

INDUSTRIAL & SYSTEMS ENGINEERING

ISE NEWS

SUMMER 2013

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ISE INDUCTS FIFTH HALL OF FAME CLASS

UF | UNIVERSITY of
FLORIDA

CHAIRMAN'S COLUMN



Dear Alumni and Friends,
It is with a touch of sadness that I write this letter to you, as it is my last as Professor and Chair of Industrial and Systems Engineering at the University of Florida. I have accepted the position of Dean of the Francis College of Engineering at the University of Massachusetts Lowell. I am truly excited about this next step in my career, and my family is excited about living in the Boston area. (I will confess that my children are looking forward to the snow more than I am!)

I would like to take this opportunity to thank you, the Gator Nation, for your continued support during my time in Gainesville. It has been my pleasure to serve in this position and work with many of you over these years. Despite an extremely difficult budgetary climate in which our Department budget shrunk by over 15 percent during my tenure, we increased our faculty ranks, enrollments, research expenditures, alumni giving, industry participation, and endowments. These accomplishments were due to our dedicated faculty, staff, alumni, and friends. The Gator Nation, which includes all of you, has truly made this a fantastic six years.

I am pleased to let you know that Dr. Cole Smith has been named Interim Chair of the Department. Dr. Smith joined UF in 2005 and has been an outstanding faculty member. His research in integer programming and combinatorial optimization is world-renowned, his teaching is praised by students and graduates, and he has served our Department, College and Profession in numerous capacities over these past few years. The Department is in excellent hands.

We are pleased to announce that the future looks as bright as ever for the Department and the University of Florida. The Legislature and Governor are poised to increase the University Budget for the first time in years and the College is preparing to hire a number of new faculty, and we expect a number of these to be in ISE.

These new hires will be welcomed as our enrollments continue to grow and our graduates continue to succeed. There were 55 graduates of our undergraduate program this spring, with 78 percent landing jobs in industry and another 10 percent headed to graduate school. Companies with multiple hires included Accenture, Cameron, ExxonMobil, General Electric, Lockheed Martin, Manhattan Associates and Procter & Gamble. Our graduates are headed all over the country, including California, Georgia, Illinois, North Carolina, New York, Ohio and Washington D.C. Only 18 percent of the graduates headed to industry are staying in Florida.

We also graduated 65 master's students and two Ph.D. students. Of note, the Outreach Engineering Management program graduated its 15th class this spring with 42 students, eclipsing 500 total alumni from the program. We thank Dr. Joseph Geunes, Ms. Patsy Messinger and Ms. Tammi Gibson for their continued dedication to the program.

We celebrated our successes at our annual spring banquet, recognizing a number of award winners that you can read about in this issue. Alumni, Mr. Bob Alligood, Mr. Paul Brown, Mr. Scott Linder and Mr. Roger Madariaga, were named ISE Alumni Leadership Award Winners, bringing the ISE Hall of Fame to a total of 20 members. You can read about their tremendous accomplishments in later pages. I would personally like to thank Roger Madariaga for his support as the IAB chair during my tenure in ISE. Congratulations are also in order for ISE Hall of Famers, Mr. Paul Brown and Mr. Carlos del Sol. Del Sol was named a UF Distinguished Alumnus this spring, and Brown will be given the same honor in December of 2013.

Finally, I would like to acknowledge our corporate and government sponsors this year, especially through the support of senior design. We had a number of new sponsors this year, including Herren Associates and Monterey Boats. These sponsors joined a number of dedicated partners over the years, including BAE Systems, Coca-Cola, Costa Farms, Crowley Maritime Corporation, Nielsen, Northrop Grumman, Pepsi, Procter & Gamble, Raytheon and Rockwell Collins. We also thank the U.S. Navy and the College of Dentistry for their support of our program this year. If your organization is interested in partnering with the Department, please reach out to Dr. Smith (cole@ise.ufl.edu).

I would also like to acknowledge two special alumni gifts. Alumnus, Mr. John Dasburg, and his wife, Mrs. Mary Lou Dasburg, have funded the John and Mary Lou Dasburg Endowed Chair in the College of Engineering and alumni Mr. Paul Brown and Mrs. Heidi Brown have established the Paul and Heidi Brown Endowed Chair in Industrial and Systems Engineering. These are tremendous gifts that will truly help cement our place among the elite programs in the country. The Department expresses its heartfelt thanks for these tremendous gifts.

Finally, I would like to again thank our alumni for my enjoyable time in Gainesville. I have interacted with literally hundreds of you during these years. Thank you for welcoming me into your lives and making me a part of the Gator Nation. As always, Go Gators!

Sincerely,

A handwritten signature in black ink, appearing to read "J.C. Hartman". The signature is stylized and written in a cursive-like font.

Joseph C. Hartman
Professor and Chair



To the ISE Gator Nation, I am honored and humbled to be writing to you as the new Interim Chair for Industrial and Systems Engineering (ISE) at the University of Florida. I spent five very enjoyable years at the University of Arizona from 2000–2005 before joining the ISE department here at Florida, and have never regretted the decision. Since starting here in 2005, I have been overwhelmed with the loyalty that the Gator Nation has for this university, with the profound success of ISE students and alumni, and with the strides that our program has taken just over the last decade. Being appointed to steward this program over the coming months is equal parts exciting and challenging. My mission is to live up to the standards and expectations that have been so rigorously established for ISE, and to help this department transition to a new era of growth and improvement.

Although my position as Interim Chair will most likely span little more than seven months, rest assured that I intend to lead our faculty and students in aggressively pursuing opportunities to improve our program. To date, I have thoroughly enjoyed teaching classes at all educational levels, and have served on the graduate committee since my arrival, particularly in the role of Ph.D. program coordinator. As such, I have acquired a strong vantage point from which to begin my role as chair. But far more importantly, I am surrounded in this department by faculty and students who have a passion for cultivating research and education programs that will solidify our reputation as one of the nation's top programs in the industrial and systems engineering field.

In particular, some short-term initiatives will be to improve the ISE computational infrastructure for both research and educational purposes, involve more of our experienced faculty in undergraduate education, and significantly bolster staffing resources, especially with respect to advising. These foundational improvements in our program will pay substantial dividends in terms of our department's reputation, our research productivity, and the educational experience we provide to our students.

Furthermore, as friends of the department, I want to emphasize that we wholeheartedly welcome you to keep in touch with us, as we will try to keep in touch with you. My predecessors have established the precedent of being inclusive rather than exclusive with the ISE family; your continued involvement with our program is immeasurably important. I am interested in hearing the old stories about this department, and learning how we might be able to further improve how we serve our students, the community, and the nation. My email address is cole@ise.ufl.edu, and I encourage you to drop me a line anytime.

Sincerely,

A handwritten signature in black ink that reads "J Cole Smith". The signature is written in a cursive, flowing style.

J. Cole Smith
Professor and Interim Chair

The ISE Department continued its tradition of honoring its graduates at the Spring Banquet, held this year at the Touchdown Terrace in the football stadium on the UF campus. The number of guests topped 170, including graduates and their families, faculty, emeriti, staff, and honored guests. In addition to the traditional speeches, award presentations, and slide shows, guests entertained themselves with two photobooths and the opportunity to take pictures with props, showing their Gator spirit and less “academic” side. As you can see by the accompanying pictures, everyone enjoyed the evening immensely.

SPRING BANQUET CELEBRATES THE ACCOMPLISHMENTS OF AN OUTSTANDING YEAR



After dinner, Dr. Joseph Hartman announced the ISE Alumni Leadership Award recipients for 2013. **Bob Alligood** (BS IE 1960), **Paul Brown** (BS ISE 1984), the late **P. Scott Linder** (BS IE 1943), and **Roger Madariaga** (BS SE 1973) were inducted into the ISE Hall of Fame, which increased the total to twenty members since its inception in 2009. The Hall of Fame inductees are featured on page 6.



The ISE Department recognizes outstanding students each year with awards and scholarships. **Alexis Weill** earned the Leavenworth-McClaskey Scholarship, which highlights the efforts of a student who demonstrates an interest in quality control and quality management. Weill is the President of the UF student Chapter of INFORMS. He has completed internships for both GE and SeaWorld, and will work with Goldman Sachs this summer. **Diana Alarcon** received the Soto/Hernandez Scholarship, funded by recent graduates Alejandra Hernandez and Diego Soto, which recognizes a student’s contributions to the Department, College, or University of Florida. Alarcon is President of the Engineering Ambassadors and volunteers as a recruitment assistant and student representative for the Florida Gators Football department. Additionally, she has held three internships (at the Miami-Dade Enterprise Technology Service Department, Convert Technology, and RoomSync), and will in-



tern with P&G as a manufacturing intern at their Georgia paper plant this summer. The Work-Life Balance Award winner, funded by recent ISE graduates, was **Kevin Weschler**. This award highlights strong academic performance in addition to contributions to the Department and University through organizations and extra-curricular activities. Weschler is an entrepreneur, managing his moving company, 2 College Brothers, and serves as the President of Alpha Pi Mu.

The Gordon Byrnes Sales Engineering Scholarship went to **Stephen Bucken**. Bucken served the Department as an ISE Ambassador, and was a co-founder for the Society of Sales Engineers. He completed two summer internships with GE Healthcare in their Commercial Leadership Program and began his full-time position with them this summer. **Angela Daly** won the Harbert Gregory Sales Engineering Scholarship. Daly is one of the founders for the Society of Sales Engineers here at UF, serving as President for Fall 2012 and Spring 2013. Last summer, she interned at Trane in their Sales Engineering program. Finally, **Brittany Kemp** received the e-Tech Services Sales Engineering Scholarship. Kemp served as the Vice President External for the Society of Sales Engineers and will serve as its President in the fall. She is also a member of the ISE Ambassadors. She has interned at Cameron Corporation, GE Appliances, Siemens Energy, and Citrix.

The Department honored four graduate students for their efforts this year. The Patterson Award recipient was **Orestis Panagopoulos**. Panagopoulos received this award for his work in Data Mining research as well as teaching a course in C++ programming and tutoring for the Athletic Association. **Ruiwei Jiang** and **Dmytro Korenkevych** won the Donald and Joyce Hearn Graduate Research Award. Jiang, a Ph.D. student advised by **Dr. Yongpei Guan**, will receive his Ph.D. this summer and has accepted a position as an Assistant Professor at the University of Arizona in Systems and Industrial Engineering. His research interests are in stochastic integer optimization and power system operation. Korenkevych is a Ph.D. student working with **Dr. Panos Pardalos**. He taught VB.Net and C++, and after graduation, he hopes to have a position in industry in the machine learning field. Finally, **Syed Mujahid** and **Jose Walteros**, both Ph.D. students advised by **Dr. Panos Pardalos**, won the Graduate Teaching Award. Mujahid enjoys applied operations research in data analytics, which directly relates to his teaching assignment for OR and data analysis. After graduation, he would like to pursue a career in academia. Walteros won this award for teaching Matrix and Numerical Methods in Systems Engineering and would like to continue teaching as a professor in an ISE department after graduation.

Class of 2009

John Richard Alison
B.S. Industrial Engineering 1936

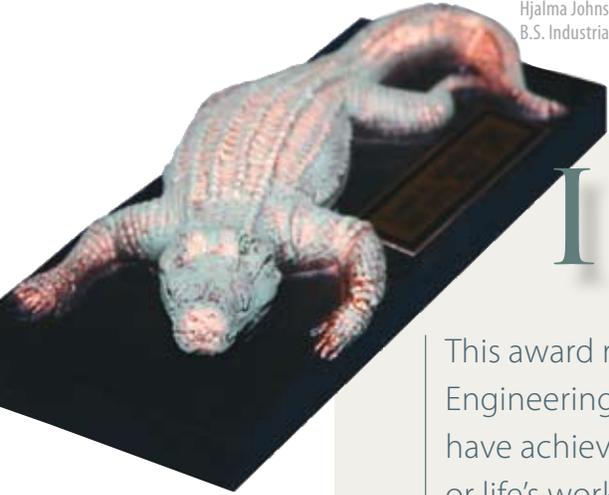
Hjalma Johnson
B.S. Industrial Engineering 1958

John H. Dasburg
B.S. Industrial Engineering 1966

Linda Parker Hudson
B.S. Systems Engineering 1972

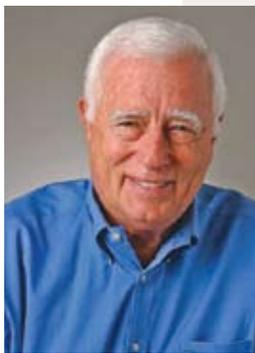
Louis A. Martin-Vega
M.E. Industrial and Systems Engineering 1973
Ph.D. in Industrial and Systems Engineering 1975

Glenn M. Renwick
M.S. Industrial and Systems Engineering 1978



ISE HALL OF

This award recognizes graduates of the Department of Industrial and Systems Engineering in the College of Engineering at the University of Florida that have achieved a distinguished record of leadership in their chosen profession or life's work, whether in the academic, corporate, entrepreneurial, non-profit, government or military sector; and performed outstanding service to the department, college, university or profession. It is expected that an awardee is a person of such integrity, stature, demonstrated ability and renown that the faculty, staff, students and alumni of the Department of Industrial and Systems Engineering will take pride in, and be inspired by, his or her recognition.



Bob Alligood
B.S. Industrial Engineering 1960

After serving in the US Army for three years, Mr. Bob Alligood earned a B.S. in Industrial Engineering with honors from UF in 1960. He was involved in the Benton Engineering Council and Student Government and was elected into the UF Hall of Fame. Upon graduation, he started a career of service, with two terms as a State Representative, eight years as the Executive Director for the Florida Engineering Society, an appointment to the Florida Council of 100 by Governor Askew in 1974 (eventually served as Vice President on the Board of Directors Executive Committee), the Jacksonville Committee of 100, the Governor's Commission on Productivity (under Governor Graham), and the Chairman of the Economic Development Advisory Board (under Governor Bush).

He also worked in private business as Vice President of Watson & Company, Architects and Engineers. This began a successful run in development, most notably with Reynolds, Smith and Hills, Architects, Engineers, Planners, Inc. Most recently, he served as the Founder, Owner, President and CEO of Ice House America (IHA). The company manufactures and distributes ice vending and storage machines worldwide.

He resides in Jacksonville Beach with his wife, Lynn, and has two children, Robyn and Randal.



Paul Brown
B.S. Industrial & Systems Engineering 1984

Paul Brown earned his B.S. in Industrial & Systems Engineering with honors in 1984. While at UF, he was involved in Tau Beta Pi, Alpha Pi Mu, and was a student representative for the Dean of the College of Engineering Advisory Council.

Since his graduation, he has moved all over the US and the world working for International Paper. He began this career with the Union Camp Corporation (later purchased by International Paper) as a staff engineer and progressed through sales, manufacturing, supply chain, general management, and vice president positions over the past 29 years.

Class of 2010

Gordon M. Byrnes
B.S. Industrial Engineering 1942

Carlos M. del Sol
B.S. Industrial Engineering 1972

Erin J. Wallace
B.S. Industrial Engineering 1982

Class of 2011

Harold Haldeman
B. Industrial Engineering 1950

Andy Crawford III
B. Industrial Engineering 1961

Juan A. Galan, Jr.
B. Industrial Engineering 1966

Roger Broderick
B. Industrial Engineering 1967

Class of 2012

Wilma A. Smith
B. Industrial Engineering 1959

Bruce Laval
B. Industrial Engineering 1969

David M. Thomas
B. Industrial Engineering 1971
M. Industrial Engineering 1972

FAME Class of 2013

After serving in various roles in the United States, he moved to Paris in the position of Director, Operations for IP's Europe, Middle East, and Africa packaging division, and was promoted to Vice President and General Manager of the division, which included relocating to Brussels, Belgium. He then served companies in Turkey and Morocco. He was also President of International Paper Asia and International Paper India before returning to the United States.

He and his wife, Heidi (Shreves) Brown, and their two children enjoy traveling in their spare time.

***P. Scott Linder******B.S. Industrial Engineering 1943***

P. Scott Linder graduated with his B.S. in Industrial Engineering in 1943 and remained a loyal Gator. He was involved in his community and church, but he always put his family first. He began his career as a manufacturing salesman, and in 1953, started Linder Industrial Machinery, a multimillion-dollar company that he sold in 1988.

Linder was true to the Gator spirit of giving back. He served on the boards of eight businesses, and was very involved in civic and political causes—where he lived in Lakeland, and for the state. He was head of the UF Alumni Association, the UF Foundation, and the Gator Boosters. To show his spirit, he had a plane fly over each home football game carrying a banner reading, “Please Go Gators—Linder Machinery.” The UF tennis stadium is named in his honor.

Sadly, he lost his battle with cancer on November 11, 1990. He is survived by his wife, Martha, children, Jennie Linder Priven, Betsy Linder Phillips, Andria Linder Rogers, Oscar Rodman Linder, Paul Scott Linder, Jr., and ten grandchildren.

***Roger Madariaga******B.S. Systems Engineering 1973***

Roger Madariaga graduated with a B.S. in Systems Engineering with honors in 1973. After graduation, Roger was associated with the E. I. Dupont Company for 20 years in various industrial engineering, software development, and global information systems management roles in the Textile Fibers and Electronic Materials industries, helping to develop products like Orlon® and Dacron® fibers, Kevlar® Manufacturing plants, process control applications, bar code readers, optical transmitters, flexible circuit boards, CD media, DVD media, and more. In 1993, he transitioned to the Automotive Industry, where he retired in 2008 as V.P., Information Systems & Product Launch (Americas) for GKN Driveline. In this role, he had information systems and new product launch management responsibilities for all operations in the Americas.

His special interests include change management, business process development and system optimization. In his spare time, Madariaga is an ardent backpacker and woodworker. He is a longtime supporter of the UF ISE department. He has served on the UF ISE Industrial Advisory Board for over a decade, and served as its Chair for the past 5 years.

Roger is married to Patricia Hanrahan Madariaga, a 1974 graduate of the UF College of Agriculture. Their daughter, Lisa Madariaga Brady holds undergraduate and graduate degrees (physical therapy) from UF. Their son, Michael Madariaga holds a graduate (building construction) degree from UF.



LINDER'S MARK STILL FELT TODAY

Mr. P. Scott Linder was the sixth child born to Oscar and Dory Linder, a chemist and concert pianist, respectively, on December 26, 1921, while they were on an extended vacation in Europe.

Although his birthplace was Basel, Switzerland, he viewed Florida as his only home, as he grew up in Coral Gables.

After graduating from UF with his B.S. in Industrial Engineering in 1943, he worked for the Army Air Corps as a flight instructor during WWII. He never saw combat, but he taught bomber pilots all about the B-17s and B-24s they would be flying.

Linder was very devoted to his family, and he chose to raise his family in Lakeland, FL, where he moved in 1946. His choice was based on his experience there while attending fraternity brother Herman Lewis' wedding in 1943. Linder and his wife, Martha, raised five children—Jennie Linder Priven, Betsy Linder Phillips, Andria Linder Rodgers, Oscar Rodman Linder, and Paul Scott Linder, Jr. He was very involved in civic affairs, and many people wanted him to run for public office, believing that he had a very good chance of success. He refused, citing his family as the reason for his choice. He felt that it would be unwise to put them through the stress of a political campaign.

Always active, Linder squeezed as much into every day as he possibly could, only allowing for five hours of sleep each night. He ran his own business, Linder Industrial Machinery, a company founded in 1953 that specializes in earth moving equipment, with a steady head. By 1988, the company had over \$90 million in annual sales. In addition to his own business, Linder served on the boards of many other businesses, including Scotty's and First Florida Banks. He was also a Director of the Florida Council of 100, and General Telephone Co., President of the State Chamber of Commerce, and Chairman of the Florida Council on Economic Education.

As much as he was involved with business and state affairs, he was equally devoted (if not more so) to the University of Florida. "He loved the Gators so much, I couldn't have rooted against them," said his wife, an FSU graduate. "I became a Gator." During his life, Linder served as President of the University of Florida Alumni Association, Chairman of the Uni-

versity of Florida Foundation, and as a Distinguished Director of the Gator Boosters. He received a University of Florida Distinguished Alumnus award, and the Linder Stadium at the Ring Tennis Complex was named in his honor. He was a Bull Gator, and had his own sky box. He used his helicopter to fly with his wife to home football games, and his orange and blue plane flew over every home game bearing a sign reading, "Please, Go Gators!—Linder Machinery."

In the 1970's, it was reported that Linder flew to meetings to help keep up with his busy schedule. From his flight record, it would seem that he truly enjoyed flying. He logged over 10,000 hours of flight time as a pilot, and he piloted everything from a single-engine Piper to a Learjet. For his 68th birthday, his friends brought him a great surprise—the chance to pilot a P-51 Mustang, fulfilling his dreams to fly a WWII fighter plane. He made sure to use his planes to support the Gators as well. He once offered to fly to Tallahassee to pick up an FSU graduate for a meeting. He was careful that the man was seated so that when the plane's flaps went down, he had a very clear view of the "Go Gators!" painted on them.

"His loyalty was one of his biggest traits," stated his wife, Martha. He was loyal to his family, his town, his business, his Gators, and his God. He was very active in the All Saints Episcopal Church. Numerous people commented that his faith set him apart. He began all meetings and meals with a prayer, and he read his Bible cover to cover each year. In 1989, Linder was diagnosed with liver cancer. He battled it bravely, enduring months of treatments, always believing that he would recover. His faith helped him through this terrible time, and brought him comfort when he found that his cancer would not be cured.

Linder's enthusiasm for life was evident up to the end. As his wife shared, "Linder is still around." The Lakeland airport was renamed the Lakeland Linder Regional Airport in his honor, and Linder is one of the ISE department's Alumni Leadership award winners this year.





MADARIAGA CONTINUES TO PAY IT FORWARD

“It is a critical life skill that you be able to connect with people,” Roger Madariaga (BS SE 1973) told students in the Introduction to ISE course during a recent visit to campus.

This was a skill that Madariaga learned early, or he would have never been successful – for he convinced Dr. Edward W. Jacunski, Associate Dean of Engineering at UF, to accept him into the program on probation, after a less than stellar two years at the University of Miami in Civil Engineering. With his new bride Patricia (also a UF graduate) in tow, he started over – eventually graduating with Honors.

Upon graduation, Madariaga headed to DuPont. “For the first 12 years or so at DuPont, I was the technical guy,” said Madariaga. “The last 8 years (at GKN) was all about relationship building.”

But it took a while for Madariaga to learn about relationship building and the softer skills. He attributes this to becoming a Boy Scout leader. “Boy Scouts of America taught me not to direct, but influence,” said Madariaga. “I learned some skills that were not refined.”

With those skills, he took on large projects, such as reducing 153 global data centers down to five in 1993. This opened doors for him to move to GKN, a global automobile parts supplier. He took on various roles throughout the world, eventually retiring as the Chief Information Officer for the Americas.

Born to a thoracic surgeon from Colombia and a critical care nurse from Mississippi, Madariaga’s life has been shaped by a variety of experiences. Born in Portland, Oregon, he grew up in Colombia, Mississippi and Coral Gables, Florida. But this was nothing compared to what he put his family through, relocating 10 times throughout his career, including stints in South Carolina, Mexico, Iran, Virginia, North Carolina, England, Germany, France and Holland for DuPont, while working in North Carolina, Michigan, Britain, Argentina, Uruguay, Brazil, Colombia and Mexico for GKN.

“You cannot be closed to what experiences can help you in life,” said Madariaga. “It was the cultivation of all those experiences that put me in a position of leadership,”



Madariaga shared seven keys to success with the students:

1. Be prepared before, not after, it is necessary.
2. Recognize opportunities, so you can take advantage.
3. Adapt and evolve to the environment, as it will not adapt to you. Madariaga likes to point to the quote by Darwin: “It is not the strongest of the species that survives, nor the most intelligent; It is the one that is most adaptable to change.”
4. Demonstrate an ability to produce results. Learn what gives your company a competitive advantage.
5. Build an impeccable reputation using mature judgment.
6. Know yourself well and how to work with others. Work with your strengths and on your weaknesses.
7. Understand the business cycle (and see 3).

When accepting his ISE Alumni Leadership Award this past May, he also told the students to stay involved with the Department and “pay it forward.” He has served as the Chair of the Industrial Advisory Board for the Department for the past six years (while also enjoying wood working, sailing, backpacking, photography, and some consulting, in retirement.)

“I have been asked many times: why have you been so involved with the ISE program for these many years?” Madariaga told the audience. “The answer is simple. By helping enhance the UF ISE program, securing its future and by recognizing its past, I have been paying forward the help I have gotten from the program at various stages in my life.”

“For me, the ISE Department was instrumental,” said Madariaga. “The preparation I got here, in this program, led to a distinguished international business career and personal life.”

BROWN REFLECTS ON LESSONS AND LEADERSHIP



Paul Brown (BS ISE 1984) delivered the Robert Tyrie Benton Lecture on Wednesday, April 24. The former Vice President and Corporate Officer of International Paper (IP), for which he had a 30-year career, minced no words with the 200 attendees.

"I'm 51 years old, but my career has come to an end," he said. "Not because of my own making. It's because I am battling stage four colorectal cancer."

The cancer is incurable and inoperable. "But you know what, that is the way things go," Brown continued. "I'm happy and I'm making the most of every day."

He was diagnosed during his latest assignment as President, International Paper India and also Executive Chairman and CEO of Andhra Pradesh Paper Mills, a publicly-traded Indian company based in Hyderabad, India. Prior to his position in India, Brown was President, International Paper Asia in Shanghai, China. He also served as Vice Chairman of the International Paper-Sun Paper joint venture in Yanzhou, China and Chairman of the IP-Goldhawk joint venture in Beijing.

Living internationally has always been in his blood, as in his wife Heidi's (BS ISE 1983). Both grew up as "military brats." For Brown, this included living all over the states, Germany and Japan as a child. "My parents made sure that we saw and experienced the local sites and traditions," he said, with his brother and father looking on from the audience. "My lack of roots instilled a strong sense of wanting to see things and go places."

Brown excelled as a student at Florida, graduating with Honors while participating in a variety of activities. He served as President of Tau Beta Pi, President of Alpha Pi Mu, and was a student representative on the Benton Engineering Council.

"These are great opportunities to prepare you for leadership roles in your career," said Brown of getting involved and taking advantage

of all that the University has to offer. "They give you chances to speak publicly, build confidence, develop your leadership style, and spend extra time with higher authority." He also noted that these opportunities allow one to stand out, especially in a school as big as UF. "Prospective employers are looking for prospective employees that stand out," he said.

Upon graduation he took a technical staff job in Princeton, NJ with IP. He took the job so he could be near Heidi, who was working for General Electric in Philadelphia. It turned out to be the start of a long and successful career. "I ended up working for International Paper for my entire career," reflected Brown. "That probably makes me a dinosaur based on the new normal when people seem to change companies more often."

He was promoted to his first management position after just one year on the job. And as he put it, "I was a little cocky, a little too sure of myself and frankly, I was a bit of a jerk."

This changed when he had to let go of his first employee. "Firing a person much older than me, when I was 23 years old, really jolted me into understanding for the first time what managing and leading people was all about," reflected Brown. "I realized for the first time that with great authority comes great responsibility; that as a manager and leader of people, you are responsible for ensuring that the people you are leading never get to the point where you have to fire them. Your job is to develop and grow people to keep them from failing."

But Brown conceded that it was working the manufacturing floor was the most demanding. "The toughest job, by far, in my 30-year career was being a manufacturing manager at a industrial facility," he said. "It was a seemingly endless treadmill of issues and problems to deal with in a factory running 24 hours a day, 7 days a week."

But he succeeded, and he was rewarded with a position in... sales. "I knew nothing about sales," he said. "I was a technical person.





But I quickly learned that being a sales manager was all about problem solving, understanding product pricing and profitability, leading people and understanding what customers want." He also learned that not all customers are equal and one should devote resources to those that are willing to pay a fair price for the goods or services provided.

From there, his career took off, eventually landing him the foreign assignments that he grew to love. "Being an expat and working abroad is not for everyone, but for me, it was an immensely satisfying work and life experience," said Brown. "Rich with culture and business learning, my experiences working abroad were the best times of my career." He also noted, with a laugh, that it is "great to live and work many time zones away from corporate headquarters."

For promotion at IP, it was a requirement that one would work abroad. Had Brown not gotten sick, he was slated to head to Russia for his next assignment.

To this day, one of his favorite hobbies is travel. "I've earned over five million frequent flyer miles. I've traveled to over 70 countries," he said. "I've been to places like North Korea, Bosnia, Zimbabwe, Bangladesh, Lebanon – some shaky places," but thrilling at the same time.

After reviewing his career, Brown reflected on a number of lessons learned over the years:

1. *It is important to find a healthy work-life balance.* "There is no need to be a maniacal workaholic to be successful," said Brown. "Sure, there will be times when you have to put in a lot of extra hours, but it is neither helpful or healthy to work yourself to death."
2. *In a good organization, everyone is smart, but so are you.* When surrounded by others that are smart, it can lead to self-doubt, which can hurt performance. Brown suggests that all "simply get over it."
3. *Accept that you will fail from time to time.* "It's the recovery that is important, not the failure," stressed Brown.
4. *Communicate, collaborate and influence.* "Everyone assumes that you know how to analyze and solve technical problems," said Brown. "But people will praise you or discount you based

on the soft skills that you possess." He stressed communicating and collaborating broadly and transparently while influencing positively and enthusiastically.

5. *It helps to have a healthy skepticism.* "Ask questions not only to gain better understanding, but to demonstrate that you are engaged, you're curious and you want deeper understanding about the issue at hand," he said, asking those in the audience to challenge (with respect) the presenters.

6. *Women make better bosses than men.* "I believe women are more thoughtful, more empathetic, more focused than men," confessed Brown. "It is about time for you women engineers to use your hard hats to break the glass ceiling."

7. *America is and will remain an indispensable nation.* "The US has key fundamental advantages that will take a long time for other countries to match," explained Brown. These include a robust rule of law with a high level of transparency and a relatively low level of corruption compared with other nations throughout the world. Brown also noted our sense of innovation, leadership in social and environmental issues, and access to great universities that will keep America at the forefront for years to come.

8. *The career path is both horizontal and vertical.* While most graduates are concerned with moving "up" the ladder, Brown stressed that "horizontal" moves allow one to grow and develop, and later allow for those "vertical" moves.

9. *Hold your bosses accountable.* Challenge your boss if they are not being responsive, reliable and supportive, he stressed.

In addition to the lessons learned, Brown also shared a number of thoughts on a leadership, a topic, he confessed, that was not in his purview during his college days.

1. *Be kind and care about people.* "It's so simple to be nice," said Brown. "Just cause you're the boss doesn't mean you have to mean or tough."
2. *Show some charisma and have a presence.* "Look like you are a serious player," said Brown. "Remember that when you are leader, everyone is watching exactly what you do and how you behave and how you get along each day. Set an example for the entire team."

3. *Know your stuff.* Brown noted that you have to study hard, work hard and know the facts. Those that do not will eventually get weeded out.

4. *Be well rounded and have a worldly view.* "Go deeper and understand current events around the world," he said. "Show you're well rounded and show you belong."

5. *Read!* "Read everything you can get your hands on. But don't read business books!" he urged. "Challenge yourself to read material that contradicts your biases or political leanings." He suggested novels and a variety of sources on current events.

6. *Hold people accountable.* "Make sure they have well defined stretch goals and measure their progress frequently," said Brown. But more importantly, he stressed frequent one-on-one conversations. "You want to connect with them in a very intense way."

7. *Have courage to do the right thing.* "Don't allow yourself to become an accomplice to some wrong doing or nefarious behavior," he said, as this is a sure way to derail a career.

8. *Be consistent, predictable and fair.* "You want to know exactly how your boss is going to react to something," said Brown. This comes from working from a set of principles.

9. *Recognize your colleagues.* "Say thank you," said Brown. "It's the simplest gift in the world to give, and people cherish being appreciated for their hard work with a heartfelt thank you."

10. *Give credit to the people you work with.* "Be humble and don't worry about not getting credit," he stressed. "Your bosses are smart and they know what you did. They will admire you for the fact that you gave credit to others."

In conclusion, Brown honed in on the key to success. "It is so easy to get ahead," he emphasized. "Just do a little extra work and do a little bit more than anybody else. And over time, it gets recognized."

The ISE Department recognized Brown with the ISE Leadership Award at the end of his talk. UF has followed with a Distinguished Alumnus Award, which Brown will receive at the fall commencement in December 2013.

ISE ALUMNI GIFTS FURTHER DEPARTMENT AND COLLEGE



John Dasburg

Paul and Heidi Brown

The Department is extremely grateful to the following alumni and their transformational gifts made at the end of the 2013 fiscal year:

John H. Dasburg (BS IE 1966) and his wife Mary Lou have provided a \$1.5 million gift to the College to establish the John H. and Mary Lou Dasburg Chair in Engineering.

Heidi (BS ISE 1983) and **Paul Brown** (BS ISE 1984) have committed to a gift of \$1.5 million to the Department to establish the Paul and Heidi Brown Chair in Industrial and Systems Engineering.

ALUMNI UPDATES

Randall Deane (BS IE 1963) delivered the Gregory Lecture, entitled "Unlimited Career Opportunities with an Engineering Degree," to students in the Sales Engineering Seminar on Tuesday, April 23. He is currently the President of Lifetime Financial Services and travels extensively.

Carlos del Sol (BS ISE 1972) received the University of Florida Distinguished Alumnus Award at the College of Engineering commencement on Sunday, May 5. He retired as Vice President for Global Engineering at the Campbell Soup Company.



Randall Deane

Scott Figura (BS ISE 1983) has been named the Global Director of Productivity and Operational Excellence at The Coca-Cola Company in Atlanta.

Paul Brown (BS ISE 1984) will receive the Distinguished Alumnus Award from the University of Florida at fall commencement in December 2013. He had been an executive with International Paper until having to step down recently for health reasons.

Dr. Russell King (PhD ISE 1986) has been named the first Edward P. Fitts Distinguished Professor in the Department of Industrial and Systems Engineering at North Carolina State University.

Trey Lauderdale (BS ISE 2004) won a 2013 Outstanding Young Alumni Award for the College of Engineering at the University of Florida. He serves as President of Voalte, which is headquartered in Sarasota with 65 employees and has its product in use in 25 hospitals.

Ketaki Pathak (MS ISE 2009) is now a Supply Planner at Univar in California. She was with Ryan Herco Flow Solutions.

Felipe Millon (MS ISE 2010) is now a Warehouse Manager at McMaster-Carr in California. He was previously with Lockheed Martin.

Wilson Rook (BS ISE 2010) is now a Math Teacher in the Palm Beach County School District.

In Memory Richard Patterson 1932 - 2013

Dr. Richard Patterson, Professor Emeritus in ISE, passed away this summer. Dr. Patterson made innumerable contributions to ISE over the past 50 years. He and his wife, Carolyn, established the Patterson Graduate Fellowship in 2005 for outstanding Masters students. ISE will miss him dearly.



President Machen, Carlos del Sol, Dean Abernathy

DEPARTMENT NEWS



J. Cole Smith



Joe Geunes



Yongpei Guan



Guanghui (George) Lan



Panos Pardalos



Adrien Fedida



Doug Rabeneck and Joe Hartman



Barney L. Capehart

Smith Named Interim Department Chair

Dr. J. Cole Smith, Professor of ISE, has been named Interim Chair of ISE. Smith replaces Dr. Joseph Hartman who has been named Dean of the Francis College of Engineering at the University of Massachusetts Lowell. Smith received his Ph.D. from Virginia Tech and started his academic career at the University of Arizona before joining Florida. Dr. John Harris, Chair of Electrical and Computer Engineering, will head the search for a new, permanent Chair of ISE.

Hartman Named IIE Fellow

Dr. Hartman, Professor and Chair of ISE, was elected a Fellow of the Institute of Industrial Engineers, the highest level of membership in the Institute. The election was due to "Professional leadership and outstanding contributions to Industrial Engineering." He received the award at the IIE Annual Conference in May.

Lan Wins NSF CAREER Award

Dr. Guanghui (George) Lan, Assistant Professor of ISE, has won the prestigious CAREER Award from the National Science Foundation (NSF) for his proposal entitled "Reduced-order Methods for Big Data Challenges in Nonlinear and Stochastic Optimization." This is widely regarded as the most prestigious award for young faculty.

Pardalos Named Dunlevie Professor

Dr. Panos Pardalos, Distinguished Professor of ISE, has been appointed as an Elizabeth Wood Dunlevie Honors Term Professor for the 2013-2014 academic year. The goal of the program is to encourage the most esteemed faculty at UF to participate in the University Honors Program as instructors and mentors.

Geunes, Guan and Ma win ISERC Best Paper Award

Dr. Joseph Geunes, Dr. Yongpei Guan and Ph.D. student Jing Ma won the 2013 Best Paper Award for "Quantity Discount Mechanisms in a Two-level Supply Chain" in the Production Planning and Scheduling Track at the 2013 Industrial and Systems Engineering Research Conference.

Tan and Hartman Win ISERC Best Paper Award

Dr. Chin Hon Tan (PhD ISE 2012), Assistant Professor of ISE at the National University of Singapore, and Dr. Hartman, Professor and

Chair of ISE at the University of Florida, and Dr. Guanghua Han, won the 2013 Best Paper Award in the Engineering Economy Track at the 2013 Industrial and Systems Engineering Research Conference. The paper was titled "Expected Profit under Maximin and Minimax Rules."

Hartman Wins Fred Crane Award for IIE Service

Dr. Hartman, Professor and Chair of ISE, won the Fred C. Crane Distinguished Service Award from IIE. The award "recognizes an individual's long and arduous service contributions to the Institute of Industrial Engineers."

Gauthreaux Wins FICE/ACEC Scholarship

ISE undergraduate student, Michelle Gauthreaux, was selected as the winner of the \$5,000 scholarship awarded by The Florida Institute of Consulting Engineers/American Council of Engineering Companies of Florida (FICE/ACEC of Florida). Recipients of the awards are evaluated in work experience, extracurricular and community activity, references, grade point average, and a written essay.

Fedida to Study Markets as University Scholar

ISE student Adrien Fedida, a transfer student from France, has been named a University Scholar — a University of Florida program that allows undergraduates to engage in research with a professor over the course of their senior year. Fedida will be working with Distinguished Professor Panos Pardalos. He plans to study the dynamics of the stock market using large volumes of data to determine whether future market trends can be forecast.

Capehart Named ASHRAE Fellow

The American Society of Heating, Refrigerating & Air-Conditioning Engineers (ASHRAE) elevated Emeritus Professor Barney L. Capehart to the grade of Fellow in late January at the group's annual Winter Conference in Dallas.

Pardalos Honored by University of Catania

The University of Catania bestowed the Medal of the University on Dr. Pardalos, Distinguished Professor of ISE, on Friday, January 11. The award was in recognition of Dr. Pardalos' broad contributions in science and engineering.



Dear ISE Alumni,
I am writing you in support of our ISE department at the University of Florida. The ISE department has come a long way in recent years under the leadership of Dr. Joe Hartman, and will continue moving forward under the direction of Dr. Cole Smith – the

department now ranks among the top industrial engineering programs in the U.S. and is poised for even higher ranking. With your support, we can help UF’s ISE department rise to the very top.

I recently had a chance to meet Student Ambassadors from our ISE department to hear about the excellent programs and expanded curriculum offered by the department. I was thoroughly impressed with the students and the program, and it’s clear that huge progress has been made in raising the quality of the program in recent years.

Florida’s governor Rick Scott has recently declared that the University of Florida should become one of the top 10 universities in the U.S. and he’s backed that up by convincing Bernie Machen to remain as UF President to lead the effort. The Florida legislature has recently increased funding in support of UF as a further sign of the State’s intent. However, becoming a top 10 university can only be achieved one academic department at a time, further reason to ensure that the ISE department plays its part in raising the overall academic standard of the university.

My wife, Heidi Ann (Shreves) Brown, BS ISE 1983, and I have recently committed to funding THE PAUL AND HEIDI BROWN CHAIR IN INDUSTRIAL AND SYSTEMS ENGINEERING, the first endowed

chair to be awarded in the ISE department. We are putting action to words, and we are asking you to make a commitment also. A gift of any size is welcome and appreciated, and will help the ISE department retain and attract world-class professors, attract world-class ISE students, as well as provide funding for advanced ISE research.

We are making this commitment to UF and the ISE Department because of our personal connection to the university and to the ISE program. I believe it’s a gift that will make a tangible impact on the ISE program as it strives to become the top industrial engineering program in the country. It’s also a gift that will help UF grow and develop engineering talent which is critical for Florida’s economy and the U.S. economy. Most of all, it just feels good to give back to the university which helped create so many opportunities for me as a student and in my career.

Please consider making a gift to the ISE Department. You may contact Ms. Kelly Harvey, Associate Director of Development at 352.392.6795 or kharvey@eng.ufl.edu or Dr. Cole Smith, Interim Department Chair at cole@ise.ufl.edu to discuss the possible giving options. There are numerous ways to give back to the department, and they can help you understand the possibilities.

Thank you for considering a gift, and Go ISE, Go UF, Go Gators!



STUDENT SPOTLIGHT

COSTA'S LEADERSHIP HEADS TO WALL STREET



Maximiliano Costa graduated with his B.S. in ISE, with Honors, this past spring and has headed to Wall Street to work as an Operational Analyst in the Investment Banking Division for Barclays Bank. Costa interned for that group last summer, and it completely changed his career path.

He was headed for the 4-1 program to get his M.S. degree and probably back to General Electric in their healthcare division where he had interned the previous summer.

It was the internship that cemented his decision to pursue the job in the financial sector. The job as a project manager, and New York City, changed him—and his ISE degree helped get him there. “It was really the systems end of the major that really got me that job,” said Costa.

While Costa may not be in Gainesville any longer, he has left his mark. In his time at UF, he served as President of IIE, Chair of the ISE Ambassadors, and Chair of the ISE Student Advisory Council. Whenever the Department Chair needed a tour organized, a department overview presentation, or help with some activity, Costa was always quick to reply, “Of course, Professor,” and it would be covered.

While his service to the Department has been commendable, Costa is most proud of co-founding and serving as President of Motiv8, the UF Center for Leadership and Service.

Motiv8 fosters mentorships between caring UF volunteers and at-risk middle school students

in the Gainesville community at Howard Bishop, Abraham Lincoln and Westwood Middle Schools. Students meet once a week for one hour and split that time between mentoring or tutoring and any fun activity of their choice. The eight goals of the organization, which make up the name “Motiv8”, are: role modeling, fostering success, empowering, goal setting, building character, resisting peer pressure, improving test scores and shaping leaders. Mentors strive to strengthen their opportunities, increase their self-awareness and serve as role models. Costa always asserted, “it only takes one hour to make a difference.” While President, he grew the group to 80 mentors, earning the University’s “Most Improved Organization” award.

Fortunately for UF, Costa’s choice of College was an easy one. Accepted at UF, Georgia Tech and Northwestern, he chose UF to keep the financial burden from hitting home, as he had two younger brothers at home with his single mother. His mother, an economics major, also influenced Costa’s choice of ISE. “I was always interested in the business side,” he said. “The biggest thing was the application of it. So when I started looking at the curriculum here, IE almost seemed like a technical social science.” And looking back, it was the perfect choice. “If I had to do it all over again, with or without money, I’d choose UF.”

And as for ISE? “It’s been an amazing run,” said Costa. “The Department does a phenomenal job of giving you that high level skill set. It’s up to the individual to specialize. It’s what you put into it.” No doubt, Costa put plenty in.





SPRING, 2013 GRADUATES

THE DEPARTMENT conferred 55 undergraduate and 65 graduate (M.S. and M.E.) degrees in the spring of 2013. Our graduates continue to be in great demand. According to the information gathered from exit surveys, 78 percent of our undergraduate students have already accepted jobs in government or industry, with employers such as Accenture, Utilities International, Barclays, Tyco, Booz Allen Hamilton, Sapient Nitro, Cameron, Raytheon, CHEP, Price Waterhouse Coopers, Deloitte, Procter & Gamble, DTCC, Nielsen, Eaton, Microstrategy, Inc., ExxonMobil, Manhattan Associates, Fleet Readiness Center Southeast, Lockheed Martin, Ford Motor Company, IBM, General Electric, Harris, Goldman Sachs, and Google. Another ten percent were headed to graduate school.

Additionally, **Michael Prince**, advised by Dr. J. Cole Smith, and **Qianfan Wang**, advised by Dr. Yongpei Guan, completed their Ph.D. degrees. Prince accepted a position as a Senior Operations Research Specialist with BNSF Railway in Dallas. Wang is now working with SAC Capital in New York City.

B.S. in Industrial and Systems Engineering

Addonisio, Michael A.	Costa, Maximiliano J.	Kocyigit, Aylin
Alterman, Martin	Davelaar, Rodion R.	Koeneke, Oscar A.
Alvarez, Alejandro	Dittrich, Matthew P.	Li, Huan
Anderson, Sheldon L.	Douglas, Sean	Marika, Marilyn F.
Atkins, Clayton B.	Edge, Daniel E.	Mays, Isabella R.
Beekman, Michael T.	Edwards, Markus J.	Neira, Laura
Bernard, Brigitte N.	Eisen, Gabriel	Orso, Andrew C.
Biondolillo, Nicolas J.	Espinal, Edgardo A., Jr.	Persad, Tanya G.
Brandt, Stephanie	Faeh, Daniel S.	Quiros, Josbell
Browder, Robert	Ferrari, Robert J.	Reynolds, Patrick W.
Browne, Mario A.	Fisher, Mykel M.	Richter, Philipp A.
Bucken, Stephen A.	Garced, Brandi N.	Rodriguez, Erik L.
Burks, John P.	Gibbs, Alexander A.	Romfh, Ira R.
Burse, Christine M.	Giovanni, Nicole E.	Rose, Jared M.
Bush, Randall	Gonzalez, Jairo, Jr.	Ross, Matthew A.
Calixte, Obed	Gordon, Jonathan L.	Rugon, Jeff
Chang, Zack	Jensen, Tyler J.	Saenz, Daniel A.

Shavell, Alexander J.
Spicochi, Michael A.
Stewart, Jared E.
Viele, Jourdan T.

M.S./M.E. in Industrial and Systems Engineering

Andres, Natan	Gillett, Elizabeth F.	Liu, Weiwei	Souders, David L.
Bahtiyar, Huseyin	Gomez-Silva, Jose F., Jr.	Lu, Mowen	Spund, Jeremy C.
Bailey, Andrew F.	Goodhew, Jillian A.	Lubin, Tompson	Stenstad, Amanda J.
Balkan, Ozer	Gustafson, Benjamin E.	Ma, Jing	Thogiti, Krishna C.
Bedoya, Juan J.	Hall, Scott N.	Malpartida, Milton J.	Thorn, David A.
Boesen, Monica C.	Heindl, Timothy J.	Mercado, Gregory T.	Upham, Michael G.
Bowman, Amanda V.	Helms, Bryan W.	Mitchell, Paul D.	Venkatesan, Raguram
Cannon, Richard J.	Hinkle, Jessica L.	Morehead, Michael D.	Weishaar, Daron R.
Cary, William R.	Ittleman, Michael A.	Moslehy, Kareem	Westbrook, William K.
Collins, Stephanie A.	Johnson, Vera G.	Pagadala, Lekha S.	Whiteford, Marion R., Jr.
Cruz, Hector G.	Jordan-Robinson, Aeriell B.	Parker, Jody	Wilson, James A.
Dreyer, Allison S.	Kessel, Kurt A.	Petion, McKenzie	Ye, Chen
Dunkle, David C.	Krischik, Michael P.	Pineda, Zeidee P.	Yu, Xiaolian
Feng, Wei	Kurschat, Nicole M.	Robinson, Petra L.	Zhang, Rui
Findlater, Shawn A.	Lan, Lan	Rockoff, Jessica R.	
Garces, Eduardo J.	Law, Megan	Sicard-Gregory, Neville	
Ghadimi, Saeed	Lee, Arthur S.	Skipper, Jason B.	