

THE MONITOR AND MERRIMACK



Newsletter of the 61A080215
Greater Hampton Roads Chapter
District 02 – Chapter 03
SOLE – The International Society of Logistics
August 2010
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From the Chapter Chairman:

Last minute reminder...it's not too late to attend this year's International Conference! This year's conference is sure to be a great event!

The chapter is working on plans for our next year's schedule. If you have some ideas please let us know.

Last month Mr. **Mike McNulty**, Liebherr Mining Equipment Co., was our host for a tour of their facility. Even considering the brutal heat, everyone enjoyed the tour. For more details see the pictures on page 7.

The upcoming schedule includes a presentation by **Century Express** in September followed by **ATS** in October. In September we will swear in the returning management team.

The big news for our local community is the closing of Joint Forces Command (JFCOM). This closing will be difficult and will have ripple effects throughout our community. JFCOM has provided tremendous value to our war fighting community and country. **Well DONE!** Our thoughts are with each of you as we make this most difficult transition.

Charlie Littleton
Chairman GHRC SOLE



Summertime Fun

Coming Events:

15-19 August: SOLE Intl. Conference and Exhibition

22 September: Century Express *

20 October: ATS, IT Tools: Data Mining *

17 November: Global Insight
GHRC Mini Training Workshop (planned)

December: TBD

* GHRC Luncheon at Ward's Corner #1 Chinese Restaurant unless otherwise noted

Certified Professional Logistician Corner



The next CPL Exam
will be given in
November 2010

1. A feasibility study is conducted for the following purposes in the logistics design review process:
 - a. to define a system's operational analysis, to develop a system maintenance concept, and to evaluate the flow of material in a logistics channel of distribution.
 - b. to determine the appropriate level of maintenance for a weapons system, to define a system's operational analysis, to evaluate the flow of material in a logistics channel, and to forecast final user demand.
 - c. to define a system operational analysis, to develop a system maintenance concept, and to identify a system configuration that is functional within resource constraints.
 - d. to test the overall feasibility of a system's design.
2. The important factors which make up the system operational requirements of a logistics design review include:
 - a. mission objectives, fuel consumption, operational life cycle, and operating environment.
 - b. mission objectives, performance parameters, operational deployment criteria, operational life period, system utilization requirements, and operating environment.
 - c. performance parameters, human factors, utilization requirements, and operating environment.
 - d. mission objectives, performance parameters, operational deployment criteria, human factors, design to cost, and MTBF.
3. The important specifications to include in the design review process are:
 - a. System, development, procurement, process, and disposal specifications
 - b. Procurement, process, system, development, and material specifications.
 - c. Employment, environmental, system, process and inflationary specifications.
 - d. Environment, system, economic and process specifications.
4. The product/system evaluation phase of the logistics review process includes:
 - a. test and evaluation requirements, categories of test and evaluation, test preparation, test and evaluation procedures, data collection, analysis, and corrective action methods.
 - b. data collection, test and evaluation reporting, system rework, fuel consumption requirements, human factors engineering, and inflationary forecasts.
 - c. procurement analysis, transportation and handling analysis, channel of distribution structural analysis, and logistics support analysis.
 - d. mode analysis, PERT analysis, CPM planning, and management by objective planning.
5. The Product Use phase of the review process includes:
 - a. product market and sales strategy, deployment and distribution of the product considerations, detailed maintenance plans, technical data plan, and personnel and training.
 - b. Life cycle cost analysis, agenda analysis, materials requirements analysis, and DRP analysis.
 - c. System phase-out plans, technical data plans, supply support plans, and international logistics analysis.
 - d. Operational deployment considerations, retail level demand analysis, logistics channel structural analysis, and performance analysis.
6. The purpose of the formal optimization step of the preliminary design phase is to:
 - a. Identify that set of candidate systems which seems to optimize the needs for more detailed analysis.
 - b. Identify the best candidate among those under consideration for the criteria defined.
 - c. Identify those criteria and design parameters which are least relevant in an attempt to simplify the systems.
 - d. Evaluate the relative values assigned to each criterion to test overall accuracy and consistency.

Near term Calendar of Events

ASNE	Dinner Meetings:	Every 3rd Tuesday, Springhill Suites, Newtown Road, Va. Beach, (1800-1900 Social Hour); 1900-2030 Dinner and Program; Reservations: Mary Morgan (757) 495-1970
	14-15 Sept 2010	Fleet Maintenance Symposium, Virginia Beach Convention Center THEME: "Meeting the Challenges: Warfighting Effectiveness, Current Readiness, Service Life and Affordability
NDTA Tidewater		Events will resume in September
GHRC SOLE	22 September	Monthly Luncheon: Century Express,
SOLE	17-19 August	Annual Conference and Exhibition, Dallas (Irving), Texas
Professional Societies of Hampton Roads – Regional Continuous Improvement Forum	10 Sept 2010	0800-1200, ODU's VMASC, Suffolk, The speaker will be Jeff Brooks, COO of Earl Industries.

Answers			
1	a	6	a
2	b		
3	b		
4	a		
5	a		





**SOLE – The International Society of Logistics
Greater Hampton Roads Area Chapter**

#1 Chinese Buffet, 7635 Granby Street
Norfolk, Virginia
Phone: (757) 423-8880

**Wednesday September 22, 2010
11:00 – 1:00 PM**

**Ed O'Callaghan
Century Express
Suffolk, Virginia**

Please RSVP by contacting our Membership Chairman, Mr. Charlie Littleton at clittleton@LCE.com or phone him at 757-857-1311 (ext: 4203) or our Chairman, Carl Lilieberg @ 757-896-5335/Carl J. Lilieberg @ngc.com NLT 4 PM, Monday, 20 September 2010.

Please join us for a luncheon of great food, professional contact, and a timely and informative logistics presentation. Spouses and guests, bosses, and co-workers are welcome and you DO NOT have to be a SOLE Member to attend!

Driving Directions: From 1-64 E through the HRT. Take the I-564 exit onto US 460W (Granby St/Naval Base). Take the left ramp to Granby. Turn right onto Granby and the restaurant is on your right after passing the railroad crossing.

From 1-64 W: Take I-64W to VA 165-Little Creek Road off ramp onto Taussig Blvd. Turn left onto Granby St. and after crossing the railroad restaurant is on your right.



2010 Calendar Greater Hampton Roads Chapter Monthly Schedule

	Business Meeting	Lunch/ Tour	Topic
August	9	NA	SOLE Intl. Conference and Exhibition, Dallas (Irving), Texas
September	13	22	Century Express
October	11	20	ATS, IT Tools: Data Mining
November	8	17	GHRC Mini Training Workshop (planned)
December	13	NA	TBD

Famous Logistics Quotes:

(Reprinted from the Loglink Library online)

You realize when shoeing the horse that the shoe may be thrown--possibly causing the horse to run, so you have a mule on standby to get the rider to the war. - **Capt John P. Laverdure**, Scott Air Force Base, HQ Air Mobility Command, 1996

Throughout the struggle, it was in his logistic inability to maintain his armies in the field that the enemy's fatal weakness lay. Courage his forces had in full measure, but courage was not enough. Reinforcements failed to arrive, weapons, ammunition and food alike ran short, and the dearth of fuel caused their powers of tactical mobility to dwindle to the vanishing point. In the last stages of the campaign they could do little more than wait for the Allied advance to sweep over them. - **Dwight D. Eisenhower**, British Army Doctrine Publication, Volume 3, Logistics (June 1996) p. 1-2

Logistics...as vital to military success as daily food is to daily work. - **Captain A.T. Mahan**, Armaments and Arbitration, 1912

The Story is Telling

Simplicity is Complicated

Christopher R. Papparone

(Extract Reprinted from Defense AT&L, May/June 2010)

Our bosses seem to want us to make things simpler – “Put this in simpler terms;” “Make the Microsoft Powerpoint slide more readable;” “Put the bottom line upfront;” and Write a one-page executive summary.” All things we’ve heard before. Interestingly, simplicity is still vaunted as one of the enduring principles of war; yet famous 18th century theorist Carl Von Clausewitz warned us that in war, the simplest things – like walking – sometimes cannot be performed well – like while walking in water. Why is making things simpler so difficult?

*Perhaps the “simple” answer is that simplicity is a cultural preference, not a universal goal. Contemporary philosopher Nicholas Rescher in his book *Philosophical Reasoning* captured this idea much more eloquently: “... simplicity is not an inevitable hallmark of truth ... but merely a methodological tool of inquiry. ... We need not certainly presuppose that the world somehow is systematic (simple, uniform, and the like) to validate our penchant for the systematicity of our cognitive commitments.” In other words, in the defense community, we believe that complexity is a temporary state of affairs that will become understandable when we can figure out a way to model it in a simpler way. Yet we tend to under-model a situation to the point where we lose the sense of complexity that we knew the situation merited. The fallacy of valuing simplicity is that it always under-appreciates reality. So why do we persist?*

Our Need for Analysis

One explanation is that our infatuation with simplicity evolved from our early 20th century infatuation with analysis, epitomized by the creator of “scientific management,” Frederick Taylor, and his ideological quest for the engineering of work. Analysis literally means to break up the whole into component parts and assume that by examining the simpler pieces, one can understand the whole. Taylor and his loyal followers theorized that all work can be broken up into simpler, measureable activities. When properly analyzed, those activities can be controlled to produce outputs more efficiently, and these methods can be scientifically replicated across all business and public enterprises. Taylorism (linked closely to the McNamara-era of defense managerialism) is very much alive in the Department of Defense today, exemplified by these artifacts:

- *The influence of the operations research and systems analysis community*
- *The wide use of operations research and systems analysis-style decision-making models (such as planning, programming, budget, and execution; joint operations planning process; and the Joint Capabilities Integration and Development System)*
- *The doctrinal analyses of the three levels of war (strategic, operational, and tactical)*
- *The publication of analytic products such as the Universal Joint Task List (a list of hundreds of “preengineered” tasks and standards of performance in military operations)*
- *The hierarchical training models that implement the Universal Joint Task List*
- *The use of scientific methods to produce joint concepts, experimentation, and technique*
- *Conceiving of the administration of war-making as a functional construct of doctrine, organization, training, materiel, leadership, personnel, and facilities*
- *Conceiving of joint operations as a functional construct of its components: command and control, intelligence, fires, movement and maneuver, protection, and sustainment*

(Note: For those readers interested in the history of Taylorism, Judith A. Merkle superbly documented the story in her 1980 book *Management and Ideology: The Legacy of the International Scientific Movement*.) What should become apparent (and this is the central argument in this article) is that we in DoD have a cultural propensity for simplification reinforced with an affection

for analysis. Defense professionals may counter with, “Well, then, smart guy, if we don’t do analytics, what are we supposed to do?” The answer is not to throw away simplicity and analysis; rather, subordinate this simple-analytic paradigm to a broadened philosophy that widens the sense of being and considers other forms of knowledge creation, such as subjective-contextualization.

Subjective-Contextualization

The ontology of subjectivism sees man as a socially connected, communal being that exists only in the context of a society. Humans relate along the journey of life and create their worldview along the way; in other words, people socialize. In fact, to help the process of socialization along, they together invent and use words (i.e., create context) that begin with the letters “c” and “o.” Words like conflict, commune, consensus, communicate, combine, conversation, collective, cohort, community, coalition, collaborate, coordinate, cooperate, and coexist are important in describing a being in relation to others. Finding methods to make sense of the world is a group undertaking. Life’s strategies to communicate about the world and its complexities are richly descriptive and are often exemplified in fiction; histories; and other interpretive, liberal art forms. In this worldview, the logic of knowledge is not to seek scientific closure (as with analysis), but to continue the conversation to continuously reframe meaning. (see figure 1)

The impact of this wider philosophical scope is to give us pause to contemplating the world at work only through the simple-analytic paradigm. The simplification-through analysis prism can become a psychic prison in how we interpret events in the world. Wars reflect complex social issues, principally, not scientific ones. While the simple analytic paradigm is seductive for those who want to understand such complexity, subjective-contextualizations may offer a deeper appreciation for the complexity at hand and signal that such complexity may not be understandable, at least in an analytic way. Getting back to the reality of work, how can we assess and use “contextualization” (a.k.a. storytelling) as an alternative method to analysis?

Storytelling Instead of Analysis

There have been some interesting qualitative studies done on this subject. One insightful study by York University Professor Patricia Bradshaw, published in her article, “Reframing Board-Staff Relations: Exploring the Governance Function Using a Storytelling Metaphor,” in the 2002 4th issue of *Nonprofit Management and Leadership*, indicates the following qualities may help judge whether a story is good:

- It describes a sequence of actions and experiences done or undergone by a certain number of people, whether real or imaginary.
- People are presented either in situations that change or as reacting to such changes.
- In turn, those changes reveal hidden aspects of the situation for thought, action, or both.
- This response to the new situation leads the story toward its conclusion.
- It deals with emotional and relational or expressive tasks (whereas simple-analytic models deal with calculative and systematic tasks).
- Power comes to those who tell the story if others believe the story or the definition of reality that the storyteller creates.
- Legitimacy in the act of storytelling comes from shaping the story to fit the needs of the particular audience.
- It appreciates the criteria of effectiveness that various stakeholders apply.
- It constructs a reality about the organization to influence follower perceptions and expectations.
- It involves artistry in deciding how cohesive and how loose the story needs to be.

By no means suggesting a silver-bullet, Bradshaw goes on to warn of the dangers of inappropriate contextualizations: the story may become hegemonic to the point it may become a

Continued on Page 8

GHRC July 21, 2010 TOUR of Liebherr Mining Company

Mr. Michael McNulty, CMRP was our host and provided a highly informative briefing on the history, business growth and current details of the Liebherr Mining operations both world-wide and in the Tidewater facilities. He then led us on a tour of the entire assembly line, reviewing sources strategies, welding, plant equipment functionality, quality assurance, engineering (mechanical and electrical with insights into advantages inherent in specific designs), painting and preservation techniques and shipment methodologies to mention a few. He also reviewed worldwide demand and future model development. Additionally, he answered questions concerning the Tidewater location and shipment and customer base and spoke of projected future plant developments to meet demand. Mike also provided us with an insight into the many Liebherr companies, one being the prime mover Diesel Engine provider. This was a super tour and Mike gave us a totally comprehensive review of very impressive industry right in our back yard. Many thanks, Mike.



Charlie Littleton, Greater Hampton Roads Area Chapter Chairman presents Mr. Michael McNulty with the Chapter Letter of Appreciation after he gave us a tour of Liebherr's highly impressive Mining Equipment Assembly and transshipment operations located in Newport News, Virginia on 21 July 2010.

Simplicity is Complicated (cont'd from page 6)

taken-for-granted grand narrative of “how things are around here” (i.e., overly-institutionalized or inculcated), or the one who holds power may silence alternative perspectives and perhaps superior frames; hence, the organization may lose its strategic fit with the environment (because it fails to recognize compelling alternative meanings).

A Storytelling Example

Is there an example in DoD of good storytelling? Indeed, the Marines have employed subjective-contextualization in writing doctrine to quite effectively communicate complexity. For example, the 1996 Marine Corps Doctrinal Publication 6, Command and Control, starts off its first chapter with a short story that offers a word picture of command and control in action (done well and done poorly) and illustrates various key points that appear in the text. The chapter can be read separately or in conjunction with the rest of the text. Chapter 1 works from the assumption that in order to develop an effective philosophy of command and control, we must first come to a realistic appreciation for the nature of the process and its related problems and opportunities.

Note the use of the terms “short story,” “word picture,” “philosophy,” and “appreciation.” Chapter 1 of that publication is indeed a short story, richly describing the fictional characters and events in novel combat situations where higher-level headquarters have completely different contexts of unfolding events. Here is a telling excerpt from the 32-page narrative that comprises Chapter 1, where a Marine platoon took action in the absence of any specific orders to do so:

Takashima called it “a world of hurt for the bad guys.” Damn if those bastards didn’t walk right into it, he thought as he scampered forward to get a better look at the situation at the crossroads where first platoon had just sprung an ambush on the leading elements of the enemy column. I owe Knutsen a beer when this is all

over. He couldn’t explain how he knew, but just from the sound of things he could tell that first platoon had caught them pretty good.

... Thank goodness for staff officers, pilots, and subordinate commanders who exercise initiative and quickly adapt to changing situations.

The Marines demonstrate that they are good storytellers and are able to explain their sophisticated concept of command and control through the use of fictional accounts. When simplicity becomes too difficult to describe and analysis distorts the complexity at hand, there is an alternative paradigm. Here are some suggestions to contemplate:

- Instead of a formal briefing, tell a compelling, interesting story (fiction is okay!).
- Realize that an unemotional analytical argument may be less compelling and interesting than artful rhetoric.
- Instead of breaking a situation down (defining the problem), describe the situation with the goal of enhancing appreciation.
- When storytelling, try to avoid using the verb “to be” and any of its conjugations; this will help you avoid analytical categorizations.
- Think of leadership as storytelling—you are creating context when thought-leading.
- Think that to manage includes the “management of meaning.”
- Use collaborative style contextualizations, where others (especially members of other cultures) add to the sensemaking, especially under very complex conditions.
- Hire a few liberal or fine arts majors to complement your stable of analysts.

Simply stated (and perhaps complicated to do), a healthy combination of simple-analytic and subjective-conceptualization philosophies may offer defense professionals (and their bosses) an enhanced worldview.

The author welcomes comments and questions and can be contacted at christopher.paparone@us.army.mil.

Figure 1

Differences in Philosophical Orientations

Philosophical Orientations	Ontological Assumptions	Epistemological Assumptions
Simple-Analytic Paradigm	Reality is independent of man. The world is made up of elements, components, ingredients, and so forth that when added together make up the reality we are in. Finding sameness is highly valued. “I’ll believe it when I see it.”	Knowledge is associated with “context-free” principles, axioms, laws, and so on; all knowledge is based in natural sciences epistemology and progress is objective (value-free) development of that knowledge. The key to understanding the world is through analysis (breaking up the world into its parts and seeing how they work). Focus of knowledge is on causality (intended consequences, interventions, technology, etc.)
Subjective-Contextualization Paradigm	Reality can be both physical and metaphysical. The world is a holistic system of interactivities that are linked and inseparable. Discovering uniqueness is highly valued. “I’ll see it when I believe it,” or “This just feels right.”	Context-free knowledge is implausible (i.e., knowledge is contextual and highly descriptive); like language, knowledge is socially constructed and subject to multiple interpretations; while there may be an objective reality, there is also subjective reality (value-laden); the liberal arts and other interpretive methods are also required to appreciate complexity; hence, knowledge is always in flux and transformation. We can find ways to appreciate these interactivities through various levels of evaluation; yet, at the same time, we admit we cannot predict how things will turn out. Focus of knowledge is on aesthetic qualities.

There's an outstanding collection of panels, paper presentations and workshops, centered on the theme "Global Logistics Sustainability", as shown, below. This is one you won't want to miss – so see you in Dallas (Irving)!

PRE-CONFERENCE WORKSHOPS**SUNDAY, 15 August 2010**

Systems Engineering for Logistics (AM) – Dr. James H. Barnard, CPL, PMP; Embry-Riddle Aeronautical University - Instructor

High Intensity Disaster Response Application (HIDRA): A Logistics Oriented Approach to Disaster Response (PM) – Andrew Ogan, LMI Government Consulting - Instructor

MONDAY, 16 August 2010

Modeling, Simulation and Optimization for Analysis of Energy Issues In System Design and Acquisition (AM) – Bruce M. Thompson, Sandia National Laboratories - Instructor

Leadership Focus for Manufacturing Sustainability (PM) -Brig Gen (USAF Ret) Robert E. Mansfield, Embry-Riddle Aeronautical University - Instructor

TUESDAY, 17 August 2010

Opening Keynote Addresses

"Sustainability Issues Facing the Global Logistics Community"

Charles Freese, Executive Director of Fuel Cell Activities, General Motors and

Shannon E. Cunniff, Director, Chemical and Material Risk Management, Office of the Deputy Undersecretary of Defense (Installations & Environment)

Opening Plenary – "Logistics Influencing Design: Are We There Yet?"

Randy T. Fowler, Assistant Deputy Undersecretary of Defense (Materiel Readiness); and

Nicholas Torelli, Deputy Director, Office of the Assistant Undersecretary of Defense (Defense Research and Engineering/Systems Engineering)

SOLE Intl Conference and Exposition (Cont'd from page 9)

Day 1, Panel 2 - "The Logistics of Global Stewardship"

Paula A. Ivey, CSR Group – moderator

Day 1 "Best Practices" Paper Presentations

Paper Presentations as of this date include:

- Insertion of Advance Sustainment Technology in System Planning
- Cost Modeling and Simulation for System Life Cycle Sustainment
- Outliving Obsolescence: Planning for the Inevitable
- Data Pedigree: Sustainment for Today and the Future
- Total Ownership Cost Sustainability: A New Paradigm
- Sustainability or Supportability? Using the Right Models & Metrics
- Total Life Cycle Modeling and Simulation
- Sustainability of Deep Space Functionality: Sparing Models for Mission Accomplishment
- Sustainability of Power Generation Construction
- Simulating Energy Sustainability for International Logistics
- Shipping Wind: Turbines and SustainabilitySustainability: What's In a Name and Why Should We Care?
- Physics of Failure Approach as a Foundation for the Reliability of Logistics Management
- Lessons Learned from Production of Manual and Training Material with the Organic Method

WEDNESDAY, 18 August 2010

Keynote Address: "Sustainability in Space: Mission Possible"

Frank J. Cepollina, NASA Goddard Space Flight Center

Plenary Round Table – "Logistics Enterprise Sustainability: Getting from Here to There"

Brig Gen (USAF, Ret) Robert E. Mansfield, Embry-Riddle Aeronautical University – moderator

Day 2, Panel 1 - "Sustaining Capability through Risk Management"

Donald E. Davidson, OASD(NII)/DoD CIO – moderator

SOLE Intl Conference and Exposition (Cont'd from page 10)

Day 2, Panel 2 - "The 2020 Logistician"

Dr. James H. Barnard, CPL, PMP, Embry-Riddle Aeronautical University – moderator

Day 2 "Best Practices" Paper Presentations

Paper Presentations as of this date include:

- The Challenges of Sustainable Cross-Service Systems
- Mitigating Risk in the Global Supply Chain
- Uncovering Cost Savings Across the Supportability Enterprise
- Enabling Total Life Cycle System Management through IUID
- The Impact of the Declining Supply Base on the US Aerospace Industry

THURSDAY, 19 August 2010

Keynote Address: "Transparency and Accountability in Logistics"

Richard L. Skinner, Department of Homeland Security

Plenary Round Table – "Public-Private Partnerships: Thinking Locally, Acting Globally"

Arthur L. Smith, National Council for Public Private Partnerships – moderator

Day 3, Panel 1 - "Tradeoffs in Information Sharing and Protection"

Duane Hopkins, Innovative Corporate Solutions – moderator

Day 3, Panel 2 - "Restructuring for the Future"

Dr. John L. Motloch, Land Design Institute, Ball State University - moderator

Day 3 "Best Practices" Paper Presentations

Paper Presentations as of this date include:

- Manufacturer Quality Control Information: Avoiding Non-Compliance and Disaster
- Obsolescence Data: Now What Do I Do?
- Information Sharing as a Tool for Protecting Against Counterfeit Parts
- Security Through Remote Asset Management
- Sustaining the Logistics Chain for Developing Countries

SOLE Intl Conference and Exposition (Cont'd from page 11)

- Designing for Sustainability: A Case Study on New Elementary Schools
- Transforming Logistics for Fast Jets: A UK Success Story
- Information Fusion Through Public-Private Partnerships
- Planning for Disaster: The Role of Stakeholders in the Development of Emergency Response & Recovery

Join SOLE and your fellow logisticians for this exciting conference and learn more about how other organizations are achieving logistics sustainability in these times of global change and growth. Visit the SOLE 2010 website (www.sole.org/conference.asp) for more program details and to register. If you have any questions, please contact us at 301-459-8446; or email solehq@erols.com.



SOLE - The International Society of Logistics
45th Annual International Conference and Exhibition
 17 - 19 August 2010 – Omni Mandalay Hotel at Las Colinas, Dallas (Irving), Texas

SOLE 2010 Registration Form

Please complete all information – items in **bold** are mandatory. Payment must accompany registration. Payment of the non-member rate does not include membership in SOLE. You are responsible for making your own hotel reservations: they can be made by calling the **Omni Mandalay Hotel at Las Colinas, Dallas (Irving), Texas** directly at **800-843-6664** or **972-556-0800 x 3235** (international attendees/special requirement reservations, only). *Please make your reservation early to get the group rate.* A generous number of government per diem rate rooms are available – but make your reservation early to save your money.

Full Name _____ **Badge Name** _____
 (CPL, CML, DL, DSL, DML, Fellow, etc.? _____)

Company/Organization _____ **Title/ Position** _____

Address _____

City _____ **State** _____ **Zip** _____ **Country** _____

Phone _____ **Fax** _____ **E-mail** _____

Member No. _____ **SOLE Management Position** _____
 (SOLE Chapter Chair, District Director, Executive Board, Board of Directors, Board of Advisors)

Special Dietary Requirement(s)? (If yes, list.) _____

Conference Registration Rates (please fill in applicable rate)			
<i>Prior to July 15, 2010</i>		<i>After July 15, 2010</i>	
Member	\$695 _____	Member	\$795 _____
Non Member	\$895 _____	Non Member	\$995 _____
Speaker (full conference)	\$550 _____	Speaker (full conference)	\$550 _____
Student	\$450 _____	Student	\$450 _____
One Day* (non-speaker)	\$550 _____	One Day* (non-speaker)	\$550 _____
*Day _____		*Day _____	

Speaker (one day/day of speaking only) **Free** _____ **Day speaking** _____
Note: Speakers attending more than the day of presentation will be charged the speaker (full conference) rate.

Total Registration Fee _____

Full Registration includes the following: All receptions, unlimited attendance at the technical program and admission to the exhibit hall, continental breakfasts and breaks, lunches, Thursday awards banquet, registration bag and conference proceedings.

Greater Hampton Roads Chapter
SOLE – The International Society of Logistics
Chapter Business Meeting Minutes



Date: Monday, 19 July 2010
Meeting Convened: 5:10 PM (after our Luncheon)

Attendees:

- Charles Littleton, Chapter Chairman
- Carl Lilieberg, Admin Vice Chairman
- Rick Treto, Vice Chairman Treasurer

Our Vice Chairman for Finance went over our assets and monthly liabilities. He reminded us that it was time to consider our 2010 to 2011 Financial Plan for the Chapter.

Our Chapter Chair also noted that we were due to submit our Chapter Elections Report to Headquarters.

Charlie Littleton noted that all was set up for our tour of Liebherr Mining Company in Newport News, Virginia with a solid sign up. He also reminded us (again) of the need to firm up advance plans for the November Mini-Workshop. Carl Lilieberg went over some suggested speakers for the workshop submitted by Akalanka Warusavitharana. Suggestions for the venue were also discussed.

Charlie reminded us that our September speaker on the schedule is Ed O'Callaghan from Century Express in Suffolk, Virginia and that we need to possibly think of a Member Appreciation event in early December (sponsored by the Vice Chairs) as a means to instill interest in the Chapter. We discussed having Power Points made up with our Chapter and SOLE information. We will continue this discussion on at the September Business meeting, but all present liked the idea.

There being no further new business, the meeting adjourned at 6:10 PM

Reprinted from Defense AT & L (May/June 2010, page 58)



BOOK REVIEW:

(from Google.com books)

Reverse logistics:
quantitative models for closed-loop supply chains

Reverse logistics: quantitative models for closed-loop supply chains
Rommert Dekker, Moritz Fleischmann

Springer, 2004 - Business & Economics - 436 pages

Reverse logistics concerns the integration of used and obsolete products back into the supply chain as valuable resources. Economic, marketing, and legislative drivers increasingly are leading companies to take back and recover their products after use. The arising product flows pose novel challenges for supply chain management. This book addresses decision making in reverse logistics. It covers a wide range of aspects, related to distribution, production and inventory

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SOLE Information

SOLE-The International Society of Logistics is a nonprofit professional society composed of individuals devoted to enhancing logistics technology, education, and management. For further information on SOLE or this chapter, contact any of the individuals listed on the front page of this newsletter.