

# Concurrency



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## Winter 2002

*Formerly  
SOCE News*

The Society of Concurrent Product Development

Strategy, People, Process, Tools, Technology

Volume 10, Number 2

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### **Call for Papers: Journal of Concurrent Product Development**

We are pleased to announce the first call for papers for SCPD's new refereed journal, the Journal of Concurrent Product Development (JCPD). Journal Editor, David Meeker, invites submissions in all core areas of concurrent product development. Here is your opportunity to be published in the first issue of what promises to be a significant peer reviewed journal for product development professionals of all disciplines.

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### **Call for Papers: SCPD '02 Aligning Culture to CPD Principles & Practices**

SCPD's seventh annual worldwide conference, sponsored by our Boston Chapter, will be held May 29 and 30, 2002 in Tyngsboro, MA. Conference Chair, Donald Stewart, invites practitioners, academics, and service providers from a broad range of industries and disciplines to submit papers and workshop topics.

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## Call for Papers



**New**

**Papers are solicited  
in all core areas of  
Concurrent Product  
Development.**

### Journal of Concurrent Product Development (JCPD)

We are pleased to extend this invitation to you to submit a paper for publication in the Journal of Concurrent Product Development. This Journal is sponsored by the Society of Concurrent Product Development (SCPD).

Papers are solicited in all core areas of Concurrent Product Development, including; product strategy, portfolio management, pipeline management, resource management, product design/development, product testing, commercialization, and all aspects of cross functional teams and management. Papers should be clear, concise, and complete with assumptions plainly identified and data presented. Industrial, academic, and case study papers are welcome.

Your paper should be approximately 6000 words (12 pages in the proceedings) and professionally presented. Please note that hard copy submission is required. We will not accept electronic submissions. Please send an email to [David.Meeker@compaq.com](mailto:David.Meeker@compaq.com) informing us about your paper submission. This email should contain the following information:

- Title of the paper
- Names of all authors
- Name of the corresponding author
- Postal address of the corresponding author
- Phone number of the corresponding author
- Fax number of the corresponding author
- Email address of the corresponding author
- Three to five keywords
- Microsoft Word Version of paper to facilitate the review process.

Additional questions can be addressed to  
[David.Meeker@compaq.com](mailto:David.Meeker@compaq.com)

#### Deadlines:

Paper submission deadline for first issue: February 28, 2002  
Papers reviewed and returned to authors: March 30, 2002  
Final manuscript due to publisher: April 30, 2002

#### Mail papers to:

Society of Concurrent Product Development  
P.O. Box 68  
Dedham, Ma. 02027-0068

# RAPID PRODUCT DEVELOPMENT

## Call for Papers

Seventh Annual Worldwide Conference  
 Society of Concurrent Product Development  
 Sponsored by the Boston Chapter



## *SCPD '02: Aligning Culture to CPD Principles & Practices*

### **DETAILS**

#### **When:**

Wednesday & Thursday  
 May 29 and 30, 2002  
 Wednesday: Workshops  
 in afternoon, including  
 Drug Discovery Workshop  
 for Biotechnology  
 Thursday: Conference

#### **Where:**

Boston University  
 Corporate Education Center.  
 Tyngsboro, Mass.

#### **Due Dates for Papers and Workshops:**

January 30, 2002  
 60-word Summary (Will re-  
 ply by February 20).  
 March 22, 2002  
 Full manuscript up to 4,000  
 words, PowerPoint Slides or  
 Workshop Proposal of 500  
 Words.

#### **CONTACT:**

Donald Stewart  
 Conference Chair

#### **E-MAIL**

stdon@mediaone.net

#### **TELEPHONE**

781 788-9813

#### **SCPD**

P. O. Box 4  
 Boston, MA 02456

SCPD is formerly the Society  
 of Concurrent Engineering

**P**roven principles and practices of Concurrent Product Development often conflict with an existing culture. SCPD '02 focuses on aligning the culture to CPD at all stages of implementation, from the first to later ones, as CPD competence matures.

### **OVERVIEW**

The late twentieth century firmly established the principles and practices of concurrent product development. Many companies, including Sun Microsystems and EMC Corporation, are now benefitting from those principles and practices, so that we can confidently say that they work. The evidence is strong enough that SCPD is codifying them in a Body of Knowledge for all to share.

What is a work-in-progress is implementing CPD. SCPD '02 focuses on the cultural alignment needed to break down barriers to CPD principles and practices. Cultural alignment with CPD uses every resource that is product development: metrics, persuasion, processes, management teams, new product development teams, technology, management directives and company politics, among others. The purpose of SCPD '02 is to help you identify the cultural issues and use the resources needed for its alignment. SCPD '02 includes all stages of implementation so that its topics are relevant, whatever your company's success has been to date.

### **SUBMISSIONS**

The conference will have twelve papers on key aspects of aligning culture to concurrent product development. We invite papers from practitioners, academics and service providers from a broad range of industries and disciplines. Papers and workshop topics will be peer reviewed based on the following criteria:

- How the subject helps practitioners align culture to CPD principles and practices
- Usefulness of the subject to CPD practitioners
- How promising new practices like virtual teams, Internet-as-a-facilitator and team-based compensation can support cultural alignment
- Ways to strengthen essential skills for CPD practitioners

#### **Greetings-**

I extend a special invitation to you to present a paper or workshop at SCPD '02, focusing on aligning culture to CPD principles and practices. This is a premier opportunity to gain recognition and to exchange knowledge on the essentials that drive new product development. As a speaker, we invite you to attend the conference and join SCPD at no charge. I look forward to hearing from you.

Please forward this Call For Papers to your colleagues with interests in concurrent engineering.

Sincerely,  
 Donald Stewart  
 Conference Chair

We prefer submissions in electronic format using pdf, Microsoft Word or Microsoft PowerPoint to [stdon@mediaone.net](mailto:stdon@mediaone.net). Alternatively, two paper copies may be submitted to the contact mail address, Attn: Conference Papers, to arrive by the submission dates. Please include name, company affiliation, address, daytime telephone and e-mail address or fax number with your submissions. They will be deleted before peer review.

Based on previous SCPD conferences, we expect at least 125 attendees from 50 or more organizations in industry and academia. Nearly all will have direct responsibilities for new product success, including general management, research and development, engineering, manufacturing and operations, product planning and marketing, finance, quality and personnel. Organizational titles include division and general managers, lead functional managers, program, project and product-line managers and lead contributors, academics and service providers.

### **Focus of Aligning Culture to CPD Principles & Practices:**

- **Identifying cultural misalignment and its effects**
- **Using CPD principles & practices to achieve alignment**
- **Workshops on essential skills for CPD practitioners**

Please Post

## New Dimensions in Multi-disciplinary Thinking

Patrick H. Heggy, Senior Vice President  
Global Foresight Associates

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**Managing Innovation: Multi-Disciplinary Thinking is the Essence of Innovation.** The complex problems of modern technology have engineers working across traditional disciplines and collaborating with other professionals. American Society of Mechanical Engineers commissioned a study (performed by Global Foresight Associates) to see how this is changing the way engineering is practiced and learned. Traditionally, where engineers worked in narrow and specialized areas, they now function in hybrid fields and move seamlessly among several engineering disciplines.

Multi-disciplinary thinking in engineering, the study says, promotes a systems-oriented approach to technology development. This is the essence of innovation and the key driver in the emergence and maturation of such fields as nanotechnology, bioinstrumentation, and micro-electro mechanical systems (MEMS). Such multi-disciplinary approaches promise, declare the study's authors, to set both the context and agenda for science and engineering in the 21st century.

Producing and applying knowledge no longer work within strict disciplinary boundaries. New developments blur these boundaries by relocating scientific and technological work to a problem or systems-oriented approach. The resulting multi-disciplinary thinking is changing how engineering is practiced.

Traditionally trained engineers increasingly work in hybrid fields and disciplines. Mechanical engineers, for example, find themselves in MEMS, robotics, bioengineering, and nanotechnology. These spawn entirely new industries, moving mechanical engineers away from their traditional fields of learning and practice.

New dimensions of complexity, scale, and uncertainty in technical problems put them beyond the reach of one-thought disciplines. Advances with the most impact are born at the frontiers of more than one engineering discipline.

Benefits of multi-disciplinary thinking-and shortcomings of a world that is deconstructed and understood primarily by specialization-have been apparent for several decades. As a framework for research and innovation, multi-disciplinarity traces its roots to the second half of the 20th century when cross-fertilization among the sub-branches of physics, grand simplifying concepts, the emergence of systems theory, and new fields such as biochemistry, radioastronomy, and plate tectonics marked increased activity.

During World War II, formation of labs to solve military problems legitimized multi-disciplinary, problem-focused endeavors and accustomed researchers

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## New developments blur boundaries by relocating scientific and technological work to a problem or systems oriented approach.

During World War II, formation of labs to solve military problems legitimized multi-disciplinary, problem-focused endeavors and accustomed researchers to large-scale collaborative projects. Government support was a strong factor in the new social contract between government and universities.

In the late 1950s, the US Department of Defense funded the first materials research laboratories and by the early 1960s the Interdisciplinary Research Laboratories. International economic competition in the 1970s added pressure for a new technology initiative. National Science Foundation established the Engineering Research Centers program followed by the Science and Technology Centers Program. More recently, we have had the National Nanotechnology Initiative. Increased industry-supported consortia such as the MIT Media Lab and such proprietary efforts as Bell Labs and Arthur D. Little provide evidence that the private sector is firmly committed to multi-disciplinary work.

**Multi-disciplinary Thinking. Think of it as a continuum.** On one side it is team-based. A mechanical engineer working with an electrical engineer to solve a microelectronics problem. The engineers may be working in parallel on the same project, with each contributing his or her own disciplinary expertise to solving the problem. This means a transfer of knowledge occurs.

On the other side of the continuum, multi-disciplinarity refers more to the internalization of knowledge. This happens when conceptual links are developed using a perspective in one discipline to modify a perspective in another or research techniques developed in one elaborate a theoretical framework in another.

In this dynamic, multi-disciplinarity refers to innovation-change-in the means of knowledge application and production. They no longer occur strictly within disciplinary boundaries. New developments blur boundaries by relocating scientific and technological work to a problem or systems oriented approach. Boundaries shift and overlap because ideas and techniques do not exist in a fixed place. Engineers carry them through multiple groups and experiences. It is engineering that engages one or more areas of traditional engineering as well as the physical and biological sciences.

**Drivers of Multi-disciplinary Thinking.** Information technology has done much to drive the new kind of thinking. It transcends specific disciplines and affects the entire science and engineering community. It employs scientists and engineers, enables research and development by allowing advanced modeling and simulation, and facilitates global networking.

IT-driven communication is enhanced by global satellite links and telecommunications connectivity is becoming a ubiquitous feature of the world economic market. On-demand Internet and e-mail access ensures that engineers can function as a mobile international workforce and will be able to tap into a wider range of information systems. Organizations and individuals embracing these tools will enjoy a competitive advantage.

The rise in global commerce and global competitiveness demand that

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organizations speed their product development and marketing cycles and this encourages the creation of multi-disciplinary teams in which diverse professions and specialties engage in simultaneous collaboration. Faster and more diverse IT will improve individual engineers' ability to perform diverse functions or tap specialized knowledge.

The rising economic tide of the 1990s helped promote multi-disciplinary practices by allowing organizations to undertake new, more complex projects. Prosperity and intensified global competition encouraged companies to experiment with nontraditional methodologies and to expect elevated productivity.

Increased outsourcing means that more employees, including engineers, work on a contract basis. Combine this with more rapid job turnover in general and you have careers which include many stops and many organizations. This diverse work experience brings a more multi-disciplinary perspective. Corporate consolidation also facilitates multi-disciplinary perspectives. Remaining employees in a consolidated firm will be linked more closely than when they were employees of separate companies. Engineers with different experiences are exposed to each other, helping generate new knowledge and new understanding. The downsizing which often results releases employees, and when they get new jobs, their networking will be expanded. The mentality of convergence blurs corporate, disciplinary, and intellectual boundaries.

**Research and Development.** More research is being done in centers, in conglomerate settings where all disciplines are needed and in which extra-disciplinary knowledge is at a premium. Knowledge production processes dominate thinking. In the industrial setting, carefully accumulating and exhibiting one's personal knowledge base is the way to success. The current multi-disciplinary environment is driven by increasing returns-the more of something there is, the more valuable it becomes.

Think of knowledge as the product. The more knowledge an engineer brings to the research project, the better his or her ability to share, the more valuable the project becomes. Today's research managers realize that successful management and mining of an engineer's knowledge requires an integrated approach across the major domains of knowledge, whether that involves physics and mechanical engineering, or chemical engineering and computer science or biology. The advantage is in the smooth and friction-free integration of knowledge.

Security no longer rests in organizations, which rise and disappear faster than ever before, but in individual competencies. These multi-disciplinary competencies are mobile and can be a negotiation tool. An engineer cannot acquire and sell a firm's trade secrets, but can leverage his or her experiences and knowledge base across a global market.

Organizations are applying a Minimum Utility Cost analysis to design R&D methods in which utility and capital cost tradeoffs are evaluated. More groups are banding together to get the most out of their R&D dollars. The centers being created are explicitly multi-disciplinary in scope and aim to

promote research in areas that are too complex for any single discipline or group. They address fundamental complex problems of intellectual and strategic importance--key parameters of multi-disciplinary work. Future R&D initiatives may involve multi-use facilities to capitalize on financial constraints. These include research labs that might be jointly owned by many companies, whose science and engineering workforce would then reserve time and facilities space.

Instead of 10 companies each having multimillion-dollar facilities, two or three facilities will be shared and used around the clock, improving the overall efficiency of R&D expenditures. To get the most out of their R&D workforce, these organizations will seek individuals who understand a range of science and engineering principles and processes to ensure that work will be advanced even if a particular expert were not always available. Multi-disciplinary engineers will be premium assets.

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Details: *New Dimensions in Multi-disciplinary Thinking: Issues, Trends and Implications for Mechanical Engineers and ASME*, July 2001, American Society of Mechanical Engineers, 3 Park Ave., New York, NY 10016-5990. Phone: 800-843-2763. Fax: 212-591-7674. E-mail: [infocentral@asme.org](mailto:infocentral@asme.org).

Patrick H. Heggy, Senior Vice President  
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Share your Knowledge • Experience • Success stories • Lessons learned  
Suggestions and opinions.

Concurrency welcomes articles, letters, news items, event notices, book reviews, and other information of interest to product development professionals of all disciplines. For more information or to submit an item for publication, contact Editor, Concurrency, at: [jjcush@ix.netcom.com](mailto:jjcush@ix.netcom.com)

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The editorial mission of EMJ is to provide practical, pertinent information on the management of technology, technical professionals, and technical organizations.

## Add Value to your SCPD membership! Subscribe to the Engineering Management Journal

Through a cooperative arrangement with the American Society for Engineering Management (ASEM), SCPD members may now subscribe, at a special low rate, to ASEM's quarterly Engineering Management Journal (EMJ).

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EMJ provides articles and features related to the management of engineering and technical professionals and of the organizations that rely on them. Practical and pertinent articles and reviews help readers gain insight to and meet the challenges of coordinating the design, integration, and use of new technology in the workplace.

**EMJ focuses on** providing new theories and tools, insightful and innovative applications, and clear descriptions of well-known engineering management principles. Articles are classified as research manuscripts, applied engineering management manuscripts such as case studies and overviews of practice, and management tools such as tutorials, critiques, and opinions. Articles encompass all engineering disciplines.

Several **special issues** have dealt with themes such as TQM, Systems Engineering, and Concurrent Engineering. Article titles in a recent issue on Teams included Project Goals, Team Performance, and Shared Understanding; Support and Commitment Factors of Project Teams; Self-Managing Teams in Manufacturing Companies: Implications for the Engineering Function; Establishing a Change Infrastructure Through Teams; and Teams Alone Are Not Enough.

**ASEM, publisher of EMJ**, was founded in 1979 and today is a major professional organization dedicated to the science and art of engineering management. Like SCPD, ASEM transcends many engineering disciplines, supporting specialties, professional affiliations, and sectors of the engineering and technical community in industry, government, private practice, and education in strategic and important roles that advance engineering management. The editorial mission of EMJ is to provide practical, pertinent information on the management of technology, technical professionals, and technical organizations. EMJ publishes useful information from all engineering disciplines and is proud to have other engineering societies represented by members of its editorial board. EMJ's mission is consistent with SCPD's multidisciplinary approach as expressed in our Vision, Mission, Values, and Objectives.

EMJ is edited by Ted Eschenbach, Ph.D., P. E., of the University of Alaska Anchorage. Cooperating Society Editors, Associate Editors, and Editorial Board Members represent professional societies, universities and companies from many parts of the world including the Society for Engineering Management (Australia), the International Association for the Management of Technology, the Canadian Society for Engineering Management, Stevens Institute of Technology, Stanford University, the University of Alabama, Washington State University, Rockwell International, and others.

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March, April, May 2003	\$72.00	eight
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2. By email: send a message to bobneel@aol.com, copying Brad Goldense at blg@goldensgroupinc.com. Indicate your full name, your renewal date, the amount (or number of issues), and the Visa, MC, or Amex card number with expiration date.

3. Or, by mail: Print and fill out the form on the following page and send your check or credit card authorization to **the following address.**

Bob Neel, VP of Membership  
The Society of Concurrent Product Development  
7533 - 34th Avenue SW  
Seattle, WA 98126-3342 (USA)

\_\_\_\_\_  
Name (please print clearly) \_\_\_\_\_  
Renewal Date

Your prorated subscription amount (*must* correspond to term of SCPD membership):

\$72 (8 issues)	\$63 (7 issues)	\$54 (6 issues)	\$45 (5 issues)
\$36 (4 issues)	\$27 (3 issues)	\$18 (2 issues)	\$9 (1 issue)

Checks payable to "SCPD" (or "SOCE"), or:

Credit card: \_\_\_\_\_ Exp: \_\_\_\_\_

Signature: \_\_\_\_\_

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Present your message to our select audience of product development professionals who have the authority and motivation to procure products and services such as the following for their organizations or their personal use:

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Rates range from a low, low single-issue rate of \$135 for an eighth page to \$240 for a full page, with quantity discounts for multiple issues.

For more details on rates and how to arrange for advertising in Concurrency and chapter newsletters, please consult the SCPD website [www.socpe.org](http://www.socpe.org)

## SCPD Vision

To be recognized by industry, academia, and by other professional societies as the best value source to attain the knowledge necessary to achieve advanced product development capabilities and practices.

## SCPD Mission

To further the development of and to promote the application of Concurrent Engineering (CE) and Integrated Product Development (IPD) in companies and organizations worldwide.

## SCPD Values

- **Leadership:** To embrace rapid product realization techniques and to advance our nation's economy, driven by ourselves, our companies and our Sponsors.
- **Member Recognition:** To individuals in our organizations as facilitators of improvement, to our companies and to Sponsors for foresight in fostering environments that lead to the adoption of improved design practices.
- **Learning:** To satisfy our thirst for continuing personal development and renewal and to provide an accessible resource for industry as a whole, bringing new knowledge and skills to the workplace.
- **Networking:** To stay abreast of industry trends, to interact with like-minded professionals and to identify opportunities for business relationships.
- **Friendship:** To make professional acquaintances and to solidify old relationships; taking the SCPD meeting as a professionally rewarding yet enjoyable "time out" from the pace of daily work.

## SCPD Objectives

- Disseminate knowledge to promote understanding of Concurrent Engineering (CE) and Integrated Product Development (IPD) concepts and processes.
- Provide a continuous forum for networking and sharing of ideas among professionals in all disciplines involved in product development.
- Improve enterprise effectiveness by expanding the CE/IPD Body of Knowledge by emphasizing the implementation of practical approaches in industry.
- Participate in the origination and/or refinement of the Concurrent Engineering body of knowledge using both internal capabilities and collaborative relationships.
- Foster a continuous learning organization by maintaining an SCPD Body of Knowledge that remains comprehensive while focusing resources and activities on emerging and leading edge techniques.
- Operate to achieve multi-national and multi-lingual communications and text capabilities.



# Society of Concurrent Product Development

Formerly the Society of Concurrent Engineering

## MEMBERSHIP APPLICATION FORM

Yes, please start my SCPD membership for

- 12 months for \$50                       12 months with EMJ (see below) for \$86  
 24 months for \$90                         24 months with EMJ for \$162  
 12 months Student for \$20 (\$56 with EMJ) — please supply proof of enrollment

**Please note: make checks payable to "SCPD".** Mail to Bob Neel at the address below.

Visa/MC/Amex #: \_\_\_\_\_ Expiration: \_\_\_\_/\_\_\_\_

Signature (credit card authorization): \_\_\_\_\_

M<sup>1</sup>: \_\_\_\_\_ First: \_\_\_\_\_ M.I.: \_\_\_\_\_ Last Name: \_\_\_\_\_ Suffix: \_\_\_\_\_

1. Please indicate: Mr. / Ms. / Mrs. / Dr. (or other)      2. Name you go by if different from First Name (e.g., name you'd like on a name tag)

Greeting<sup>2</sup>: \_\_\_\_\_ Title: \_\_\_\_\_

Division: \_\_\_\_\_

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City: \_\_\_\_\_ State: \_\_\_\_\_ ZIP(+4): \_\_\_\_\_ Country: \_\_\_\_\_

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Evening Phone: \_\_\_\_\_ email address: \_\_\_\_\_

**Please note: Your e-mail address is mandatory. We use electronic means for all communication.**

Speaker? \_\_\_\_\_ Speaking Subjects: \_\_\_\_\_

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To better serve our members and to supplement your member dues, the SCPD mailing list is occasionally released to carefully screened engineering and other organizations to provide you with information pertinent to our mission. Please check the box if you do not wish to have your name included.

Please check this box if you do not wish to have your business contact information or current mailing address included in the SCPD Membership Directory. All members who select this option will only have their name and member grade listed in the Directory.

SCPD members may subscribe to *Engineering Management Journal*, the quarterly journal of the American Society for Engineering Management, for an additional \$36 per year. Please check if you would like to receive EMJ at this special rate, and include payment with your dues.

### Send application and payment to:

Bob Neel  
 SCPD VP of Membership  
 7533 – 34<sup>th</sup> Avenue SW  
 Seattle, WA 98126

### Or:

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 or FAX: (206) 932-6562