

# Stout Outlook

News for Stout Alumni,  
Parents and Friends

Winter 1997  
UW-Stout Alumni Association

## Bud's Big Day

### University dedicates Micheels Hall



**M**icheels Hall, a new \$8.1 million facility was formally dedicated in September. The facility is named in honor of William J. Micheels who, between 1961 and 1972, served as president of what was then Stout State College and Stout State University. Micheels and his wife, Betty, were honored at the ceremony.

Micheels headed the university during one of the most tumultuous times in higher education, characterized nationally by both unprecedented growth and campus unrest. During his presidency, enrollments soared and an ambitious building program was launched.

During his inaugural address, he pledged to make liberal arts an integral core in the education of Stout students, in keeping with the philosophy of the school's founder, James Huff Stout, who believed in educating "the whole student." He also envisioned an art program that would serve as a bridge on the campus between technology and liberal studies. Today, the College of Arts and Sciences is the largest academic unit on campus, and the department of art and design is the largest in the state.

Micheels is a 1932 graduate of Stout. He later received his master's and doctorate degree from the University of Minnesota. Before returning to Stout as president, he was chair of the department of industrial education at Minnesota.

Micheels Hall links Jarvis Hall and the Applied Arts Building. It houses an art gallery, a general access computer lab and other educational facilities.

The Micheels' were presented with a plaque commemorating the event and delivered a response.



President Emeritus  
William J. "Bud" Micheels  
and his wife, Betty.

### Distance Learning

Students from all over the country (*even the world*), can take Stout courses in the comfort of their own home.

Page 2

### Foundation Launches Packaging Campaign

Project seeks to provide new equipment and maintenance, and add to teaching capability.

Page 5

### Association Gets New Leadership

A new board president and alumni director are among changes in leadership for the Alumni Association.

Page 8

# University News

## Breaking Barriers

### UW-Stout pioneers new technology for education

A new technology that will change the face of education worldwide is being pioneered at UW-Stout.

UW-Stout is the first school in the nation, in fact in the world, to offer classes using Lotus Learning Space. "What we're doing with distance education is comparable to, if not better than, any other university in the entire country," stated Joe Holland, professor in UW-Stout's hospitality and tourism department. "Because of our track record using Lotus Notes, we (Stout) were invited to be part of a pilot project," Holland said. "And now we are the first school to use the Web Enabled Version of Lotus LearningSpace."

Holland said this enables students to gain access to the class using any computer. Previously, a student had to be on a computer that had Lotus Notes software.

What this means to students or prospective students, anywhere in the world, is that it is now possible for them to sit in the comfort of their own homes and take university "asynchronous" learning classes, offered via computer, from anywhere in the world.

Parking is not a problem. Nor are snowstorms, subzero temperatures, illness, disability, age or great distances.

Asynchronous learning is part of a new jargon created by the computer technology explosion. Simply put, it is a conversation between professors and their students that doesn't take place in person or all at once, but rather as students logon to the computer and respond to what they see and read.

UW-Stout's hospitality and tourism department's asynchronous learning project is made possible by a grant from the Alfred P. Sloan Foundation. It is designed to research and implement distance education using the World Wide Web, Lotus Notes and various distance learning technologies.

UW-Stout project team members—James



Buergermeister, Randall Upchurch and Holland—have developed and are currently offering six classes through this program. Lectures are presented online from UW-Stout professors as well as from experts anywhere in the world. Lectures are followed by online discussions. Whereas lectures in the physical classroom typically last an hour or two, in the virtual classroom they can go on for weeks. There are no statistics on how many online classes are being offered throughout the world via the Web, but new courses are being added all the time.

According to Holland, some individuals have questioned what will happen to traditional classroom

learning with this new phenomenon. Holland doesn't believe it will ever replace the classroom and the stimulation of being with other students. However, it will make classes more accessible to physically challenged students, older students or those who may miss classes due to illness.

"The students may learn even better," Holland said, "because distance learning can adjust to any learning style and time frame." Holland noted that a student who is ill one day is still able to get that information and can also take as much time as necessary on any one particular lesson.

It is often easier for the instructor as well. Holland said that when he was in Philadelphia recently, he was still able to teach his class from there and was available to students via computer. "It also gives me the opportunity to have additional experts contribute to the class from wherever they might be," Holland said.

Holland believes the potential for discussion is better on the computer, noting that some extroverted students may take up much of a class period, but that this way, bright students who want time to think before they participate are able to do so.

Students may give their name and information about themselves, even a photograph, or they can remain anonymous and still participate. "It breaks down barriers such as gender, appearance, physical ability or age," Holland said.

Students can view classroom presentations on their computer screen and print them; it is not necessary for professors to reproduce numerous handouts; a retired person may audit a class from home; a wheelchair-bound person does not have to leave the house.

It does change the traditional classroom—and some students may very much need that change.

**"The students may even learn better, because distance learning can adjust to any learning style and time frame."**

**Holland**

## Cultural immersion:

### Students cast for understanding at "Lake of Fire"

Lake of Fire. Lac du Flambeau. That's what French fur traders called the northern Wisconsin area where flaming torches burned on crystal lakes as the Ojibwe speared fish at night.

And for 10 days during summer, UW-Stout hosts students from around the state on this northwoods "campus," this 12-square-mile Indian reservation which encompasses 150 lakes and parts of three counties. This educational experience includes touring the reservation with tribal land management and forestry staff; discussing tribal issues with tribal personnel; attending Bear River Pow-Wow and listening to community members share experiences and stories; and hearing Ojibwe teachings in the teaching lodge at Waswagoning, the traditional Ojibwe village built on the shores of Moving Cloud Lake. Students process daily events together at evening campfires.

"Cultural immersion" is how Bea Bigony (anthropologist) and Jill Stanton (multicultural education), instructors for the course, characterize the experience. The two developed the "Ojibwe Lifeways" course with the aid of a grant from the UW System's Institute on Race and Ethnicity. "It's the only ongoing course of its kind that we know of," Bigony said. Students actually live on the reservation for 10 days and are in class and interacting with Lac du Flambeau community members for a minimum of 90 hours.

Bigony and Stanton note that objectives of the course

are to place students in a culturally rich learning environment where they can learn about and experience Ojibwe life, getting a flavor of traditional life, but focusing on present life in a tribal community. Bigony and Stanton become facilitators for the teaching which is essentially done by tribal members. The instructors say they have been overwhelmed by the generous amount of time tribal members are willing to give students. Stanton and Bigony stress that the critical element of the course is the use of community personnel resources. "It would not be possible to teach this course in a university classroom," Bigony said. Apparently the combination of the instructors, the tribal leaders, the reservation and the students is a good one.

"Students learn about themselves as well," said Char Hockings, the one Lac du Flambeau resident to take the class. "Students sometimes find they have prejudices they didn't even know existed. People seem to come away from the class with a different attitude, with more empathy and understanding."

"Students soon find out that they have stereotypes that don't fit as they get to know the Indian people as fellow human beings," Bigony said.

Public school teachers and personnel, including school staff from the nearby Woodruff/Minocqua area, and undergraduate Stout students have been among those to take the class. "As these students learn about Ojibwe life, they see how poverty, racism, prejudice and

discrimination impact on reservation life," Bigony said.

"My eyes and heart have been opened, and I have a new understanding and support of Native Americans," said student Jim Moe, an elementary school principal. "According to the legend, the one thing that the man animal was given was the ability to dream. Could it be that one very important step in the Ojibwe regaining their heritage is their being able to again cause their children to hope and dream?"

"Many students have been powerfully impacted," Stanton said. "They are touched deeply emotionally. There are often tears at the end, and students find it to be a life-changing experience. Their world view is altered."

"Building relationships with Indian people helps students examine the diversity of values, lifestyles and spirituality across cultures," Bigony said.

Jeff Peterson, a student in the class and a junior high teacher, said, "Generosity, thankfulness and respect seem to be three salient characteristics of the Ojibwe culture. The dominant culture would do well to observe and emulate the ways traditional Ojibwe people relate to their elders, their youth and their environment."

"We're building relationships," Bigony said, "and building relationships builds bridges."

The class will be offered this summer from July 6-16. Persons wanting more information may contact Bea Bigony at 715/232-1503 or Jill Stanton at 715/232-1622.

**"Students sometimes find they have prejudices they didn't even know existed. People seem to come away from the class with a different attitude, with more empathy and understanding."**

**Bea Bigony**



# Patent awarded for biodegradable end caps

Tennis balls. Parmesan cheese. Pringles. They all come in containers that are not exactly environmentally friendly. The end caps are usually plastic or metal—or both.

Industrial management professor Chuck Yost and some of his students, along with the Board of Regents, were recently awarded a U.S. patent which could change that. The “rotational and vibrational process for molding cellulosic fibers” produces end caps that are made entirely out of paper and are biodegradable.

“They are just as effective in sealing a product and cost less to produce,” Yost said, “and of course they are better environmentally.”



Chuck Yost, industrial management, shows the end caps that were developed by students in his classes. The end caps are made of paper and are biodegradable.

The industrial management department received \$120,000, half from a Wisconsin packaging company, and that was matched by the Solid Waste Council of the State of Wisconsin, to work on the project. The packaging company anticipated needing 100 million parts. “The research was done based on that need,” Yost said.

It took two and a half years and cost \$12,000 to obtain the patent, according to Yost, because of the intricacies involved. Although the packaging company has since withdrawn from the project, Yost, an environmentalist himself, believes there is a definite need and market for such a product which is both economical and environmentally correct.

The dry paper molded parts come from what other manufacturers consider refuse, such as trimmings from disposable diapers, according to Yost. “They consider it garbage, but it makes the best parts,” he said. “It’s paper that reconstitutes under pressure.”

Currently, Yost is looking for customers. “Having a patent helps because people who are seeking innovative ideas in manufacturing look through patents,” Yost said.

Yost is just as proud of the students who worked on the patent as he is of the product itself. “The important thing is that the students did it all themselves, with guidance,” he said. “The Stout way of learning is by doing—because it works. It is knowledge that stays with the students.”

## A Tribute to Bud Micheels

Last fall we had the pleasure of honoring Bud and Betty Micheels at the dedication of Micheels Hall, a fitting tribute to Bud’s contribution to Stout as its fourth president.

Of course we are excited about this wonderful new facility, with its expansive art gallery and state-of-the-art general access computer lab. But we are also given the opportunity to reflect on its symbolic significance.

The building links the Technology Wing of Jarvis Hall to the Applied Arts Building. But the Micheels legacy also is marked by a link between liberal arts and our specialized majors. This link is a vital part of our special mission and a distinction that makes us a quality institution.

Many people who are not familiar with Stout are amazed to learn that our College of Arts and Sciences is the largest academic unit on campus. This is because arts and sciences play a vital role in each and every one of our majors.

Our faculty in the College of Arts and Sciences have excellent credentials, do outstanding teaching and hold their own as scholars in their disciplines. Departments include art and design; biology; chemistry; English and philosophy; mathematics, statistics and computer science; physics; social science; and speech communication, foreign languages, theatre and music.

Bud Micheels was also responsible for another vital aspect of the university: he started the Stout Foundation. From its modest beginning, the foundation has grown to be a vital source of support for our institution and its programs. It has raised virtually millions of dollars which have gone to preserve quality and innovation not fully funded by the state. You will see in this issue of Outlook how the foundation has been involved in a variety of important projects, including a newly launched packaging campaign, an applied math campaign, a new manufacturing chair and an ever-growing scholarship program.

Bud Micheels can be proud of these achievements, knowing they will continue to grow and will always remain exceedingly important for Stout.

### Chancellor’s Message



Charles W. Sorensen

**The Micheels legacy also is marked by a link between liberal arts and our specialized majors. This link is a vital part of our special mission and a distinction that makes us a quality institution.**

# Examining crime at Mall of America

If you plan to do any of your shopping at the Mall of America, you’ll be one of 40 million visitors to “The Mall” per year, according to research conducted by Leland Nicholls, director of Wisconsin Institute for Service Excellence, department of hospitality and tourism. And you’ll be safer from crime at the megamall than in other areas of comparable size.

Nichols, along with Reyes Garcia, a Stout graduate, compiled the work, “Crime in New Tourism Destinations: The Case of the Mall of America,” which was recently published in an international journal.

The Mall of America was chosen as a focus for the study, Nichols said, because it is the largest single shopping area in the country with 4.2 million square feet. That’s four times larger than the average super regional mall.

For that reason, the Mall of America has become a major tourist destination. In fact, the American Automobile Association ranked the Mall as the third largest tourist attraction in the United States, according to Nicholls. In one year, more than 12,000 organized groups and 400 Japanese groups visited the facility.

Nicholls’ research notes that when a national airlines

offered a low-cost, same-day airfare to spend one day shopping at the Mall, 14,500 travelers from 42 U.S. cities used the service. Additional international travelers took advantage of two similar special packages.

Other interesting Mall facts noted in the work include:

- The Mall is big enough to hold 32 Boeing 747’s
- Seven Yankee Stadiums would fit inside the Mall
- More than 20 St. Peter’s Basilicas in Rome would fit
- Total store frontage is 4.3 miles
- There are more than 400 stores, 45 restaurants, nine night clubs and 14 theater screens in the Mall

However, as is becoming increasingly true in most large tourist areas, the safety and security of tourists is of great concern. The first White House Conference on Travel and Tourism, held in 1995, called it one of the greatest challenges to the potential growth of such areas. The primary topic at the First Global Research and Travel Trade Conference held in Sweden in 1995 was “Security Risks in Travel and Tourism.”

Crime rates typically increase with the growth of an area, and Garcia and Nichols found that the Mall of

America area was no exception. However, they found that crime calls from the Mall account for less than 11 percent of monthly crime calls in Bloomington, Minn.

Nicholls said that when comparing crime indexes of other cities (*the Mall is Minnesota’s third largest city on weekends*), the Mall has a much lower crime rate than other places of comparable population.

A police station in the Mall basement with 18 officers could be one deterrent. Also, the Mall employs 100 security guards who eject about 150 people a month, most for “unwelcome behavior.” The most reported crime is disorderly conduct, followed by shoplifting and theft.

But according to Garcia and Nicholls’ findings, the Mall is a comparatively safe place to shop. Nicholls said that he believes the headlines in the media have magnified the actual problem. He said the Mall garners more press because of its high profile.

According to Nicholls, while you may be rubbing elbows with thousands of shoppers from virtually all over the world, you’ll still be in a relatively safe environment.



**The American Automobile Association ranked the Mall as the third largest tourist attraction in the United States.**

# Making News

## People You Know

**Esther Fahm**, associate vice chancellor at UW-Stout, was honored as an exemplar of commitment to educational excellence through diversity at the Women's Studies Conference held in October at UW-Superior. The University of Wisconsin System Office of Multicultural Affairs requested nominations, from UW System campuses, of women of color who have historically advocated for women and have created positive changes at the institutional level. In receiving this award, Fahm was recognized for her leadership in advancing the agenda of women, and for promoting positive change for multicultural student recruitment and retention.

**Cynthia Jenkins** has been appointed director of Admissions at UW-Stout, university officials announced. Jenkins recently completed a one-year appointment as interim director; she was previously associate director with responsibility for school relations. As director, Jenkins is in charge of admitting all undergraduates to the university as well as working with prospective students and their parents, and secondary school guidance counselors and principals.

**Retirees honored:** Chancellor Charles W. Sorensen recently honored the following retirees from UW-Stout at a campuswide reception: **Forest Bixby**, academic custodial; **Arlene Cooper**, rehabilitation and counseling; **Bette Hanson**, human development, family living and community educational services; **James Hoyt**, academic custodial; **Joseph Kalina**, power plant; **Jerome Kirsling**, rehabilitation and counseling; and **Cal Stoutdt**, education, school counseling and school psychology.

**Sabbaticals granted:** UW System Board of Regents have approved sabbaticals for 10 UW-Stout faculty members for the 1997-98 academic year. Those on leave for first semester are **Humphrey T. Gilbert**, art and design; **Sharon Nero**, social science; and **Charles Barnard**, psychology. Second semester sabbaticals have been awarded to **Mary Orfield**, chemistry; **Jack Reardon**, economics; **Rob Price**, art and design; and **Robert Schuler**, English. Full-year sabbaticals for 1997-98 were granted to **Hans Timper**, technology; **Kimberly Kluver**, business; and **Jafar Jafari**, hospitality and tourism. Sabbaticals are granted by the board to recognize and enhance teaching efforts and excellence. To be eligible for a sabbatical, faculty members must have completed six or more years, or the equivalent, of full-time instructional service in the system; have not taken a sabbatical during the previous six years; and agree to return to the institution for at least one year following the leave.

## First manufacturing engineering students graduate

Among the 530 students who were graduated in December, were seven students who are making history. They are the very first to complete a new degree in manufacturing engineering from the university's College of Technology, Engineering and Management.

The bachelor of science degree program was initiated during the fall semester of 1994. UW-Stout officials believe it may introduce a whole new chapter at the university, which is more than a century old.

"I sincerely believe this could be a turning point for us," said Chancellor Charles W. Sorensen. "Its impact could be significant."

There are only about a dozen institutions in the world with manufacturing engineering undergraduate programs, and Stout's program is the only undergraduate manufacturing engineering program in the UW System.

"International economic competition is fierce today," said Bob Meyer, professor in UW-Stout's technology department. "Manufacturers rely on trained, dedicated professionals to develop and implement the equipment and production methods they need to keep their leading edge." Meyer said that manufacturing engineers differ from other engineers in that their specialty is not in product design but rather in designing systems that develop products. "We are producing process engineers," Meyer said.

## SVRI reorganizes centers

UW-Stout has announced the recent merger of two centers in the Stout Vocational Rehabilitation Institute. The new center will be called the Assistive Technology and Assessment Center.

This is the result of a merger of the Vocational Development Center and the Center for Rehabilitation Technology, said John Wesolek, executive director of SVRI. "There will be some new capacities and features, and a new operational philosophy which will result from this merger," Wesolek said.

Al Noll, former director of the Center for Rehabilitation Technology, will be the director of this new center. "This merger is designed to result in a more 'seamless' service being delivered to clients of SVRI," Noll said. "It will increase student exposure to the potential of technology to open employment opportunities for participants of the rehabilitation process, especially those with severe disabilities."

One of the new services offered by the center is the Intensive Vocational/Technology Assessment. "This process will allow for the benefits of rehabilitation technology to be considered during the vocational evaluation process," Noll said. "Formal recommendations regarding technology and vocational issues result from this involvement."

Jeb Kaiser will be the manager of vocational evaluation services; Jeff Annis will remain coordinator of technology services; and Michael Lawler will be the coordinator of training.

## Continuing Education office recognized

The Office of Continuing Education/Extension and Summer Session at UW-Stout recently received the University Continuing Education Association/Region IV "1996 Award for Excellence," in the category of Creative Non-Credit Programs, for its innovative new Community-Based Residential Facilities Training Program.

Continuing Education has been offering this 35-hour training program over the past two years for CBRF administrators and staff, who must meet the training requirements contained in the Department of Health and Family Services new Administrative Rule 83.

During this period, Continuing Education has had the only training program approved by the state to meet these training requirements.

## Outstanding research recognized

Robert Schuler has been named UW-Stout's Outstanding Researcher, and the Stout University Foundation Inc. received the Nelva G. Runnalls Research Support Recognition Award.

The awards were presented by UW-Stout Chancellor Charles W. Sorensen during the annual Research Day Awards luncheon held Wednesday, Oct. 16.

Schuler was chosen by a vote of the graduate faculty and principal investigators of extramurally funded projects during the past fiscal year. The Outstanding Researcher Award recognizes individuals for their leadership and significant contributions to research and scholarly activities.

The Stout University Foundation received the Nelva G. Runnalls Research Support Recognition Award for providing support and resources to faculty and staff to pursue their research and scholarly activities.

Schuler, a professor in UW-Stout's English department, has taught literature and writing classes at the university since 1978. He has also offered literature courses for continuing education.

His book of literary criticism, "Journeys Toward the Original Mind: The Long Poems of Gary Snyder," was released by Peter Lang Publishing Inc. of New York in January 1995. He has also published essays on other important contemporary poets including Thomas McGrath, William Witherup and Ralph J. Mills. Their works appear in Schuler's courses.

Since 1986, more than 100 of Schuler's poems have appeared in approximately 35 journals. His work also appears in seven anthologies, including "Inheriting the Land: Contemporary Voices from the Midwest," published by University of Minnesota Press in 1993.

Schuler has been invited to read his works at the University of Chicago, the University of Illinois, St. Olaf College, the Walker Art Center, the University of Nebraska, the Western Literature Association, Moorhead State University, UW-La Crosse, Michigan State University, and many other institutions.

Now serving as a UW-Stout Hormel Professor, Schuler is reading widely in American literature, traveling, and writing poems and essays.

The Stout University Foundation Inc. is a non-profit corporation providing meaningful financial support for a wide range of student, faculty and staff activities at UW-Stout. The

## Innovative resource planning recognized

UW-Stout has received national recognition for commitment to strategic planning and effective allocation of funds.

The American Productivity and Quality Center's Institute for Education Best Practices and the Pew Higher Education Roundtable Program has selected UW-Stout as a "best practice partner" in their Institutional Budgeting Consortium Benchmarking Project.

As a best practice partner, UW-Stout has completed two survey instruments and recently was host to a site visit by APQC sponsors from the University of Connecticut, George Mason University and Santa Fe Community College, along with facilitators from APQC and Stanford Institute for Higher Education Research.

UW-Stout was identified as an organization that is innova-

## NWMOC receives national recognition

The Northwest Wisconsin Manufacturing Outreach Center at UW-Stout has received national recognition for its work with a Rhinelander wood products manufacturer that resulted in a savings for the company of more than \$120,000 per year.

The center project was selected from among more than 40 applications as being "outstanding" in the Technology Transfer category of the National Association of Management and Technical Assistance Centers (NAMTAC) Project of the Year awards competition.

The award was made in conjunction with the organization's annual fall conference with more than 100 attendees present for the announcement. The winner was presented with a special recognition plaque and then given an opportunity to describe the winning project to the audience.

During a period from April through early November of last year, NWMOC provided a total of nine technical assistance projects to Marplex Inc., a wood products manufacturer spe-

## Board of Regents meet at Stout

The meeting of the UW System Board of Regents in October on the UW-Stout campus provided an opportunity for the university to highlight its outstanding academic programs and achievements by faculty and students, Chancellor Charles W. Sorensen said.

The Regents were at UW-Stout Oct. 10 and 11.

foundation was founded in 1963 by a group of alumni and friends. It is governed by a Board of Directors which includes alumni, parents, friends of the university, and business and industry leaders.

Foundation resources provide assistive support for the needs and future aspirations of UW-Stout including scholarships, student emergency loan funds, faculty and staff grants, library resources, and professorships and chairs.

The scholarship program began in 1963 when faculty and alumni raised \$200 for two scholarships. This year 325 students will receive more than \$250,000.

Approximately \$50,000 is awarded annually for grants which enable faculty and staff members to research and/or develop new areas of need and interest, such as the application of robotics and automation to the food delivery system; a positive parenting program; application of rehabilitation technology for students with disabilities; and start-up funds to establish a textile cottage industry with women in Columbia.

The foundation provides funding for outstanding faculty as an honor and tribute to the individual's accomplishments. Faculty and staff may initiate special research projects or apply for funds to design new or updated curriculum.

Professorships funded by foundation grants include the G.A. Taft Manufacturing Engineering Professorship; the Maybelle R. Price Professorship; the Evelyn Steenbock Food Science and Nutrition Chair; and the Hormel and Dahlgren Professorships.

Contributions to the Stout University Foundation have provided for the establishment of the Arthur M. Nakatani Technology Center; the Albert Rakstis endowed library fund for manufacturing engineering; and a \$10 million Fryklund Campaign. The foundation was awarded the CASE "Circle of Excellence in Educational Fund Raising" for 1994 and again in 1995 for significant improvement in contributions from all constituencies: alumni, friends, faculty, staff, business, industry and parents.

ive in institutional budgeting and resource allocation. The university was also cited for its strong link between budget and planning, specifically academic program planning. The site visit team was particularly interested in the university's new, more participatory annual operating budget process.

The study culminated with a conference held in November in Houston, where UW-Stout officials shared information.

Other organizations receiving the recognition are Alerjan Inc., Irvine, Calif.; Hermann Hospital, Houston, Texas; Bowdoin College, Brunswick, Maine; Lehigh University, Bethlehem, Penn.; and University of Virginia, Charlotte, Va.

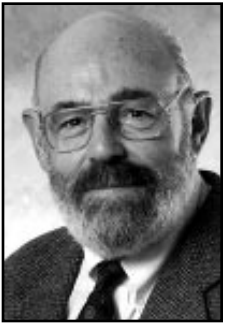
Founded in 1977, APQC is a non-profit organization whose mission is to improve productivity and quality in organizations.

cializing in wood crating and pallets. The projects included training sessions for employees; assistance in developing a Storm Water Pollution Prevention Plan; process improvement; preventive maintenance programs; and a risk control assessment.

As a result, a new infeed system was designed and constructed in Plant 3; a Storm Water Pollution Plan was developed; and cellular layout was implemented in Plant 1. Marplex managers reported that the NWMOC project has resulted in savings of \$120,000 per year, and estimated savings of 20 percent, or approximately \$7,000, per month are generated from less downtime and a more efficient production system.

NAMTAC is a not-for-profit association which provides advocacy, information and a forum to enhance the performance of organizations providing business, economic development, and technical assistance to businesses and communities.

"We were extremely excited for this opportunity which only comes about once in a half dozen years," Sorensen said. "Many individuals and units throughout the campus were involved in planning this meeting. It was an opportunity to showcase us as the truly outstanding university that we are."



Schuler