



*The Association of Operations Management:
Advancing
Productivity,
Innovation, and
Competitive
Success*



PDM Dinner Meeting



— The Canoe Theory —

A Secret to Building People and Profit

Tuesday, September 20, 2005

Our Speaker:

Karen O'Brine

Vice President, Human Resources & Corporate Development

(See Bio on page 7)

The Canoe Theory – also referred to as, “The Secret Power of Cooperation” will provide lessons to successfully navigate through corporate waters. If business is about the *People*, the Canoe Theory provides tips to maximize the power and potential of your employees...the *people* who are ultimately responsible for driving your business. Presentation points:

- Overview of the Canoe Theory.
- Review tools to bridge the gap between business leaders and employees.
- Review 7 simple principles of the “Canoe Theory” and how implementation equals organizational success.
- Provide tools to:
 - Improve teamwork
 - Improve organizational attitude
 - Develop leadership skills
 - Create organizational motivation, alignment and buy-in
 - Increase productivity and revenue

Agenda

5:30 Registration
6:00 Dinner & Networking
7:00 Membership Meeting
7:10 Presentation:

Location

Hungry Hunter Steakhouse, 450 Bercut Dr, Sacramento. Please call (916) 650-8660, or email Ed Mercado at edmercado@msn.com and provide the attendee's name, company, telephone number, fax or email address. \$23.00 all attendees (includes dinner), \$5.00 for speaker only.

Volume 21 Issue 2

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Supply Chain Management in Higher Education

by

Herbert Blake, Jr., Ph.D., CPIM

Supply Chain Management (SCM) can be used as a paradigm to help an educational institution improve its effectiveness and efficiency while improving its focus on serving institutional customers and stakeholders. SCM is the integration of these activities through improved supply chain relationships to achieve a sustainable competitive advantage. Related concepts are the value chain and the value stream; the system that produces educational services can be considered within the context of a supply/value chain (or stream) and that Supply Chain Management techniques, tools and practices can be helpful in managing that system. There are several key elements for effectively managing a supply/value chain system, including information, communication, cooperation and trust.

The [formal] system of education is composed of linked institutions that instruct students from Pre-School (Early Childhood Education) to Kindergarten through 12th Grade (K-12) to Higher Education (Lower Division, Upper Division, Graduate). At almost any point in the system, the student may leave the educational system and enter the workforce.

Diplomas and degrees are awarded to attest to the level of education attained by the student. Educational institutions are established to provide instruction for a part of the Educational Supply/Value Chain. California State University, Sacramento (CSUS) delivers instruction at three levels: Lower Division, Upper Division and Graduate. Its first tier suppliers are High Schools (Secondary > Lower Division), Community Colleges (Lower Division > Upper Division), and other Colleges and Universities (Upper Division > Graduate). CSUS provides bachelor-degreed students to the workforce and to other graduate programs, and it provides master-degreed students to the workforce and to higher-level graduate programs (e.g., doctoral programs). Thus CSUS' main Supply/Value Chain members are:

End Users: general public (society) and employers (private and public sectors).

Direct Customers: students.

Indirect Customers: government agencies, alumni organizations, other universities.

Suppliers: high schools, community colleges, other colleges/universities.

(Continued on Page 9)



September, 2005

TBA Board of Directors meeting

20 Professional Development Meeting.

November, 2005

TBA Board of Directors meeting

12 Webinar: Improve Lean Implementations with Data Flow Management
10/12/2005, 2:00 pm EDT
Presented by Russell M. Field, Process Analyst, Boeing Commercial Airplanes
Level: High-level overview

20 Professional Development Meeting.

For Sale!



APICS
Sacramento
Denim Shirts
\$25.00

Contact Melanie Hoots at melanie_hoots@hp.com to purchase.

Computer Based CPIM Exams

Computer based CPIM exams are offered by Promissor.

All of the info you will need to register for an APICS exam can be found at <http://www.promissor.com/>

- Select "Professional Certification Exams" under the "Find Test Information" section.
- Select the "APICS..." option.

Read the "Description of New Registration Process (pdf)".

It has all the info you should need including how to get dates, locations, cost, and registration process.

Weber State University On-line APICS Certification Courses

SU Online is the virtual campus for Weber State University, delivering online courses via the World Wide Web. Five courses are offered in partnership with APICS:

- * Basics of Supply Chain Management
- * Master Planning of Resources
- * Detail Scheduling and Planning
- * Execution and Control of Operations
- * Strategic Management of Resources

Exam review courses can be taken collectively for CPIM certification or taken separately to suit the needs of the company or individual. For more information, go to <http://www.wsuonline.weber.edu>. Remember to tell them you're a member of Sacramento APICS! ☀

CIRM Courses Available On-Line

CIRM is a comprehensive educational program designed to help you understand the power of collaboration among organizational resources such as product development, marketing/sales, human resources, finance, and operations. The CIRM program enables you to effectively interact with cross-functional departments for more strategic decision making, enhanced collaboration, and improved productivity

On-line CIRM Courses are available at www.epiweb.net. Be sure to reference Sacramento APICS when registering.

CPIM Courses Available On-Line

CPIM applies to many supply chain tasks and provides the necessary knowledge to thrive in today's global competitive environment-both in terms of reducing costs and increasing customer loyalty.

Since 1973, the CPIM program has educated more than 75,000 manufacturing professionals on essential terminology, concepts, and strategies related to demand management, procurement and supplier planning, material requirements planning, capacity requirements planning, sales and operations planning, master scheduling, performance measurements, supplier relationships, quality control, and continuous improvement.

To register for your next CPIM exam, visit www.asisvcs.com/publications/html/faq_apics.asp or call Promissor Customer Care at 1-800-274-8399 or 610-617-5093.

APICS Sacramento Company Coordinators

Our Company Coordinators serve as the principal communication links between the Sacramento Chapter of APICS and their companies and fellow employees. If you work for one of the companies listed below and need APICS Chapter information of any kind, please feel free to contact them.

If you do not see your company listed below, it is because *you* haven't volunteered. To become a coordinator, call Brenda Marsh (916) 447-8205 or email at brcben@sbcglobal.net.

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Notable Quotes

Social improvement is attained more readily by a concern with the quality of results than with the purity of motives.— Eric Hoffer

There's always room for improvement, you know—it's the biggest room in the house.—Louise Heath Leber

Values are tapes we play on the Walkman of the mind: any tune we choose so long as it does not disturb others.— Jonathan Sacks

Check Out the APICS Career Center Online

Whether you are in the market for a job or just want to keep your options open, you'll want to search the APICS Career Center for available jobs, or to post your resume...the perfect fit could be waiting for you!

http://www.apics.org/CareerCenter/careercenter_gateway.htm

And don't forget that APICS is a great place to network with the employees of the region's leading employers. Not only can you mix, mingle, and network but you also receive valuable professional development information. A job opportunity can be discovered anywhere, don't miss the chance to find one through your own local network

APICSacramento Job Opportunities Notes



Are you seeking another job or career change? Don't forget to check out the APICS-Sacramento Job Opportunities located at <http://www.apicsacramento.com>. You can also find national job opportunities by checking out the national APICS web site located at <http://www.apics.org>.

There are also many companies, consultants, and career counselors who can assist with items such as: resume writing, cover letters, interviewing skills, negotiating skills, as well as personal goals and objectives. Check out the yellow pages under Career or Vocational for this type of assistance.

Certification Maintenance Notice

If you earned your CPIM before 1999, you must submit a maintenance application by the month of your original certification. Find out more at <http://www.apics.org/Certification/Maintenance/maintenance.asp>. If you would like a handy spreadsheet to calculate your point, go to our web site www.apicsacramento.com and scroll down to 'certification maintenance' and put "certification maintenance" in the subject. Don't delay! Once the deadline passes for you, you must earn additional points to regain your certification status.

APICS Webinars

Get Tangled in Our Web of Education

APICS is pleased to announce the latest development in training and education—APICS Webinars. Each APICS Webinar lasts approximately 60 minutes and features educational discussions, case studies, and a Q&A period. All you need is an Internet connection and telephone to participate. Invite your colleagues to join you. As an added benefit, you will receive a CD-ROM of the presentation after the event.

Upcoming APICS Webinars

View a list of upcoming APICS Webinars topics and dates. Go to <http://apics.webex.com> for quick and easy access to the latest information on future topics, dates, and presenters.

Registration Information

To register for an APICS Webinar, visit and select Enroll.

Archived Events

Were you unable to participate in an APICS Webinar? Each APICS Webinar is archived and available for \$99 per viewing. Visit <http://apics.webex.com> and select Recorded Events on the left navigation bar to view an archived APICS Webinar. The archived APICS Webinar begins at time of purchase.

CPIM and CFPIM designees: Earn one professional development point toward Certification Maintenance by participating in an APICS Webinar.

APICSacramento Board Members

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APICS Society		800/444-APIC	Web site: www.apics.org
Chapter Voice Mail:	916/650-8660	Chapter Website:	www.apicsacramento.com
Chapter mailing address:	APICS Sacramento Chapter PO Box 13249 Sacramento, CA 95813		

Ask APICS Industry Hotline

When APICS members need reliable operations management information to help make business decisions, the Ask APICS Industry Hotline is available to assist with their research needs. The hotline is organized by APICS in conjunction with the Rochester Institute of Technology. Contact Ask APICS by phone at (585) 475-2098, by fax at (585) 475-5240, or by e-mail at apics@rit.edu. Hours of operation are Monday-Friday, 8:30 a.m. to 2:30 p.m. ET.

Upcoming APICS Webinars

Improve Lean Implementations with Data Flow Management

10/12/2005, 2:00 pm EDT
Presented by Russell M. Field,
Process Analyst, Boeing
Commercial Airplanes
Level: High-level overview



Materials Management Certification Program
Supply Chain Management Certification Program

Prepare for the APICS CPIM exam while earning an academic certification from CSUS. Please contact Carla Vincent at vincentc@csus.edu or (916) 278-4524 or visit www.cce.csus.edu and look for Business Operations under Courses & Programs. Each of the six Materials Management courses and the seven Supply Chain Management courses are offered once each year. Please call (916) 278-4433 to register.

All courses are held at CSUS Campus, Sacramento on Tuesdays and Thursdays. Dates and times are subject to change. Please visit www.cce.csus.edu for up-to-the-moment course schedules.

SCHOOL IS BACK IN SESSION

<p>Basics of Supply Chain Management September 19 – October 19, 2005 Monday & Wednesday evenings, 5:30 – 8:30 p.m. \$529* 3.0 CEUs</p>	<p>Master Planning of Resources November 2 – December 5, 2005 Monday & Wednesday evenings, 5:30 – 8:30 p.m. \$449* 2.4 CEUs</p>
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Now is the time for you to start working towards your certification in Supply Chain Management. For more information on these and other certificate program courses, contact ccebusiness@csus.edu . To register, please call (916) 278-4433.

*APICS members receive a 10% discount

Speaker’s Bio: Karen O’Brine
Vice President, Human Resources & Corporate Development

Ms. O’Brine joined Transhumance, Inc., dba Superior Farms, in May, 1996, working through successive positions in administration and general management, assuming responsibilities as Corporate Human Resources Manager in October, 1998. In June, 2005, she assumed her current role of V.P. of Human Resources and Corporate Development.

Superior Farms is the leading producer and manufacturer of lamb and veal in the United States. Superior Farms is proud to be an employee-owned company having founded their Employee Stock Ownership Plan in 1991. Ms. O’Brine currently acts as a Trustee and Board of Director for the company and is responsible for managing and maintaining the company’s retirement accounts.

She has corporate-wide human resources oversight for all Superior Divisions, which are currently located in Davis, Dixon, Los Angeles, Denver and Boston. In addition, Ms. O’Brine oversees corporate development activities including legal, strategic planning, executive coaching and employee training and development programs.

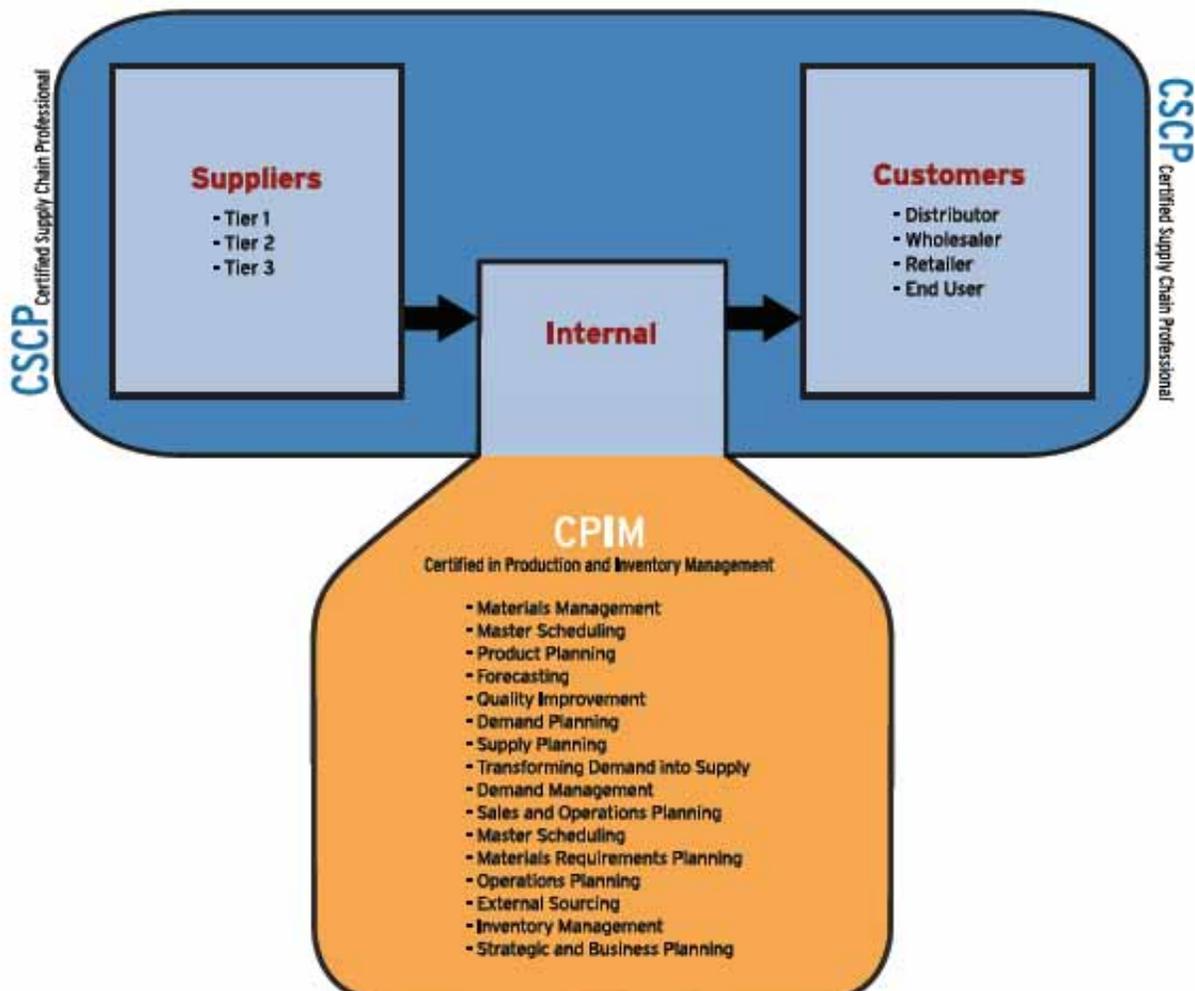
APICS Certifications Professional Advancement through Education

APICS The Association for Operations Management is the global leader and premier source of the body of knowledge in operations management. APICS' certification programs are recognized worldwide as the standard of professional competence in production and inventory management and enterprise resources management. On March 8, 2005, APICS announced the expansion of its certification programs with the development of the new industry certification—APICS Certified Supply Chain Professional (CSCP) designation. With the addition of the CSCP designation, APICS enhances its validation of the disciplines within operations management, specifically production, inventory, and supply chain management, and the integration of operations within the enterprise.

The APICS Certified in Production and Inventory Management (CPIM) certification provides a common platform for individuals to evaluate their knowledge of production and inventory management. CPIM focuses primarily on manufacturing and provides an in-depth view of materials management, master scheduling, production planning, forecasting, and quality improvement within the confines of the operation. Building on the depth of the CPIM knowledge, the CSCP certification will take a broader view, extending the CPIM knowledge outside a company's internal operations to encompass all the steps throughout the supply chain—from suppliers through the company to the end consumer—and how to effectively manage the integration of these activities to maximize a company's value chain.

Candidates in both the CPIM and CIRM programs should definitely continue to pursue their APICS certifications. The three certifications (CPIM, CIRM, and CSCP) are completely separate and distinct programs that concentrate on specific disciplines in the field of operations management.

CSCP/CPIM Educational Relationship



CBA On Line Job Board

The CSUS Office of Student Affairs recently launched an online Business Job Board and it has been an overwhelming success. They have had numerous employers already post their positions and hundreds of students have accessed the site. If you have a position you would like to post student assistants/TA) or have business colleagues who would like to hire business students please share this link with them. The new program will meet the employer's needs while providing internship/employment opportunities in the community to CSUS business students. The new on line Job Board can be accessed at: www.cba.csus.edu/bjb Please log in and follow the directions to post your current or any future positions. If you have any questions, please feel free to contact CSUS office.

Carol Downey
Office of Student Affairs [Tahoe Hall, 2065]
College of Business Administration
California State University, Sacramento
916 | 278 | 5875 [Tel]
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www.cba.csus.edu/Student_Affairs

Message from the Asst. VP Education (cont.)

(Continued from Page 2)

Supplier's Suppliers: parents, pre-schools, elementary and middle schools.

Considering the varied "values" expected by members of the supply/value chain, it is clear that managing the system will require effective and efficient use of information, communication, cooperation and trust. Some of these elements currently exist. For example, many courses used to satisfy University general education and major requirements may be satisfied at Community Colleges because an articulation agreement has been established that states the cross-institutional equivalency [communication, cooperation]. Other elements are not fully developed, such as the lack of complete development of an electronic data interchange (EDI) system that would permit transmitting transcript information between campuses [information, communication].

The current development of the education SCM communication and partnerships between the University and its suppliers primarily exist on a one-to-one basis. To successfully apply the SCM concept to the higher education system, four specific strategies could be considered:

1. Implement a systematic process to help the University's suppliers--at all tiers--to understand the needs and expectations of the University's end users. This will involve establishing direct communication and feedback among all of the members of the supply chain.
2. Develop long-term partnerships among the key supply chain members. The end users' expectations must be met by a coordinated system of courses and related opportunities that develop each student's abilities to the desired level.
3. Establish a comprehensive, multi-level communication network between each link of the supply chain. This multilevel communication would help to improve educational outcomes along the supply chain by involving everyone who has a role in the educational process.
4. Develop information technologies to create an integrated electronic information system among the supply chain members.

A number of initiatives are being considered to improve the educational system. A prime example is the high school exit examination that is being considered for implementation in California's high schools. Considering such an initiative within the theory/practice of supply/value chain management would help to establish the need and the purpose of such an examination. Outcomes must address the desires (needs) of the end users—thus they should be consulted in establishing the content of the exams. High schools must deliver quality products—hence they need to “rework” the education of those who fail, and they must use the exam results to analyze their systems for continuous improvement. Assessment/improvement processes such as this are precisely what SCM is all about.