
Practice Periodical



It was Sunday night following the 2014 ASEM IAC. “Strung out from the road”, I was having trouble sleeping.

About 3:00 AM, I started reflecting on my new role as ASEM president. I was struck with

the thought that we don’t talk. You and I. We just don’t have a forum for talking. I was wondering about ways that I can listen to you? And ways that you might hear me? Of course I get platform time at the IAC. But that is specifically focused and one-way. Yes, there are the opportunities for those hallway conversations at the IAC. There are the few moments before the sessions start or after they end. But we really only seem to exchange snippets relative to some issue or challenge regarding the society. Small stuff mostly. Can we really discuss the state of the society in those brief interactions?

I wish for more time to spend with you. I would like to talk and learn. I want time so that we could dialogue on growing the membership, sharing ways to increase member value, and learning from each other how best to retain members, old and new. I want to hear from you how the two of us can find ways to grow ASEM as the society that speaks for the engineering management profession across the globe. What can you, and I, do to develop 21st Century leaders within our membership for the society and for the world?

But why limit that to you and me? You and I probably have daily opportunities during conversations with colleagues, students, and business associates to discuss ASEM, its functions and mission, every day. If we just talk. To each other. If we spend a moment learning each other’s professional needs and ambitions. If we just ask others to join with us. So that together we can increase our membership, add value in being a member, and encourage members to stay with

ASEM. We can do more when we grow more. We just have to talk.

You talk. I’ll listen. Call. Email. Snail mail. What can I do to grow ASEM? What can you do to grow ASEM? Numbers. Value. Retention.

It may be trite, but, “together we can do more.” For you. For ASEM. For engineering managers around the world.

And if we could find time to talk, I would say thank you for the opportunity to serve as ASEM President. I would tell you that already, I have found a new appreciation for the spirit and energy you bring to the ASEM. We could talk about how you encourage me. We could talk about how you challenge me. I could explain to you how grateful I am that you are part of ASEM. And, I would close our conversation with the request to please join me in growing the Society as the voice for engineering management around the world. Numbers. Value. Retention. And then I could sleep at night.

Gene Dixon, PhD, PEM
2015 ASEM President

Rank does not confer privilege or give power. It imposes responsibility.

~ Peter F. Drucker

We have moved!

ASEM World Headquarters has recently moved to the University of Alabama Huntsville SMAP Center.

The new contact information for ASEM is:

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WELCOME OUR ASEM FELLOWS

Congratulations to the three new ASEM Fellows who were announced at the 2014 Conference. The Fellow Award is a distinction reserved for those ASEM members who have made significant contributions to the Engineering Management profession and our society for years.



Beth Cudney

Dr. Beth Cudney, Associate Professor at the Missouri University of Science and Technology, has excelled in both the academic and “real world.” She has made contributions in not only scholarly research but also application-based research in healthcare and the automotive industry. She is a 6^σ Black Belt, ASQ Fellow, and winner of the ASQ Feigenbaum Medal. In ASEM Beth has served in many roles; most recently she just completed her role as ASEM President. In that role she helped the society grow and mature. She improved society operations by focusing on documenting processes and organizational structure. Beth has demonstrated a clear talent for identifying and engaging volunteers and leaders to serve ASEM but is always willing to pitch in as well. As described by one of her colleagues, Beth is the type of person who GETS STUFF DONE. She is the author of four books and over 40 journals articles related to quality engineering and continuous improvement. She is an Associate Editor of EMJ and is serving as a co-editor of an upcoming special issue on Healthcare Systems Engineering.

Don Kennedy

Dr. Don Kennedy has had a long-standing presence in the ASEM community. Don has been a successful engineering manager, project manager, and consultant for decades, leading projects up to \$20 million and consulting on multi-billion dollar projects. He is one of the most popular speakers at ASEM and is a gifted communicator, with a wicked sense of humor, who thinks analytically about his experiences and what he and others can learn from them. His experiences, both broad and deep, are documented in his book, *Flogging the Innocent:*



Higher Profits / Great Ethics / Enjoyable Work, which according to Ted Eschenbach (founding editor of the Engineering Management Journal), should be required reading in every project management course. Don is also a past recipient of the Eschenbach Award, which recognizes the best overall paper each year in the Engineering Management Journal.



Rafael Landaeta

Dr. Rafael Landaeta is an Associate Professor at Old Dominion University in the Department of Engineering Management and Systems Engineering. Rafael’s research and application work with industry has concentrated on knowledge and project management, and he has worked across a breadth of organization types. Rafael has served an Associate Editor for the Engineering Management Journal for many years and also organized special issues in 2005 and 2008. He has been the Old Dominion University faculty advisor of the Engineering Management Honor Society since 2004. Rafael is very familiar with all aspects of putting on the International Annual Conference. For the 2012 conference, he was responsible for the logistics of hosting the conference in Virginia Beach as well as for the technical program. Under his leadership, ASEM instituted a track chair structure and began using an online submission system for conference papers. He was part of the critical transition to a new conference organizational structure with staggered distributed leadership roles designed to provide continuity roles and the ability to grow the conference. When the society needed a location for the 2014 conference, Rafael and ODU stepped in to host the IAC again in Virginia Beach and he again chaired the host committee, enabling us all to enjoy this beautiful venue once more.

GUEST COLUMNIST

My job as... a consultant

By: Trish Simo Kush

What is a typical day for you as a consultant?

This is one of the key elements to consulting; flexibility! There are days where I get an early start - maybe to catch my stakeholders or to finalize something for the day - and other days where I stroll in after I've spent time at the gym.

Different assignments cause the variation as well. Some days I check and reply to email before I've left the house. Other days I might come home and continue my work well into the evening. Some clients are comfortable with remote work hours and others are not; it really depends on them.

Generally, as a consultant, you do what's required. It may be a high level meeting with key business owners or it may be a working session with 3-4 other team members in a conference room for a few hours. The project schedule dictates the 'what' and the 'when.' It can be quite chaotic and is not recommended for people that need a lot of guidance and structure.

What do you like best about being a consultant?

Flexibility, as mentioned above, is important. I also like that I have to be sharp. There's only so much market share for old technologies! You have to be able to adapt and think on your feet.

You also need a thick skin, as some folks like to create adversarial situations between consultants and client employees. There is a fear that consultants are brought on to steal jobs, when often our work actually creates new opportunities for the client.

I also like the fact that nothing is forever. If the situation is not to your liking, it's purely temporary. You never feel as if you're stuck in a dead-end position.

Trish Simo Kush can be reached at:
[LinkedIn](#) or Twitter: @TSimoKush

ASEM 2015 INTERNATIONAL ANNUAL CONFERENCE (IAC)

Driving Change:

An Engineering Management Imperative

Hosted by Rose-Hulman Institute of Technology
Alexander Hotel, Indianapolis, Indiana, USA
October 7th – 10th, 2015

The ASEM 2015 IAC Technical Program Committee invites abstract submissions for the 2015 International Annual Conference of the American Society for Engineering Management. The ASEM International Annual Conference is a peer reviewed, present-to-publish conference. Membership in ASEM is not mandatory, and nonmembers are cordially invited to submit contributions. Papers and presentations are requested in traditional and emerging areas of engineering management, including, but not limited to, the 11 domains of the EM body of knowledge.

New to 2015 IAC: Industry Track

The industry track invites submission of papers, or optionally presentations only, on engineering management topics directly relevant to industry. Interested speakers may submit an abstract, and either a paper or one-page description of the planned presentation. Presentation time is 30 minutes each.

Abstracts for both research and industry track due on **March 2nd, 2015**. For Call for Papers and to submit abstract, go to [ASEM 2015 IAC Site](#).

For more information on submission and conference technical contents, please contact our technical chairs:

Dr. Suzanna Long, longsuz@mst.edu

Dr. Ean H. Ng, ean.ng@oregonstate.edu

Dr. Alice Squires, alice.squires@wsu.edu

For more information on hosting and sponsorship, please contact our host chairs:

Dr. Craig Downing, downing@rose-hulman.edu

Dr. Eva Andrijcic, andrijci@rose-hulman.edu

ASEM 2015 AWARD WINNERS

Congratulations to the following universities...

Missouri University of Science and Technology - Student case study competition award winner

United States Military Academy (West Point) - ASEM Founder's Award for undergraduate program leadership

Old Dominion University - ASEM Founder's Award for graduate program leadership

Missouri University of Science and Technology - ASEM Founder's Award for a Student Chapter

Congratulations to the following individuals...

Eschenbach Award – Best Engineering Management Journal Paper in 2014

William J. Schell and **Sandra W. Kuntz**
Paper entitled "*Diving Change from the Middle: An Exploration of the Complementary Roles and Leadership Behaviors of Clinical Nurse Leaders and Engineers in Healthcare Process Improvement.*"

Merl Baker Award – Best Student Paper at 2014 International Annual Conference

Joshua L. Wallick, Old Dominion University
Paper entitled "*Bosses Without Borders: A Systemic Framework for Considering Current Leadership Models and Their Alignment to Organizational Needs in the Knowledge Era Economy*"

Franklin B. W. Woodbury Special Service Award

This is an award for individuals who have made exceptional service contributions to ASEM. The 2014 winners are:

Toni Doolen for service as co-editors of the Engineering Management Journal

Eileen Van Aken for service as co-editors of the Engineering Management Journal

Franklin B. W. Woodbury Special Service Award (Cont.)

Ean Ng for service on the IAC Technical Committee and serving as co-editor of the *Practice Periodical*

Rafael Landeata for service as chair of the IAC host committee

Kim Needy for service as acting executive director of ASEM

Thank you all for going above and beyond.

The ASEM's Meritorious Service Award

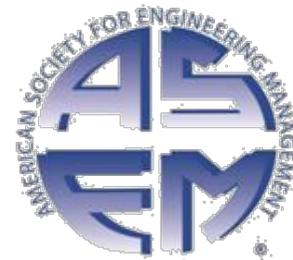
Suzanna Long and **Ariel Pinto** for their contributions to a successful 2014 annual conference.

ASEM Scholarships for Aspiring Engineering Managers

Will Hamel, Montana St. University, Bozeman
Chi Chan, University of Arizona, Tucson

AMERICAN SOCIETY FOR ENGINEERING MANAGEMENT

The society that speaks for the engineering management profession across the world



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