New Technology For BSRB

Remember watching those old Star Trek shows when Captain Kirk was walking through the ship, and the doors would open and close automatically, the lights would go on and off, and his shower would come on just by him asking? Welcome to BSRB, the University of Michigan’s U.S.S. Enterprise.

When we had a problem with a sink faucet in the past, there were only a few possible repair options and the repair cost was pretty inexpensive. In BSRB, when working on a sink faucet problem, the mechanic uses a (See “New Technology” on Page 5)

BSRB “Fit Out”

Construction Services (CS) was asked by the Medical School to assist with moving their departments into the new Biomedical Science Research Building (BSRB) by modifying and renovating areas to get them ready for the occupants. The planning and scheduling of the work began a full year prior to the building’s scheduled completion date. The Medical School Facilities department arranged tours for several trades’ people in CS to see the types of mechanical and electrical materials that were being used, and to view the ceiling spaces prior to being covered up. These tours proved to be valuable as CS assigned the people to the projects. CS received approximately 110 work requests ranging from (See “BSRB Fit Out” on Page 4)

Grounds And Waste Management Prepare For The Grand Opening!

Grounds and Waste Management participated in the preparations for the grand opening for the BSRB project on several fronts. First, Grounds Services stepped up their usual grounds maintenance by thoroughly cleaning the site including the plant beds, lawns, plazas, and walkways. This included putting some finishing touches on the newly installed landscape and making sure the lawns were cut and trimmed. In addition, Grounds Services was involved in providing the interior plants that were temporarily installed for the opening and the floral displays for the stage. (See “Grand Opening” on Page 7)
“We hold these truths to be self evident.” With this phrase the founders of our nation told the world in the Declaration of Independence the truths that were going to be the basis of our new nation. They did not offer to explain the basis of these truths so others would be convinced; after all, they were “self evident.” Although they wanted other nations and peoples to understand the basis, it was not essential to them that they did. In their minds, these principles were basic and right. Case closed! I believe lucky for us, they were right.

I hope you will forgive me this dramatic start to my message and to the parallel I will draw to our own historically less significant statement of our guiding principles in our Strategic Business plan. The Guiding Principle statements are printed below with some highlighted for emphasis.

- To be an organization where continuous and measurable improvement in services is the standard.
- To be recognized by the University community for excellence in service, as a partner in solving our customers’ problems, and as the provider of choice.
- To be an innovative leader in facilities management.
- To be an organization where all employees are treated equitably and honestly.
- To be an effective, diverse work community.
- To be a learning organization, where all staff members are empowered and supported in reaching their full potential.
- To be a workplace where the atmosphere of trust encourages creativity and innovation.

Our Guiding Principles are entirely about us, even though they are supported by the University of Michigan and Plant Operations. They are about us as people. How we choose to treat each other, and conduct ourselves in our day-to-day dealings. What we wish to accomplish in this collective we call Plant Operations. Like the founding fathers, we believe that these are basic truths on how we should work together. Not all companies choose to follow these, or many state them and do not follow them in their rule making and day-to-day operations. Whether others follow or not is not important, values cannot be dictated (as the King of England discovered). What is important is what we do. In time, as our work force wins more awards and the community continues to recognize our excellence in the services we provide, others will see the benefit of what we are doing. I know Plant is not perfect, neither was the nation the founders started, but these underlying truths are what we strive for. So long as we all remember our collective commitment to them and keep re-centering ourselves as challenges and issues arise, will we be able to say we are what we espouse to be.

Read our guiding principles, know them, and call those who don’t follow them to task, even if it is the director, your supervisor, or a co-worker. You have our support.

On another note, we will have a week of celebration for the APPA Award for Excellence. This is a thank you for your efforts and recognition that we won this together. The celebration will be the first week of October. I look forward to seeing all of you at the events. More details will follow from the organizing committee.

By the way, back to my opening paragraph, do you know the truths that our country is based on? Look at the insert to see how many you know.
Henry Musial Named Manager Of The Quarter

The Plant Building Services Manager Recognition Program is proud to announce Henry Musial as Manager of the third quarter Fiscal Year 2005 – 2006.

Henry has provided excellent leadership to enhance the cleaning and service at MS1 and CGC.

He was assigned the new BSRB building in January 2006, a signature building of the University of Michigan.

Henry has built a team of staff members who are customer focused, team-oriented, and highly motivated to exceed customer expectations.

Henry’s leadership qualities are reflected in his low staff turnover, above average Q.A. scores, minimal grievances, low absenteeism, and high customer satisfaction.

Henry and his staff have also converted a dissatisfied customer into a very satisfied customer and a great supporter.

He has managed the move-out schedules in his buildings, as well as managed the successful continuous move-in schedules of occupants moving into the BSRB complex.

Medical Campus customers have praised Henry and his team for their excellent cleaning and impressive daily productivity.

His contributions have benefited the entire PBS Department and the University of Michigan campus!  

By JoAnn Brummett, Plant Building Services

(“Plant Building Services” continued from Page 1) glass cleaning, and bringing the lobby floor to a beautiful shine were a few of the tasks that these two teams needed to complete.

PBS would also like to publicly thank Plant Maintenance for their assistance with providing artificial lighting so that we could work continually around the clock to bring this project in on time.

PBS Supervisors Anita LaCoss and Jennifer Miller were instrumental in coordinating, assigning, and inspecting work throughout the week and worked tirelessly during the days leading up to the grand opening. Staff support came from the four supervisory groups on the medical campus. All medical campus front line staff members who volunteered did an outstanding job. They put a lot of pride and quality workmanship into their efforts to ensure that the building exceeded expectations during the grand opening event.

On February 9, during the gala opening celebration, Plant Building Services received special recognition for a job well done. Mission accomplished!

The BSRB building hasn’t lost its luster since grand opening night. It is maintained at the highest standard by PBS medical campus supervisor Henry Musial and “The Dust Busters” high-performance work team. This custodial team consists of 12 highly motivated, and customer focused individuals. The team works a staggered shift (11 work the day shift & one team member works the night shift) to ensure around the clock customer service. To date, the building is immaculate and the team has received customer kudos daily for their excellent work.

By Carie Kloack and Darryl Betts, Building Services
**CONSTRUCTION SERVICES**

**Med Sci I, 2nd Floor A-Wing Demolition Project**

The Construction Services Shop recently completed a major demolition project at the Med Sci I building. The project was completed by a composite crew of skilled tradesmen from Construction Services and the Ohio Concrete Sawing and Drilling, Inc. Company. Dan Waters, a mason with Construction Services, was the site lead man. The project started on April 25 and was completed on August 30. The demolition (approximately $450k) was a preliminary part of a larger remodel project.

Some conditions made this project a little more difficult than normal. It was necessary to remove approximately 6000 square feet of 6 inch thick concrete floor. This had to be cut into 3’ x 3’ pieces to fit into the elevator to take out of the building. Also, 3,000 square feet of ceiling had to be removed the same way. Unfortunately, the ceiling was a composite of four inches of concrete, corrugated steel, and an inch and a half of plaster. In addition, nearly all of the lighting, plumbing, and duct work had to be removed from the area. The project went well and was completed on time.

By Rockey C. Bennett, Construction Services

(“BSRB Fit Out” continued from Page 1)

changing outlet configurations to full laboratory renovations designed by Architecture and Engineering. Construction Management even issued some of the requests for us to assist in completing additions that could have caused delays or additional expense to the project.

Devon Kinney, with Medical School Facilities, was responsible for prioritizing all of these projects and communicating the move-in schedule. Alan Swan in Construction Services (CS) coordinated all construction activities to insure the work was completed in time. Gerry Heath and his staff of Zone Maintenance plumbers and electricians assisted with equipment disconnects to prepare for the moves, often with very little notice. Alan then scheduled CS electricians and plumbers to hook up the equipment to the new services upon arrival. To date, we have successfully completed 95 of the 110 work requests submitted. CS received many letters of commendation from the Medical School and the occupants of BSRB regarding this project.

By David Eathorne, Construction Services

(Left) BSRB Procedure Room with occupant equipment.

(Middle) Autoclave room modified to fit occupants needs.

(Right) Client requested wall-mounted horizontal slotted mailboxes added to existing mailroom. The additional boxes are above the copy machine.

Photos by Alan Swan
**New Technology** continued from Page 1

new tool to diagnose the problem. The mechanic holds a Geberit Commander approximately two feet from the faucet and diagnoses the problem.

The Commander gives you the following:
- Error diagnosis
- Maintenance schedule
- Faucet history
- Battery information
- Ability to change faucet modes and range
- Ability to increase or decrease delay times
- Trouble shooting help
- On hand parts list and contact information

The problem could be no power, no water, software adjustment, or a defective component. The cost of repairs could be in the hundreds instead of the pennies of the past. So you are probably wondering who we send to fix the faucet when a problem occurs. Is it a maintenance mechanic, a plumber, an electrician, or a computer specialist? The answer might be all of the above, but not until they have read the 12 page manual, and agreed to the Geberit software license agreement.

Remember Scotty calling up to the Captain, saying “I need more power?” Today, we call up the Building Automation Systems (BAS) office. With a total (digital analog) point count of 6449, BAS monitors and controls everything from the primary building mechanical system down to the rack temperature, and lighting of an individual group of animals. With 171 individual computerized room controllers, BAS monitors and controls precise room temperatures, air flows, and thermostat settings throughout the facility.

The building also has an automated lighting system that allows the facilities manager to control all the non-animal lighting in the building through a computer. Now when electricians or maintenance mechanics respond to a light out issue, they need to know the status of the program, as well as the status of the breaker and controls.

It may sound like I am complaining about going off into space and exploring new planets, but I’m not. BSRB will be extremely energy efficient because of all the conservation components, for example the glass south wall and many other systems. However, the building will use a tremendous amount of energy for the research conducted there.

Working maintenance in the new BSRB Building will never get boring, repetitive, or mundane. This building will require a greater skill level on the part of the maintenance mechanics, and more cooperation between both unions. It will require using computers and understanding complex systems as a mandatory part of working in Plant. By its design it will create more overlap between Skilled Trades and AFSCME employees.

BSRB is truly a magnificent building that will present many new challenges. I am proud to be a part of it, and lucky to have the M2900 staff who are willing to take on this challenge. “Beam me up Captain, BSRB is on line.”

By Jim Almashy, Facilities Maintenance

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The University of Michigan Skilled Trades Union has awarded seven $500 scholarships to their members’ dependent children this year.

Each year Union members’ children can apply for the Union scholarships. Fund raising efforts are conducted to provide for these scholarships and as many as possible are given out. Nearly 100% of the money raised is through donations from our members!

Skilled Trades employees who would like their child to apply next year can download an application from our web site at www.uofoemskilledtrades.org

Union membership has its privileges!
We Make Blue Go!

The C.A.R.E. catalog offers a selection of gifts ranging from practical to fun. J.W. Krantz ordered a stylish Dartmouth jacket with the “We Make Blue Go” logo on it for only three C.A.R.E. coupons. Enjoy casual comfort in this stone-washed denim jacket with cotton twill sleeves. The stunning “We Make Blue Go” embroidered logo sets J.W.’s jacket apart from all the other jackets. How can you get a jacket like this or one similar? Simply go to http://care.bf.umich.edu and check out our updated catalog. You will find jackets in levels 2-6 and most can be embroidered with a choice of logos. Get yours now before the fall chill sets in! J.W. is an engineer in Utilities and Plant Engineering. Next time you see him, check out his awesome jacket!

FY ‘06

More than twelve hundred seventy coupons were issued through the C.A.R.E. program for FY ‘06. Of those, 677 were for Silver Arrow Awards and there were 145 additional nominations for people who already received the two coupon limit for Silver Arrow nominations. A new record of 511 people received attendance awards for the two attendance award periods! This is why Plant “Makes Blue Go!”

Online Nominations

Don’t forget to let your customers (or your boss!) know they can nominate Plant Operations employees online at http://www.plantops.umich.edu/director/CARE/forms/silver_arrow.html. This means the nomination is submitted instantly to the C.A.R.E. team and doesn’t have to travel through campus mail to reach its final destination. If a paper form is used, please change the address to 109 E. Madison -2943.

By Pamela Smith,
C.A.R.E. Coordinator

BLOOD DRIVE

Donors, Once Again, Thank You For Your Support

The blood donor numbers increased significantly for the June 2006 blood drive. Thirty pints was the goal set for the blood drive; 44 pints were collected. Fifty employees presented to donate, of which six were unable to donate for this drive. There were five new donors.

Unfortunately, many donors who did not have an appointment scheduled were turned away and there were many delays. I am working with the Red Cross for solutions to improve future Plant Operations blood drives.

Why you should give?

Giving blood doesn’t just benefit recipients. Regardless of age, donating blood offers many benefits for donors. It lets you:

- Make a difference by helping others.
- Develop a sense of commitment.
- Be assured that adequate supplies of blood are available for you, as well as others.
- Check your blood pressure, temperature, hemoglobin and pulse rate every time you donate.
- Join a group of special volunteers.

Remember, it isn’t every day you can do something to save someone’s life, but it can be a common occurrence if you donate blood.

Mark your calendar for the next blood drive on Tuesday, October 24, 2006.
Location to be announced.

By Betty Alberts,
Plant Operations Red Cross Representative
Ups And Downs Of Elevator Operations

Did you know...?

• Holding the elevator doors open will cause the elevator to “time out,” thereby shutting it down? An elevator mechanic must reset the controller when this happens. Use the “Door Open” button on the floor selector panel to hold the doors open longer than the normal timing sequence allows.
• Passenger elevators are designed to handle the stated weight capacity when the load is distributed evenly around the car.
• Heavy materials or equipment should not exceed weight limits. This code requirement is in place to prevent damage to the cab floor. To avoid floor damage, heavy items may be loaded in 25% increments. Please call the Elevator Shop for assistance if you are moving large or heavy materials or equipment.

Elevators are complex electro-mechanical systems. Hundreds of sequential steps must occur for the elevator to operate. The safety string involves doors, load weighing, limit switches, speed, and other performance parameters. If just one step is skipped, missed, or is incomplete, the operating process will not proceed. When the elevator shuts down, it is doing its job and operating the way it was designed.

Elevator downtime, whether for maintenance or repair, is inconvenient and frustrating and gives the public a negative perception of the building’s condition and functionality. We encourage the University community to report vandalism or other damage to building elevators. If a delivery person or employee damages equipment, they should call the Plant Operations Call Center (POCC) at 647-2059 to make a report. Everyone suffers when the equipment does not function properly.

More information about elevator ridership safety is available on the Elevator Shop website http://www.plantops.umich.edu/maintenance/shops/Elevator/

By Dennis Krieg,
Facilities Maintenance

Where’s My Stapler?

It’s the end of summer and it’s time to restock the office. Your desk organizer is broken, laptop case is worn, and the envelope supply is dwindling. What do you do? Just head over to 1655 Dean Road and help yourself to new and gently used office supplies! UM Waste Management Services collects these donated items and stores a wide supply of office materials at our shop. These materials are gathered throughout the year from Green Clean Days conducted by various departments at UM. We then make these office supplies available to UM employees to help cut the costs of purchasing new office supplies. This program offers staff the opportunity to visit the shop to pick up supplies or get in touch with Waste Management in order to donate unwanted office supplies for reuse. If you are interested in donating supplies or would like further information, contact UM Waste Management Services at (734) 763-5539 or visit www.recycle.umich.edu.

By Christie Lange,
Waste Management Services

(“Grand Opening” continued from Page 1)

Waste Management Services assisted by providing and servicing waste and recycling containers throughout the clean up, and assisted contractors in cleaning the loading docks. While these services are not unusual for a building opening, the participants for the event seemed to be particularly pleased with the results.

By John Lawter,
Grounds and Waste Management

ZONE MAINTENANCE
Who Is Tim Slottow?

You’ve heard the title, Executive Vice President & Chief Financial Officer for the University of Michigan, but who is Tim Slottow the person?

On Wednesday July 13, 2006, 24 employees within Business and Finance had an opportunity to explore this question. We were invited to a luncheon which Tim holds monthly as part of his Organizational Tour program. He joked about the luncheon as a ploy to get him out of the Fleming building, but our “instructions” made his intentions obvious. He was curious to learn about us, what we did at the University and our personal passions. There were no limitations – just speak loud enough for all to hear!

While munching on great food, we shared our stories and laughed. Clearly, Business & Finance is blessed with a colorful and seemingly proud group of individuals. Below are just a few things we learned:

- We are proud and busy parents/grandparents/pet owners.
- Many of us like the variety our jobs provide.
- Most of us have one spouse – a private and comical luncheon moment.
- The University has animal issues – from ticks to coyotes!
- The bathroom is an interesting place to meet people.
- A clean building makes us happy.
- Some co-workers pay UM tuition as their children attend.
- Collecting money from old debts is exhilarating.
- It’s fun to manage other people’s time and tell them where to go next.
- Total number of UM years on the job among those invited = 353.
- Shortest – 9 months
- Longest – 38 years

We enjoyed the fellowship so much that we almost forgot about the man who brought us together…what was his name? Tim Slottow earned his BA from the University of California, Berkley (received a gymnastics scholarship) and an MBA from the University of Washington. He teamed up with his wife (because she threatened to get a different partner) to enjoy eight years of competitive ballroom dancing. They have three children and his oldest will attend the UM in the fall.

Before our luncheon ended, Tim invited us to ask questions. Personally, I was in awe at his ability to answer with such detail. He provided a handful of stats, financial figures and future projections/plans. It was impressive. If you receive an invitation to his monthly luncheon, do yourself a favor and accept it. You’ll receive a nice lunch, a thank you from Tim, learn a bit more about the University and probably laugh a lot!

By Connie Agius,
Office of Plant Director
CPP Receives Greenhouse Gas Reduction Certificate

The US EPA Combined Heat and Power (CHP) Partnership program awarded a certificate of recognition to the University of Michigan Central Power Plant (CPP) for its impact on greenhouse gas emissions during calendar year 2005. By operating as a CHP plant, the CPP requires less fuel than separate heat and power producers would, thereby, emitting less greenhouse gas. The EPA estimates that during 2005, the CPP operation reduced emissions by 636,200 metric tons of carbon equivalents. This is equivalent to planting 39,763 acres of forest or removing the emissions of 26,509 automobiles.

The emission reduction is a direct result of the combined heat and power operation. Electricity produced as a byproduct of providing steam to the campus replaces electricity from the local utility, DTE. Most utility-produced power in this area is generated by burning coal at a much lower overall efficiency than that achieved by the CPP, requiring nearly double the fuel input.

By William M. Weakley,
Central Power Plant

North Campus Chiller Plant Is A Success

Plant Operations staff successfully operated the North Campus Chiller Plant (NCCP) during its first full year of operation. During a recent heat wave, from July 31 to August 2, 2006, the chilled water system provided reliable air conditioning and laboratory cooling, despite weather conditions that exceeded original design conditions. In addition, Plant Engineering estimates that the plant has resulted in utility savings of up to $250,000 in its first year of operation.

During average summer conditions, the NCCP operates with two chillers. Without the NCCP, approximately eight chillers in separate buildings would be required to meet load conditions on North Campus.

The NCCP system was extended last summer to the new Walgreen Drama Center. Plans are being made to expand the NCCP, and connect the chilled water system to other buildings.

AC shop staff, including John Henderson, Dan Klein, Sean Klein, Jerry Pieske, Fred Pirschel, Howard Portis, Bob Sadonis, and Scott Studer have supported successful construction and operations at the North Campus Chiller Plant. Other Plant Operations staff supported design, construction, and commissioning, including John Ehrmin, Ed Hengesh, and Mark Mau.

By Jay Russell,
U-M Utilities and Plant Engineering
Congratulations To All June 2006 Retirees

Those who have stayed are, indeed, champions!

The June 2006 retirees were recognized by management, supervisors, and fellow employees for their contributions, loyalty, and dedication that they brought to their jobs, Plant Operations, and the University of Michigan everyday for several years.

Executive Director Rich Robben gave the opening speech expressing his appreciation to them for their commitment to the department throughout the years. Presentations of signed, decorated plaques, flowers, and retirement cakes to each employee helped make the celebration a success! All who attended enjoyed the delicious buffet and beverages.

By Betty Alberts,
Retirement Celebration Planning Committee

Photos by
Betty Alberts

Retiree William Rentz – 38 years, Facilities Maintenance is presented with a plaque by Jim Almashy, Zone Foreman

Retiree Frank Russell – 7 years, Building Services pictured with Carole Russell (wife).

Retiree Vida Radovic – 35 years, Building Services pictured with family. (Left to right) John Bogi, Milica Bogi (son-in-law & daughter), Jubink Popovic (daughter), Vida Radovic (Retiree); Milan Radovich (son).

Retiree Robert Zick – 19 years, Construction Services is presented with a plaque by Paul Guttman, Associate Director, Construction Services.

Guy Gilbert -16 years, Building Services pictured with Karen Vanderbosch and Nondus Buss (sisters); Kenneth Vanderbosch and Carl Buss (brothers-in-law).
September Is Cholesterol Education Awareness Month

High cholesterol can lead to blocked arteries, which greatly increases your risk of having a heart attack or stroke.

- **First Step: Know Your Numbers:** You can have a simple blood test at your doctor’s office or through a screening to learn your cholesterol values.

- **Limit Foods High in Saturated Fat:** Cholesterol is found only in animal products, such as meats, fish, poultry, eggs, milk, and cheese. Plant foods – such as grains, fruits, vegetables, and vegetable oils – contain no cholesterol.

- **Be Physically Active:** Physical activity (exercise) will help to raise your HDL or ‘good’ cholesterol. HDL helps remove “bad” cholesterol from your blood. The more “good” cholesterol you have, the better.

- **Stop Smoking:** Smoking lowers your HDL or “good” cholesterol and increases your risk of heart attack, stroke, and cancer.

Cholesterol: What do the numbers mean?

What are the healthy levels of cholesterol?

If your total cholesterol is:
- 200mg/dL or below, that is desirable
- 200 to 239mg/dL, borderline, high risk
- 240 or above – high risk

If your LDL is:
- 100mg/dL is optimal
- 100 – 129mg/dL is healthy
- 130 – 159mg/dL is borderline high
- 160 and above is high and unhealthy

If your HDL is:
- 60 mg/dL or higher is desirable
- 40mg/dL or higher is healthy
- 40mg/dL or below is high risk

If your Triglyceride level is:
- 150mg/dL is normal
- 150 – 199mg/dL is borderline high
- 200 – 499mg/dL is high
- 500mg/dL and above – is very high

Source: The American Heart Association at www.americanheart.org

Foods That Can Add Years To Your Life

New research suggests that including a combination of antioxidants on your plate yields a more powerful advantage than eating any one type of antioxidant food alone. Try to make the following food groups a part of your daily diet.

1. **Cranberries, blueberries & blackberries:** These are jam-packed with antioxidants called anthocyanins and polyphenols, which also have anti-inflammatory qualities. Try to work in a cup of berries a day.

2. **Leafy Greens (such as kale or spinach):** They’re full of lutein, another super-antioxidant. It’s been proven to protect against macular degeneration of the optic nerves, thus protecting eyesight. Nutritionists suggest eating a cup of cooked kale or one to two cups of raw spinach each day.

3. **Almonds and walnuts:** These nuts are a great source of omega-6 fatty acids, as well as phytosterols (plant sterols) and vitamin E (tocopherols). People who regularly consume nuts tend to have both a lowered risk of Parkinson’s and lower cholesterol. Work in a quarter cup of these nuts a day whenever you can.

4. **Flaxseeds:** Flaxseeds contain fiber and omega-3 fatty acids that help to clear plaque and bad fats from the cardiovascular system. The fiber also protects against colon cancer.

5. **Spirulina:** Spirulina contains not only the antioxidant phycocyanin but also a bundle of protein, plus omega fatty acids. Once a mainstay food of the Aztecs, spirulina additionally works as an ibuprofen like nonsteroidal anti-inflammatory.

Most importantly try to add these super foods into a diet rich with lean meat, fish and whole grains.

By Gregory Lambert,
F & O Health and Wellness Coordinator

Source: www.aarp.org/health
DIVERSITY

Diversity Update

The topic for PODC’s June brown bag luncheon was “Cross-Culture Differences,” presented by Janell Kilgore, FASAP Counselor. Janell challenged us to increase our awareness about cultural differences and explore ways for handling conflicts that have a high cross-cultural component. We interact with people from different cultures every day and it is important that we develop multicultural literacy.

Culture is the integrated pattern of human knowledge, belief, and behavior learned and passed down through generations. It is not restricted to race, religion, gender, or demographics. Cultural groups can exist in families, communities, and in the work place within departments and offices. In addition, individuals participate in multiple cultural groups. I am an African-American female maintenance mechanic assigned to central campus buildings, and I am interfacing with many other cultural groups on a regular basis everyday. We transcend social boundaries by engaging in dialogue and being mindful of bridging cultural differences while avoiding prejudicial attitudes and stereotyping.

By Cheryl Mayes, Plant Operations Diversity Community

The PLANT Exchange
University of Michigan - Plant Operations
326 E. Hoover, Ann Arbor, Michigan 48109-1002