examination writing committee decide whether to use those questions in future examinations, and assess the weighting of those that are used.

For more information on this topic visit ISM’s Website at www.ism.ws, click on “Professional Credentials,” and visit the various links.

Materials Management

ARE WE LOSING OUR GRIP?

Richard G. Weissman, C.P.M.
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I have not seen such unhappiness in the purchasing profession in a long time. Buyers are complaining about being overworked, underappreciated, and in some cases unemployed. There seems to be a lack of entry level employees in the profession, as well as a lack of a clear career path for those who do join. Senior purchasing managers need to reach down to the transactional level more and more get the job done. Long term procurements strategy is going away, often replaced by the latest buzzword and acronym. Day to day pressures are on cost savings... at all costs. Supply management as we know it is under fire, and in some market segments going away altogether.

But with that said, the importance of an effective supply management process has never been greater. So important, it seems that it is risky to leave it to the buyers. In many cases, that importance means that the operational aspects have been moved out of procurement departments and into areas such as after market sales, field service, engineering, logistics, new product development, and finance. Yes, supply management has never been more important. That's why others are doing our jobs.

I taught a seminar recently on managing supplier relations. There were 15 fairly high level purchasing types and no one seemed either happy or in total control of their areas. There were rampant violations of purchasing policy with requisitioners doing what they deemed fit. There was minimal tracking of supplier performance and few supplier development efforts. There were some corporate contracting efforts but they were aimed at e-commerce punch outs for transactional efficiency. Push back to the requisitioners strong enough and they may just do the work of the buyer. Why duplicate the effort?

Only three or four were ever able to visit suppliers and fewer spoke with customers. These folks were marginalized by their own organizations. In reality, supply management was considered important in their companies but it was not necessarily driven by those in the room. In a lot of cases it was the higher ups that controlled the large purchases and created the supply management strategy.

I have a very good friend who is a sales manager for a machining services company. He was a seasoned and senior level purchasing person for a large division of a Fortune 500 company until they decided to close the division. He's made a very good transition to sales and approaches his job with a buyer's perspective. He treats his customers as he wanted to be treated when he was in procurement. Unfortunately, he is often treated poorly. His interactions with many buyers are unprofessional at best. They miss appointments, keep him waiting for excessive time when they do meet with him, protect existing sources of supply, and throw the China price at him. He recently received an RFQ where the name of a competitor was left on the e-mail...in the salutation area. His name is not Mary. Careless or on purpose? Certainly unprofessional.

It is when he gets beyond the purchasing organization that he is treated with respect. Subjects such as design for manufacturability, early supplier involvement, quality, and technical aspects of materials are discussed. He also sees follow-through, a strong line of communication, interest in his business, and ultimately the advice not to go through the purchasing department again. This is tough for an old buyer to hear but he now focuses on the sell around. He is certainly not the only sales person bypassing purchasing. Some companies need a new entrance.

I recently wrote an article where I interviewed a sales manager for a compressor company. He discussed the concept of total cost of ownership with me, sending me a slide that shows the purchase price of his unit is only 10 percent of the total cost of ownership. Electricity, in some cases, makes up almost 90 percent. And that 90 percent comes close to one million dollars, after ten years, on certain models. I asked him how he conveys this to the customer. He said he needs to make his case to senior management. They were the only ones who listen, or cared. He seldom went through the purchasing department, he said, because they were only focused on the purchase price of the unit.

Obviously there are companies, and purchasing professionals, doing it right. But more and more of the companies I am seeing are minimizing the efforts of the purchasing professionals on staff and it seems that those purchasing pros are doing little if anything to stop it. These folks are losing their grip on the profession...just when it seems to be getting interesting. It may be time to have a talk with your senior management and make sure you have some skin left in the game. It is not too late to buck the trend.

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INCREASING SUPPLIER PERFORMANCE

As global competition continues to heat up, customers and suppliers are becoming more and more dependant on one another. Many firms have outsourced products and services in an effort to increase efficiencies and reduce costs. Supply bases have been trimmed to increase our ability to manage and leverage buying power over our suppliers. What were once very antagonistic relationships have become collaborative out of a necessity to survive.

Large companies are enhancing their relationships with their suppliers through supplier development programs; “formal activities undertaken by customers to improve the performance and capabilities of existing suppliers...”. (Hartley/Choi)

These include involvement in improving performance through training, investment, changes in process layouts, and use of time and motion studies to reduce unnecessary activities. The intent is to eliminate processes, activities, motions, and downtimes that add no value to the product or process thereby reducing costs.

Many believe that only the large firms that have the resources and purchasing power to interest suppliers in participating in these changes can employ these approaches to better pricing. But, and I do mean but in an attempt to negate in your minds the words “Large companies” in the previous paragraph, these potential practices for improving efficiencies and reducing costs are not limited to only the large companies. After speaking with Professor Richard L. Pinkerton, Ph.D., C.P.M., Professor Emeritus of Marketing and Logistics at The Sid Craig School of Business California State University, Fresno, I came to the conclusion that the biggest barrier to entry in this game is not the financial resource but the human resource. Dick reminded me of the many ways buyers fill up their time with mundane, operational kinds of tasks rather than putting into place the simple basics that would free up their time to do supplier development.

Buyers need to get rid of routine stuff! Automation and management by exception are the two most effective ways of freeing up your day. Automation does not necessarily mean technology, however, where and when technology can be employed to more efficiently complete a task take advantage of it. One way of automating is making use of your suppliers to help manage your least costly, lower-level C items. Vendor managed inventory (VMI) is a way of shifting “the burden of inventory accuracy and replenishment decisions to (your) vendor.” (Reid/Sanders).

Reduce the number of purchase orders that you process. Not only will this save you time, it will also save you money. There are many ways to reduce the number of purchase orders cut. Four ways are long-term contracting, blanket-ordering, use of credit cards, and systems contracts.

Long-term contracts can allow for a one time search of the market rather than a time consuming bid process conducted on a quarterly or monthly basis. Once the savvy buyer places products on long-term contracts, the issuing of these contracts can be turned over to the manufacturing group for release. Blanket orders can be handled much the same way. They may be established for a shorter period of time, yet these too can be managed by someone outside of the buying department.

The costly issue of small order quantities is best managed by the use of procurement credit cards. If properly set up with signature approvals and budgeted levels of spend, these small orders can be handled without even going through the purchasing department. But you want to be careful you do not put in place, a signature process that eats up all of your gains from using credit cards. Transfer of paperwork for signature without value-add, creates unnecessary costs and delays.

Systems contracts may seem time consuming up front as you gather your data on suppliers and negotiate a contract that is best for both parties, however, once put into place, with the contracted items being available electronically to the users, these can be released electronically by the department requisitioning the product saving the buyer a ton of time. As with the procurement cards, proper procedures and budgets can be used to control these.

Once these are put into place, if you have the confidence to manage by exception, trusting your people, suppliers, re-order points, you will be amazed at the amount of time you will have to visit your key suppliers. And it is these visits that can initiate the process of supplier development. Even an informal supplier development program can result in cost savings. A team from the buyers office consisting of the buyer, an engineer, quality person, and maybe a manufacturing person, might be able to help a supplier spot bottlenecks and ergonomic improvements in their process that can result in savings. They don't have to be rocket science changes to result in substantial savings for both you and your supplier. And these small changes can be the catalyst for bigger projects!

Resources:

Janet L. Hartley, Thomas Y. Choi, “Supplier Development: Customers as a Catalyst of Process Change”, *Business Horizons*, July-August, 1996
Daniel R. Krause and Thomas V. Scannell, “Supplier Development Practices: Product and Service Based Industry Comparisons, *The Journal of Supply Chain Management*, Spring 2002, Vol. 38, No. 2, p. 13 Copyright by the Institute of Supply Management, Inc.
R. Dan Reid and Nada R. Sanders Operations Management, An Integrated Approach 3e John Wiley & Sons, Inc. p. 454, Copyrighted 2007.

HOW TO ASK FOR A RAISE—AND GET IT!

Deborah Walker, CCMC
Career Coach ~ Resume Writer

When was the last time you asked for a raise? If you are like most people, you waited until you were frustrated, angry, and resentful. Not the best frame of mind for trying to make a positive change. You probably made some critical mistakes. You may have:

- Made your appeal based on emotion
- Given your boss an ultimatum
- Failed to plan ahead what to say figuring you could just “wing it”

And how did that strategy work for you? Did you get everything you hoped for? Probably not.

There is a better way to ask for a raise that doesn't involve emotions, ultimatums, or even slamming doors. The answer is planning. Be prepared with objective documentation that proves beyond doubt that you deserve a raise, and have a strategy that puts that information forward in the best possible light.

1. Research salary surveys.

If you suspect your current earnings are below average for your industry in your state, verify your suspicion by checking out salary surveys. Your state employment service agencies probably provide a salary survey for your industry. Average earnings can vary greatly from state to state, so be sure to get information that is appropriate for your area or region. Make copies of any salary surveys you find.

Additionally, if you suspect your earnings are low within your own company, ask your human resources representative if he/she can provide the normal salary scale for your position. Ask for a copy if possible.

These two documented sources will help support the fairness of your request for a raise. By providing a rational argument and proof of competitive salary in your request for a raise, you'll increase the likelihood that your boss will say yes.

2. Prove your worth.

Fairness alone won't convince your boss you deserve a raise. You'll need documented proof that illustrates your contributions to your organization. If you are waiting for your boss or supervisor to notice what a great job you are doing, forget it. No one is paying that much attention to you. It's up to you to prove how much you are worth—literally.

The best time to begin documenting your accomplishments is in your first week of employment. Keep a weekly journal of what you've done that proves such things as:

- ⇒ · Creating revenue opportunities
- ⇒ · Discovering costs savings
- ⇒ · Helping a coworker meet or beat a deadline
- ⇒ · Developing a better process
- ⇒ · Completing tasks ahead of time
- ⇒ · Generating good will with clients or customers

Use your list of accomplishments to update your resume, featuring a "Highlight of Accomplishments" section that illustrates the positive impact you've had on your company. An updated resume is your most convincing evidence that you deserve a raise. It will also put your boss on the alert that you are ready with an updated resume when a recruiter calls or when the right career opportunity presents itself.

If you don't have a record of your accomplishments and contributions, you are not ready to ask for a raise. A **career coach** can be a valuable asset in helping you compile your list of accomplishments. Trained in the art of asking the right questions, a **career coach** can help you quickly identify the contributions you've made to the company. This will build not only your case for a raise, but your confidence as well.

3. Plan your strategy.

Too often, people don't think about what they're going to say until they're actually in their boss' office. That's too late. You have to plan your strategy in advance, just as you would plan any business project. It's the only way to succeed.

With copies of salary surveys and salary scales, you'll have quantifiable evidence that your request for a raise is a reasonable one. And you'll be able to back that up with a strong list of accomplishments that demonstrates how valuable you are to the company. Practicing how you want to present your case can be the final key to success in getting the raise you want and deserve.

Choose a friend or family member who has been in the position of hiring others, and ask them to let you practice your request for a raise. If you're not comfortable with doing that, or if you don't know someone who is a hiring manager, a **career coach** can help you craft your presentation.

A **career coach** has real-world experience in hiring and decision-making, so they've been in your boss' shoes. They can provide you with strategic tips that will help you win over your boss—or provide you with a way to keep the negotiations open even if your initial request is denied. Creating a strategy with a **career coach** will give you guidance on how to ask for the raise, how to present yourself, and how to close the deal.

Once you have your documentation, your accomplishments, and your strategy in hand, you'll be ready to approach your boss with confidence. And you'll be well on your way to getting the raise you have truly earned.

Find more job-search tips and resume samples at:

www.AlphaAdvantage.com

Email: Deb@AlphaAdvantage.com

MMG PRESENTERS

MMG Sponsored Presenters at the 91st Annual ISM Supply Management Conference in Las Vegas

These MMG-sponsored workshops were selected for the 2007 ISM Conference in Las Vegas.

Workshop Title: Reduce Risk, Improve Performance Through Enhanced Supplier Relationships
Presenter(s): Robert Rudzki, Douglas Smock, and Steve Rogers

Workshop Title: Developing Suppliers in a Lean Environment (4-18)
Presenter(s): Sandra Barkman, Byron Marks

Workshop Title: Should Supplier Evaluations be a Strategic Global Supply Management Process?
Presenter(s): Jill Rodeghier, John Chang, and Robert Kemp

Workshop Title: Economic Price Adjustment Clauses to Reduce Supplier Price Contingencies
Presenter(s): Robi Bendorf

Workshop Title: Activism and Public Relations Basics for Supply Management
Presenter(s): James Patterson

Workshop Title: Viva Lean Vegas! – Applying Quality to Determine Supply Management's Value
Presenter(s): Kevin Williams

Workshop Title: Global Sourcing: The Race to Future Competitive Advantage
Presenter(s): Gregg Malicki, R. David Nelson, and Robert Kemp

Workshop Title: Creating a Purchased Price Index as a Key Performance Indicator
Presenter(s): Robi Bendorf

Workshop Title: Networking Within the Organization - Please Show Me The Way
Presenter(s): Marilyn Gettinger

Workshop Title: Using Lean Principles to Lean Out the Supply Chain
Presenter(s): Sandra Barkman and Byron Marks

Workshop Title: Developing Effective Product Specifications and Quality Requirements for Outsourced Suppliers
Presenter(s): James Ullum

Workshop Title: How to Win Organizational Support for Supply Management Best Practices
Presenter(s): R. David Nelson and Dr. Ken Killen

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